

BOROUGH OF NEW MILFORD

SUSQUEHANNA COUNTY, PENNSYLVANIA

COMPREHENSIVE PLAN



September 1, 2016

BOROUGH OF NEW MILFORD
SUSQUEHANNA COUNTY, PENNSYLVANIA

RESOLUTION #09012016

RESOLUTION ADOPTING A NEW COMPREHENSIVE PLAN FOR THE BOROUGH OF NEW MILFORD PURSUANT TO THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE

WHEREAS, the Borough of the New Milford (the "Borough") is a Pennsylvania municipality organized and existing under the Pennsylvania Borough Code;

WHEREAS, Article III, Comprehensive Plan, of the Pennsylvania Municipalities Planning Code authorizes the Borough Council to adopt a comprehensive plan for the Borough;

WHEREAS, the Borough Council previously adopted a comprehensive plan for the Borough in 1979 (the "Prior Comprehensive Plan"), and finds that, due to the passage of time and development in the Borough, a new, updated comprehensive plan should be prepared and adopted;

WHEREAS, the Borough Planning Commission and the Borough's consultant, Community Planning and Management, LLC, has prepared a proposed new Comprehensive Plan (the "Proposed Comprehensive Plan");

WHEREAS, the Planning Commission held a public meeting on May 11, 2016, on a draft of the Proposed Comprehensive Plan, and received and considered public comment on the draft Proposed Comprehensive Plan;

WHEREAS, the Borough Planning Commission has recommended to the Borough Council that the Proposed Comprehensive Plan be adopted;

WHEREAS, the Borough Council has held this day a public hearing, pursuant public notice, to receive any additional comment on the Proposed Comprehensive Plan;

WHEREAS, at least 45 days prior to the Borough Council's public hearing on the Proposed Comprehensive Plan, the Borough sent the Proposed Comprehensive Plan to the Susquehanna County Planning Commission, the Blue Ridge School District, and contiguous municipalities, for review and comment, and the Borough Council has considered the comments of these organizations, to the extent received; and,

WHEREAS, the Borough Council finds that adoption of the Proposed Comprehensive Plan is in the best interests of the Borough's residents.

NOW, THEREFORE, BE IT RESOLVED:

1. The Proposed Comprehensive Plan is adopted as the Borough's Comprehensive Plan (hereinafter referred to as the "2016 Comprehensive Plan"). The adopted 2016 Comprehensive Plan replaces the Prior Comprehensive Plan in its entirety.
2. The 2016 Comprehensive Plan consists of the following maps, charts, textual matter and other matters:

Plan Sections

Key Questions

Introduction and Overview

Opportunities and Challenges

Community Conservation and Development Goals and Objectives

Action Plan

Land Use

Community Facilities and Services

Natural Resources

Housing

Transportation

Historic Resources

Main Street Revitalization

Key Demographic Observations

Charts

Included in Key Demographic Observations are charts detailing population, population projections, population density, age groups, median age, housing units, housing unit density, average household size, types of households, higher education, median household and per capita income, poverty rate, employment, travel time to work and unemployment

Maps

Aerial

Existing Land Use

Floodplain

Geology

Historic Resources

Natural Features

Transportation and Community Facilities

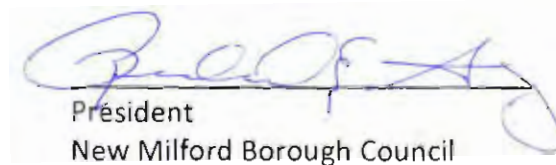
Zoning

3. The action of the Borough Council shall be recorded on the 2016 Comprehensive Plan.

4. The Borough Secretary and the officers of Borough Council are authorized to take such additional actions, as may be required by the Pennsylvania Municipalities Planning Code or the Borough Code, to implement the adoption of the 2016 Comprehensive Plan.

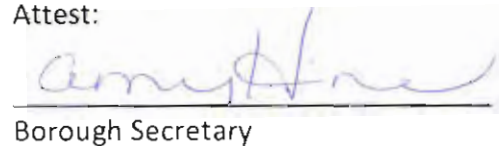
5. This Resolution shall be effective immediately.

ADOPTED this 1st day of September, 2016, by motion duly made, seconded, and carried by a vote of not less than a majority of the members of Borough Council, in lawful session, and duly assembled.



President
New Milford Borough Council

Attest:



Borough Secretary

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KEY QUESTIONS

Planning Process

In short, the planning process involves finding the sometimes complex answers to four simple questions:

1. *Where are we?*
2. *Where do we want to be?*
3. *How do we get there?*
4. *How are we doing?*

Where are we?

NEW MILFORD BOROUGH POPULATION	
1930	782
1940	807
1950	880
1960	1,129
1970	1,143
1980	1,062
1990	971
2000	878
2010	868

Background Studies

A key step in the process is the collection and analysis of information on a range of community characteristics and issues and concerns aimed at defining the existing condition of the community and identifying planning implications.

- Land use and housing
- Community facilities and services
- Business community and mixed use buildings
- Natural resources, open land and development potential
- Highways and parking
- Historic resources
- Demographics and economic base
- Planning and Development in Susquehanna County, the region and contiguous municipalities

Where do we want to be?

Goals and Objectives / Plans

The *Plan Goals and Objectives* are a vision of how residents and local officials expect the community to develop and evolve into the future. Objectives are specific actions which are designed to achieve goals and satisfy community needs. The *Goals and Objectives* are formulated based on public input, the findings of the background studies and local official understanding of the community’s needs and expectations. Based on this community vision and the issues identified in the planning process, the various plans to guide the future growth and development of the Borough are developed.

How do we get there?

Implementation Strategies

The specific means to reach the Borough’s goals are discussed at various points in the specific plans. In addition, and to facilitate on-going use of the *Plan*, the actions and the responsible entities required to carry out the plan’s expectations are summarized in the *Action Plan*. Examples of *implementation strategies* include zoning ordinances, subdivision and land development ordinances, historic structures preservation, and capital improvement budgeting.

While the ultimate responsibility for the Borough lies with the Borough Council, much of the work of implementation, assessment of the accomplishment of goals and objectives,

Basic Planning Steps

Where are we? - inventory

Where do we want to be? - goals/plans

How do we get there? - implement

How are we doing? - evaluate



and periodic comprehensive plan review can be accomplished by the Planning Commission and citizen volunteers who are appointed to special committees or task forces along with Borough officials. These groups can provide evaluations and recommendations to the Council for action.

How are we doing?

Need for Continued Planning

It is important to emphasize that a comprehensive plan should not simply be considered a *document on a shelf*, but instead, one element of a community management process dependent upon the attitude and on-going foresight of the public officials charged with the responsibility of guiding the growth and development of the community. The *Plan* should be used by the community when important decisions are made and its goals and objectives and prioritized actions should be reviewed at least each year to assess the community’s accomplishments or the need to shift priorities for action.

Simply stated, a comprehensive plan is a starting point - a blueprint to guide the future development of the Borough and should be revised and updated periodically to reflect changing conditions, attitudes, situations, and goals of the community. The success of the planning program will be measured only in the form of accomplishment. The effectuation of the plan will be the responsibility of the area's residents. It will require public support and positive action by the Borough Planning Commission and the Borough Council.

State Mandated Plan Review

The Pennsylvania Municipalities Planning Code (§301,c) requires local municipal comprehensive plans to be reviewed *at least every ten years*. The ten-year review window is certainly far too long for local municipalities to incorporate the planning process into normal operations. Planning, that is, assessing how decisions and community changes fit into the long range plan, should be practiced continually.

INTRODUCTION AND OVERVIEW

Planning Needs

This *Comprehensive Plan* was undertaken by the local officials of the Borough of New Milford in recognition of a number of principal critical community needs including to:

- Identify and inventory the changes which have taken place in the Borough over the last 10 or 15 years.
- Address key growth and development issues.
- Establish a framework for sustainable growth and development while concurrently providing for the conservation of small town community character, residential neighborhoods, open land, and the environment.
- Promote well designed residential and commercial development by providing the foundation for updated land use management tools, principally the zoning ordinance and the subdivision and land development ordinance.
- Organize for the most efficient administration of local government and the delivery of community facilities and services.
- Achieve consistency with the *Susquehanna County Comprehensive Plan*.

COMPREHENSIVE PLAN

A comprehensive plan does not have the force of law. Instead, it serves as a policy statement and an action guide. As community conditions change, the actions in the Plan may require adjustment. The Plan should be continually reviewed to assess what adjustments are necessary to address these changes.

Future Framework and Interrelationships

This *Comprehensive Plan* provides a framework for the growth and development of the Borough. Although the *Plan* is comprised of a number of separate elements, each element, and, in fact, each planning and development action taken by a public body or private individual, is inextricably interrelated with other plan elements and planning and development actions. For example, the development of housing implementation strategies cannot be accomplished without taking into account land use controls and economic development trends. Economic development strategies cannot be formulated without considering land use controls and transportation needs. Community facilities and services planning requires an assessment of future development, transportation needs, and housing affordability. These types of interrelationships and implementation strategies are discussed in the various comprehensive plan elements.

Planning Participants

The Borough Planning Commission conducted the planning process. Citizen participation included a survey, community meetings, key person interviews and the Planning Commission meeting and Council hearing required by the Pennsylvania Municipalities Planning Code prior to the adoption of the plan. Community Planning and Management, LLC, Paupack, PA, and Sarcinello Planning and GIS, Swarthmore, PA, provided professional assistance with the financial support of the Pennsylvania Department of Community and Economic Development.

Community Balance

Rural communities and residents of rural communities are characteristically different from their more urban counterparts, and have the opportunity to directly mold their communities. The same can be said for the Borough which is clearly a rural community and will remain rural. *The rural community is seen as the conservator of its own*



1979 New Milford Plan

New Milford and surrounding area has been growing in population. This has been primarily caused by New Milford's proximity to the Binghamton, N.Y. area, 22 miles to the north. Many borough residents commute daily to Binghamton for employment. A second growth factor is the physical beauty of the surrounding area. Susquehanna County is near the large eastern metropolitan areas which has made it a popular area for second home developments and for hunting and fishing. This type of activity has particularly been attracted to some of the County's lakes. Heart Lake and East Lake, both near New Milford, are good examples of this trend. (Page4.)

Its (early) growth came as a result of its location in relation to the early turnpikes, and the growth of the farming area around the community. Early residents were those who supplied the area with goods and services. Later the railroad and the tanneries provided employment. As time passed, jobs became fewer and fewer, and with advances in transportation people were finding employment outside of the borough limits. The community has always been faced with problems. Many of these have occurred by our own making. Because of the changes that are occurring, the Borough is going to have to adjust with them. Good planning can help to adjust with these changes. and with cooperation, we can look forward to a promising future. (Page 14.)

resources, habitat, and culture. Local citizens are directly involved in the control of community assets as they plan for the retention, enrichment, and equitable use of those assets for present and future generations. Along with the community's goals, specific objectives must be identified; actions and methods for achieving the goals. Some objectives will be the direct responsibility of local elected and appointed officials. Others will require the cooperation and participation of other levels of government and the private sector.¹

The goals of all residents of the community will not be the same. Some residents expect community conservation and environmental protection while other residents will favor increased economic development. Some residents will demand more community facilities and services, while others prefer lower taxes. Some residents will strive for land use diversity while others would prefer to live in a residential community. One function of the community planning process is to strike a balance between these varied expectations and develop a shared vision to meet the overall goals of the community.

Planning Issues Overview

Once served by a major north/south highway, Route 11, New Milford Borough is now bypassed by Interstate Route 81. Although the Borough has easy access to the Interstate, few travelers on the Interstate find their way to the Borough. Instead spending for services at businesses located at other interchanges. Business development in the Borough has stagnated and the population has experienced little change over the years and the current population of 868 is on par with its 1950 population of 880. The Borough continues as a largely residential community with relatively few commercial establishments, primarily retail and service businesses.

The central sewage system and the public water system, coupled with the pending installation of natural gas lines to serve homes and businesses, opens the possibility for residential and commercial development and population growth. This facilitates higher residential densities and higher intensity commercial development resulting in changes in land use and demand for community facilities such as parking. Yet, the recurring flooding limits the ability of landowners to develop and maintain businesses.

¹ P. Lusk, J. A. Rivera, F. O. Sargent, M. Varela, (1991) Rural Environmental Planning for Sustainable Communities, Island press, Washington, D. C., p. 5

Need for Planning

Borough officials realize the importance of planning for the future to anticipate change and take the necessary steps to address community challenges and take advantage of opportunities. In addition, Borough officials must continue to provide and maintain public facilities and services in a climate of increasing costs and stable tax revenues. Concurrently, the Borough is responsible to ensure that the growth and development that does occur is in accord with sound planning principles with the goal of preserving the environment and community character, while at the same time encouraging economic development to provide jobs for residents and increase the overall tax base.

This combination of growth and development issues clearly demonstrates the critical need for this *Comprehensive Plan*, and the consideration of new and innovative land use and community management techniques. The subdivision and land development ordinance and the zoning ordinance will continue to play a vital role in the growth and development planning program by directing residential and commercial development to the areas best suited for such development and requiring adequate community facilities and infrastructure.

Citizens, business owners and public officials must chart the Borough's direction, and continue to work to accomplish the goals of the *Plan*.

A Guide and Policy Statement

This *Comprehensive Plan* is intended to serve as a means of addressing the future growth and development of the Borough by identifying key issues and establishing goals and objectives. The community planning process is also aimed at fostering cooperation between Susquehanna County and the Borough as envisioned by §306 of the Pennsylvania Municipalities Planning Code which states, *both the county and the municipality shall each give the plan of the other consideration in order that the objectives of each plan can be protected to the greatest extent possible.*

The goals and objectives were developed by local officials based on the planning process. The goals and objectives are intended to serve the Borough as a guide and policy statement for land use management and community facilities and services decision making. Any significant action taken by a local municipality, be it the adoption of a zoning ordinance amendment or the improvement of a municipal building, should be evaluated in terms of the community's goals and objectives. In addition, community planning and land conservation and development management is an on-going process, and the municipality must periodically evaluate the goals and objectives to ensure that they adequately reflect current community conditions and the expectations of residents and officials.

Planning Process

A theme consistent throughout all elements of this *Comprehensive Plan* is the concept of *process*. The published comprehensive plan document represents only the first step of what should evolve into an on-going planning process. If this *process* frame of mind is not firmly established, local officials, businessmen, land developers, and citizens, all players in the community growth and development arena, will have little chance of achieving the sustainable growth vital to the social, economic and environmental future of New Milford Borough. This process will also allow the recognition of the shifting interrelationships of community growth and development decisions vital to the success of long-term planning efforts.

**Conservation of
Community Character**

Another key theme of this *Plan* is the conservation of the Borough's rural, small town character. All public and private actions must be assessed in terms of its effect on the community's character. For example, residential development standards in the normal pattern of large lots will fragment remaining open land. The alternative, cottage housing or planned residential development for example, provides the opportunity to maintain small town character at higher density made possible by the central sewage system. The conundrum of central sewage disposal provides another good example of planning interrelationships. This community facility is often the only means of correcting sewage disposal problems yet can stimulate development of more land at higher population densities. Increases in population could trigger the need for improved or new community facilities and services such as schools and police protection. In short, without careful analysis, one *implementation action* taken by a municipality can have unexpected and often undesirable effects.

To achieve growth and development goals and to establish the community's planning process for the future, this *Plan* makes the following overall recommendations:

- Evaluate all public and private actions with the goal of preserving open land as a viable part of community character.
- Direct development away from environmentally sensitive areas and conserve large blocks of open land.
- Encourage a mix of business and commercial development in the Borough.
- Identify areas for growth within and adjacent to existing developed areas.
- Require adequate community facilities for new development.
- Carefully consider how the new central sewage system, in combination with zoning updates, can best be used to meet community development goals.
- Plan for street maintenance and improvements to continue good quality streets and maximize safety.
- Provide for sound housing and all types of housing.
- Provide for sufficient parks and recreational facilities.
- Promote historic preservation.
- Promote the idea of growth management - an effort to manage the location, type, and timing of future growth.
- Encourage increased local, intermunicipal, and regional cooperation for comprehensive planning and land use control implementation; and overall local municipal administration and management.

with planning in contiguous municipalities a nonissue. In addition, this *Plan* was provided to New Milford Township for review as part of the adoption process. The Municipalities Planning Code (§502.1b) provides standing for local municipal governing bodies in Pennsylvania to appear before and provide comments to any contiguous municipality considering a proposed subdivision, change of land use, or land development, thereby allowing issues of conflicts to be raised. Borough and Township officials should establish an agreement to formalize this process.

Community Involvement

It is obvious that the implementation of the *Comprehensive Plan* will require broad-based community involvement and coordination and cooperation among various federal, state, and local agencies. Plan implementation will require both a commitment of financial resources and human resources. The human resources can include both volunteer and paid staff and professional assistance. Many of the recommendations identified in the *Plan* could require increased staff support and demand for volunteer services. The Borough currently uses a one-call system and email messages for emergencies and community notices.

Community Partnerships

Cooperation among community organizations will also be critical to the future success of the community. The dedicated work of community non-profit, service and similar organizations are critical to the quality of life. The Columbia Hose Company No. 1, the New Milford Rotary Club and New Milford Men’s Club are prime examples. All community organizations should plan and work together to accomplish community goals and objectives.

OPPORTUNITIES AND CHALLENGES

Overview

As part of the planning process community leaders, residents and business owners identified past successes, revealed issues needing attention and identified preferences for the future. Some items listed as challenges appeared to be hurdles or problems without viable solutions; however, challenges are, in reality, unexplored opportunities. Opportunities and challenges are influenced by internal and external factors. Internal factors are those that the Borough can manage; external influences are those beyond the community's control.

The New Milford Borough's significant opportunities and challenges are related to:

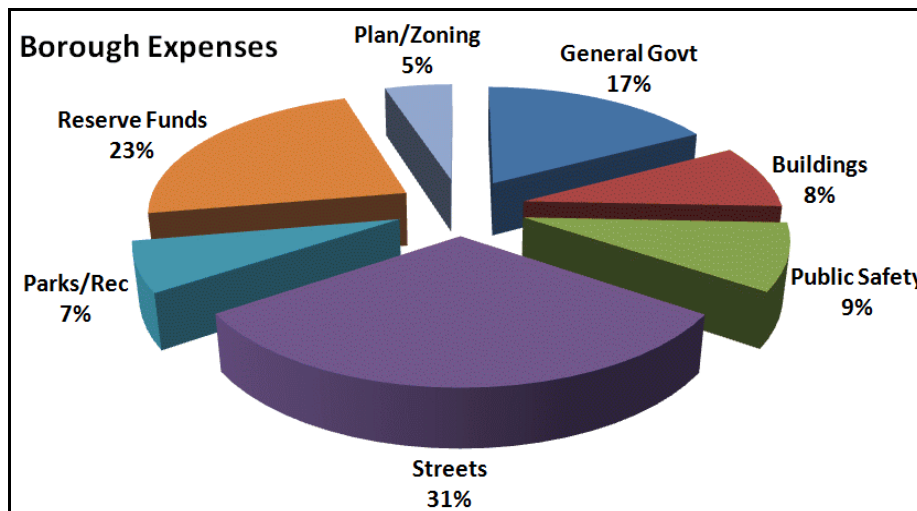
- reinforcing its place in the region
- strengthening the vitality of its downtown and business community
- safeguarding the character of its residential neighborhoods
- providing safe and efficient streets
- maintaining the quality water supply and effective sewage disposal system
- delivering quality facilities and services

New Milford Borough’s Significance in the Region

The development of the interstate highway system altered significantly the Borough’s position as a thriving community along Route 11, once a major north/south highway. Today New Milford Borough is largely a bedroom community whose residents travel throughout the region for employment and to retail and service establishments. Nevertheless, the Borough is, in fact, within easy reach of employment and activity centers and this provides the opportunity to highlight assets such as safe and clean neighborhoods, small town character and myriad outdoor recreation opportunities. The travelers on Interstate 81 are potential customers for Borough businesses.

Infrastructure

The Borough central sewage system and the public water supply, in addition to ensuring the health and welfare of current residents, are invaluable assets for additional residential and business development. Railroad access on the sidings in the Borough and New Milford Township and the pending installation of natural gas add significantly to this opportunity.



Borough Facilities and Services

Providing facilities and services professionally and efficiently while minimizing tax increases is a major goal of Borough officials. This is becoming more difficult as costs rise while Borough revenue is based largely on taxes and user fees. The cost of improved or additional facilities and service must be balanced against the ability of Borough residents and property owners to pay more taxes and support long term maintenance and replacement. Unfunded state and federal mandates add to the challenge.

Borough staff, elected officials and voluntary commission members are increasingly doing more with available funds to maintain facilities and services. For example, the Borough Building is used to its fullest capacity, street improvements are contracted to minimize staff and road equipment expense and Council members all actively participate on committees to do Borough business.

Flooding

The effect of periodic flooding of Salt Lick Creek, Meylert Creek, Smith Creek is one of the key issues affecting the growth and economic condition of the Borough. The central part of the Borough along Main Street between Salt Lick Creek and Smith Street, and north and south between Union Street and Pratt Street is the most affected developed area. Flooding of Meylert Creek along Pete’s Road and Summit Street and around Cobb Street also effects a number of homes and businesses. The Johnston Street underpass flooding prevents access to that part of the Borough. Recent flooding has damaged numerous businesses and homes and the probability of additional floods limits reinvestment. No solutions to preventing future floods have been identified, but upstream stormwater controls and improved drainage to Salt Lick Creek in the Borough may be partial solutions.

Main Street

Improving the overall appearance of Main Street is key to stimulating business development by defining a sense of place for the Borough to attract patrons from the wider region. Main Street revitalization – capitalizing on the Borough’s opportunities and meeting its challenges – must be a partnership of local business owners and Borough officials. Business owners must take the lead role by organizing to work as a unified group and garner support from area economic development organizations. Borough officials must enable revitalization with appropriate zoning and serve as a conduit for state and federal grant and loan programs.

Opportunities

- long term business owners
- rural, small town character
- infrastructure - water supply, central sewage and natural gas.
- parks
- proximity to interstate 81
- rail service
- regional tourism
- natural and historic resources

Challenges

- lack of local business organization
- unattractive streetscape
- unattractive storefronts
- floodplain
- unfriendly pedestrian environment (especially sidewalks)
- regional retail centers
- traffic
- parking

**COMMUNITY CONSERVATION AND DEVELOPMENT
GOALS AND OBJECTIVES**

**Need for Goals
and Objectives**

Any community planning effort by its very nature must include goals. Without goals there would be little direction to the future of the community. In the case of planning for a rural small town such as New Milford Borough, goals establish the framework for change and growth management, and the foundation for maintaining key community characteristics. Goals pronounce the community's expectations and provide a vision of how the community plans to evolve into the future. Objectives are specific actions which are designed to achieve goals and satisfy community needs. Making decisions based on planning goals and attaining specific objectives improves the physical condition of the community and sustains and enhances the overall quality of life.

SHARED VISION - *Every successful business, organization, or individual has a plan for the future. Communities are no different. If nothing else, a community needs to agree on a shared vision of what it wants to become. This vision should address the full range of local concerns: schools, housing, economic development, neighborhoods, parks and open space. Creating a shared vision is important because it provides a blueprint for the future of the community. People may differ on how to achieve the community's vision, but without a blueprint nothing will happen. (Balancing Nature and Commerce in Gateway Communities, Howe, J., McMahon, and Propst, L., Island Press, Wash., D.C., 1997, p. 48.)*

**General Community
Development
Objectives**

This statement of the General Community Development Objectives is intended to set the overall tone for the Comprehensive Plan and its implementation. More detailed goals and specific objectives for particular aspects of the community follow.

Cooperation - To use the comprehensive planning process to explore the potential for cooperation between the Borough and other municipalities and the County on growth and development issues of area wide concern.

Internal Coordination - To strive for coordination between policies, plans, and programs in the community through cooperation among governing officials, appointed boards, community interest groups, and residents.

Public Information - Achieve greater awareness, understanding and participation of residents with the recommendations in the *Comprehensive Plan* via an active public information process with such methods as a web site, newsletter, and public meetings, and the continued use of the one-call and email system, the proposed electronic message sign at the Borough Hall, and the fire alarm for emergencies.

Economic Development - To provide, within the context of overall community conservation, the opportunity for local business and strengthen the area economy by encouraging well-planned commercial, industrial, residential, and recreational growth which will provide for local employment, shopping facilities, and recreational opportunities which in turn will strengthen the local tax base.

Use of Land - To achieve the best use of the land in the Borough while allowing for reasonable residential and commercial development. The focus will be on the preservation of the environment and open space. This will ensure that the varying uses of land will complement one another and thus improve the economic, social, and aesthetic character of the overall community.

Range of Land Uses - To allow a range of residential and commercial uses at appropriate locations and establish performance standards through zoning to ensure that such uses do not unduly affect adjoining properties or the public health, safety and general welfare and are consistent with the historic and gateway character of the community.

Population Density - To establish realistic population densities in order to ensure health standards, privacy and open space and in order to allow for the provision of community facilities and services in the most convenient and efficient manner.

Streets and Sidewalks - To maintain and improve the street and sidewalk system for better internal circulation and to protect residential neighborhoods from through traffic.

Facilities and Services - To provide the necessary community facilities and services to meet the needs of increased development and the increasing and changing population.

Environmental Protection - To guide the location of future development and establish performance standards to minimize negative impacts (*externalities*) on the natural and community environment.

Housing - To provide the opportunity for a wide-range and variety of housing types for individuals and families of all incomes.

Monitoring - To update and revise planning goals and objectives, and the operational tools necessary for implementation, in light of new data and changing conditions, and to meet a changing population, both current and new residents, in concert with maintaining small town character and quality environment

GOAL - COMMUNITY CHARACTER AND QUALITY LIFESTYLE

Preserve and enhance predominant characteristics of the region including, but not limited to the *small-town feel*, the cultural heritage and tradition, the sense of security and safety, the community's cleanliness and tidiness and the people's neighborliness and helpfulness.

The Borough's physical environment, regional location and past development practices have shaped and maintained its small town character. Without careful planning, vigilant land use management, and continued community conservation, the quality lifestyle which will retain current residents and attract new residents can succumb to the cumulative effects of uncoordinated development with eventual direct threats to the environment and public health and safety. Of special concern are residential neighborhoods, street trees and remaining open space and business district development.

LIVABLE COMMUNITIES have a balance of jobs, homes, services, and amenities and provide interconnections among these elements. Livable communities provide housing choices and are walkable and affordable. They're also well designed and attractive. Vibrant downtowns are especially important because they are the heart and soul of Pennsylvania communities, appeal to all ages, and provide the distinctive image that people take with them. We can even reshape the strip to make it more appealing and functional. Wherever new development or redevelopment occurs, location, scale, siting and design decisions should be carefully considered. (Better Models for Development in Pennsylvania, McMahan, E.T. and Mastran, S.S., The Conservation Fund and PA DCNR, 2005, p.59.)

OBJECTIVES:

- Development**
 - Innovate Design - Maintain the size, scale and mix of uses within the Borough by updating land use management ordinances to incorporate current practices and innovate design.
 - Performance Standards - Apply zoning performance standards to address noise, lighting, outdoor storage, and other potential effects as well as ensuring appropriate landscaping and signs.

- Celebrate**
 - Activities and Events - Continue to support and celebrate activities and events, which express the Borough's character and maintain an orientation to family.

- Cooperate**
 - Community - Support and enhance community cooperation among and between individuals, neighborhoods, for-profit and non-profit organizations and businesses, social and fraternal organizations, community service providers and government entities.
 - Area-wide - Promote the idea of area-wide cooperation among the municipalities in the Blue Ridge School District.
 - Public Involvement - Continue to hold community forums and embrace other opportunities to involve the public in the enhancement of assets, the resolution of issues and the monitoring of the ongoing planning process.

- Neighborhoods**
 - Encourage neighborhood watch organizations to help maintain safety, security and cleanliness.

- Nuisances**
 - Control common law nuisances and threats to public health and safety due to, among others, noise, lack of property maintenance, poor building practices, junk accumulation, and odors.

GOAL - BUSINESS DEVELOPMENT

Promote and strengthen commercial opportunities in the Borough.

The vitality of the local business community is critical to the quality of life in the Borough. Local business provides employment, contributes significantly to tax revenues with less demand for services than residential development, reduces traffic on area roads by providing goods and serves locally, and captures traveler expenditures, particularly in tourist areas.

Commercial development in the Borough is found primarily in the C-1 Commercial and I-1 Industrial Zoning Districts. Historically, the Borough served as a retail/service center along a primary north/south transportation corridor - Route 11 and the railroad. As the region developed and transportation routes changed, fewer area residents and travelers looked to the Borough to meet their retail/service needs. The recent and possibility of additional flooding presents a significant challenge for business investment. However, Main Street has great potential. It contains a mix of residential, retail and office uses housed in buildings - some historic - that exemplify the rural, small town character of the region. Building and streetscape improvements supported by local business owners and the Borough could begin to restore the appeal of the downtown and attract new economic and social activity.

B **USINESS DEVELOPMENT** - *What brings money into the community? manufacturing? agriculture? tourism? The economic character of a community does not usually change quickly. A community with a large base of skilled machine operators will be far less successful in attracting a software company than will a university town. Thus, the existing economic character of the community must be considered both an opportunity and a constraint.*

Sometimes called the regulatory climate, local policies toward growth and change create significant opportunities and constraints. In general, antigrowth communities are likely to grow less than similarly situated progrowth communities. These polices are only one part of the larger system and are not independently meaningful – a progrowth attitude is unlikely to create growth in a community with overloaded infrastructure, and an antigrowth attitude alone will not keep people from flocking to a popular beach community. These policies are extremely important at the margins, however, and can have a significant impact over the long run. (Community Planning, An Introduction to the Comprehensive Plan, Kelly, E.D. and Becker, B., Island Press, 2000, p. 96, 97 and 98.)

OBJECTIVES:

- | | |
|----------------------|---|
| Organization | <p>Develop a business owner-driven, community-based committee as the key element of the revitalization program.</p> <ul style="list-style-type: none"> → <u>Organized Committee</u> - Demonstrate local commitment for revitalization with an active and well organized committee comprised of residents, business owners and local government representatives. → <u>Leadership</u> - Involve individuals who are willing to take leadership roles in the revitalization process. → <u>Involvement and Participation</u> - Foster community involvement and participation in the revitalization effort. |
| Business Plan | <p>Formulate a Business District plan which seeks a balanced mix of local retail/service and tourist-oriented businesses.</p> <ul style="list-style-type: none"> → <u>Formal Organization</u> - Develop a formal organizational structure with officers and by-laws to take the lead role. |

- Marketing - Develop an on-going marketing approach which promotes the Business District as a destination, recognizes the importance of existing businesses, seeks viable users for vacant properties, and assists local government in preserving the character of the area.
- Redevelopment Programs - Explore the use of the Main Street and Elm Street Programs, possibly in cooperation with the other Blue Ridge Boroughs.
- Borough Support - Support the Business Plan with Borough resources to the extent such resources are available and are authorized by Commonwealth statute.
- Railroad - Explore how the railroad can be used to stimulate business development.

Streetscape

Protect, maintain and, where possible, enhance the physical features which contribute to the *sense of place* and *pedestrian-friendly environment*.

- Commercial Guidelines - Develop guidelines for commercial building design that will ensure high aesthetic quality while meeting basic development standards.
 - Historic buildings and building facades.
 - Street trees and landscaping.
 - Signs and lighting
 - Setbacks, dimensional size and scale of buildings.
 - Pedestrian and bicyclist access and circulation.
- Zoning - Adopt zoning requirements which will help to preserve the character of the community while offering flexibility for individual business and property owners.

MAIN STREET (Main Street, National Trust for Historic Preservation.)

As a unique economic development tool, the Main Street Four-Point Approach® is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride. The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort. Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

Organization involves getting everyone working toward the same goal and assembling the appropriate human and financial resources to implement a Main Street revitalization program. A governing board and standing committees make up the fundamental organizational structure of the volunteer-driven program. Volunteers are coordinated and supported by a paid program director as well. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion sells a positive image of the commercial district and encourages consumers and investors to live, work, shop, play and invest in the Main Street district.

Design means getting Main Street into top physical shape.

Economic Restructuring strengthens a community's existing economic assets while expanding and

- Tourism** **Use all available resources to draw visitors to Main Street.**
- Endless Mountains - Work with the Endless Mountain Visitors Bureau to ensure that the Borough is adequately included in promotional material.
 - Welcome Center - Take full advantage of the Pennsylvania Welcome Center on I-81.
 - Tourist Destinations - Capitalize on area tourist attractions such as the Old Mill Village Museum, the Christmas Train, the Latter-Day Saints Historic Site and the National Guard Armory to draw visitors.
- Parking** **Provide public parking which is *user friendly* – accessible to the core area, well-signed, safe and compatible with the character of the Business District.**
- Private - Maintain existing public and private parking areas.
 - Public - Develop new public parking areas as demand dictates.
 - Residential - Require adequate off-street parking for residential uses in the Commercial District within a reasonable distance.
- Flooding** **Acknowledge that the probability of flooding is a significant challenge for commercial development.**
- Solutions - Continue to explore solutions to minimize flood damage.
 - Standards - Continue to apply the minimum floodplain development and redevelopment standards
- Regional Economy** **Recognize the importance of the regional economy to the quality of life in New Milford Borough.**
- Development Organizations - Cooperate with local business development organizations to promote commercial development which builds on area community assets and which will not compromise the quality of life.
 - Region-wide Events - Support, encourage, and promote the continuation, revitalization and/or addition of special region-wide events.

GOAL - COMMUNITY FACILITIES

Ensure that community facilities and services are provided to meet the needs of the Borough.

Residents rely on community and public facilities and services to meet their transportation, educational, water supply, sewage disposal, police protection, emergency response, recreation and other daily living needs. Municipalities, particularly rural municipalities such as New Milford Borough, do not, and cannot, provide all the facilities and services required by residents. Instead, many such services are provided by other levels of government or volunteer organizations. Nevertheless, without diligent and ongoing attention to the operation and maintenance of existing facilities and services, and planning for new facilities and services, a municipality can fall short in adequately serving its residents.

COMMUNITY FACILITIES AND UTILITIES should be considered resources with limited capacities that are to be provided in appropriate places to support and implement a multi-municipal comprehensive plan. The location of certain key facilities, including water, sewer, schools, and roads, are often essential to providing the necessary services to accommodate more intensive residential and nonresidential development. Conversely, these services will facilitate unintended development in areas, such as important farming areas or areas with limiting natural resources, where growth may not be appropriate. The location of other services, facilities, and utilities should be considered in relation to their ability to support or conflict with the land use planning for the multi-municipal area. The land use planning should facilitate the efficient and economic provision of public, quasi-public, and privately provided

OBJECTIVES:

Public Facilities and Services

Maintain existing public facilities and services and plan carefully for new public facilities and services.

- Maintenance - Provide necessary maintenance of existing municipal buildings, equipment and other community facilities to extend the useful life and forestall unnecessary capital expenditures.
- Capital Budget - Systematically identify the need for local municipal community facilities and services, including useful life replacement of existing facilities, and develop a capital budget to meet the needs.

Administration

Maintain a high level of administrative services and manage all municipal facilities and services efficiently and effectively.

- Staff - Continue to evaluate administrative staff levels and needs to meet the day-to-day local government operations.
- Technology - Continue to explore new ways of utilizing technology to facilitate routine government functions and facility maintenance and development.

Cooperation

Encourage and participate in the Susquehanna County Council of Governments (COG) and other intergovernmental cooperation efforts for community facilities planning and economies of scale for joint purchasing, recreation and other facilities and services.

- Exchanges - Support cooperative exchanges of equipment and personnel between municipalities.

- Intermunicipal Agreements - Use written agreements for intermunicipal projects when necessary to ensure responsibilities and liabilities.
- Joint Purchasing - Work with COG to begin joint purchasing of supplies and materials such as culverts, road salt, anti-skid and fuel, and bidding of paving projects.
- Codes - Continue to use COG for on-lot sewage and building code administration.

Emergency Services**Protect the Borough with effective emergency services.**

- Fire and Ambulance - Acknowledging the critical importance of such groups to the community, encourage and continue to support volunteer fire and ambulance organizations to improve operations and service.
- Police - Maintain existing levels of police protection and explore the cost/benefit of various cooperative methods to provide police services.

Water Supply and Sewage Disposal**Ensure adequate water supplies and sewage disposal facilities.**

- Water Supply - Maintain the Borough water supply system in good operating condition and develop a capital improvements program to plan for necessary improvements and replacements.
- Well Head Protection - Identify important groundwater supply areas and actively protect the sources by applying well head protection standards.
- Sewage System - Maintain the Borough sewage collection and conveyance system in good operating condition and develop a capital improvements program to plan for necessary improvements and replacements.

Recreation**Provide adequate recreation facilities and programs to serve the community.**

- Existing Facilities - Focus resources on maintaining and improving existing recreation facilities.
- New Facilities - Develop new facilities as resident needs dictate and financial resources permit with consideration of the cost of long-term maintenance and replacement.
- Regional Facilities - Plan for and provide recreation facilities regionally.

GOAL - LAND USE

Develop a land use plan for New Milford Borough that integrates all aspects of growth and development including residential, commercial, industrial and open space.

Land use management is a complex process that depends on the interrelationship of a number of factors including the historic development pattern, regional location, demographics, the regional economy, the transportation network, and soils and land capability. Most of these factors are beyond the control of local municipalities.

New Milford Borough is a mature community where the land use pattern has been established. Land use in the Borough is currently a good combination of residential, commercial and industrial intermixed with small areas of open space. While several larger parcels remain vacant, in-fill and redevelopment will comprise much of the change in the Borough. Without increased private reinvestment in the Business District, the Borough will likely continue its transition to a bedroom community.

In any case, this Comprehensive Plan gives the Borough the foundation to manage the growth and development of the community using innovative land use management ordinances, careful programming of public facilities, and active participation of residents.

RURAL SMALL TOWNS offer a high quality of life . . . In addition, the strong sense of community in rural towns, their proximity to open space, and the absence of traffic-clogged commutes to work available there are also attributes that make the entire state more attractive. By the same token, Pennsylvania's numerous cities, boroughs, and older townships are also precious and important. These more "urban" communities retain a special potential to catalyze growth because they possess assets unavailable elsewhere, such as: regional centers of business, medicine, and education; strong existing road and rail systems; distinctive livable neighborhoods, and a wealth of restaurants, shops, and entertainment. (Committing to Prosperity: Moving Forward on the Agenda to Renew Pennsylvania, The Brookings Institute, 2007, p. 22.)

Boroughs are smaller urban or quasi-urban centers. Largely associated with industrialization, boroughs are compact, and average just one-eighteenth the area of a typical township.' Boroughs are also ubiquitous. One-third of the 961 boroughs lie within the state's most developed areas. But more than 600 boroughs are scattered across rural Pennsylvania, where they function as the historic and commercial town centers of numerous non-urban counties. Every county but Philadelphia contains at least one borough; most contain 10 or more. Boroughs range in population from 18 in Green Hills (Washington County) to 38,420 in State College Borough, which anchors that region. (Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania, The Brookings Institute, 2003, p. 18.)

OBJECTIVES:

Neighborhoods

Preserve the quality of existing neighborhoods and encourage quality residential development on available parcels.

- Resident Organizations - Encourage the formation of resident organizations to promote neighborhood maintenance and restoration.
- Maintenance Code - Consider the adoption of a reasonable property maintenance code.
- Residential Development - On larger parcels, encourage residential development with direct visual access to open land, with amenities in the form of neighborhood open space, and with a strong neighborhood identity.
- Diversity - Provide for a diversity of lot sizes, building densities, and housing choices to accommodate a variety of age and income groups and residential preferences, so that the community's population diversity may be maintained.

- Small Town Character - Maintain, where possible, the small town character of development by continuing existing street patterns and area and dimensional characteristics.
- Home Occupations - Allow home occupations in residential districts in compliance with a range of reasonable standards to minimize impacts.
- Nonconforming Uses - Limit expansion of nonconforming uses in residential districts.

Zoning Districts**Provide adequate separation between incompatible land uses.**

- Existing Districts - Maintain the existing zoning districts and evaluate the location of the districts relative to one another.
- Setbacks and Buffers - Provide appropriate setbacks and buffers between land uses at zoning district boundaries.
- Commercial Uses - Evaluate the allowed uses in commercial zoning districts and encourage retail, office, and service uses.
- Cooperative Zoning - Consider the use of cooperative zoning as a means of recognizing the regional nature of development patterns and for locating commercial and industrial uses proximate to such existing uses and where community facilities are adequate.

Land Use Types**Ensure that the zoning ordinance adequately provides for the Borough's fair share of all types of land uses in compliance with the Pennsylvania Municipalities Planning Code and case law while protecting community character.**

- Allowed Uses - Review the range of uses allowed in the various zoning districts in terms of current land use types and development practices.
- Development Standards - Adopt, monitor and update commercial and industrial development standards to protect the public health, welfare and safety, to preserve community character, and to minimize conflicts with small town character by controlling such activities as noise; outdoor manufacturing, processing and storage; lighting; and other potential effects.

GOAL - HOUSING

Provide for secure and sound housing in a variety of types and densities.

Families and individuals of all income levels live and work in the Borough with homes ranging from very modest mobile homes to more recently constructed large single-family dwellings. Families with low to moderate incomes need continued access to decent and affordable housing with proper community facilities. The special needs of young families looking for their first home and senior citizens on fixed incomes must be addressed. Similar to commercial development, the Borough can employ zoning to direct housing types and densities to the most appropriate locations. Cottage housing on infill parcels and conservation subdivision design with a density bonus and multi-family dwellings in all zoning districts are examples.

THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE requires a plan to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality, which may include conservation of presently sound housing, rehabilitation of housing in declining neighborhoods and the accommodation of expected new housing in different dwelling types and at appropriate densities for households of all income levels.

Zoning must provide for housing of various dwelling types encompassing all basic forms of housing, including single-family and two-family dwellings, and a reasonable range of multifamily dwellings in various arrangements, mobile homes and mobile home parks.

OBJECTIVES:

Current Residents

Meet the housing needs of current Borough residents.

- Sound Housing - Encourage preservation of presently sound housing.
- Rehabilitation - Promote rehabilitation of houses in decline.
- Housing Programs - Encourage participation in all county, state and federal housing rehabilitation and assistance programs to ensure residents receive full benefit from such programs.
- Maintenance - Consider more vigilant enforcement of the property maintenance code to prevent dilapidation of dwellings.

Types and Affordability

Provide a diversity of housing types and affordability levels.

- Cottage Housing - Encourage the development of cottage housing where smaller single-family dwellings are sited around a common open space.
- Type and Density - Allow residential development of various types in suitable areas at a density sufficiently high to moderate the land cost of the increasing cost of housing, while requiring adequate off street parking, water supply and sewage disposal.
- Fair Share - Ensure that the Borough provides for its required *fair share* of housing in any land use management ordinances.
- Innovative Design - Advocate conservation design, village style or traditional neighborhood development.
- Incentives - Consider density and design incentives to encourage the development of age-restricted and affordable housing.

GOAL - NATURAL RESOURCES AND SENSITIVE ENVIRONMENTAL AREAS

Conserve streams, wetlands, steep slopes, and floodplain groundwater and natural resources as vital elements of the community.

Without careful planning and management, the use of natural resources and disturbance of sensitive environmental areas can lead to the decline of community character and the quality lifestyle it affords, with eventual direct threats to the environment and public health and safety. If the quality of the area’s natural features is diminished, the quality of life and the local economy will suffer, and water supplies could be threatened.

The purpose of conservation: The greatest good to the greatest number of people for the longest time.
- Gifford Pinchot

I recognize the right and duty of this generation to develop and use our natural resources, but I do not recognize the right to waste them, or to rob by wasteful use, the generations that come after us.
- Theodore Roosevelt

If we learn, finally, that what we need to “manage” is not the land so much as ourselves in the land, we will have turned the history of American land-use on its head.
- Gaylord Nelson, Founder of Earth Day

OBJECTIVES:

Conservation and Sensitive Natural Areas

Conserve open land, including those areas containing unique and sensitive natural features such as woodlands, steep slopes, streams, flood plains and wetlands, by setting them aside from development.

- Identification - Identify sensitive natural areas such as wetlands, groundwater recharge areas, woodlands, steep slopes, poor soils and flood plains, and adopt regulations to protect such areas by requiring resource sensitive development.
- Land Use Ordinances - Evaluate and develop land use ordinances in terms of effects on sensitive environmental areas with the goal of maintaining open space to the greatest extent possible while allowing a reasonable density of development.
- Development Standards - Maintain up-to-date standards for storm water control, soil erosion and sedimentation control, sewage disposal, solid waste disposal and other environmental concerns.
- Area Wide Cooperation - Coordinate environmental preservation efforts with neighboring jurisdictions, and establish an action plan targeting environmental concerns that require a regional approach.

Water Supply and Streams

Protect the supply and quality of drinking water and protect surface water quality.

- E & S Control - Reduce erosion and sedimentation by requiring compliance with DEP regulations
- Stormwater - Adopt up to date stormwater ordinances to control runoff through the use of best management practices.
- Water Quality - Consider the impacts of residential and nonresidential development on water quantity and quality and encourage the use of best management practices

to preserve stream and River water quality for aquatic life and recreational use.

- Floodplain - Use land use controls to direct new residential and commercial development away from floodplain to areas where land is adequate to provide facilities necessary to support development and flood damage is minimized.

GOAL - CIRCULATION SYSTEM

Establish and maintain an adequate circulation system to safely and efficiently move people and goods.

Safe and well maintained streets and highways are vital to all communities, serving not only as the means of travel within the community, but as the direct link to the region and beyond. Public streets in New Milford Borough total 8.26 miles including 4.23 miles of Borough-owned streets and 4.03 miles of state-owned routes. Street maintenance accounts for about 31 percent of the Borough’s 2013 operating budget; \$143,490, of \$463,990. Borough officials must plan carefully to ensure adequate funding for the improvement and maintenance of locally-owned roads. Sidewalks in the Borough, where they exist, range in condition from new to poor. Parking and driveway access to Main Street is uncontrolled on many parcels. The rail line passing through the Borough carries freight, averaging more than 10 trains per day.

C***IRCULATION** - Planners typically talk about "circulation" rather than transportation because circulation (getting around) is the goal of the citizens they serve, whereas transportation is just a method of achieving that goal. A good circulation plan includes more than streets and roads – it includes means of pedestrian and bicycle circulation and, in many communities, some form of mass transportation.*

Although good circulation plans involve more than roads, the starting point for an existing conditions analysis of circulation is a map of streets and highways in the community. (Community Planning, An Introduction to the Comprehensive Plan, Kelly, E.D. and Becker, B., Island Press, 2000, p. 80.)

OBJECTIVES:

State Roads

Assess state road maintenance and safety concerns and the improvements needed.

- Road Task Force - Consider organizing a local Road Task Force with Blue Ridge municipalities to address regional traffic impacts and highway improvement needs.
- Planning - As a Blue Ridge group, actively participate in all Northern Tier Regional Planning and Development and PennDOT highway planning programs.

Borough Actions

Develop a coordinated program to maintain the Borough streets and sidewalks.

- Improvements Program - Develop a local street, intersection and sidewalk maintenance and capital improvements program.
- Cooperation - Work cooperatively with other municipalities to achieve road maintenance and improvement efficiency by sharing equipment and coordinating contract bidding for services and materials.
- Development Location - Limit higher density and higher traffic impact development to areas with adequate highway capacity.
- Parking and Access - Require adequate, but not excessive, off-street parking and loading, limit curb cuts, and require well designed access points.
- New Development - Maintain up-to-date standards for construction of new subdivision roads.
- Road Linkages - Include the consideration of through road connections as part of the development review process.

- Highway Occupancy Permit
 - Require as part of zoning approval for new or expanded uses, the issuance of a highway occupancy permit by the Borough or PA DOT, as appropriate.
 - Maintain an up-to-date road occupancy ordinance setting standards for driveway access to Borough streets and storm water and utility improvements within the right-of-way.
- Official Map - Using an official map, establish and reserve public street alignments and adequate rights-of-way for planned street improvements.

Pedestrians and Bicyclists Consider the needs of pedestrians and bicyclists in all transportation planning.

- Opportunity - Provide opportunities for a range of non-automotive transportation alternatives that are easily available to residents and visitors.
- New Development - Consider all new development proposals in terms of effects on existing facilities for pedestrians and bicyclists and provision for new facilities.
- Pedestrians - Provide a safe environment for pedestrians by improving sidewalks, controlling traffic, and requiring new development to address pedestrian traffic.
- Sidewalks - Recognize the importance of sidewalks to the quality of life in the Borough and develop a sidewalk inventory, improvement, construction, and maintenance program to ensure long term viability of sidewalks.

GOAL - HISTORIC RESOURCES

Protect historic resources as an important part of the character of the Borough.

A number of historic sites and structures are found in the Borough, ranging from residences and outbuildings, to the train station and the stone arch bridge. Buildings and structures were erected as part of a growing community, and although many of the early structures are now gone, the many which remain add tremendously to the character of the community. The preservation of historic buildings and other features, and encouraging new development to be consistent with the existing historic character, are critical to the future of the community.

PENNSYLVANIA has more than 100,000 historic resources identified by the National Register of Historic Places. Thousands more could be identified across the state, in cities, towns and villages, and rural areas. This rich heritage is under threat-from abandonment and demolition of decaying urban building stock, destruction of rural landscapes and prime farmland for housing and business, and highway construction to accommodate the tidal wave of trucking and passenger traffic. As with our natural resources, we must strengthen our values and develop strategies to maintain our historic resources. Historic resources are worth saving. Without these resources, communities would lose their integrity, identity, and their attractiveness to newcomers. The goal is to strike a balance between development and saving what's important to the community's past. (Better Models for Development in Pennsylvania, McMahan, E.T. and Mastran, S.S., The Conservation Fund and PA DCNR, 2005, p. 83.)

OBJECTIVES:

- | | |
|------------------------------|--|
| Historical Society | <p>Work with the Susquehanna County Historical Society to promote historic preservation in the Borough.</p> <ul style="list-style-type: none"> • <u>Historical Society</u> - Consider the creation of a local historical society. |
| Identify and Evaluate | <p>Develop an inventory of historic resources and evaluate the resources for register status.</p> <ul style="list-style-type: none"> • <u>Historic Register</u> - Based on the historic resources inventory, create a local historic register and consider nomination of qualifying structures and places to the National Register of Historic Places. |
| Adaptive Reuse | <p>Encourage the adaptive reuse of historic resources.</p> <ul style="list-style-type: none"> • <u>Adaptive Use</u> - Allow the adaptive use of large older homes to enable owners to adequately maintain the structures. |
| Design Guidelines | <p>Develop guidelines for residential and commercial development to encourage historically sensitive design.</p> |
| Education | <p>Educate property owners on the significance and value of historic resources, and of the opportunities for their preservation.</p> |
| Funding | <p>Identify funding sources for historic preservation.</p> |

ACTION PLAN

Introduction

The Action Plan provides a blueprint for the future of the community, building on the past and community assets and recognizing challenges while planning for a variety of community and economic development projects and programs. It provides a summary of the steps necessary to complete the Comprehensive Plan’s major recommendations as detailed in each Plan section. The issues of most importance are discussed first and the less critical Comprehensive Plan elements follow. Comprehensive Plan goals related to each Action are also noted to identify the primary purpose of the Action.

Coordinated planning and implementation efforts will maximize opportunities for development, redevelopment, investment and activity in ways that support Borough policies. It is vital that Borough officials reach out to citizens, stakeholders, area municipalities, Susquehanna County, and state and federal agencies to obtain support and assistance in implementing this Comprehensive Plan. Forming partnerships will extend and expand the Borough resources and aid in accomplishing planning goals.

Over the years, physical, policy and economic influences will affect the feasibility and priorities of the actions. Certain actions may be completed in the near term while others will likely require much longer. The Borough must respond to opportunities that emerge and issues and emergencies that arise. The Borough Council and Planning Commission must review and update the Action Plan annually to assess accomplishments, adjust priorities, add or remove actions and confirm participants.

Flooding and Stormwater

The periodic flooding of Salt Lick Creek, Meylert Creek, Smith Creek is one of the Borough’s most challenging issues. The flooding not only causes community disruption and costly damage, it is inhibiting reinvestment and new investment in businesses. In addition, the Borough stormwater management system may be adding to the problem by not adequately carrying flood waters.



FLOODING AND STORMWATER				
#	Action	Priority	Lead(s)	Partners
1	Find <u>structural solutions</u> to the flooding	ongoing	Borough Council Emerg Mngt Coord	County EM Dept PEMA, FEMA
2	Enforce floodplain <u>management regulations</u>	ongoing	Zoning Officer	Borough Council
3	Prohibit <u>floodplain development</u> in identified areas without a variance to: A. Ensure the property cannot be reasonably developed outside the floodplain B. Enable the Borough to set conditions of approval such as the installation of flood barriers	immediate	Planning Commission Borough Council	PA DCED
4	Encourage upstream municipalities to require <u>conservation design for new development</u> in the watershed to maximize open space and minimize impervious areas.	high	Planning Commission Borough Council	County Planning

FLOODING AND STORMWATER				
#	Action	Priority	Lead(s)	Partners
5	Participate in National Flood Insurance Program <u>Community Rating System</u> to reduce flood insurance premiums	medium	Borough Council	future
6	Complete a <u>storm sewer/stormwater study</u> with the aim of managing flows to Salt Lick Meylert and Smith Creeks	high	Emerg Mngt Coord	Borough Engineer
7	Include <u>Best Management Practices</u> in ordinances to control stormwater for new development and minimize flood height increases	high	Planning Commission Borough Council	Conservation Dist County Planning PA DEP Manual
8	Maintain and/or improve <u>stormwater facilities</u> in the Borough	high	Borough Council	Borough Engineer Conservation Dist
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Land Use - Community Facilities - Business Development - Natural Resources/Sensitive Environmental Areas				

**Business Development/
Main Street Revitalization**



The vitality of the local business community is critical to the quality of life in New Milford Borough. Local business provides employment, contributes significantly to tax revenues with less demand for services than residential development, reduces traffic on area roads by providing goods and serves locally, and captures traveler expenditures, particularly in tourist areas.

Several storefronts in the Borough are vacant and few new businesses have opened in recent years. Community survey respondents voiced concern about the lack of a grocery store and the need for retail and service establishments in the Borough. However, the quaint character of many Main Street buildings and the possibility for improving others, the availability of public water and sewer and natural gas, and the regional demand for goods and services hold potential for revitalization.

Business revitalization must be a partnership of local business owners and Borough officials. Borough officials must enable revitalization with appropriate zoning and serve as a conduit for state and federal grant and loan programs. Business owners must take the lead role by organizing to work as a unified group and garner support from regional economic development organizations.

BUSINESS DEVELOPMENT/ MAIN STREET REVITALIZATION				
#	Action	Priority	Lead(s)	Partners
1	Develop a <u>business owner-driven, community-based committee</u> by convening an initial meeting	high	Business owners Borough Council	Econ dev organiz's
2	Create a <u>formal organization</u> with officers and by-laws to take the lead role.	high	Business Committee	Borough Council
3	Formulate a <u>revitalization plan</u> which seeks a balanced mix of local retail/service and tourist-oriented businesses.	high	Business Organization	Borough Council Econ dev organiz's
4	Develop an on-going <u>marketing approach</u> which promotes the Business District as a destination	high	Business Organization	Borough Council Econ dev organiz's

BUSINESS DEVELOPMENT/ MAIN STREET REVITALIZATION				
#	Action	Priority	Lead(s)	Partners
5	Establish a <u>branding scheme</u> for the commercial corridor to use on signs and in advertisements for local sales and community events.	high	Business Organization	Borough Council Econ dev organiz's
6	Explore the use of the <u>Main Street and Elm Street Programs</u> , possibly in cooperation with other Boroughs.	high	Borough Council Business Organization	Econ dev organiz's County Planning PA DCED
7	Improve the <u>physical appearance</u> of the Main Street corridor to make it more appealing to residents and visitors.	high	Borough Council Business Organization	Econ dev organiz's PA DCED PennDOT
8	Create a <u>pedestrian friendly environment</u> with sidewalks, crosswalks, and streetscapes to entice both visitors and residents to explore Main Street and its businesses.	high	Borough Council Business Organization	Econ dev organiz's PA DCED PennDOT
9	Control traffic speed and improve vehicle circulation and parking availability along Main Street.	high	Borough Council PennDOT	Business Organiz
10	Make Main Street an <u>area destination</u> that will attract local residents and regional consumers and tourists. - Business retention - Marketing - Community events - Hours of operation	high	Business Organization	Borough Council Econ dev organiz's
11	Capitalize on area <u>tourism</u> attractions: - Old Mill Village Museum - National Guard Armory - Christmas Train - Latter-Day Saints Historic Site	high	Business Organization	Borough Council Econ dev organiz's
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Business Development - Land Use - Historic Resources - Housing				

Land Use

★ Priority

The purpose of the Land Use Plan is to devise a strategy to effectively enable economic development in the business district and industrial park, balancing the need to promote development with the need to preserve natural and historic resources, and the need to provide infrastructure and services. To accomplish this objective the Land Use Plan is formulated with consideration of natural and historic resources, infrastructure, and community facilities and services in order to produce a coordinated and efficient development pattern that reflects the Borough's land use goals, preserves its character and identity, promotes economic viability, enhances the community's quality of life, and protects resident health, safety, and welfare.

LAND USE				
Ref	Action	Priority	Lead(s)	Partners
1	Review and update as necessary <u>district boundaries</u> and the <u>allowed uses</u> in current zoning districts and <u>development performance standards</u>	immediate	Planning Commission Borough Council	County Planning
2	Arrange detailed <u>training</u> for local officials about SALDO and zoning ordinance preparation and administration	moderate	Planning Commission Borough Council	County Planning PA Borough Assoc Muni Plng Educ Inst

LAND USE				
Ref	Action	Priority	Lead(s)	Partners
3	Initiate discussion of <u>cooperative zoning</u> and how it can be developed for the Blue Ridge area	moderate	Planning Commission	County Planning
4	<u>Residential</u> A. Use zoning and SALDO to encourage <u>cottage housing</u> B. Provide for a <u>mix of housing</u> types in development projects for a more efficient use of land and conserving open space C. Encourage <u>upper story apartment units</u> in Business District with no minimum parcel size and no density limitation when parking requirements are satisfied	immediate	Planning Commission Borough Council	County Planning
5	<u>Nonresidential</u> A. Include a broad range of nonresidential <u>performance standards</u> in zoning ordinance B. Require consideration of <u>site physical characteristics</u> as part of the design in order to protect environmentally sensitive areas C. Allow the <u>clearing of vegetation and grading</u> in buffer areas only after a development plan has been approved, but provide for timbering the interior of the property D. Develop updated <u>landscaping standards</u> to ensure development is consistent with Borough character and provide adequate buffers E. Allow <u>no-impact home based businesses</u> in all dwellings as required by the PA MPC	immediate	Planning Commission Borough Council	County Planning
6	<u>Open Land Preservation</u> A. Encourage developers to include areas of <u>open space in residential subdivisions</u> B. Promote <u>long term</u> open land conservation	immediate	Planning Commission Borough Council	County Planning Conservation Dist
7	<u>Official Map</u> A. Consider <u>adoption</u> of an official map and required ordinance in accord with Planning Code Article IV B. Include on the maps <u>needed community facilities and road and intersection improvements, and open space areas</u>	low	Planning Commission Borough Council	County Planning
8	Allow <u>forestry</u> as a principal permitted use in all zoning districts as required by the PA MPC	immediate	Planning Commission Borough Council	--
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Land Use - Housing - Business Development - Natural Resources/Sensitive Environmental Areas				

Community Facilities and Services

Public community facilities and services in the Borough are provided on several levels: local, county and state government, and by quasi-public institutions such as volunteer fire departments, hospitals and libraries. They are most often considered in terms of government or institutional response to meet the needs and demands of the community's residents. The provision of these facilities and services is dependent

largely on tax dollars, whether in the form of federal and state aid, county supported programs, or locally funded facilities and services.

Maintaining existing facilities and planning for capital expenditures associated with existing facilities and equipment are the primary actions.

COMMUNITY FACILITIES AND SERVICES				
#	Action	Priority	Lead(s)	Partners
1	Fully explore and take advantage of any opportunities to improve facilities and services via <u>intermunicipal cooperation</u>	ongoing	Borough Council	Blue Ridge muni’s Susq Co COG
2	Prepare a long term <u>parks</u> maintenance plan and capital improvements plan.	immediate	Parl & Rec Board	Planning Comm Borough Council
3	Evaluate the various <u>police protection</u> alternatives and potential for regionalization.	Immediate	Borough Council	Blue Ridge muni’s
4	Focus <u>emergency management</u> planning on finding a means of minimizing the flooding.	ongoing	Emerg Mngt Coordin Borough Council	County EMA PEMA, FEMA
5	<u>Columbia Hose Company No. 1</u> A. Pursue <u>equipment</u> upgrades as necessary B. Complete the land acquisition for a <u>new building</u> and proceed with construction in the next five to ten years.	ongoing	Hose Company	--
6	<u>Water Supply</u> A. Continue to maintain current facilities B. Continue to identify and repair leaks in the water system	ongoing	Municipal Authority	Borough Council
7	<u>Wastewater Disposal</u> A. Continue to <u>maintain</u> current facilities B. Monitor <u>inflow and infiltration</u> and make repairs as necessary	ongoing	Municipal Authority	Borough Council
8	<u>Shade Trees</u> A. Consider establishment of a <u>Shade Tree Commission</u> B. Include <u>tree preservation and tree planting</u> in the zoning ordinance and subdivision and land development ordinance	moderate immediate	Borough Council Borough Council Planning Commission	USDA Forest Service County Planning
9	Monitor <u>private contracting</u> for solid waste disposal and recycling and consider a borough-wide contract if deemed necessary.	ongoing	Borough Council	PA Boros Association
9	Develop a <u>capital improvements program</u> - Future repairs to water system and sewage collection system - Sidewalks, curbs and gutters	moderate	Borough Council	-- - Main Street improvements - Borough maintenance garage - Park improvements
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Community Facilities				

Natural Resources

The Comprehensive Plan focuses on those resources and features most critical to the growth and development of the Borough and issues related to their current state and protections afforded by the Borough and other regulatory agencies. The various elements of the natural environment must be conserved because the environment has a finite, limited capacity for development. Furthermore, given the interrelationship of all elements of the environment, a change in one element will result in an often unexpected effect on another element.

NATURAL RESOURCES				
#	Action	Priority	Lead(s)	Partners
1	<u>Floodplain and Stormwater</u> - See preceding priority actions.			
2	<u>Groundwater</u> A. Monitor <u>supply and quality</u>	ongoing	Municipal Authority	Borough PA DEP, SRBC
	B. Promote <u>conservation</u>	ongoing	Municipal Authority	Borough PA DEP, SRBC
	C. Apply proper <u>land use controls</u> to protect groundwater recharge areas	immediate	Borough Blue Ridge muni's	County Planning
3	<u>Steep Slopes</u> (in zoning ordinance)	immediate	Borough Council Planning Commission	County Planning
	A. Strictly control <u>site disturbance</u>			
	B. Establish <u>design and performance</u> criteria for buildings or structures			
	C. Set a maximum <u>building envelope</u> size			
D. Limit final slopes of <u>cuts and fills</u> to 2 vert to 1 horiz				
4	<u>Wetlands</u> (in zoning ordinance)	immediate	Borough Council Planning Commission	County Planning
	A. Prohibit disturbance and require buffer			
B. Require detailed wetland data for development projects				
5	Adopt zoning ordinance standards for the <u>control of lighting and glare</u>	immediate	Borough Council Planning Commission	County Planning
Associated Goals (See Goals and Objectives Section for details.)				
- Community Character/Quality Lifestyle - Land Use				
- Business Development - Natural Resources/Sensitive Environmental Areas				

Housing

Families and individuals of all income levels reside in the Borough and need continued access to decent and affordable housing with proper community facilities. The special needs of young families looking for their first home, individuals with disabilities and senior citizens on fixed incomes must be addressed. The Housing Plan examines the characteristics of the Borough's existing housing stock and provides strategies to address the housing needs of current residents and future housing issues and to accommodate anticipated growth while maintaining community character. In addition, the Housing Plan seeks to ensure that the Borough continues to provide for housing of various types and in various arrangements under the terms of the zoning ordinance.

Ref #	HOUSING Action	Priority	Lead(s)	Partners
1	<p><u>Zoning</u></p> <p>A. Encourage the use of <u>cottage housing development</u> and provide incentives such as density bonuses as a means of providing more affordable housing at densities higher than standard subdivisions</p> <p>B. Provide density or design incentives for developers who provide affordable, <u>workforce, and/or age restricted housing</u></p> <p>C. To simplify the permit process, consider classify <u>multi-family development</u> as a use by-right in the R-1 Residential District, the C-1 Commercial District and the X-1 Office, Institutional, Professional Zoning District .</p> <p>D. Specifically allow for <u>upper story apartments in commercial structures</u> in the C-1 Commercial District, the D-1 Redevelopemnt District and the X-1 Office, Institutional, Professional Zoning District.</p> <p>E. Ensure groups of <u>persons with disabilities</u> are treated the same as groups of non-disabled persons such as allowing group homes in the same zoning districts as single-family dwellings.</p> <p>F. Reconsider allowing <u>mobile home parks</u> only in the I-1 Industrial District on a minimum development parcel of six acres.</p> <p>H. Specifically address the placement of a <u>mobile home on an individual building lot not</u> in a mobile home park.</p>	immediate	Borough Council Planning Commission	County Planning
2	<p><u>Subdivision and Land Development Ordinance</u></p> <p>A. Make <u>road construction standards</u> reasonable for safety and durability without adding unnecessary costs</p> <p>B. Include reasonable standards for <u>mobile home parks</u></p>	immediate	Borough Council Planning Commission	County Planning
3	<p>Ensure area residents receive fair consideration for available <u>housing programs</u></p>	ongoing	Co Housing Authority	community organiz Borough Council
4	<p><u>Property Maintenance</u></p> <p>A. Consider a <u>reasonable property maintenance code</u> to ensure the structural integrity of dwellings, prevent dilapidation and preclude negative effects on the community</p> <p>B. Regulate <u>nuisances and safety hazards</u> associated with dilapidated and dangerous structures</p>	ongoing	Borough Council	Business Organiz
<p>Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Business Development - Land Use - Housing</p>				

Transportation

Certainly, an ideally sound transportation system would include adequate, safe and well maintained roads and bridges, available public transportation, safe and convenient pedestrian access, and bicycle routes. However, few communities are able to achieve this ideal level of service. This is particularly true in small, less populated communities with limited budgets in a time when local, state and federal resources are less robust. In the end, local municipalities must evaluate transportation needs, set priorities, and garner all available resources to make improvements. These decisions must be made in the overall context of the Comprehensive Plan. Key elements that will influence the Transportation Plan include the Land Use Plan, the Community Facilities Plan and the Open Space/Recreation Plan.

Maintaining existing streets, drainage systems, sidewalks and other facilities is the most critical and highest priority element of meeting current and future transportation needs of the Borough. Increasing costs and limited resources demand that existing transportation facilities be maintained to extend useful life.

TRANSPORTATION				
#	Action	Priority	Lead(s)	Partners
1	<p><u>Maintenance</u></p> <p>A. Complete and update annually a detailed municipal <u>street inventory and evaluation</u>.</p> <p>B. Maintain an up-to-date <u>street maintenance equipment inventory</u>.</p> <p>C. Monitor the effectiveness of <u>new materials and practices</u> and use such innovations to best advantage</p> <p>D. Develop a <u>transportation capital improvement program</u></p> <p>E. Repair/replace all traffic control <u>signs and pavement markings</u> as needed</p>	<p>moderate</p> <p>immediate</p> <p>ongoing</p> <p>moderate</p> <p>ongoing</p>	Borough Council	Staff
2	Participate in <u>regional transportation planning</u> to ensure local issues and needs are addressed and consider formation of a Blue Ridge Road Task Force to facilitate the process	immediate	Planning Commission Borough Council	Blue Ridge Muni’s Rural Transp Comm PennDOT

TRANSPORTATION				
#	Action	Priority	Lead(s)	Partners
3	<u>Zoning Ordinance and SALDO</u> A. Maintain the <u>C-1 District and the I-1 District</u> to provide nonresidential development direct access to higher capacity roads B. Update <u>parking and loading standards</u> to ensure safe and adequate facilities without requiring excessive parking areas C. In the case of <u>PennDOT roads</u> , make the zoning use permit contingent on the installation of all required improvements D. Require a permit prior to the installation of a <u>driveway</u> to access any PennDOT or local municipal road. E. Review <u>street construction standards</u> to ensure adequacy for public safety and eliminate excessive requirements. F. Establish procedures for <u>dedication of development streets</u> to the Borough. G. Require commercial and residential development plans to design for <u>pedestrian and bicyclist access</u> and safety. H. Provide for joint driveways and cross accesses for <u>adjoining commercial parking lots</u> . I. Reserve rights-of-way in residential subdivisions to provide for <u>interconnection of roads</u> to adjoining parcels.	ongoing immediate immediate immediate immediate immediate immediate immediate	Planning Commission Borough Council	County Planning
4	Plan for the improvement of the <u>Church Street Bridge</u> across Salt Lick Creek by estimating the cost and starting a reserve fund.	Moderate	Borough Council	PennDOT
5	<u>Pedestrians and Bicyclists</u> A. Develop a <u>sidewalk inventory</u> to map the sidewalk network, identify strengths and deficiencies, and prioritize improvements B. Include requirements in the subdivision and land development ordinance for <u>sidewalks</u> C. Require commercial and residential development plans to <u>design for pedestrian and bicyclist access</u> and safety D. Limit <u>obstructions on business district sidewalks</u> such as retail displays and restaurant seating	long term immediate immediate immediate	Planning Commission Borough Council	County Planning County Planning Business Organiz County Planning Business Organiz County Planning
6	<u>Parking</u> A. Include off-street parking requirements for any <u>dwellings</u> proposed in the C-1 District B. Investigate the development of additional <u>Borough-owned parking lots</u> for business patrons	immediate long term	Borough Council Planning Commission Borough Council	Business Organiz --
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Community Facilities - Land Use - Circulation System				

Historic Resources

Historic resources provide a sense of place that fosters a connection to the community and a sense of pride among its residents. The aim of historic resource protection is to retain the heritage and identity of a community or region as reflected in its natural and built environment and to ensure that the community’s history and unique character are preserved for future generations. Preserving historic buildings, structures, sites, and landscapes, and encouraging new development to be consistent with existing historic character are critical to the future of the Borough.

Ref #	HISTORIC RESOURCES Action	Priority	Lead(s)	Partners
1	Organize a <u>Borough Historical Commission or Historical Society</u> charged with creating a historic resource inventory.	long term	interested citizens Business organization	Borough Council Co Historical Society PA Bur Hist Pres*
2	<u>Historic Resource Inventory</u> A. Develop a <u>local historic register program</u> aimed at identifying properties eligible for state and national recognition, and list and preserve such properties. B. Create a system for efficient storage, mapping, and retrieval of historic resource data and maintain a <u>historic resources database</u> . C. Seek <u>technical assistance and funding</u> for programs.	long term	Boro Hist Society	Preservation PA National Trust* NPS* PA DCNR* County Planning
3	Conduct a <u>public outreach</u> program.	long term	Boro Hist Society	Borough Council
4	Once historic resources are inventoried, adopt <u>ordinance provisions</u> that will: - Prohibit demolition by neglect - Facilitate the adaptive re-use - Provide incentives for rehabilitation - Require an impact assessment for nearby development - Require review of demolition, alteration, erection, reconstruction, and restoration - Allow home occupations in all zoning districts	long term	Planning Commission Borough Council	PA Bur Hist Pres* Preservation PA National Trust* NPS* PA DCNR* County Planning
5	Prepare <u>design guidelines</u> for residential, commercial, industrial, and institutional development.	long term	Planning Commission Borough Council	
6	Consider participation in the <u>Certified Local Government Historic Preservation Program</u> .	long term	Planning Commission Borough Council	Boro Hist Society NPS* PA Bur Hist Pres*
* PA Bureau of Historic Preservation PA Department of Conservation and Natural Resources National Trust for Historic Preservation National Park Service				
Associated Goals (See Goals and Objectives Section for details.) - Community Character/Quality Lifestyle - Business Development - Land Use - Historic Resources				

LAND USE

Introduction

A community's growth and development is affected by a broad range of interrelated factors including such things as regional location, the transportation system, natural resources, land suitability for development, available community facilities such as sewage disposal, condition of the general economy, local land values and real estate taxes. A change in one factor will in all likelihood result in a change in another factor and the overall character of the community. In short, how a community's character has developed and how it will change into the future are the result of a complex interaction of sometimes opposing forces played out over the community's history.

New Milford Borough's population has remained stable for many some 20 years, due in part to the general slow population growth in the County, an aging population, and most of the land that is easily developed has been developed. The challenge for the Borough is to provide for essential economic growth and development while concurrently maintaining the attractive character of its residential neighborhoods. Without continued careful planning and land use management, The Borough's small town character could be forever altered by the loss of local businesses to the larger region, with a complete transition to a bedroom community.

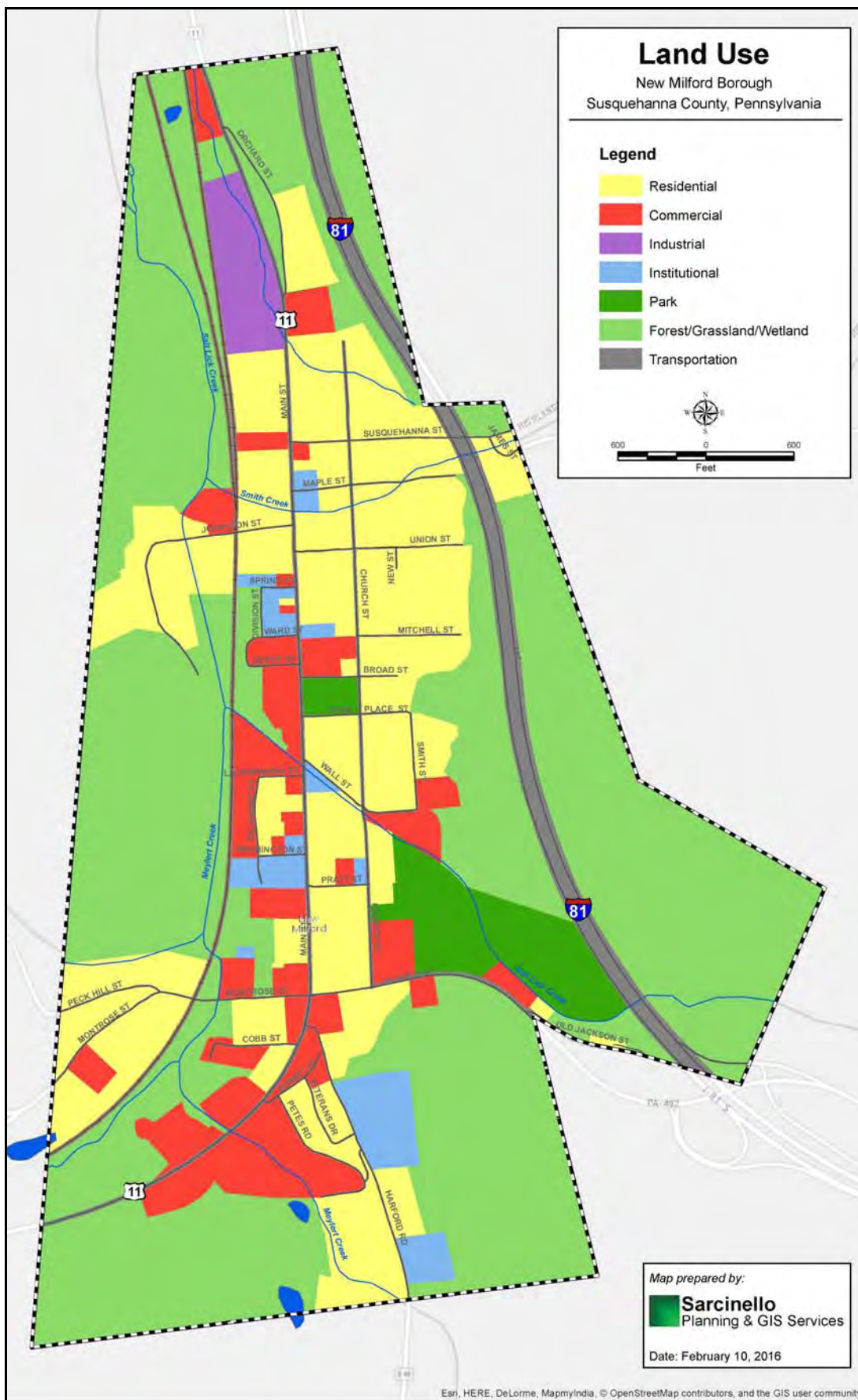
The purpose of this Land Use Plan is to devise a strategy to effectively enable economic development in the business district and industrial park, balancing the need to promote development with the need to preserve natural and historic resources, and the need to provide infrastructure and services. To accomplish this objective the Land Use Plan is formulated with consideration of natural and historic resources, infrastructure, and community facilities and services in order to produce a coordinated and efficient development pattern that reflects the Borough's land use goals, preserves its character and identity, promotes economic viability, enhances the community's quality of life, and protects residents' health, safety, and welfare.

Land Use Overview

Existing land use in New Milford Borough is shown on the Existing Land Use Map and Aerial View which follow. The U.S. Census reports New Milford Borough at 1.02 square miles in area, which at 640 acres per square mile, converts to 653 acres. In terms of land area, New Milford Borough is the largest borough in the Blue ridge School District, but somewhat smaller than Montrose Borough. By comparison, New Milford Township includes almost 45 square miles.

LAND AREA	Sq. Mi.
Great Bend Borough	0.29
Great Bend Township	36.10
Hallstead Borough	0.42
Jackson Township	26.12
New Milford Borough	1.02
New Milford Township	44.81
Blue Ridge School District	108.76
Montrose Borough	1.27

The most significant recent land use change in the Borough was the 2013 completion of the 24-unit senior housing apartment complex on a former industrial site. Otherwise, there has been no appreciable change in land use in the Borough in the past fifteen years. Residential development is primarily a mix of single-family dwellings and apartments, with the Church Street corridor having few commercial intrusions. Most businesses front on Main Street and no industrial plants operate in the Borough, although a large auto salvage yard is located at the north end of the Borough.





Mix of Commercial and Residential on Main Street



Commercial in Residential Neighborhood

Residential

Residential development comprises about one-third of the total land area in the Borough. The primary type of residential development in New Milford Borough is single-family residential with the U.S. Census 2009-13 American Community Survey reporting 257 single-family dwellings, no duplexes or townhouses, 87 apartment units and 43 mobile homes. A number of the apartment units are located above businesses in the commercial district.

Commercial and Industrial

Commercial enterprises and industrial categorized uses in the Borough total about ___ percent of total land area. Commercial development is situated primarily along Main Street and is comprised of retail and service businesses including restaurants, taverns, offices, auto repair, a convenience store and a hardware/lumber store. Many survey respondents noted the lack of a grocery store, the only such store in the Borough having recently closed. The former elementary school at Church and Jackson Streets has been converted to a commercial center with a day care/preschool, auto repair, dance studio, and ceramics shop. Land categorized as industrial includes only the auto salvage yard at the north end of the Borough.



School Conversion to Commercial

Institutional

Institutional uses include, among others, the Borough building and maintenance shed, the Midtown and Blue Ridge Parks, the Columbia Fire Company, the Pratt Library, the New Milford Post Office, churches and cemeteries.

Open Land

Open land not associated with an already developed parcel is situated primarily along the borders of the Borough and includes largely woodland and agricultural land. Much of the woodland is characterized by steep slopes of 25 percent or more. (See the Natural Features Map.)

Planning Implications

New Milford Borough is faced with both challenges and opportunities in the current land use configuration and careful and continued planning is essential.

- The Borough, given its location along Interstate 81 between the Scranton/Wilkes-Barre and Binghamton metropolitan areas, its small town character and its quality of lifestyle holds potential for growth and development.

- Although the availability of land for residential development is somewhat limited by steep slopes and poor soils, the central sewage system and the central water system provide the opportunity for residential development and commercial growth.
- As demand for housing in the region recovers, the likelihood of development of vacant land and residential use of upper stories of commercial buildings increases.
- More residential development in the Borough and surrounding municipalities will stimulate demand for retail/service commercial development, and increased demand for municipal facilities and services.
- Several commercial buildings in the C-1 Commercial Zoning District remain vacant, due in part to the expense of flood recovery and the possibility of additional flooding.
- The potential redevelopment of the auto salvage and the former railroad siding adjacent to Montrose Street could further stimulate commercial development
- The challenge for the Borough is to provide for essential economic growth and development while concurrently conserving its scenic, historic and natural environment, and affording protection to existing residential development.

Zoning - Principal Land Use Management Tool

This Comprehensive Plan recognizes that the continued use of the zoning ordinance is the most critical action required to implement the future land use plan and manage the growth and change which is inevitable for the Borough. Continued planning by consulting, reviewing and updating this Comprehensive Plan, and amending the zoning ordinances to address changing conditions are associated on-going actions.

Need for Area Wide Land Use Planning and Cooperative Zoning

The future land use and character of New Milford Borough will evolve in response to the actions of community leaders and active citizens along with the forces of the local and regional economy, and the demand for land and community facilities and services. Most land use issues extend beyond municipal boundaries and can best be addressed through intermunicipal cooperation. The idea is that individual municipalities can avoid the impact of uncoordinated land use control decisions made independently and by other involved agencies.

Two or more municipalities working together would manage land use from a regional perspective. The Pennsylvania Municipalities Planning Code provides specific authorization for cooperative municipal planning and goes on to authorize cooperative municipal zoning via intermunicipal agreements. This enables communities to locate particular land uses in the most appropriate locations in the planning area rather than providing for every type of use in each participating municipality. The adoption of a multi-municipal comprehensive plan prior to *land use sharing* is a Planning Code requisite and should be a long term goal for the Blue Ridge area. Each participating municipality can adopt and administer its own ordinance or a joint ordinance.

Zoning cannot generally be used to exclude particular uses from a municipality, a dogma long held firm by the courts. In other words, a local municipal zoning ordinance must provide reasonable opportunity for the development of all legitimate uses including such activities as adult businesses, cell towers, solid waste disposal facilities, and jails. Cooperative zoning enables participating municipalities to spread the range of legitimate uses around the entire area, each not having to provide for every use within individual municipal boundaries. Other benefits derived from cooperative zoning include the ability to address land use on an area wide basis, less duplication of effort, shared manpower and decreased staff costs, increased availability of grant monies, and the option of using one zoning hearing board.

Zoning Districts Affirmed Based on this approach and all of the elements of this Comprehensive Plan, the New Milford Borough Council and Planning Commission recognize that the continued enforcement of the zoning ordinances and periodically updating the ordinance to address changing conditions, are the most critical actions required to manage the growth and development which is inevitable for the Borough. With some adjustment discussed below, the existing zoning districts in the Borough as delineated by the current zoning map are affirmed as the foundation for the future land use plan for the Borough. The New Milford Borough zoning districts include: R-1 Residential, C-1 Commercial, I-1 Industrial, D-1 Redevelopment and X-1 Office, Institutional, Professional.

Actions: Borough officials recognize that management of land use is the key to the long-term realization of any adopted land use plan, yet also realize that zoning is a community-changing action. In addition to periodic updates, specific actions include:

SALDO and Zoning

<p>Basic Land Use Management Approach</p> <ul style="list-style-type: none"> • Conserve and protect vulnerable environmental resource areas. • Protect residential neighborhoods from incompatible development. • Allow and encourage residential development at densities consistent with the availability of central water and central sewage. • Provide incentives and standards for good design and open space conservation as property is developed. • Provide adequate areas for businesses and manufacturing and work with area economic development organizations to promote the Industrial Park. • Rely on the larger region for major retail and service needs. • Encourage the preservation of historic buildings and sites.

- Evaluate current zoning district boundaries to determine if any changes are necessary to accommodate desired and/or anticipated growth.
- Review and update as necessary the allowed uses in the current zoning districts to provide for all land use types.
- Update development performance standards to ensure that community effects of new development, commercial and residential, are addressed.
- Use this Comprehensive Plan to foster a better public understanding of growth and development issues, subdivision and land development ordinances and zoning ordinances.
- Arrange detailed training for local officials about SALDO and zoning ordinance preparation and administration.
- Focus long term efforts on cooperative zoning and how it can be developed for the Blue Ridge area.

SALDO Compared to Zoning

The subdivision and land development ordinance (SALDO) provides standards for dividing land and for residential and commercial development projects ensuring the provision of adequate community facilities such as roads, water supply and sewage disposal, utilities, proper highway access, and storm water control. The zoning ordinance regulates the use of land by dividing a community into districts to separate land use activities (residential, commercial, industrial, etc.); sets standards for lot size, setbacks and building height; includes specific standards for a broad range of land uses including for example: parking, signs, junkyards, mobile home parks, natural resource uses and multi-family dwellings, and other general community development and environmental performance standards.

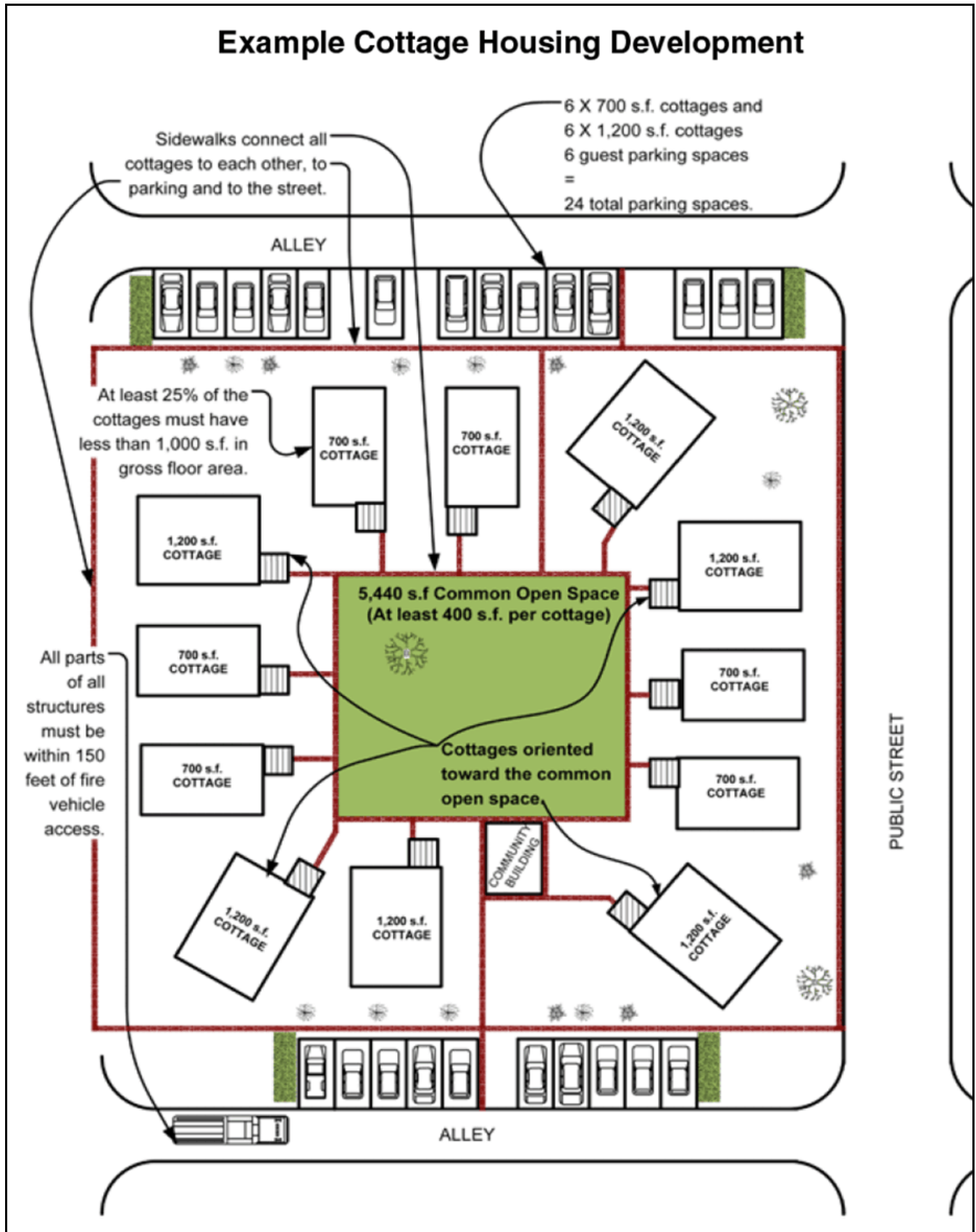
**Actions:
Residential
Neighborhoods**

Borough officials understand that the Future Land Use Plan must allow for all types of commercial and manufacturing uses. However, this Comprehensive Plan must also afford protection to existing residences and new residential development from incompatible uses and the externalities, that is, negative effects, of unrestrained commercial and industrial development. This is best accomplished by continuing to maintain separate residential areas, applying environmental, development and operational performance standards to commercial and industrial uses, and establishing increased setbacks and landscaped buffers where such uses adjoin residential development. (See the Housing Section for additional discussion.)

- Continue to provide protection for residential areas by maintaining separate residential and nonresidential zoning districts, applying environmental, development and operational performance standards to commercial and industrial uses, and establishing increased setbacks and buffers where such uses adjoin residential development.
- Use zoning and subdivision and land development ordinance provisions to encourage cottage housing development. (See Cottage Housing Sidebars.)
- Provide for a mix of housing types within development projects for a more efficient use of land and conserving open space.
- Encourage development of apartment units in upper stories of commercial buildings in the Commercial Zoning District when parking requirements are satisfied.

COTTAGE HOUSING DEVELOPMENT (Lehigh Valley Planning Commission *Cottage Housing Development*.)

- A collection of small houses-less than 1,200 square feet in gross floor area arranged around a common open space, or courtyard, with parking screened from public view.
- Cottages gain their efficiency through higher densities, so they are usually permitted at double the normal density for single family detached homes.
- Cottages can fill a number of roles:
 - Townhouse type units, but without shared walls (multi-family detached) → Affordable housing
 - Urban in-fill of smaller parcels → *Downsized* housing for empty-nest families
 - Energy efficiency → Upscale housing, where floor space is traded for higher quality amenities



(Lehigh Valley Planning Commission Cottage Housing Development.)

Cottage Housing vs. "Conventional" Housing

Characteristic	"Conventional" Housing	Cottage Housing
Density	Less than eight units per acre.	Double underlying zoned density.
Unit orientation	Facing out on a public access street or cul-de-sac.	Facing in on a common open space, in a cluster of 4-12 units.
Floor area	Typically, 2,500 sq. ft. and up.	No more than 1,200 sq. ft.
Common open space	Either provided on-site or a fee is paid to the municipality for improvements to parks off-site.	Per-unit common open space requirement. Cottages are required to be clustered around the open space.
Design restrictions	Few.	Design standards are needed to make cottages more acceptable to neighbors.
Ownership	Fee-simple.	Fee-simple or condominium association.
Parking	Garage facing the street; two spaces per unit.	Shared parking or individual garages permitted, but buffered from public view and accessed via alleys or private driveways. Parking requirements can be reduced for smaller cottages, to encourage singles and families without children to occupy them.
Zoning	Single Family.	Medium density single family to medium density multi-family.
Footprint	Maximum lot coverage.	850 sq. ft. maximum footprint.
Second floor	Typically, up to 35 ft. overall height.	Cottages limited to two stories. Living space directly under the roof is not uncommon. Height restricted to 25 feet.
Porches	Not required.	Required.

Nonresidential Development

This Comprehensive Plan recognizes commercial, manufacturing and institutional uses as vital to maintaining the economic and social health of the Borough. While the type, location and intensity of such uses in New Milford Borough have changed over its development history, local residents rely on such establishments for employment, for goods and personal services, and for community facilities and services. Large scale retail/service commercial development is not envisioned for the Borough with industrial development directed, but revitalized small-town scale retail commercial is vital. As noted earlier, the full range of public utilities - water, sewer and natural gas - along with railroad and interstate highway access provides an attractive base for manufacturing establishments.

**Actions:
Nonresidential Development**

- Commercial, manufacturing and institutional uses require good highway access and will continue to be directed to the C-1 Commercial and I-1 Industrial Zoning Districts with less intensive institutional uses such as churches allowed in the R-1 Residential District.
- Buffering standards are important to ensure compatibility with adjacent residential areas, and design standards and guidelines should be created to foster attractive and well-landscaped projects and design of any building consistent with existing buildings. Pedestrian access and interconnections should be emphasized.
- Include a broad range of nonresidential performance standards in zoning which must be continually reviewed and updated to address changing development patterns and ensure community and environmental protection.

Commercial Design Standards and Guidelines

Design guidelines, along with development standards and permit approval requirements for specific location and site requirements, can be used to retain rural character. Standards and design guidelines in rural areas should consider historic design trends in the built environment and should specifically address issues surrounding the massing, form, materials, and color of new buildings or structures. Zoning performance standards in Pennsylvania generally cannot be used to govern the specific architectural appearance of buildings. Design guidelines, which can be suggested by the municipality with development incentives offered, and voluntarily adopted by the developer, can be effective for ensuring building designs are consistent with community character. Site design zoning standards should include, for example, maximum impervious cover, landscaped setbacks between buildings and the road, modest parking lot size, interior landscaping for larger parking lots, sign requirements, and vegetated buffers along property lines. A critical requirement is the retention of existing vegetation to the greatest extent possible. Development standards for lighting, circulation, parking, landscaping, and noise should be consistent with small town character.

- Do not make standards and the development review process so onerous that commercial and manufacturing development is discouraged.
- Require nonresidential development to consider the physical characteristics of the site as part of the design in order to protect environmentally sensitive areas.
- Allow the clearing of vegetation and grading in buffer areas only after a development plan has been approved, but provide for timbering the interior of the property.
- Develop updated landscaping standards that will ensure development is consistent with the character of the Borough and which will provide adequate buffers.
- In accord with the Pennsylvania Municipalities Planning Code, allow *no-impact home based businesses* in all dwellings and continue to allow a reasonable range of other home occupations consistent with residential neighborhoods .
- Encourage area economic development organizations to include efforts for the retention of existing business, improvement of the small business climate, and the promotion of tourism instead of simply committing resources to *attracting industry*.

Environmental Protection

Development and environmental protection, as well as conserving open land and natural resources, need not be mutually exclusive. While a clean environment and open land are key elements of the quality of life in the Borough, one must recognize that change is inevitable and can contribute positively to a healthy community. The goal is to strike a balance between development and preserving the essential character of the community. Development practices which recognize the importance of the local built and natural environment will ensure the continuation of the quality of life that residents enjoy and which is so attractive to new residents. Concurrently, land owners and developers will be able to provide the home sites and businesses that a healthy community demands.

The intent is to ensure *environmentally friendly* development within the context of the existing zoning districts. State and federal regulations address many aspects of resource conservation and environmental protection, and these regulations should be

the foundation - the base from which local municipal regulations should be built. Local standards must be consistent with and be coordinated with state and federal requirements. In some cases, the zoning ordinance can simply reference the other applicable standards.

Local Authority for Regulation

The Pennsylvania Municipalities Planning Code (MPC) authorizes land use planning and management tools for the Commonwealth's municipalities. Compliance with the MPC, along with case law, dictates the legality of local regulations. For this reason it is very important to remember that all land use management tools must be prepared and administered within the bounds of the MPC and current case law. In addition, the Pennsylvania Borough Code provides authorization for special purpose ordinances aimed at protecting public health, safety and welfare. Other state laws, such as the Floodplain Management Act and Stormwater Management Act, mandate local regulation of resources. In all cases, the municipal solicitor must be involved in reviewing any changes to municipal plans and ordinances.

Integrated Approach

Given the range of authorizing state statutes, municipal open land, natural resource and environmental regulations are typically found throughout a number of ordinances. While this may appear problematic at first glance, the integration of such standards in various ordinances is important because a certain ordinance may govern one type of development while another governs a different type. For example, the subdivision and land development ordinance governs how land is divided and improved while the zoning ordinance governs the specific uses on the land. In some cases a special purpose ordinance may be more effective than including standards in the zoning ordinance. The important point is consistency of standards in all ordinances.

Range of Standards

The Borough will continue to periodically review and update local environmental standards to ensure the most effective protection. The possible range includes:

- Retention of existing vegetation on development sites.
- Soil stabilization and landscaping.
- Stream, lake and wetland buffers.
- Stormwater best management practices including quality treatment and infiltration.
- Floodplain management.
- Hydrogeological studies for proposed uses with large groundwater consumption.
- Limitations and special standards for development on steep slopes.

Open Land Preservation

Why is the preservation of open land important for a community? The value of open lands extends beyond monetary worth. Residents know that these open lands, whether riparian, forest land, hillside, ridge line or park, affect community livelihood, property values, and recreational opportunities. While the value may be difficult to quantify, we know open lands:

- *Provide agricultural (and forestry) jobs and sales.*
- *Boost property values for surrounding developed areas.*
- *Offer a scenic backdrop for a tourist economy.*
- *Form a link to a historic past.*
- *Offer recreation opportunities.*

- *Provide habitat for native plants and wild animals.*
- *Replenish groundwater and act as a filter to improve water quality.*
- *Enhance the quality of life of area residents.¹*

Note About Open Space:

Open space is land which has not been developed for a constructive or productive use and is intended for environmental protection, natural resource conservation, scenic, or recreational purposes. Open space may include, for example, woodland, wetlands, watercourses, reverting farmland, and floodplain. In the case of a development project, open space may include passive recreation areas such as trails, lawns and buffer areas. Agricultural land, although sometimes highly developed for crop and livestock production, is often important open land for retaining a community's character.

Actions: Open Land Preservation

Open land and natural areas are key ingredients of the area's landscape, and local and county officials must encourage the conservation of open land if this character is to be maintained. Conceivably, all areas of privately owned land which are not wetlands or are not extremely steep, or not already protected by easement, could be developed, using central sewage disposal if necessary. Fortunately, much of the Borough remains undeveloped, and county-wide, most land is in agriculture or forest. And, the payment for gas leases may have the unexpected result of preserving open land by enabling landowners to pay taxes and otherwise afford to hold large parcels. In addition, the Susquehanna County Farmland Preservation Board has preserved 21 farms totaling 4,922 acres under the Agricultural Land Preservation Easement Purchase Program.

- Encourage developers to include areas of open space in residential subdivisions by providing increased density incentives.
- Work with the Susquehanna County Planning Commission and Conservation District to promote open land conservation over the long term.

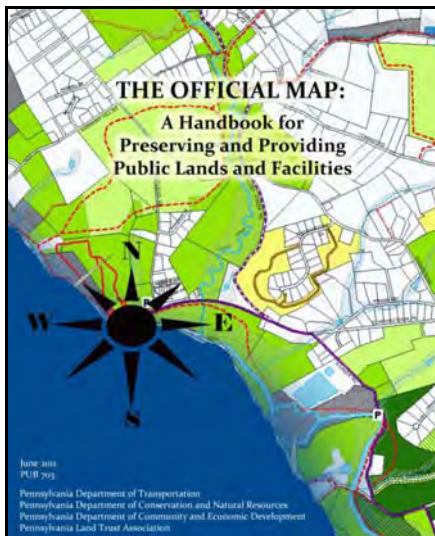
The Official Map

Article IV of the Pennsylvania Municipalities Planning Code grants the authority to municipalities to adopt an official map. The official map, which is separate from the zoning map, shows the location of areas which the municipality has identified as necessary for future public streets, recreation areas, and other public grounds, or for open space.

By showing the area on the official map, the municipality puts the property owner on notice that the property has been identified for future acquisition for a public facility or purpose or for open space. The municipality may refuse to issue a permit for any building or development on the designated parcel; however, the municipality has up to one year to purchase the property, or an easement in the case of open space, upon notice by the owner of intended development.

This little used land use management tool can be invaluable for minimizing the cost of public facilities and open space acquisition. The Borough should consider the adoption of an official map as part of its long term planning for community facilities and open space preservation. By setting aside funds for the eventual fee purchase or easement acquisition of priority open land areas, municipal resources can be used to the best long term advantage, ensuring that open land preservation is a coordinated effort rather than uncoordinated reactions to unanticipated needs.

¹Santa Barbara County 2030: The Open Lands, p.2, http://www.countyofsb.org/plandev/pdf/comp/programs/Newsletters/open_lands_newltr/value_all.pdf



PA DCNR Publication 708

What should be shown on the Official Map?

The official map should show existing public lands, public roads and other public facilities and anticipated municipal facility needs and parcels for potential open space acquisition in fee or by easement. For example, the municipality could designate a specific parcel for a municipal park or building, or intersections requiring improvement can be shown to ensure that additional building improvements do not add to the cost of right-of-way acquisition.

What are the benefits of the Official Map?

- *Provides for the coordination of public and private goals* - Property owners are informed, up front, of long range municipal goals for roads, parks, other public facilities and conservation easements. This allows development plans to be adjusted before detailed and costly plans are prepared.

- *Provides an effective method for implementing the Comprehensive Plan, the Open Space Plan and other planning goals* - Most municipalities rely primarily on their zoning and subdivision ordinances to advance their future land use goals. The official map provides an additional and highly effective tool to ensure that a municipality is developed in accord with its land use policies. It is particularly effective for achieving transportation and community facility goals and objectives.
- The implementation of an open space or park and recreation plan can benefit from the designation of existing and proposed parks, related facilities and conservation easements on the official map.
- *The municipality can plan ahead to provide community facilities, parks and open space important to the community* - By setting aside funds for the eventual purchase or easement of the identified areas the municipality can use limited resources to the best long term advantage. Priorities can be established instead of reacting to unanticipated needs undertaking uncoordinated acquisitions.
- *Provides support for grant applications* - When the municipality applies for grants or other funding, the official map can provide an advantage. Including specific features on the official map indicates a commitment to purchase the land or easement and/or make improvements. For example, mapping future parks or recreation facilities demonstrates that the municipality has planned ahead for these improvements, and could be considered favorably when grant applications are reviewed.

Actions: Official Map

- Consider an official map and required ordinance in accord with Planning Code Article IV.
- Include on the maps needed community facilities and road and intersection improvements, and open space areas.

Forestry

This Comprehensive Plan recognizes the historical and continuing importance of forestry enterprises to the area economy and encourages forestry activities in the Borough provided such operations are conducted in accord with sound forest management practices and environmental regulations. The Pennsylvania Municipalities Planning Code (MPC), at §603(c)(7), states that *zoning ordinances may not unreasonably restrict forestry activities* and goes on to require that in the Commonwealth, *forestry activities . . . shall be a permitted use by right in all zoning districts in every municipality*. The Code defines *forestry as the management of forests and timberlands when practiced in accord with accepted silvicultural principles, through developing, cultivating, harvesting, transporting and selling trees for commercial purposes, which does not involve any land development* (buildings such as sawmills and wood products manufacturing are treated as separate uses). Any zoning provisions will be consistent with the MPC by classifying forestry as a principal permitted use in all zoning districts.

COMMUNITY FACILITIES AND SERVICES

Overview

Public community facilities and services for New Milford Borough residents are provided on several levels: local, county and state government, and quasi-public institutions such as volunteer fire departments, hospitals and libraries. They are most often considered in terms of government or institutional response to meet the needs and demands of the community's residents. The provision of these facilities and services is dependent largely on tax dollars, whether in the form of federal and state aid, county supported programs, or locally funded facilities and services.

Both public and private funds support institutional facilities and services. Certainly, the facilities and services provided by the Commonwealth of Pennsylvania and Susquehanna County are vital to Borough residents, but are somewhat beyond the scope of this Plan. Should community residents find that state or County facilities or services are inadequate, local municipal officials can serve as a conduit for communication with responsible state and county officials to effect facility and service improvements.

Community facilities and services can serve as a tool, or as an unexpected trigger, to guide or stimulate community growth and development. Provision of a public water supply or sewage disposal system can be used to remedy an existing problem or foster business development, but unexpected (and perhaps undesired) development can result. The construction or improvement of highways, often to solve traffic congestion, can have similar effect resulting in even more traffic and a change in community character.

Local Providers

This section focuses on those facilities, services and utilities provided by the Borough and quasi-public institutions such as fire and ambulance companies serving the area. It addresses existing issues related to these services and seeks to coordinate the provision of community facilities, services and utilities with the development pattern advocated by the Future Land Use Plan.

Cooperation

The Comprehensive Plan also supports intermunicipal cooperation for the provisions of community facilities, services and utilities. Local officials should fully explore and take advantage of any opportunities to improve facilities and services offered by intermunicipal cooperation. More and more municipalities in the Commonwealth are working together on a number of issues and programs. This is the case with the Susquehanna County Council of Governments (COG) which includes the Borough and 24 other member municipalities of the 40 the County. Formed in 1990, the COG focuses on Uniform Construction Code and on-lot sewage disposal enforcement and recently initiated floodplain management ordinance enforcement. The provision of community facilities and services offers myriad opportunities for continued cooperation which can result in efficiency of program operation and service delivery, and economies of scale in purchasing of supplies and materials.

Community Facility and Service Priorities

A common theme in this *Comprehensive Plan* is the need for the Borough to set priorities for the use of resources in meeting community needs and resident expectations. Immediate community needs and resident expectations must be

BOROUGH OF NEW MILFORD COMPREHENSIVE PLAN VII - Community Facilities and Services

balanced with local officials' long term view of the future of the community and the costs of action or non-action in providing or postponing facilities and services. Based on this tenet, the Borough will focus local municipal resources on those facilities and services traditionally provided by small municipalities and those important to residents.

- Streets - Street maintenance now accounts for much of the Borough budget and this will continue to be a primary role of the municipalities.
- Water Supply and Sewage Disposal - The operation, maintenance and improvement of the public water supply and public sewage disposal systems will continue to be high priorities.
- Police Protection - The Borough will strive to provide police protection at least at current levels.
- Emergency Services - The Borough will continue to support and work with the volunteer organizations to maintain and improve emergency services.
- Stormwater and Floodplain Management - The improvement of storm sewers in the Borough must be addressed over the long term with . Evaluation of the storm sewers is the first step with planned improvements included in the capital improvements program.
- Recreation - The Borough will focus on maintaining existing recreation facilities and will add facilities and services only as funding, particularly grant funding, permits and the funding of long term operation and maintenance is considered and secured.



Borough Garage



Municipal Facilities

The Borough employs a part-time secretary treasurer, who also serves as the secretary/treasurer for the Borough Municipal Authority, a part-time maintenance worker and a part-time zoning officer. In the summer, the Borough employs a park manager and lifeguards at the Blue Ridge Park. The Borough and Authority offices and meeting room are located in the Borough Hall on a 0.54-acre lot on Main Street with part of the building rented to the Susquehanna County COG. The Borough also owns a maintenance garage on about one-half acre off Montrose Street. Borough equipment includes one truck, a skid steer and a lawn mower, with the truck scheduled for replacement.

See the Transportation and Community Facilities Map at the end of the Transportation Section.

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The Borough is providing staff, facilities and services within its means based on current economic conditions, rising costs and available tax revenues. There are no plans or immediate need for additional administrative facilities, maintenance facilities or staff. The Columbia Hose Company is considering relocating to a new facility and the Borough may at some point have the opportunity to acquire the fire hall for a maintenance facility and sell the current Borough garage.

**Survey Results:
Facilities and Services**

The community survey elicited from respondents a wide range of ratings of community facilities and services. For those provided directly by the Borough the ratings were primarily in the *fair* and *good* range, with Borough road maintenance not rated as highly and police protection rated the lowest. All Borough facilities and services are important to the respondents with roads, water, sewer, police protection and fire protection at the top.

Rate the quality of the following:	Number of Respondents			
	Excellent	Good	Fair	Poor
A. Building and zoning permit services	3	26	21	4
B. Child day care services	2	31	12	4
C. College opportunities	2	18	19	13
D. Elder care services	1	18	24	6
E. Emergency medical service	5	27	18	3
F. Fire protection	9	35	10	1
G. Health care services	2	28	20	6
H. Police protection	1	13	26	15
I. Preschool services	3	22	20	1
J. Public schools	5	38	8	2
K. Recycling	7	31	13	5
L. State road maintenance	1	9	19	29
M. Borough recreation facilities	12	22	17	5
N. Borough road maintenance	2	25	24	7
O. Borough office hours	2	36	12	5
P. Borough water service	5	43	7	2
Q. Borough sewer service.	7	39	5	4

How important are the following:	Number of Respondents			
	Not Important	Somewhat Important	Important	Very Important
A. Building and zoning permit services	10	25	18	5
B. Child day care services	26	11	15	4
C. College opportunities	18	15	17	4
D. Elder care services	8	13	31	5
E. Emergency medical service	1	5	33	19
F. Fire protection	2	0	31	24
G. Health care services	1	4	33	19
H. Police protection	2	5	28	23
I. Preschool services	22	14	15	3
J. Public schools	11	10	20	14
K. Recycling	3	10	31	12
L. State road maintenance	0	3	27	26
M. Borough recreation facilities	4	16	28	8
N. Borough road maintenance	0	3	32	22
O. Borough office hours	5	23	23	6
P. Borough water service	0	4	32	22
Q. Borough sewer service.	0	4	32	22

BOROUGH OF NEW MILFORD COMPREHENSIVE PLAN VII - Community Facilities and Services

Actions:

Municipal Facilities

Based on the condition and adequacy of current Borough facilities and adequacy of services, no capital improvements and no staff additions are planned in the near term. The principal actions for Borough facilities and services is maintenance and replacement as necessary. Over the longer term, the Borough must begin saving for the potential acquisition of the current fire hall for uses as a maintenance building.

Recreation Facilities

The Borough owns and maintains two parks: the Midtown park of 1.28 Acres and the Blue Ridge Park of 14.39 acres. The seven-member New Milford Park and Recreation Board, created in 2013, assists by making recommendation to Borough Council for park maintenance and improvements.

The **Midtown Park** includes:

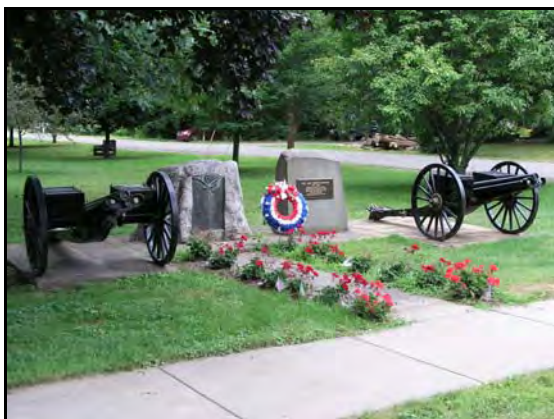
- A playground.
- A gazebo.
- Two unused tennis courts in disrepair.
- Mature shade trees.
- Monuments.

The **Blue Ridge Park** includes:

- A pool.
- Two baseball fields.
- A play ground.
- A concession stand
- A walking trail.

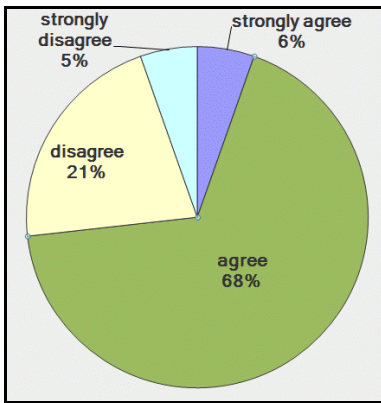


Midtown Park (Google Earth)





Blue Ridge Park (Google Earth)



Recreation facilities and programs are adequate.

Survey Results: Recreation

Almost 75 percent of community survey respondents believe that recreation facilities and programs available to Borough residents are adequate. Landscaping, lighting and organized programs for adults were cited by the most number of respondents as important needs.

	Number of Respondents			
	Not Important	Somewhat Important	Important	Very Important
A. Basketball courts	13	16	12	2
B. Tennis courts	19	15	7	2
C. Landscaping and beautification	3	6	26	6
D. Lighting	0	5	27	11
E. Organized programs for children	2	7	23	7
F. Organized programs for adults	2	14	19	7
G. Events: movies, concerts, fairs	3	17	17	4

Actions: Recreation Facilities

The Park and Recreation Board and Borough Council will prepare a long term park maintenance plan and capital improvements plan to assure the availability of funds to replace facilities as needed. In addition, the Board and Council will begin to plan for the following improvements and new facilities:

Blue Ridge Park

- New bath house for the pool
- Major swimming pool renovation
- Pavilion remodel - concert area/movies
- Chain link fence replacement - pool and exterior boundary with gate
- Baseball dugouts - remodel/replacement
- Flag pole area - landscaping renovation
- Movable bleachers
- Pool parking lot - asphalt surface

Midtown Park

- Restrooms
- Renovate tennis courts
- Splash pad - water play area
- Replace playground equipment, picnic table
- Gazebo renovation - structural & electric
- Gas lighting on park perimeter

Public Schools

New Milford Borough, along with Great Bend Borough, Great Bend Township, Hallstead Borough, Jackson Township and New Milford Township, is served by the Blue Ridge School District which operates an elementary school, a middle school and a high school, all located just north of the Borough along School Road in New Milford Township. The Pennsylvania Department of Education reports a total of 1,060 students in the 2014-2015 school year with a projected increase to 1,134 by 2012-2022.

School Districts and the Municipalities Planning Code

Section 305. The Legal Status of Comprehensive Plans Within School Districts. Following the adoption of a comprehensive plan . . . , any proposed action of the governing body of any public school district located within the municipality or county relating to the location, demolition, removal, sale or lease of any school district structure or land shall be submitted to the municipal and county planning agencies for their recommendations at least 45 days prior to the execution of such proposed action by the governing body of the school district.

Although local municipalities have no direct control over school district facilities and activities, the Pennsylvania Municipalities Planning Code recognizes the importance of school buildings and recreation facilities to the community. Public schools account for the largest expenditure of local tax dollars. The public school system not only provides education for a community’s children, but also provides adult and community education, library facilities, cultural and social activities, and recreational and sport facilities for the surrounding communities. The Planning Code requires school districts to submit certain proposed actions related to land and buildings to the municipality for review if a comprehensive plan has been adopted. (See the *School Districts and the Municipalities Planning Code* Sidebar.) Most school districts are not aware of this provision and local municipalities must monitor school district activities and notify school administrators about the requirement.

Police Protection

In 2008 the Borough contracted with the Montrose Police Department to provide 20 hours of police protection per week. In late 2015, the Montrose Police Department declined to renew the contract. An individual municipal police department can be a very costly undertaking in terms of manpower and equipment, and more and more municipalities look to contracting for services or regionalization to increase administrative efficiency and reduce costs.

**Survey Results:
Police Protection**

Most community survey respondents rated police protection as *fair*, with *poor* the next most numerous response. Concurrently, almost all respondents reported police protection as *important* or *very important*. The Pennsylvania Governor’s Center for Local Government Services conducts regional police studies to evaluate the possibility of consolidation as a means of improving local police coverage and maximizing efficient use of municipal funding. This approach may provide the means of expanding police protection.

Regional Policing - Pennsylvania has more police departments than any other state in the country, and many are too small to provide a full range of police services. In fact, eighty-three percent of the municipal police departments have less than ten officers. The concept of regional policing is gaining favor among municipal leaders who are faced with stagnant or declining sources of revenue. Currently, there are 35+ regional police departments representing 125+ municipalities. Most regional police departments were created to strengthen existing police services in the areas of administration, supervision, training, investigation, patrol and specialty services. The **Governor’s Center for Local Government Services (GCLGS)** provides technical and financial assistance to municipal police departments interested in regionalization. Grant funding is available through DCED’s Municipal Assistance Program (MAP). Assistance from the GCLGS may include, but is not limited to, in-depth management studies to determine whether police consolidation is feasible.

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Actions:

Police Protection

- Evaluate the various police protection alternatives in terms of effectiveness and start-up and long term costs.
- Monitor the need for police regionalization and participate in any such discussions and in regionalization if beneficial to the Borough.

EMS and Fire Protection



Adequate emergency service will continue to be an important element of maintaining the existing quality of life in the Borough. Fire protection and emergency medical services are typically one of the most important services to residents of small communities and must be addressed as a long term goal of the Borough.

The Columbia Hose Company No. 1 has been serving the Borough since 1893 and operates from two buildings on Spring Street and the Lakeside Station in New Milford Township, which is now manned 24 hours per day. All of the Company's personnel are volunteers and provide fire protection, emergency response and basic life support services. Advanced life support services are provided by the Montrose Minute Men, Barnes Kasson Medic 301, or from Scranton or Binghamton companies depending on emergency location and service availability.



Columbia Hose Company No.1



Engine No. 1

The Hose Company operates with 15 to 20 active volunteer firemen responding to about 175 calls, including one or two structure fires, per year. All active volunteers are current with required training and new volunteers are needed and are actively recruited. Fire apparatus includes two engines, a tanker and a brush truck. Engine #3, which is housed at the Lakeside Station, is being replaced by a 1998 E-1 which is in excellent condition and equipped for *quick response service* to provide medical treatment prior to the arrival of an ambulance. This will improve service in the Lakeside Station area. The tanker was recently refurbished and a new 700-gallon per minute portable pump was purchased for use with the tanker, and the brush truck has been updated with new packs. While the Hose Company anticipates no new apparatus or upgrades in the next ten years, it is exceeding the capacity of its buildings and is acquiring a site on Main Street for a new building. Plans are for completion in five to ten years.

The Hose Company's basic life support service is staffed by seven certified emergency medical technicians and two first responders. The Company responds to some 250 calls each year operating with recently purchased 2015 Road Rescue Type 1 Ambulance. More ambulance volunteers are needed.

Comprised of general funds and the Commonwealth Foreign Fire Insurance Tax Distribution, the Borough contributes about \$11,000 annually to the Hose Company. Other Company funding sources include New Milford Township, the annual community fund drive, the annual barbecue and charges for ambulance service and accident response.

The Company participates with area municipalities in mutual aid supporting each other

on call response. The mutual aid agreements have worked effectively for years, providing additional manpower and equipment when needed. This enables each community to provide service while reducing costs for apparatus. This Comprehensive Plan recommends that the mutual aid agreements be continued, and if volunteer or funding shortfalls dictate, the costs and benefits of consolidating fire companies should be considered.

Volunteers

Rural emergency service providers are finding it more and more difficult to find volunteers given the increased demands for training and qualifications. Fortunately, this has not severely affected Hose Company No. 1, but the situation must be monitored.

- The volunteer organizations are finding it more and more difficult to recruit and retain volunteers.
- Large time commitment required not only for answering calls but for training.
- Individual liability does not appear to be an issue; the *Good Samaritan Law* applies.
- Husband and wife both work in most families which limits volunteer time.
- More and more residents work at jobs out of the area which limits availability for day time response.
- Many young recruits go away to college and do not return.
- Fewer and fewer residents have a direct feeling of connection to the community.
- Generally changing attitudes about volunteering -- more people expect to be paid.
- What to do about volunteers and staffing?

Municipal Assistance for Emergency Service Providers - A *Pennsylvania Township News* article suggested the following ways in which EMS (and other emergency service providers) can be assisted by municipalities:

Find out what they need - Meet with your EMS provider on a regular basis to find out what the group needs and how the township can help.

Put out the call for volunteers - Advertise for EMS volunteers in your newsletter and on your Web site. Find out if the EMS provider needs administrative volunteers, in addition to medical ones, and try to connect the group with local business people, a CPA, or a bank manager.

Offer volunteer incentives - If the township sponsors recreation programs, special events, or even has a township pool, offer free tickets or a free membership to anyone who volunteers for EMS duty.

Help EMS providers with grant searches and grant writing - Use your own experience securing grants for the township to show EMS providers where to look, such as the state Department of Community and Economic Development and other state and federal agencies. If they're new at grant writing, offer some pointers.

Check out purchasing options using state contracts - Emergency medical equipment is available for purchase through statewide contract. Tell the EMS provider how the system works and also alert them to the availability of state and federal government surplus programs.

Consider funding options - Townships can use the new emergency and municipal services tax to help fund emergency medical services. They can also dedicate up to half a mill of township taxes to such services. Some townships make annual donations to their EMS provider a regular part of the budget, and others participate in special fund raising campaigns.

- Work with the State Office of Fire Prevention and Control to set standards for volunteer firefighter and ambulance personnel which are reasonable for rural areas and which do not discourage volunteer participation.
- Regionalize services with a number of paid staff supplemented by volunteers.
- An adequate pay scale would be critical.
- Volunteer marketing plan linked to service organizations, schools, Boy Scouts, Girl Scouts, 4-H, etc.
- Offering EMT and paramedic training in high school.

Emergency Management Emergency management planning involves plans for emergency prevention, preparedness, response, and recovery. The Borough Emergency Management Coordinator works with the Council to update the Borough Emergency Management Plan as needed and to maintain consistency with the Susquehanna County Hazard Mitigation Plan last updated in 2012. The Borough Plan, as periodically updated, is fully incorporated into this Comprehensive Plan by reference and the Borough Plan is maintained.

FEMA and PEMA - The Federal Emergency Management Agency oversees emergency management at the federal level. Each state also has its own emergency management agency. The Pennsylvania Emergency Management Agency coordinates state agency response to support county and local governments in the areas of civil defense; disaster mitigation; and preparedness, planning, and response to and recovery from man-made, technological or natural disasters.

The Susquehanna County Emergency Management Agency is responsible for coordinating local emergency planning and maintaining an ongoing program of emergency mitigation, preparedness, response and recovery and coordinates available county and local resources to deal with emergencies effectively, thereby saving lives, avoiding injury, and minimizing economic loss. Entities involved in emergency response include local governments and public works departments, police departments, fire companies EMS providers, and volunteers. The County EMA also operates the hazardous materials response and is involved in a number of community outreach and education programs.

**Actions:
Emergency Services**

Borough

- Continue the annual funding support for the Hose Company.
- Assist the Hose Company with promoting volunteerism.
- Provide support to the Emergency Management Coordinator to update Emergency Management Plan every two years as required by the Pennsylvania Emergency Management Agency.
- Focus on finding a solution to the recurring flooding problem.
- Continue to work with the Susquehanna County Emergency Management Agency on planning and programs.

Columbia Hose Company No. 1

- Continue and strengthen as necessary the mutual aid agreements with other fire companies.
- Complete the land acquisition for a new building and proceed with construction in the next five to ten years.
- Pursue equipment upgrades as necessary.
- Consider consolidation/regionalization of fire departments if funding or volunteer difficulties dictate.

Borough Water Supply

For more details on groundwater see the *Natural Resources Section*.

The New Milford Municipal Authority supplies water to all of the developed areas of the Borough and parts of New Milford Township along Route 492, the route of the water main from the 22 acres owned by the Authority in New Milford Township off East Lake Road. Serving a total of 487 residential and commercial e connections, the water system, with two wells of 300 and 330 feet in depth and a 200,000 gallon storage tank, was completed in 1993 with a daily capacity of 280,000 gallons per day. Daily use is 50,000 to 60,000 gallons with no supply or quality problems.

**Actions:
Water Supply**

No system expansions or major capital improvements are planned by the Authority. The Authority will:

- Continue to maintain current facilities.
- Continue to identify and repair leaks in the water system.

Wastewater Disposal

The New Milford Municipal Authority owns and maintains the sewage collection lines which it installed and completed in 2004 to serve all developed areas of the Borough. Each of the 585 residential and commercial connections includes a grinder pump and the primarily low pressure collection system carries the sewage to the Hallstead - Great Bend Joint Sewer Authority sewage treatment plant in Great Bend Borough. The Borough Authority contracts with the Joint Authority for treatment of the average daily sewage flow of 45,000 gallons. Stormwater and groundwater inflow/infiltration is currently not a problem. The Joint Authority is in the process of upgrading the treatment plant to improve water quality discharges and capacity is available for any increased development in the service area.

**Actions:
Wastewater Disposal**

No immediate expansions or major capital improvements are planned by the Authority for the sewage collection system. The Authority will:

- Continue to maintain current facilities.
- Monitor inflow and infiltration and make repairs as necessary.
- Work with the Hallstead - Great Bend Joint Sewer Authority to ensure that treatment capacity remains available for commercial development in New Milford borough.



Northeastern Pennsylvania Urban & Community Forestry Program

Since 1995, the program has supported more than 200 projects in communities throughout Northeastern Pennsylvania. These projects have brought diverse organizations together in a shared effort to support the long-term care and management of trees and natural resources in their communities.

Partnership building fostered through NEPA UCFP has helped to raise community awareness and participation in tree planting, tree care, stewardship, and educational activities throughout a thirteen-county region that encompasses three watersheds and supports more than a million residents. The program seeks to improve the ecological health of the region and to restore damaged ecosystems, to support economic improvements through natural resource planning, and to create pleasant places to live and work through sustainable community forestry programs.

Projects funded through the NEPA UCFP have involved more than 2,450 partners in planting, tree risk assessment, and restoration projects on degraded mine lands and parks, along highways, trails and river corridors, in downtown districts, neighborhoods, schools and at tourist attractions.

The program is sponsored through the USDA Forest Service, Northeastern Area, State and Private Forestry, and the Urban and Community Forestry Program. It is directed by the Pennsylvania Urban and Community Forestry Council in cooperation with the Pennsylvania Department of Conservation and Natural Resources Bureau of Forestry and the Penn State Cooperative Extension. (Source: www.patrees.org.)

Shade Trees

Shade trees are an important part of the social, economic, and environmental well-being of a community. Shade trees benefit communities in numerous ways, including providing cleaner air, shadier streets that reduce summer heat, a more attractive streetscape, increased community pride, increased outdoor social activity, an increased feeling of safety and comfort, and enhanced community character. In commercial areas, shade trees are particularly beneficial to businesses, as an aesthetically pleasing and comfortable streetscape can stimulate business by attracting shoppers and patrons. The Pennsylvania Bureau of Forestry provides assistance to landowners and municipalities for management of forest land and shade trees as a partner in the Northeastern Pennsylvania Urban and Community Forestry partner.

Actions: Shade Trees

- Encourage the Borough Tree Committee to continue and expand their efforts.
- Consider the establishment of a Borough Shade Tree Commission to formalize shade tree protection and enhancement and coordinate programs with civic organizations.
- Include tree preservation and tree planting and replacement provisions for new development in the zoning ordinance and subdivision and land development ordinance.

Susquehanna County Municipal Waste Management Plan (2010)

The current municipal waste system employed by Susquehanna County involves a combination of public and private participation:

- *Most waste collection and all waste disposal services are managed by the private sector.*
- *Where curbside recycling service is available, recyclables collected at the curb are handled and processed by either the municipality, but in some cases by private haulers.*
- *The County manages the operation of a recyclable materials processing facility at the Susquehanna County Recycling Center in South Montrose.*
- *Processing and disposal of C&D waste are managed by the private sector.*
- *Other recyclables such as scrap metals, used oil, lead acid batteries and other non-ACT 101 recyclable materials are managed largely by the private sector.*
- *Biosolids and septage are managed by a combination of private and municipal entities.*
- *Infectious and chemotherapeutic waste is managed privately.*

Susquehanna County intends to continue the current system as summarized above, including the continuation of its Recycling Center, for the 10-year planning period. (2010 Susquehanna County Municipal Waste Management Plan, p. 5-1.)

Solid Waste Disposal

New Milford Borough residents contract with private haulers for the collection of household waste and recyclables. Residents also have the option of taking recyclable to county-sponsored drop off sites. Planning for solid waste disposal is a county responsibility as mandated by state statute, and local municipalities are authorized to regulate solid waste disposal by ordinance. The 2010 Susquehanna County Municipal Waste Management Plan (Final report of June 23, 2011) details all aspects of solid waste collection, disposal and recycling, designates and contracts with the facilities which accept waste generated in the County, and fulfills all of the solid waste planning requirements of the PA Department of Environmental Protection.

Actions: Solid Waste

- Monitor the effectiveness of individual resident contracting for solid waste disposal and recycling.
- Consider a Borough-wide contract if deemed necessary.

Community Facilities for New Development

A critical concern for any community is the provision of adequate facilities for new development. The Pennsylvania Municipalities Planning Code establishes the authority for local governments to require developers to provide adequate community facilities for their particular project. Via the subdivision and land development ordinance, roads, central water supply, central sewage disposal, storm water control and other facilities, must either be installed or be financially guaranteed prior to the sale of any lots in the development. It is critical that the Borough carefully enforce each subdivision and land development ordinance, and continue to update it to ensure that roads, drainage and other community facilities are installed to standards which will result in quality, durable facilities.

Action: New Development

Enforce the subdivision and land development ordinance and update to ensure that roads, drainage and other community facilities are installed to standards which will result in quality, durable facilities.



Pratt Memorial Library

The mission of the Pratt Memorial Library is to provide access to the resources and services of the library with the goal of meeting the informational, educational, and cultural needs of the community of New Milford, Pennsylvania. The library seeks to encourage reading for pleasure and the use of technology for life-long learning and the enhancement of each individual's quality of life. (www.prattmemoriallibrary.org)

Capital Improvements Program

Along with land use control ordinances, a formal capital improvements program (CIP) is a primary tool for the implementation of a comprehensive plan. Although not legally binding, the CIP includes and establishes a time frame for the long-term capital expenditures planned by a municipality. A capital expenditure may be defined as an outlay of municipal funds to purchase, improve or construct a piece of equipment or a facility that is expected to provide service over a long period of time.

Typically, a capital expenditure is relatively large when compared to normal operating expenditures included in the budget. Examples include the construction of, or major improvements to, buildings, land acquisition, recreation facilities, highway improvements, and vehicle purchases. In short, the CIP is a budgeting device to guide the allocation of non-operating funds, and to avoid the unexpected mid-year expenditure of large sums.

Informal v. Formal

Many local officials think in terms of a capital improvements program in the more informal terms of simply setting aside funds for anticipated large expenditures. Local officials know what they need, how much it costs, and if the municipality can afford it. While this is certainly one technique in planning for community facilities and services, a more formal approach with an adopted, written CIP with projected revenues, expenditures and capital improvement costs has certain advantages. *The Practice of Local Government Planning*, published by the International City Management Association, identifies the following benefits of an effective CIP:

- Ensures that plans for community facilities are accomplished.
- Provides an adopted plan that continues even if local officials change.
- Allows improvement proposals to be evaluated against established policies and the comprehensive plan.
- Enables the scheduling of improvements requiring more than one year to construct.
- Provides the opportunity for the purchase of needed land before costs increase.
- Encourages long range financial planning and management.
- Provides for sensible scheduling of improvements.
- Offers the opportunity for public participation in decision making.
- Leads to improved overall municipal management.

BOROUGH OF NEW MILFORD COMPREHENSIVE PLAN VII - Community Facilities and Services

Prioritization of Municipal Needs

In developing a CIP New Milford Borough must prioritize its capital needs based on planning findings, and the CIP establishes commitment for public investment in accord with the specific goals and objectives included in the comprehensive plan. *The Practice of Local Government Planning* suggests one method is for a community to divide its needs into three categories: essential, desirable and deferrable. In prioritizing needs, municipal officials must also consider the revenue side of the equation. Needed capital expenditure can only be made by identifying anticipated revenues in terms of other operating expenditures.

In other words, the costs of scheduled capital expenditures must be evaluated in terms of acquiring the necessary revenue to fund the improvements. In any case, the CIP is, by necessity, an on-going process which must be reevaluated annually, with a planning period of six years being typical. It is also critical that the costs of operation and maintenance of new facilities and equipment must also be considered for inclusion in annual budgets.

To what extent would you favor spending your Township tax money for each of the following:	Number of Respondents		
	Decrease	Continue As Is	Add or Increase
A. Building and zoning permit services	14	38	4
B. Emergency medical service	1	28	29
C. Fire protection	0	33	26
D. Flood protection & storm water control	2	24	33
E. Police protection	5	25	28
F. Recreation	1	36	21
G. Borough road improvements	0	30	27
H. Promoting business development	1	12	46
I. Improving Main St. sidewalks	2	10	47
J. Other Main St. improvements: lights, benches, trees	5	19	33

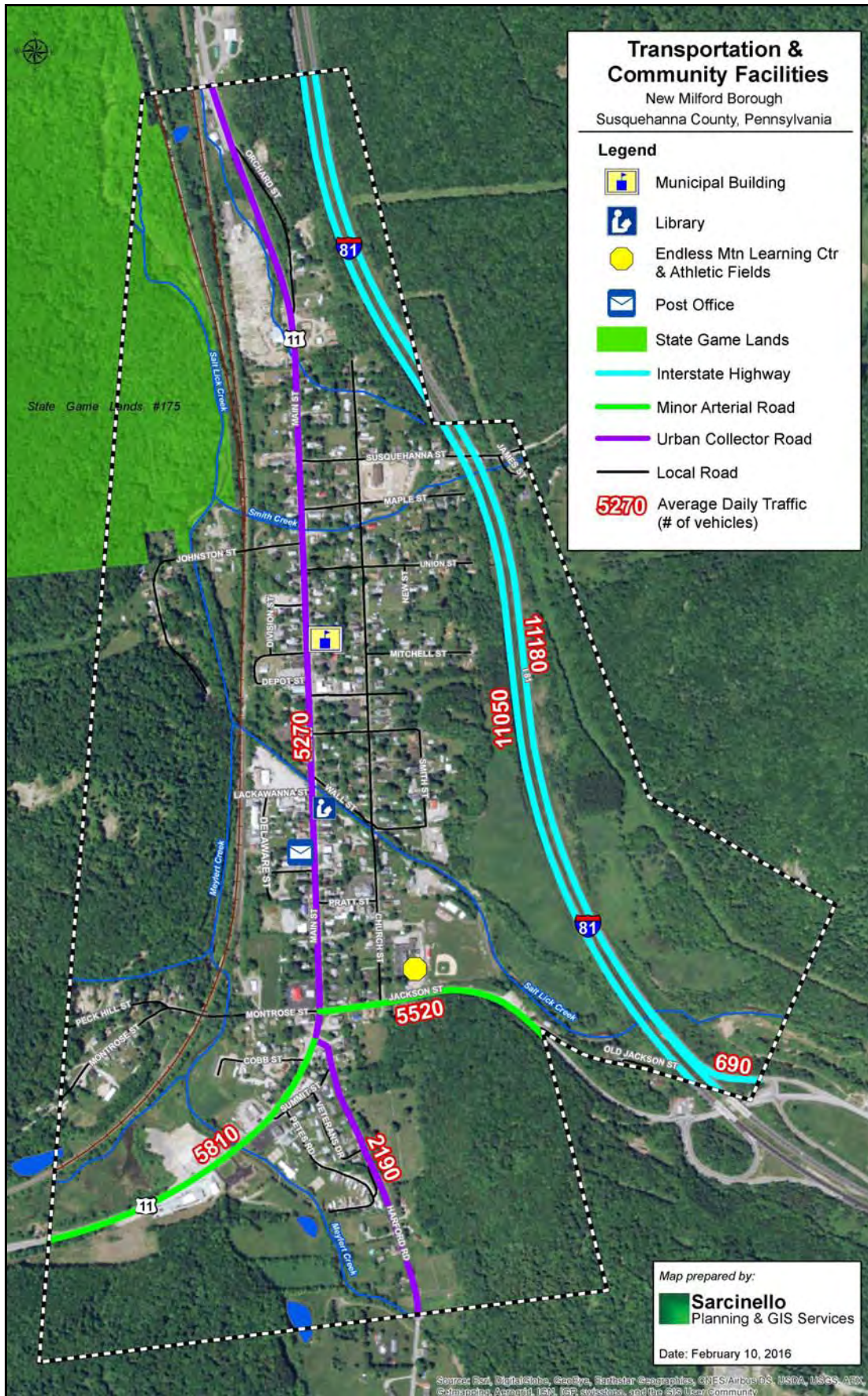
Survey Results: Borough Spending

Community survey respondent expectations for future Borough spending varied widely depending on the type of facility or service. *Building and zoning permit services* found the most support for a reduction in spending while *promoting business development* and the associated improvements to Main Street garnered the most support for increased spending. More respondents favored an increase in spending over no change for *emergency medical service, police protection and flood protection & stormwater control*. A majority of respondents believe spending on *recreation and Borough road improvements* should not be changed.

Action: Capital Improvements

Develop a capital improvements program with projected revenues, expenditures and capital improvement costs to plan for community facilities and services. Anticipated major capital expenditures include:

- Future repairs to water system and sewage collection system
- Main Street improvements
- Sidewalks, curbs and gutters
- Borough maintenance garage
- Park improvements



NATURAL RESOURCES

Overview

The New Milford Borough landscape is comprised of a variety of natural features ranging from streams and ponds, to wetlands, to upland forest and areas of steep slope. This landscape gives the Borough its distinctive character and has been an integral part of its unique history, attracting residents and businesses, and concurrently in some cases, limiting development. Natural resources and environmental quality are very fragile. Clean plentiful water, pure air, open space, vegetation and wildlife can be irreparably damaged by development undertaken without concern for the natural environment and careful planning and land use control. It is incumbent upon the Borough to work to preserve the health, safety, and welfare of its residents, as well as the identity and heritage of the community. Natural resource conservation and environmental protection are critical elements in accomplishing this task. This Plan is intended to introduce contemporary conservation and management practices to derive the maximum benefit for the health and safety of residents and visitors.

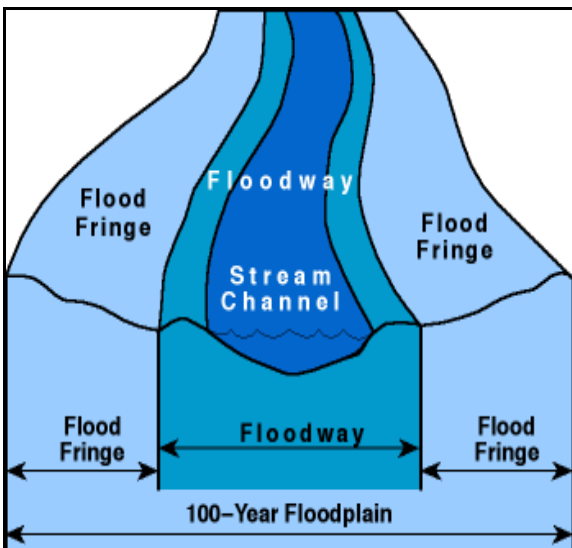
Critical Natural Features

The discussion focuses on those resources and features most critical to the growth and development of the Borough and issues related to their current state and protections afforded by the Borough and other regulatory agencies. The assessment forms the basis of future planning policy recommendations and implementation strategies. The various elements of the natural environment must be conserved because the environment has a finite, limited capacity for development. Furthermore, given the interrelationship of all elements of the environment, a change in one element will result in an often unexpected effect on another element.

Floodplain

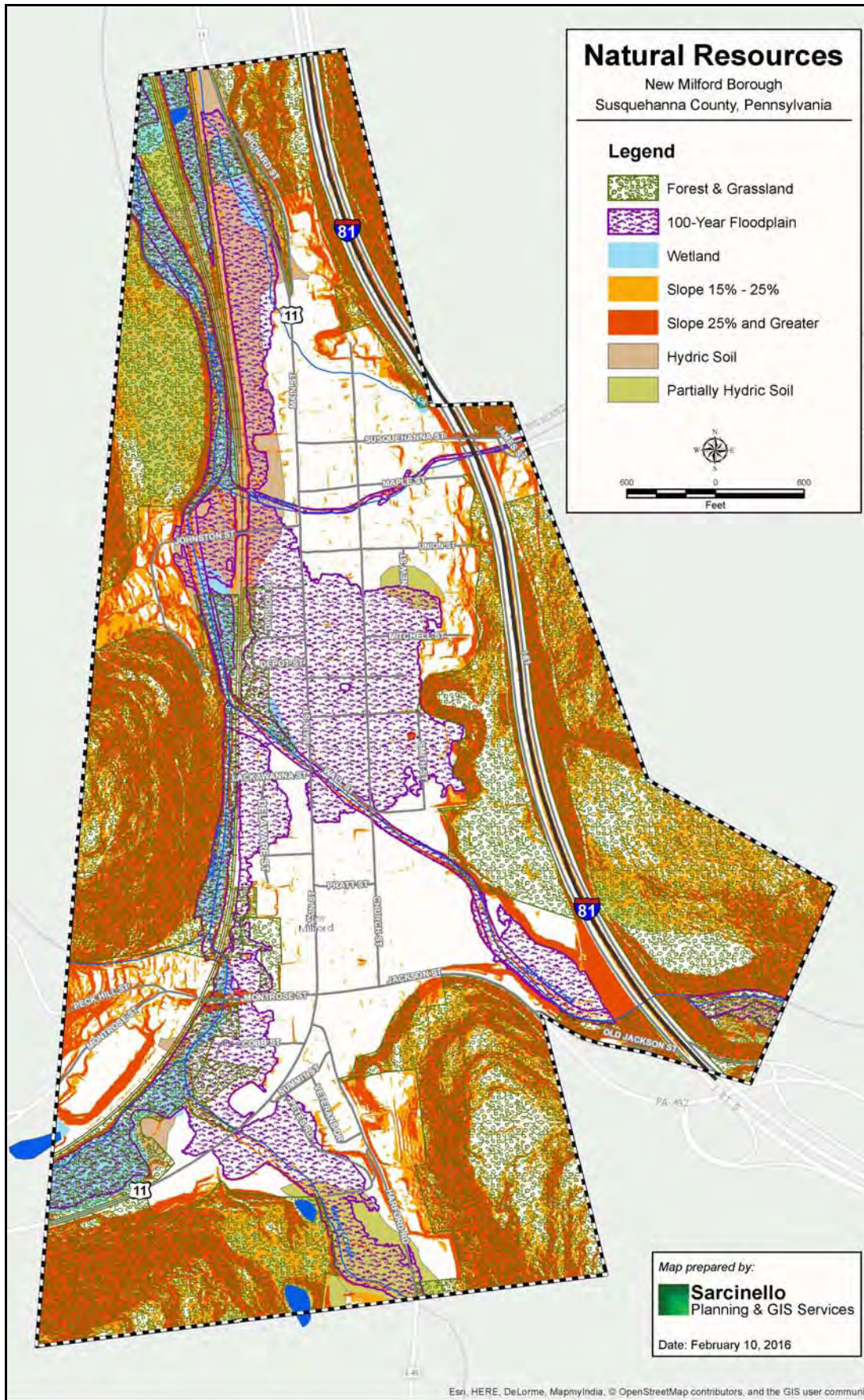
The effect of periodic flooding of Salt Lick Creek, Meylert Creek, Smith Creek is one of the key issues affecting the growth and economic condition of the Borough. The central part of the Borough along Main Street between Salt Lick Creek and Smith Street, and north and south between Union Street and Pratt Street is the most affected developed area. Flooding of Meylert Creek along Pete’s Road and Summit Street and around Cobb Street also effects a number of homes and businesses. Recent flooding has damaged numerous businesses and homes and the probability of additional floods limits reinvestment. (See the Natural Resources Map for an overview of the entire floodplain and the Flood Insurance Rate Map excerpts on the following pages.)

numerous businesses and homes and the probability of additional floods limits reinvestment. (See the Natural Resources Map for an overview of the entire floodplain and the Flood Insurance Rate Map excerpts on the following pages.)



Floodplain Cross Section

The National Flood Insurance Program is administered by the Federal Emergency Management Agency (FEMA) which also has prepared and issued the Flood Insurance Rate Maps which identify flood prone areas throughout the Country. Flood hazard areas are identified for the base flood (100-year flood) which is a flood event of a magnitude which is expected to be equaled or exceeded once on the average during any 100-year period (1% chance of occurrence in any given year). This is a long term average period between such floods and such floods can occur at shorter intervals or conceivably in the same year. Areas of 500-year floods (0.2% chance of occurrence in any given year) and 100-year floods of less than 1-foot depth are also shown.

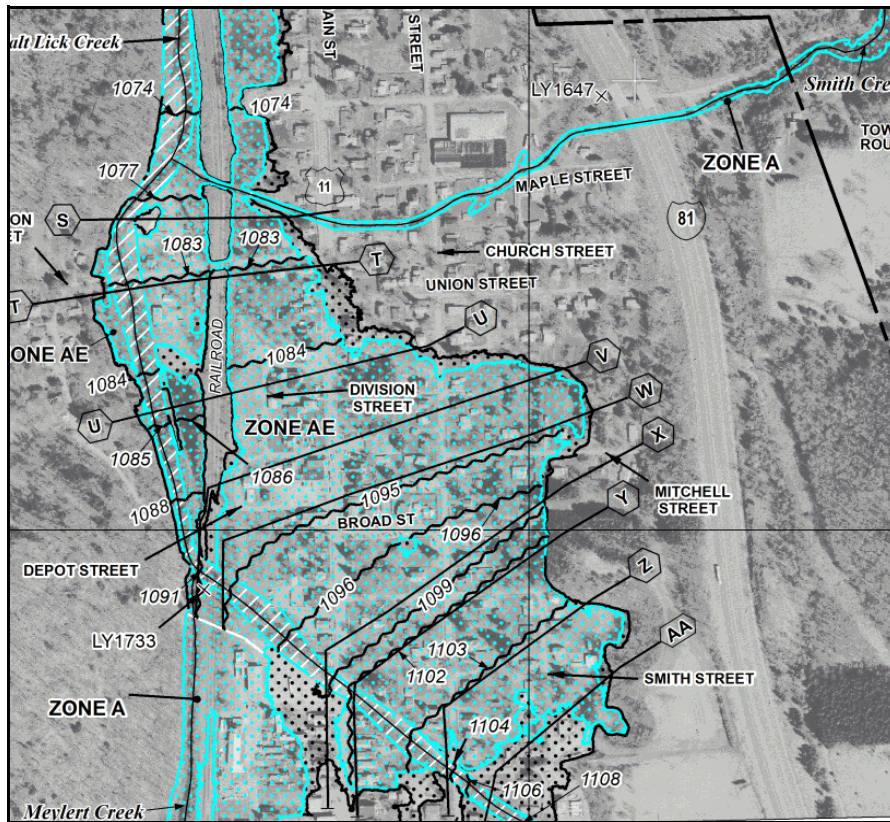




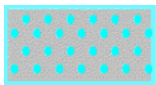
2006 Flood (M. VanZandt Photo)



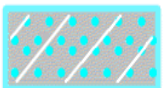
2006 Flood (M. VanZandt Photo)



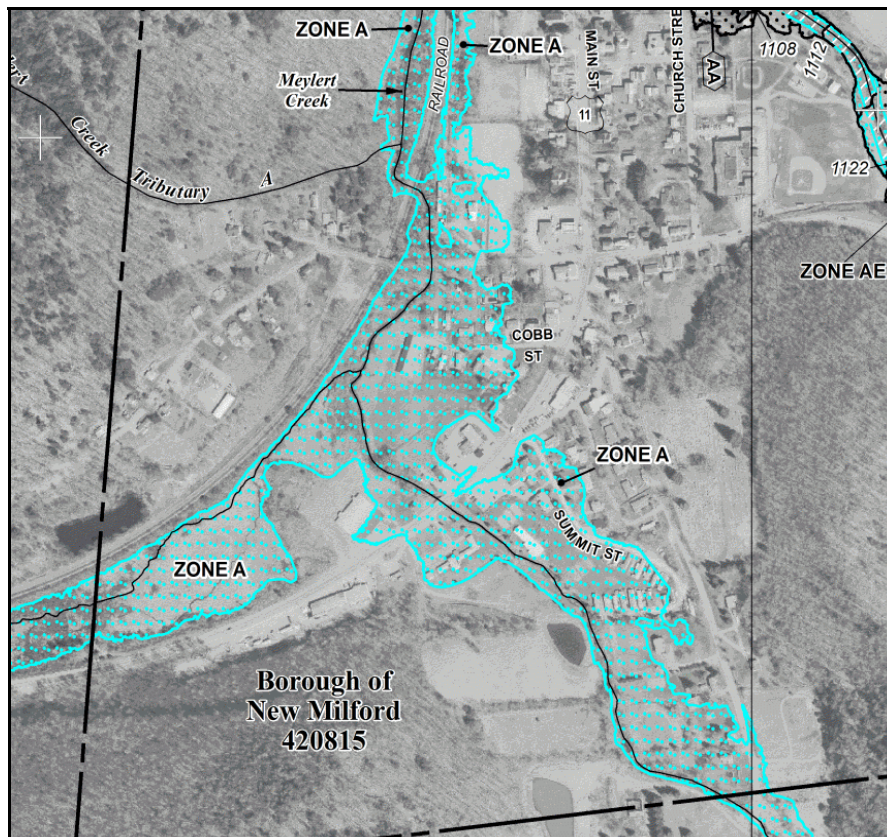
Central Floodplain



SPECIAL FLOOD HAZARD AREAS - Subject to flooding by the 1% annual chance flood, also known as the base flood, which is the flood that has a 1% chance of being equaled or exceeded in any given year.
ZONE A - No Base Flood Elevations determined. **ZONE AE** - Base Flood Elevations determined.



FLOODWAY AREAS IN ZONE AE - The floodway is the channel of a stream plus any adjacent areas that must be kept free of encroachment so the 1% annual chance flood can be carried without substantial increases in flood heights.



Southern Floodplain

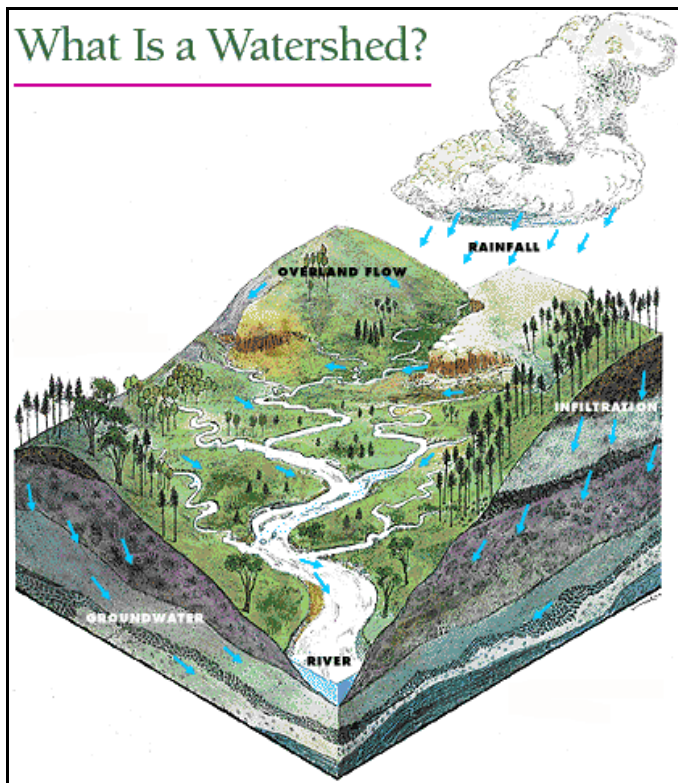
Floodplain Regulations

Both the state and federal government administer programs for flood control and flood plain development and provide certain regulatory standards which local municipalities must adopt in order for property owners to be eligible for flood insurance. Minimum state and federal requirements allow dwellings in the floodplain if the lowest floor is elevated up to or above the 100-year flood elevation and nonresidential structures if flood-proofed or elevated. The Pennsylvania Flood Plain Management Act (Act 166 of 1978) requires local municipal participation in the flood plain management program, or state funding allocations such as Liquid Fuel Funds can be withheld.

New Milford Borough’s floodplain regulations, updated in 2013 meet the state and federal minimum by requiring all new residential structures to be elevated at least 1.5 feet above the base flood elevation and requiring all nonresidential structures to be elevated at least 1.5 feet or to be floodproofed. The regulations also prohibit the use or storage of certain hazardous materials in the floodplain, include special standards for mobile/manufactured homes and recreational vehicles and require special permits for hospitals, nursing homes, and jails and prisons.

Actions: Floodplain

Floodplain is important for its natural functions of flood flow conveyance, stream channel formation and water filtration. Building within floodplain areas upsets flood conveyance and increases risks to human life and property, and managing new development in floodplain is critical to forestall downstream increases in flood height. In addition, finding a solution to minimize damages from future floods is critical. The Borough will:



<http://www.co.berks.pa.us>

- Continue to work with the Borough Emergency Management Coordinator and the Borough Engineer to find structural solutions to the flooding.
- Continue to enforce floodplain management regulations.
- Consider prohibiting development in identified floodplain areas without a variance to:
 - Ensure that the property cannot be reasonably developed outside of the floodplain.
 - Enable the Borough to set conditions of approval such as the installation of flood barriers.
- Encourage upstream municipalities to promote conservation design for new development in the watershed to maximize open space and minimize impervious areas.
- Consider participating in the National Flood Insurance Program Community Rating System to reduce flood insurance premiums.

- Complete a storm sewer/stormwater study with the aim of managing stormwater flows and reducing flood heights. The study should specifically address how to reduce stormwater flows into the Borough and improve discharge to Salt Lick, Meylert and Smith Creeks.
- Include in the Borough subdivision and land development ordinance Best Management Practices (BMPs) to control stormwater for new development and minimize flood height increases and work with the Susquehanna County Conservation District and the County Planning Commission to promote BMPs.

The National Flood Insurance Program (NFIP) Community Rating System (CRS)

Implemented in 1990 as a voluntary program for recognizing and encouraging community floodplain management activities exceeding the minimum NFIP standards. Any community in full compliance with the minimum NFIP floodplain management requirements may apply to join the CRS.

The CRS uses a class rating system that is similar to fire insurance rating to determine flood insurance premium reductions for residents. CRS classes (footnote) are rated from 10 to 1. A community that does not apply for the CRS or that does not maintain the minimum number of credit points would be considered a Class 10 community. Today, most communities enter the program at a Class 9 rating, which entitles residents in Special Flood Hazard Areas (SFHAs) to a 5 percent discount on their flood insurance premiums. As a community engages in additional mitigation activities, its residents become eligible for increased NFIP policy premium discounts. Each CRS Class improvement produces a 5 percent greater discount on flood insurance premiums for properties in the SFHA, with a Class 1 community receiving the maximum 45 percent premium reduction. A community accrues points to improve its CRS Class rating and receive increasingly higher discounts. Points are awarded for engaging in any of 18 creditable activities, organized under four categories: Public Information, Mapping and Regulations, Flood Damage Reduction, and Flood Preparation. (Source: www.fema.gov)

Stormwater

Stormwater, even at times when widespread flooding does not occur, is an issue at a number of locations in the Borough including the following examples:

- Susquehanna Street - long downhill slope from Borough boundary to main Street. Need for improved shoulders and drainage channels.
- Main Street and Susquehanna Street - storm sewer blockage from siltation and high truck traffic on Susquehanna Street.
- Johnston Street Railroad Underpass - low spot collects stormwater on dead-end road.

**Actions:
Improving Stormwater
Management**

Municipal zoning ordinances and subdivision and land development ordinances also include stormwater management standards. In addition, many municipalities also adopt stand-alone stormwater management watershed specific ordinances based on county-adopted stormwater management plans. Enforcing such ordinances, and updating as necessary, will ensure Best Management Practices for stormwater control and minimize downstream flooding increases.

Borough stormwater management controls should address the following and the Borough should encourage upstream municipalities to maintain similar standards.

Preserve Existing Hydrologic Conditions

The key is to promote development practices to minimize post-development runoff rates and volumes and the need for artificial conveyance and storage facilities.

- Preserve natural drainage features such as vegetated drainage swales, channels, valleys, or depressions where water normally ponds.
- Minimize earth disturbance and preserve natural vegetation to the greatest extent possible by conforming plans to existing topography.
- Minimize impervious surfaces to the maximum extent possible.
- Disconnect impervious areas by directing runoff to areas where it may either infiltrate into the soil or be filtered through vegetation.

Maintain Groundwater Recharge

Simple provisions are critically important in areas where groundwater use is increasing dramatically and stormwater is too often simply considered a problem.

- Require the use of infiltration to provide groundwater recharge whenever possible in recognition that stormwater as an important resource to maintain supplies.
- Ensure that any infiltration does not pose a threat to groundwater quality.

Maintain Water Quality

Measures to prevent degradation of surface water quality from pollutants carried in stormwater discharges should be incorporated into management practices.

- Vegetative filter strips to remove sediment and other pollutants.
- Oil removal from parking lot drainage.
- Infiltration basins, bioretention areas and wet detention ponds.

Reduce Erosion and Stream Scouring

As storm flows increase, the velocities in streams increase. Both the volume and rate of stormwater discharges should be managed to prevent physical degradation of receiving waters, such as stream bank erosion and channel scour.

- Minimize site disturbance and maintain vegetation.
- Install and maintain temporary controls during construction and permanent controls.

Control Flooding

Flooding and stormwater problems are caused by excess stormwater quantity. While some over-bank (typically 2-year to 10-year storm events) and extreme (25, 50, and 100-year) flooding events are inevitable the goal of stormwater management standards is to control the frequency of occurrences so that damages to existing infrastructure are not exacerbated by upstream development.

- Use infiltration to the greatest extent possible.
- Limit floodplain development.

Inspection and Maintenance

Without regular inspections during construction and proper and long term maintenance, stormwater infiltration devices, detention basins, pollution control and other facilities will not function properly, often with problematic or even disastrous downstream effects. Even the addition of homes within a residential subdivision can have serious effects on neighbors if facilities are inadequately constructed and maintained.

- Include standards to address inspection during construction, long term ownership, maintenance agreements for privately owned stormwater facilities and specific maintenance schedules.
- Make the failure to maintain any facility an ordinance violation and to provide the authority for enforcement and correction.

Physiography and Geology

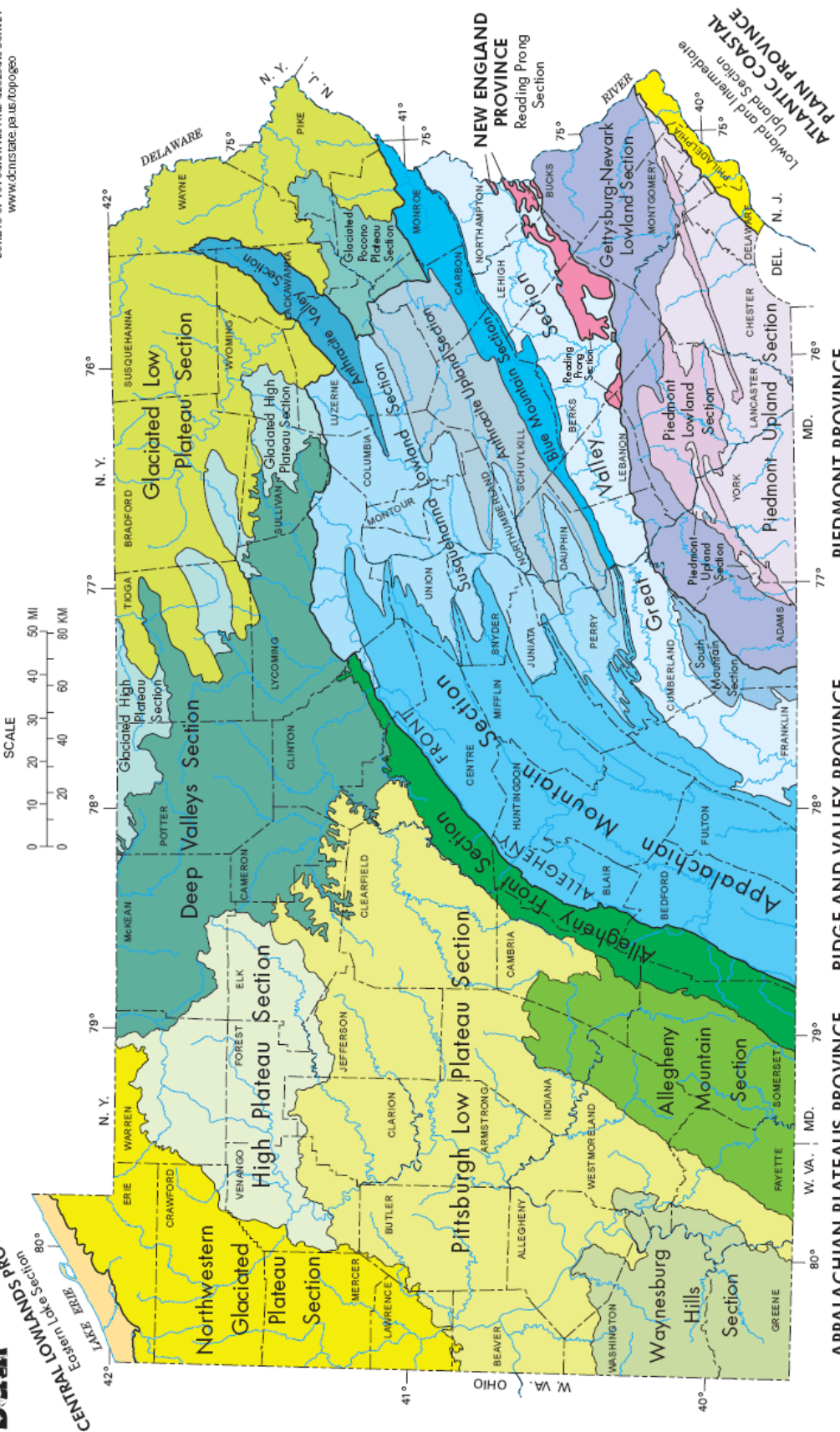
New Milford Borough and most of Susquehanna County lie within the Glaciated Low Plateaus section of the Appalachian Plateaus Province, one of the major physiographic divisions of the Commonwealth. The County as a whole is characterized by moderate to steep hills trending generally in a northeast-southwest direction, a result of the direction of glacial movement, as evidenced by the narrow valley which envelopes the Borough.

PHYSIOGRAPHIC PROVINCES OF PENNSYLVANIA

MAP 13



COMMONWEALTH OF PENNSYLVANIA
DEPARTMENT OF
CONSERVATION AND NATURAL RESOURCES
BUREAU OF TOPOGRAPHIC AND GEOLOGIC SURVEY
www.dcnr.state.pa.us/topogeo



EXPLANATION

	Northwestern Glaciated Plateau Section		Reading Prong Section
	Eastern Late section		Piedmont Lowland section
	High Plateau Section		Piedmont Upland section
	Pittsburgh Low Plateau Section		Atlantic Coastal Plain Upland and Intermediate Upland section
	Allegheny Mountain Section		
	ALLEGHENY PLATEAUS PROVINCE		
	RIDGE AND VALLEY PROVINCE		
	APPALACHIAN PLATEAUS PROVINCE		
	NEW ENGLAND PROVINCE		
	ATLANTIC COASTAL PLAIN PROVINCE		

SYMBOLS

Approximate boundary between physiographic provinces

Approximate boundary between physiographic sections

Compiled by W. D. Sevon, Fourth Edition, 2000.

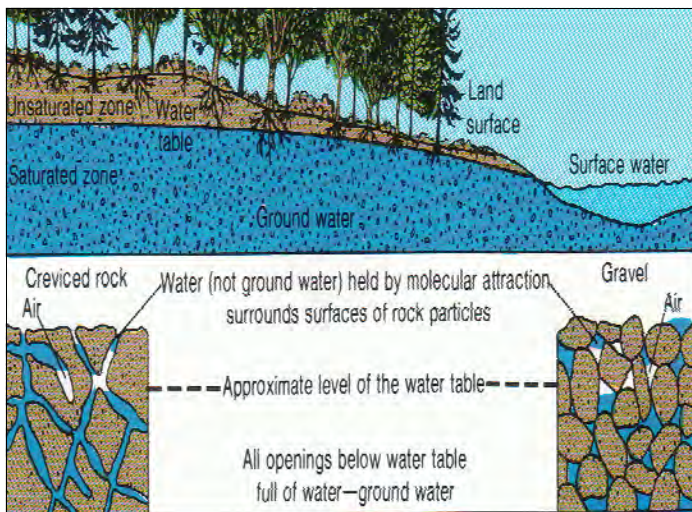
The highest point in the county is in the southeast corner of Herrick Township where the North Knob of the Elk Hills reaches an elevation of 2,693 feet above sea level. Elevations above 2000 feet are common in the eastern portion of the county while 800 to 900 feet is typical in the vicinity of the Susquehanna River near Great Bend. The maximum countywide relief, therefore, is about 1,800 feet. The few large areas of flat land, which occur in Susquehanna County are found along this River. In the Borough, elevations range from about 1,500 along the eastern municipal border to about 1,000 feet where Salt Lick Creek flows north out of the Borough.

Geology is a fundamental natural feature because it shapes all other features including topography, soils, vegetation, and hydrology. The physical characteristics and geographic patterns exhibited by these features are in large part a result of underlying geologic formations and processes along with the more recent glaciation. The specific characteristics of the underlying bedrock and other geologic strata determine the quality and quantity of the ground water.

Groundwater

Groundwater is that subsurface water in the saturated zone - the zone in which all the spaces or interstices in the rocks, ideally, are filled with water under pressure equal to or greater than atmospheric pressure. Rocks that are capable of yielding usable supplies of water to wells or springs are called aquifers. Ground water occurs in joints, bedding planes, fault and other fractures in the rock. The extent to which the rock is fractured, its density and size will all contribute to its ability to store and move water. In unconsolidated rock, water is stored and moves through the openings in these deposits. In consolidated rock aquifers, water moves primarily through fractures, joints and along bedding planes.¹

New Milford Borough relies entirely on groundwater for its drinking supply and is served by the New Milford Municipal Authority. The Authority maintains two wells, 330 feet and 300 feet in depth, on 22 acres in New Milford Township off East Lake Road just north of Route 492. Total capacity is 280,000 gallons per day and there have been no problems with quantity or water quality. The Authority will continue to monitor supply and quality, promote conservation, and work with the Borough and Township to apply proper land use controls to protect groundwater recharge areas.



Water Bearing Geology

Actions: Groundwater

Methods available for local municipalities to conserve the groundwater supply and protect quality are well documented, and have been successful in many areas of the Commonwealth. The same methods can be applied to surface drinking water supplies. Details of available methods, the authority for action, and sources of assistance are detailed in *Groundwater*

¹Water Resources Report 65, Groundwater Resources of Pike County, Pennsylvania, Pennsylvania Topographic and Geologic Survey, D. K. Davis, 1989, p. 11.

*Protection and Management in Pennsylvania.*²

The Report recommends the following five-step process to develop and put into place an effective groundwater protection program:

- Involve the community by organizing a committee of interested individuals from the community, and neighboring communities, if appropriate.
- Determine sources and uses of the community's water supply and define the proposed groundwater protection areas.
- Identify possible contamination sources-past, present, and future-in the groundwater protection areas.
- Establish goals and priorities based on an evaluation of the groundwater threats.
- Implement appropriate management measures, including plans for future needs.

WATER SUPPLY from the Susquehanna County Soil Survey:

Susquehanna County has abundant springs, streams, ponds, and wells; but many springs and streams dry up in the summer. Ground water contamination in the county is minimal or nonexistent.

Springs furnish enough water for domestic and barn use on many farms. Springs generally have either a bedrock source or a fragipan source; and usually springs that occur near bedrock are more dependable. In the fragipan springs, water from the surface layer collects on top of the fragipan and comes to the surface in depressions. In wet weather these are much more abundant than the bedrock springs and often produce as much or more flow. The best fragipan springs can be developed by using tile to increase the area of collection, but they are subject to drying up in the summer. Many bedrock Springs supply water for individuals, communities, and livestock.

Streams are either continuously flowing or intermittent. The former type is dependable for livestock watering, but the latter is not because it dries up in summer. The Susquehanna River provides a dependable water supply for a few farms and towns.

Ponds and lakes, both natural and artificial, are numerous throughout the county. They are valuable for watering livestock, recreation, irrigation, and, if treated, for human consumption. Nearly every farm has a suitable site for building at least a small pond.

Most of the wells in the county are deep. Some of the shallow dug wells are not dependable in dry years. The deepest wells are on hills, are drilled in bedrock nearly all of the way, and range in depth from 400 to 600 feet. The shallowest drilled wells are in valleys and are not more than about 200 feet deep. Large amounts of water are drawn from deep wells locally by industry. Deep wells also are the usual sources of individual water supplies in the county.

In most years the supply of water is adequate, but it occasionally becomes critically short. Most of the water is soft, but a few springs and wells have hard water. (Source: Soil Survey, Susquehanna County, USDA, 1973, p. 87.)

²*Groundwater Protection and Management in Pennsylvania, An Introductory Guide for Citizens and Local Officials*, League of Women Voters of Pennsylvania Citizen Education Fund and Water Resources Education Network Project, R. Merideth, J. R. Drohan, C. W. Abdalla, J. R. Jessen, E. D. Stevens, 2001, Third Edition.

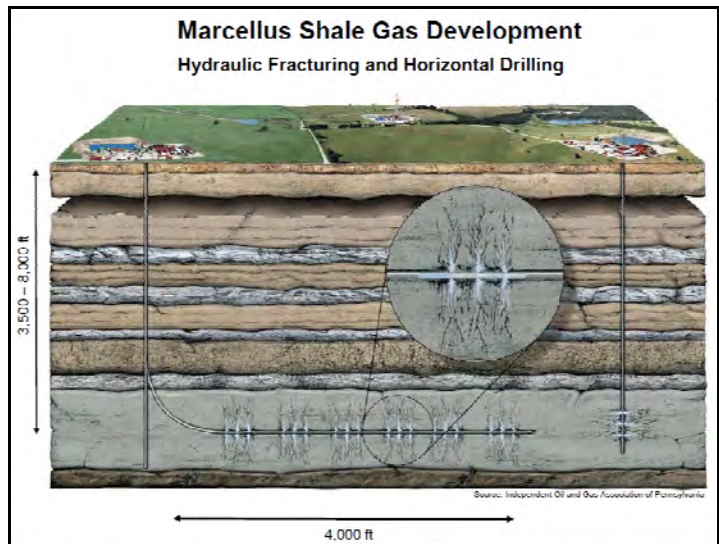
The Marcellus Shale

Natural gas production in the Marcellus Shale and associated activities now dominate much of the economy in Susquehanna County and have generated widely differing opinions about environmental and community benefits and effects. (See sidebars for differing opinions.) In the Borough, initial gas unit development is just beginning where the Borough has leased the gas rights associated with the Borough park. Despite the varying opinions, the Borough and its residents and businesses must monitor the continuing gas development and take full advantage of the benefits (e.g., increased business opportunity) and ensure that all necessary steps are taken to minimize community (e.g., traffic) and environmental effects, particularly the Borough’s groundwater supply.

BEST PRACTICES FOR SHALE GAS DEVELOPMENT

- Geophysical logging to delineate base of freshwater aquifers
- Surface casing and cement/packers deep enough to protect freshwater aquifers
- Production casing/cement/packers (with intermediate string if needed) to prevent upward migration of salty water and gas
- Cement-bond logging and pressure testing to ensure good seals
- Drilling and frac fluid storage in tanks and offsite burial of drill cuttings
- Avoid hydraulic fracturing near structures
- Microseismic monitoring of hydraulic fracs
- Reuse of frac fluid reduces freshwater resource impacts and disposal issue
- Water-well sampling before and after drilling/hydraulic fracturing operation

(Source: PA Water Science Center, USGS, New Cumberland, PA
Campbell-USGS_MarcellusScienceMeeting.pdf)



Source: Independent Oil and Gas Association of Pennsylvania

SHALE GAS POSITION STATEMENT, 12/12/2014, Pennsylvania Council of Professional Geologists

Excerpts from 12-point position statement:

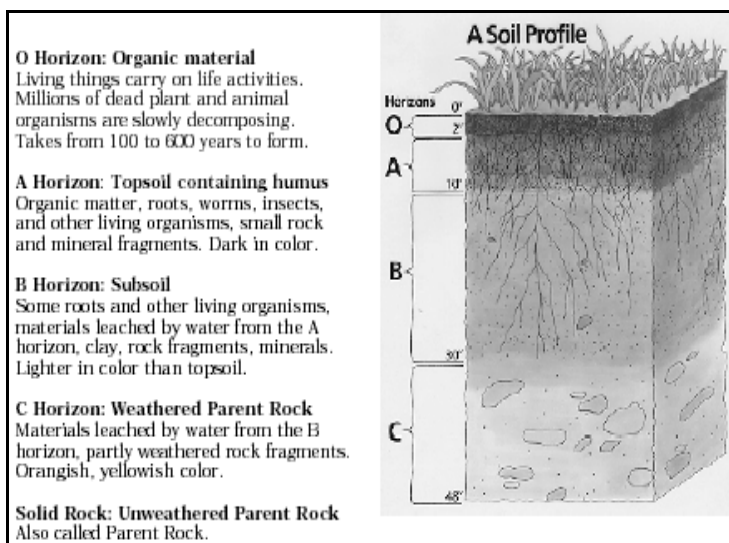
1. PCPG considers shale gas exploration and production to be a worthwhile and necessary endeavor that will have very significant and continuing positive effect on Pennsylvania’s economy. Additional shale gas production in Pennsylvania also means more energy independence for the United States As natural gas is the cleanest burning fossil fuel, there are corresponding positive implications for air and water quality effects throughout the Commonwealth.

3. Natural gas well drilling and production can and must be done in an environmentally responsible and scientifically sound manner while minimizing the potential for adverse environmental impacts. PCPG recognizes that the natural gas drilling industry continues to implement and upgrade its best practices, in order to protect the environment throughout the drilling, completion and production phases of shale development.

4. Historically, horizontal drilling and hydraulic fracturing technologies have a low incidence of proven adverse impacts to groundwater and surface water quality. Marcellus Shale natural gas wells typically consist of a vertical bore (drilled with technically sound, time-tested equipment and methods) which is advanced downward to depths of 5,000 to 9,000 feet below the ground surface and then directionally drilled horizontally to tap into the Marcellus Shale formation. Hydraulic fracturing of such horizontal wells is designed with a radius of influence limited to approximately 500 feet around the well bore It is unlikely that a properly designed and constructed shale gas well will have an adverse effect on the much shallower fresh water aquifer zones, which typically occur within 500 feet or less from the ground surface Key to the successful installation of shale gas wells is a proper well design, casing and construction program conducted by experienced and competent natural gas drilling operators, detailed permit application submitted by the operators, Pennsylvania Department of Environmental Protection (PA DEP) permit approvals based on a thorough review process; and correct execution and verification of the well drilling, casing, cementing and plugging programs. (Source: www.pcp.org)

Soils

The land's suitability for development largely determines the character of a community's land use, and the most basic component of the land is its soil. Beyond the basic function of the production of food and fiber, soils may either limit or foster community growth depending upon specific soil characteristics. Soils influence local vegetative cover, hydrology, and land use patterns and activities. The Natural Features Map accompanying this Plan shows steep slopes, wetlands, hydric soils and floodplain, all of which affect soil suitability for development. Variables in the formation of soils include climate (precipitation and temperature affecting weathering), biological activity in the forming soil, the parent material (e.g., bedrock vs. glacial material), topography (e.g., steep slopes vs. flood plain), and time. A number of soil series (i.e., groups of soils formed from a particular parent material and exhibiting similar soil horizons) and different soil types are found in the Borough. The soil types and development limitations are shown on the following Soils Map, Soils Table and Soils Limitations Map.



Based on the soils information, which does not consider floods, the areas of the Borough which exhibit no soil limitations are the same areas which have witnessed most development. The remaining areas are limited largely by steep slopes, depth to the water saturated zone, and a cemented (hard) pan which inhibits water infiltration. Prior to the construction of the central sewage disposal system, finding soils suitable for on-lot sewage disposal systems was a primary concern and a limitation on higher residential density. While depth to the water saturated zone and a hard pan no longer are an issue for sewage disposal, steep slopes are an issue for development on much of the non-floodplain areas.

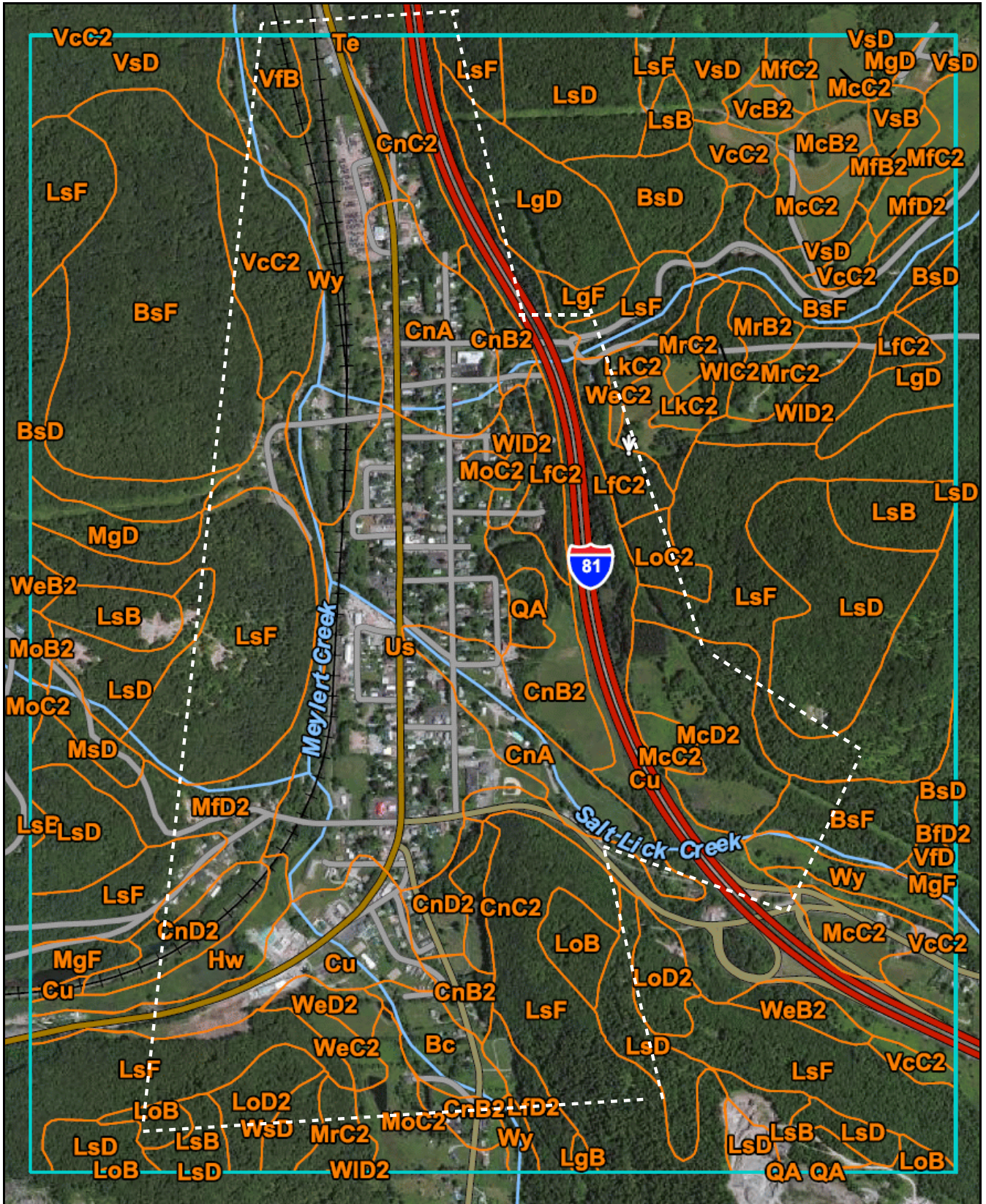
Source: <http://home.earthlink.net/~pdf2krech/SoilProfile.pdf>

SOILS from the Susquehanna County Soil Survey:

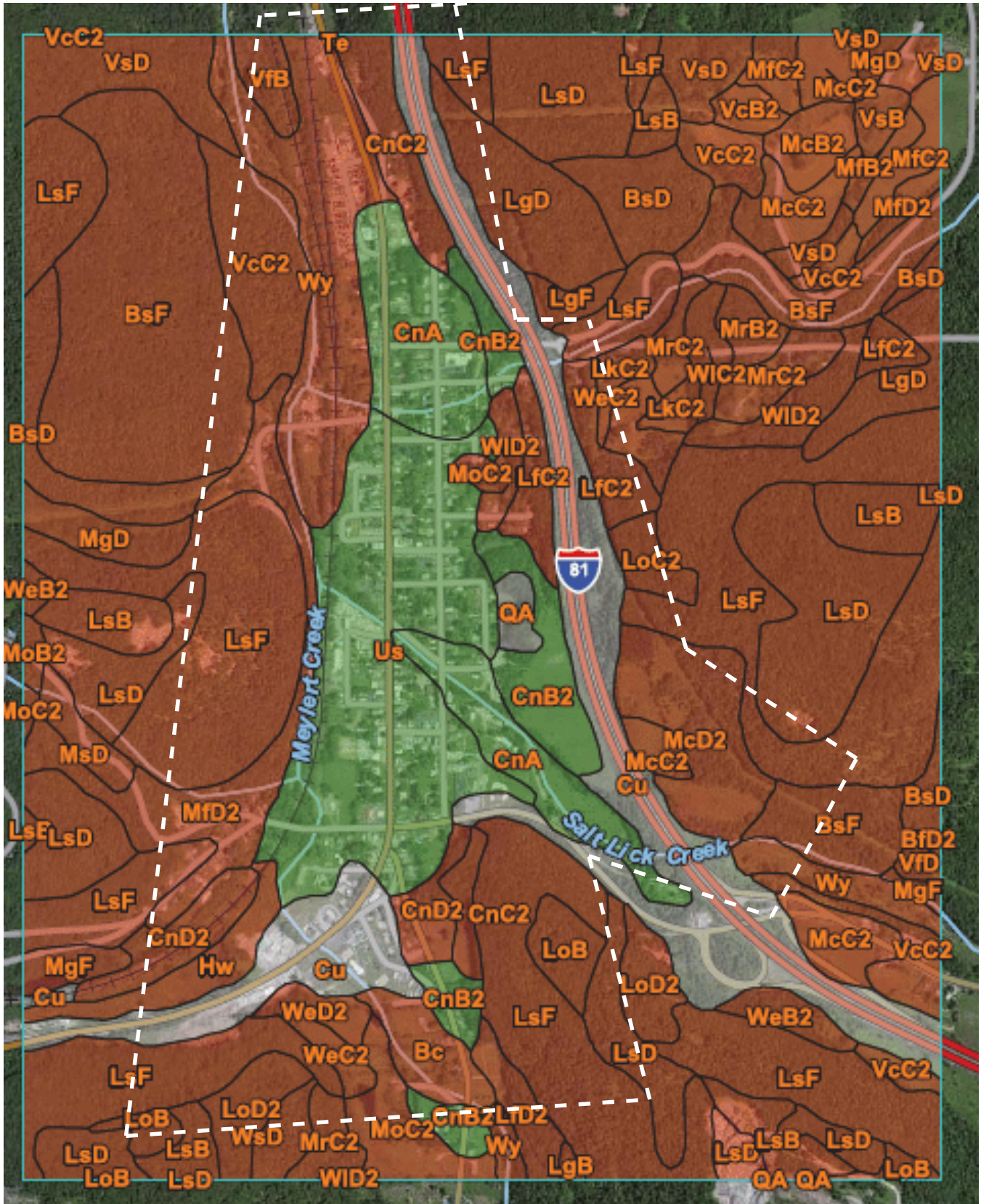
Parent material is the unconsolidated mass from which the soils are formed. It determines the mineralogical and chemical composition of the soil and, to a large extent, the rate at which soil-forming processes take place.

Parent rock is the consolidated rock from which the parent materials developed; it largely determines the mineralogical and chemical composition of the parent materials. The rocks that underlie Susquehanna County soils are horizontally-bedded, fine-grained sandstones and shales that have little folding or faulting. Most of these belong to the Catskill Formation of the Susquehanna Group. Small scattered areas belong to the Chemung Formation. Rocks of the Susquehanna Group are mostly gray, brownish, and red sandstones and shales. Less than 5 percent of the soils are underlain by rocks of the Pocono, Pottsville, or Post-Pottsville Formations.

The soils formed in glacial till., a mixture of glacial till and residuum, glacial outwash, old alluvium, recent stream alluvium, and organic materials. Most of the soil materials were left after the glaciers melted 10,000 to 15,000 years ago. Alluvial and organic materials are of recent origin and are being deposited at the present time. Soils that form ccl in glacial till are the most extensive and have a wide range of characteristics. They generally have a firm substratum. Mardin, Volusia, Chippewa, Wellsboro, and Morris soils are a few examples. The Lordstown and Oquaga soils formed in glacial till and residuum. Chenango soils formed in glacial outwash deposits. They generally have a loamy texture and are underlain by stratified, sand and gravel. Unadilla soils formed in old alluvium on stream terraces. Soils on the stream bottoms formed in water-laid materials called recent alluvium. They have a medium texture and show little or no soil development. These soils are the Barbour, Basher, Wyalusing, and Holly soils. Soils that formed in organic materials are called Peat. (Source: Soil Survey, Susquehanna County, USDA, 1973, p. 74.)



Soils (Source: <http://websoilsurvey.sc.egov.usda.gov>)



Soils with Building Limitations (Source: <http://websoilsurvey.sc.egov.usda.gov>)
Orange: very limited. Green: not limited Gray: not rated or not available.

NEW MILFORD BOROUGH SOILS - LIMITATIONS FOR BUILDINGS WITH BASEMENTS			
Symbol	Name	Rating	Reason
Bc	Basher silt loam	very limited	flooding, depth to saturated zone
BsF	Bath very stony loam, 30 to 60 percent slopes	very limited	slope, depth to saturated zone and cemented pan
CnA	Chenango gravelly silt loam, 0 to 3 percent slopes	not limited	
CnB2	Chenango gravelly silt loam, 3 to 12 percent slopes, moderately eroded	not limited	
CnC2	Chenango gravelly silt loam, 12 to 20 percent slopes, moderately eroded	very limited	slope
CnD2	Chenango gravelly silt loam, 20 to 30 percent slopes, moderately eroded	very limited	slope
Cu	Cut and fill land	not rated	
Hw	Holly silt loam		
LfC2	Lackawanna flaggy silt loam, 12 to 20 percent slopes, moderately eroded	very limited	slope, depth to saturated zone and cemented pan
LkC2	Lordstown and Oquaga channery silt loams, 12 to 20 percent slopes, moderately eroded	very limited	slope, depth to hard bedrock
LoB	Lordstown and Oquaga flaggy silt loams, 3 to 12 percent slopes	very limited	depth to hard bedrock
LoC2	Lordstown and Oquaga flaggy silt loams, 12 to 20 percent slopes, moderately eroded	very limited	slope, depth to hard bedrock
LoD2	Lordstown and Oquaga flaggy silt loams, 20 to 30 percent slopes, moderately eroded	very limited	slope, depth to hard bedrock
LsB	Lordstown and Oquaga very stony silt barns, 0 to 12 percent slopes	very limited	depth to hard bedrock
LsD	Lordstown and Oquaga very stony silt barns, 12 to 30 percent slopes	very limited	slope, depth to hard bedrock
LsF	Lordstown and Oquaga very stony silt barns, 30 to 70 percent slopes	very limited	slope, depth to hard bedrock

NEW MILFORD BOROUGH SOILS - LIMITATIONS FOR BUILDINGS WITH BASEMENTS			
Symbol	Name	Rating	Reason
McC2	Mardin channery silt loam, 8 to 15 percent slopes, eroded	very limited	slope, depth to saturated zone and cemented pan
McD2	Mardin channery silt loam, 15 to 25 percent slopes, eroded	very limited	slope, depth to saturated zone and cemented pan
MfD2	Mardin flaggy silt loam, 15 to 25 percent slopes, eroded	very limited	slope, depth to saturated zone and cemented pan
MoC2	Morris channery silt loam, 8 to 15 percent slopes moderately eroded	very limited	slope, depth to saturated zone and cemented pan
MrC2	Morris flaggy silt loam, 8 to 15 percent slopes, moderately eroded	very limited	slope, depth to saturated zone and cemented pan
QA	Rock quarry	not rated	
Te	Terrace escarpments	very limited	slope
Us	Unadilla silt loam	not limited	
VcC2	Volusia channery silt loam, 8 to 15 percent slopes, eroded	very limited	slope, depth to saturated zone and cemented pan
VfB	Volusia flaggy silt loam, 3 to 8 percent slopes	very limited	depth to saturated zone and cemented pan
WeC2	Wellsboro channery silt loam, 8 to 15 percent slopes, moderately eroded	very limited	depth to saturated zone and cemented pan
WeD2	Wellsboro channery silt loam, 15 to 25 percent slopes, moderately eroded	very limited	depth to saturated zone and cemented pan
WfD2	Wellsboro flaggy silt loam, 15 to 25 percent slopes, moderately eroded	very limited	depth to saturated zone and cemented pan
WsD	Wellsboro very stony silt loam, 8 to 25 percent slopes	very limited	depth to saturated zone and cemented pan
WY	Wyalusing silt loam	very limited	flooding, depth to saturated zone

Actions: Steep Slopes

Although development on steep slopes is technically feasible, development costs increase dramatically as the slope increases, and the environmental concerns also escalate. For example, soil erosion control and stormwater management are more difficult on steep slopes because rainfall run-off volume and velocity increase. Measures are needed to maintain slope stability, prevent erosion, and minimize stormwater runoff.

- Strictly control site disturbance of steep slopes – tree and vegetation removal, soil removal, grading.

- Establish design and performance criteria for buildings or structures on steep slopes including submission of detailed site, grading and drainage plans.
- Set a maximum building envelope size.
- Limit final slopes of cuts and fills to two vertical to one horizontal.

Actions: Wetlands

Despite the limited areas of wetlands conservation is essential. Wetlands have in past times been considered wastelands, and, as a result, it is estimated that over half of all wetlands in the nation have been lost to development. Wetlands are an integral part of the environment and provide such benefits as groundwater recharge, stormwater control, surface water quality improvement and habitat for unique plant and animal species. Wetland buffer areas are necessary to ensure proper filtration of runoff prior to its entry into the wetland system.

- Prohibit disturbance of wetlands and within an established wetland buffer area.
- As part of all development applications, require detailed wetland data that identifies wetlands that are not captured by the National Wetlands Inventory.

Dark Skies

The International Dark-Sky Association notes: *Today, people who live in or near cities have lost much of their view of the universe. This view is often substantially diminished even for people who live in smaller towns and rural areas. The spectacular view of the sky that our ancestors had on clear dark nights no longer exists. The great increase in the number of people living in urban areas has resulted in a rapid increase in urban sky glow due to outdoor lighting, brightening the heavens to such an extent that the only view most people have of the Milky Way or most stars is when they are well away from cities. This excess light in the sky has an adverse impact on the environment and seriously threatens to remove forever one of humanity's natural wonders - our view of the universe.*



Artist rendering of city glow effect and a dark sky site. (IDA, Inc.)

This sky glow that adversely affects the environment and compromises astronomical research is called light pollution, for it is wasted light that does nothing to increase nighttime safety, utility, or security. Such wasted light only serves to produce glare, clutter, light trespass and light pollution and wastes energy, money, and natural resources in the process.

Some solutions that minimize light pollution without compromising in any way nighttime safety, security, or utility:

- *Use night lighting only when necessary. Turn off lights when they are not needed. Timers can be very effective. Use the correct amount of light for the need, more is not better.*

- *Direct the light downward, where it is needed. The use and effective placement of well designed fixtures will achieve excellent lighting control. When possible, retrofit or replace all existing fixtures of poor quality. In all cases, the goal is to use fixtures that control the light well, minimizing glare, light trespass, light pollution, and energy usage.*
- *Use low pressure sodium (LPS) light sources whenever possible. This is the best possible light source to minimize adverse effects on astronomical activities. LPS lamps are also the most energy-efficient light sources that exist. Areas where LPS is especially good include street lighting, parking lot lighting, security lighting, and any application where color rendering is not critical.*
- *Avoid development near existing observatories, and apply rigid controls on outdoor lighting when development is unavoidable. Such controls do not compromise safety, security, or utility. Outdoor lighting ordinances and codes have been enacted by many communities to enforce quality and effective nighttime lighting.³*

Actions:
Lighting and Glare

The Borough will include in its zoning ordinance and subdivision and land development ordinance standards for the control of lighting and glare and encourage other municipalities to do the same.

³International Dark Sky Association, Inc., *Information Sheet #1*.

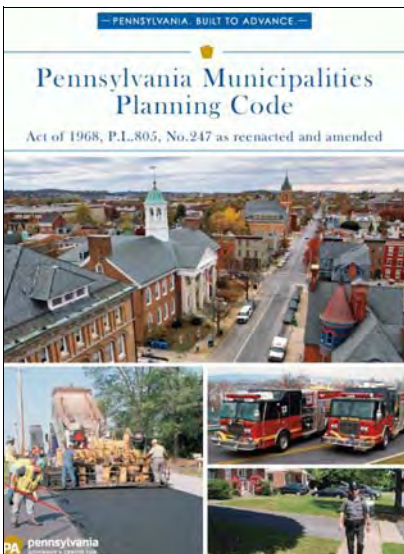
HOUSING

Overview

Families and individuals of all income levels reside in the Borough and need continued access to decent and affordable housing with proper community facilities. The special needs of young families looking for their first home, individuals with disabilities and senior citizens on fixed incomes must be addressed. The Housing Plan examines the characteristics of New Milford Borough's existing housing stock and provides strategies to address the housing needs of current residents and future housing issues and to accommodate anticipated growth while maintaining community character. In addition, the Housing Plan seeks to ensure that the Borough continues to provide for housing of various types and in various arrangements under the terms of the zoning ordinance.

Municipalities Planning Code

The Pennsylvania Municipalities Planning Code (MPC) addresses housing from the perspective of ensuring affordable housing for families of all income levels. In terms of planning, MPC §301 requires comprehensive plans to include an element *to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality, which may include conservation of presently sound housing, rehabilitation of housing in declining neighborhoods and the accommodation of expected new housing in different dwelling types and at appropriate densities for households of all income levels.*



In terms of land use management as effected by zoning, MPC §604 requires zoning ordinances to *provide for the use of land within the municipality for residential housing of various dwelling types encompassing all basic forms of housing, including single-family and two-family dwellings, and a reasonable range of multifamily dwellings in various arrangements, mobile homes and mobile home parks, provided, however, that no zoning ordinance shall be deemed invalid for the failure to provide for any other specific dwelling type.*

Court decisions have upheld this zoning provision of the MPC establishing a *fair share* rule which considers the percentages of land available for a given type of housing, current population growth and pressures within the municipality and surrounding region, and the amount of undeveloped land in a community. The Pennsylvania Department of Economic Development publication titled, *Reducing Land Use Barriers to Affordable Housing, Fourth Edition, August 2001*, lists a number of barriers to affordable housing associated with land use regulations, including among others:

- insufficient amount of land zoned for medium and high density residential development
- excessive lot frontage and setback requirements which dictate greater lot sizes
- excessive street widths and construction standards unrelated to expected traffic volumes
- lack of provisions for cluster design and planned residential development

- limitations on the use of mobile homes and manufactured homes
- plan review and administrative delays

Fair Housing Act

The (federal) Fair Housing Act prohibits a broad range of practices that discriminate against individuals on the basis of race, color, religion, sex, national origin, familial status, and disability. The Act does not pre-empt local zoning laws. However, the Act applies to municipalities and other local government entities and prohibits them from making zoning or land use decisions or implementing land use policies that exclude or otherwise discriminate against protected persons, including individuals with disabilities.

The Fair Housing Act makes it unlawful . . .

- *To utilize land use policies or actions that treat groups of persons with disabilities less favorably than groups of non-disabled persons. An example would be an ordinance prohibiting housing for persons with disabilities or a specific type of disability, such as mental illness, from locating in a particular area, while allowing other groups of unrelated individuals to live together in that area.*
- *To take action against, or deny a permit, for a home because of the disability of individuals who live or would live there. An example would be denying a building permit for a home because it was intended to provide housing for persons with mental retardation.*
- *To refuse to make reasonable accommodations in land use and zoning policies and procedures where such accommodations may be necessary to afford persons or groups of persons with disabilities an equal opportunity to use and enjoy housing.¹*

New Milford Zoning

The New Milford Borough zoning ordinance . . .

- Requires a minimum lot size of 15,000 square feet for single-family and two-family dwellings in the R-1 Residential District, the D-1 Redevelopment District and the X-1 Office, Institutional, Professional Zoning District. (Schedule II)
- Allows for retail and service establishments in mid-rise apartments in the X-1 District (§4.400), but does not specifically allow for upper story apartments in commercial structures in the C-1 Commercial District, the D-1 Redevelopment District and the X-1 Office, Institutional, Professional Zoning District.
- Allows mobile home parks only in the I-1 Industrial District on a minimum development parcel of six acres. (Schedule I)
- Does not specifically address the placement of a mobile home on an individual building lot not in a mobile home park.
- Allows multi-family dwellings as special exceptions in the R-1 Residential District, the C-1 Commercial District, and the X-1 Office, Institutional, Professional Zoning District

¹www.justice.gov/crt

and as a principal permitted use in the D-1 Redevelopment District. (Schedule I)

- Requires 3,000 square feet of lot area and 600 square feet of floor area per dwelling unit for conversions to apartments.
- Includes for multi-family dwellings in new structures the following requirements:

Type of Regulations	Limited Apartments or Row Houses	Garden Apartments	Mid-Rise Apartments
<u>Minimum Lot Size</u>			
Area (Sq. Ft.)*	7,500	12,000	12,000
Width (Ft.)	75	100	80
Depth (Ft.)	100	120	100
*see note on Schedule II			
<u>Lot Area Per Dwelling Unit</u>			
Square Feet	2,500	2,000	400
<u>Minimum Yards</u>			
Front Yard (Ft.)	25	25	10
Rear Yard (Ft.)	30	30	10
Each Unattached Side Yard (Ft.)	10	15	0
<u>Maximum Height</u>			
Number of Stories	2.5	3	3
Feet	35	35	35
<u>Maximum Building Coverage (%)</u>			
	60	50	60

- Density is also limited by other standards such as setbacks, building coverage, parking and availability of sewage disposal.
- Does not specifically address group homes, but does not exclude such households from the definition of *dwelling unit*.
- The definition of *family* is inclusive of persons with disabilities living as a single household. (§2.100)

Zoning regulations do not appear to be an impediment to affordable housing in New Milford Borough. *An Affordable Housing Assessment of the Lehigh Valley, 2007*,

prepared by the Lehigh Valley Planning Commission, provides a measure of the Borough zoning to thresholds for affordable housing. With central sewage and central water available, the zoning ordinance provides ample opportunity for multi-family housing development at high density, 17 units per acre for limited apartments and row houses, 21 units per acre for garden apartments and 108 units per acre for mid-rise apartments. Single-family and two-family densities fall somewhat below the *Assessment* recommendations, but again due to the availability of central water and central sewage disposal, are considerably higher than in townships in the County.

An Affordable Housing Assessment of the Lehigh Valley, 2007, Figure 7-2.

Land Use Category	Recommended Densities (Dwelling units per acre)
Urban Development	With public utilities: Single family detached: 4-7 Twins: 6-12 Townhouses, condominiums: 8-15 Apartments: 8-50 Planned residential development: 4-12 No separate standard for non-residential uses
	With on-lot utilities: 1 unit per acre (maximum)
Rural Development	1 unit per acre (maximum) preferably using conservation design practices

Affordable Housing Study - The Summer 2000 *Affordable Housing Study* for Jacksonville, Florida provides a good description of how affordable housing is assessed. *The American Dream* has long been associated with the possibility of owning one's home. National housing-market surveys report that the home ownership rate reached a peak in the late 1990s—almost sixty-seven percent in 1999—due mainly to a robust economy with record levels of low unemployment and low interest rates. However, while this unprecedented economic expansion enabled many Americans to purchase their own homes, it has pushed housing prices and rental rates higher, preventing many other households, with insufficient incomes, from either becoming homeowners or finding affordable, safe, and decent rental housing. Housing affordability is a relative concept—both rich and poor can experience difficulty in affording housing, depending on how much they spend toward housing costs. Housing in one community with a relatively high median income can be quite expensive but affordable compared to housing in another community with a relatively low median income.

Federal governmental guidelines, primarily those established by the U.S. Department of Housing and Urban Development (HUD), define affordable housing as costing no more than thirty percent of a household's gross monthly income—referred to here as the 30 percent rule. The income counted is derived from all wages earned by people fifteen and older in the household. For homeowners, affordability is generally defined as owning a house with a value equal to slightly more than twice the household's annual income. The homeowner costs counted typically include a mortgage payment (principal, interest, taxes, and insurance) and utilities. For renters, the costs usually include contract rent and utilities. The 30 percent rule leaves seventy percent for food, clothing, health care, child care, transportation to work, and other basic expenses. Because of increasing housing costs, many lower income Americans are forced to make tradeoffs and go without necessities. Tenants experiencing unexpected emergencies typically fall behind in their rent and face eviction. If not assisted, they may become homeless.

Housing Affordability

Municipalities throughout the country have been addressing housing issues for many years. *Pennsylvania Housing*, a 1988 study conducted by the Pennsylvania Housing Financing Agency, defined *affordable* as requiring less than thirty percent of gross monthly income for rent or less than twenty-eight percent for a mortgage and other related housing costs. U.S. Department of Housing and Urban Development (HUD) guidelines continue to define *affordable housing* as costing no more than thirty percent of a household's gross monthly income and the U.S. Census provides this information. (See also the *Affordable Housing Study Sidebar*.)

Housing Units

As discussed in detail in the Demographics section, the number of housing units in the Borough has changed little over the past 30 years and was counted at 421 in 2010. Few new dwelling units have been constructed due to the paucity of vacant lots.

However, in 2013 the Susquehanna County Housing and Redevelopment Authority, with Pennsylvania Housing Finance Authority tax credit funding, a PA Department of Community and Economic Development grant and Susquehanna County Act 137 Affordable Housing funds constructed a 24-unit senior housing apartment complex on a former industrial site. In 2015, the Authority was awarded \$1,300,000 from Pennsylvania Housing Affordability and Rehabilitation Fund for the construction in the Borough of six units of senior, income eligible housing at an affordable rent.



AGE OF HOUSING U. S. Census 2000		
Year Constructed	New Milf Boro	
	#	%
1939 or earlier	246	62.6%
1940 to 1959	63	16.0%
1960 to 1969	25	6.4%
1970 to 1979	33	8.4%
1980 to 1989	16	4.1%
1990 to 1994	8	2.0%
1995 to 1998	2	0.5%
1999 to 03/2000	0	0.0%
Total units	393	100.0%

Age/Condition

Almost 63 percent of the housing units in New Milford Borough were constructed before 1940. Although the housing stock is quite old, the condition of most housing units in the Borough is good with no areas of any concentration of dilapidation which could be considered blight. However, the exterior condition and property maintenance of a number of the dwellings in the Borough is less than ideal. In some cases, the age of a home may deter a buyer because the condition and continued maintenance of an older home make affect future value and resale.

In addition, if the number of nonresident landlords increases, delayed maintenance and deterioration of the housing stock may become more of a problem. As the population ages and home owners move to other living arrangements or die, more absentee landowners can be expected to purchase homes for rental units. This, combined with the relatively high age of the housing stock could easily lead to deterioration in condition.

Tenure and Rent

The rate of home ownership in New Milford Borough and the County as a whole has remained fairly stable since 1990. The proportion of homeowners in the Blue Ridge Townships is consistently higher than in the Boroughs. As discussed in a following section, housing value in the Boroughs, and particularly in New Milford Borough, is lower than in the Townships which should be reflected in lower rents. However, median rent in the Borough, when adjusted for inflation, rose from \$606 in 2000 to \$875 in the 2009-13 ACS and is higher than the other Blue Ridge boroughs, New Milford Township and the County as a whole.

TENURE U. S. Census, 2009-13 American Community Survey								
Community	Owners			Renters			Gross Rent 09-13 ACS	
	1990	2000	09-13ACS	1990	2000	09-13ACS	Median	Average
	Percent of Total Households							
Great Bend Borough	57.0	54.4	60.1	43.0	45.6	39.9	\$568	\$578
Great Bend Township	80.8	77.3	70.0	19.2	22.7	30.0	\$863	\$797
Hallstead Borough	74.4	63.8	57.9	25.6	36.2	42.1	\$576	\$597
Jackson Township	84.4	88.4	79.6	15.6	11.6	20.4	\$927	\$952
New Milford Borough	67.6	71.0	69.7	32.4	29.0	30.3	\$745	\$750
New Milford Township	86.2	86.4	90.6	13.8	13.6	9.4	\$654	\$804
Montrose Borough	59.5	58.6	57.6	40.5	41.4	42.4	\$564	\$620
Susquehanna County	79.2	79.5	78.2	20.8	20.5	21.8	\$681	\$729
Pennsylvania	70.6	71.3	69.8	29.4	28.7	30.2	\$813	\$885
United States	64.2	66.2	64.9	35.8	33.8	35.1	\$904	\$1,013

Vacancy

The number and proportion of vacant housing units in the Borough has varied little over the last since 1980. Vacant units include those for sale or rent and sold or rented, but not occupied; and units for seasonal, recreational or occasional use, with only 13 such units reported in the Borough in 2010. The homeowner vacancy rate² decreased from

²The proportion of the homeowner inventory that is vacant *for sale*.

4.9 percent in 2000 to 0.8 percent in 2010 and the rental vacancy rate³ increased from 10.5 to 12.8 percent, perhaps another indication of the demand for housing generated by the impact of the Marcellus Shale industry .

VACANT HOUSING UNITS								
U. S. Census, 2009-13 American Community Survey								
Year	New Milford Borough				Percent Vacant			
	Pop.	Housing Units			Montr Boro	Susq Co	PA	US
		Total	Vacant	% Vac				
1980	1,040	421	42	10.0	10.4	24.3	8.2	9.1
1990	953	409	32	7.8	7.6	26.6	9.0	10.1
2000	878	396	44	11.1	12.0	24.3	9.0	9.0
09-13 ACS	884	389	32	8.2	9.1	25.2	10.9	12.5

Type of Housing Units

Some 66 percent of the housing units in New Milford Borough are single-family dwellings, somewhat higher than the other reported boroughs, State and Country, but lower than the County. The proportion and number of apartments in the Borough is substantially lower than the other reported boroughs. Multi-family dwellings are typically rentals and often provide a more affordable type of housing. Mobile homes, often more affordable, accounted for 43 of dwelling units in the Borough.

TYPE OF HOUSING UNITS								
2009-13 American Community Survey								
Community	Total Units	Percent of Total Structures					Number	
		single-family	duplex or townhouse	apartment 2-9 units	apartment 10+ units	mobile home	mobile homes	apartments
Great Bend Borough	426	54.0	0.0	19.2	19.2	7.5	32	164
Great Bend Township	948	63.9	1.1	9.7	0.0	25.3	240	92
Hallstead Borough	631	56.7	0.0	16.2	18.2	8.9	56	217
Jackson Township	523	75.5	0.6	1.1	0.0	22.8	119	6
New Milford Borough	389	66.1	0.0	12.3	10.5	11.1	43	89
New Milford Township	1,271	80.0	0.8	0.5	0.9	17.5	222	18
Montrose Borough	833	61.6	0.7	16.7	19.9	1.1	9	305
Susquehanna County	22,942	75.7	0.8	5.4	3.2	14.9	3,418	1,973
Pennsylvania (1,000s)	5,566	57.1	18.3	8.9	11.6	4.2	234	1,141
United States (1,000s)	132,058	61.7	5.8	8.2	17.8	6.5	8,584	34,335

Housing Value

Housing values are largely dependent on demand, location, lot size and the type , age and condition of the unit. As reported by ACS, median and average housing value in New Milford Borough was higher than the other Blue Ridge boroughs but considerably lower than Montrose Borough and the County. In 2013 dollars, median housing value in the Borough increased from \$101,080 to \$103,100 between 2000 and 2011. Comparing housing value to household income provides a measure of housing affordability. (See the following housing affordability discussion.) While high values are positive in terms of housing condition and real estate tax revenue, it may indicate the need to evaluate the affordability of housing for younger couples and older residents.

³The proportion of the rental inventory that is vacant *for rent*.

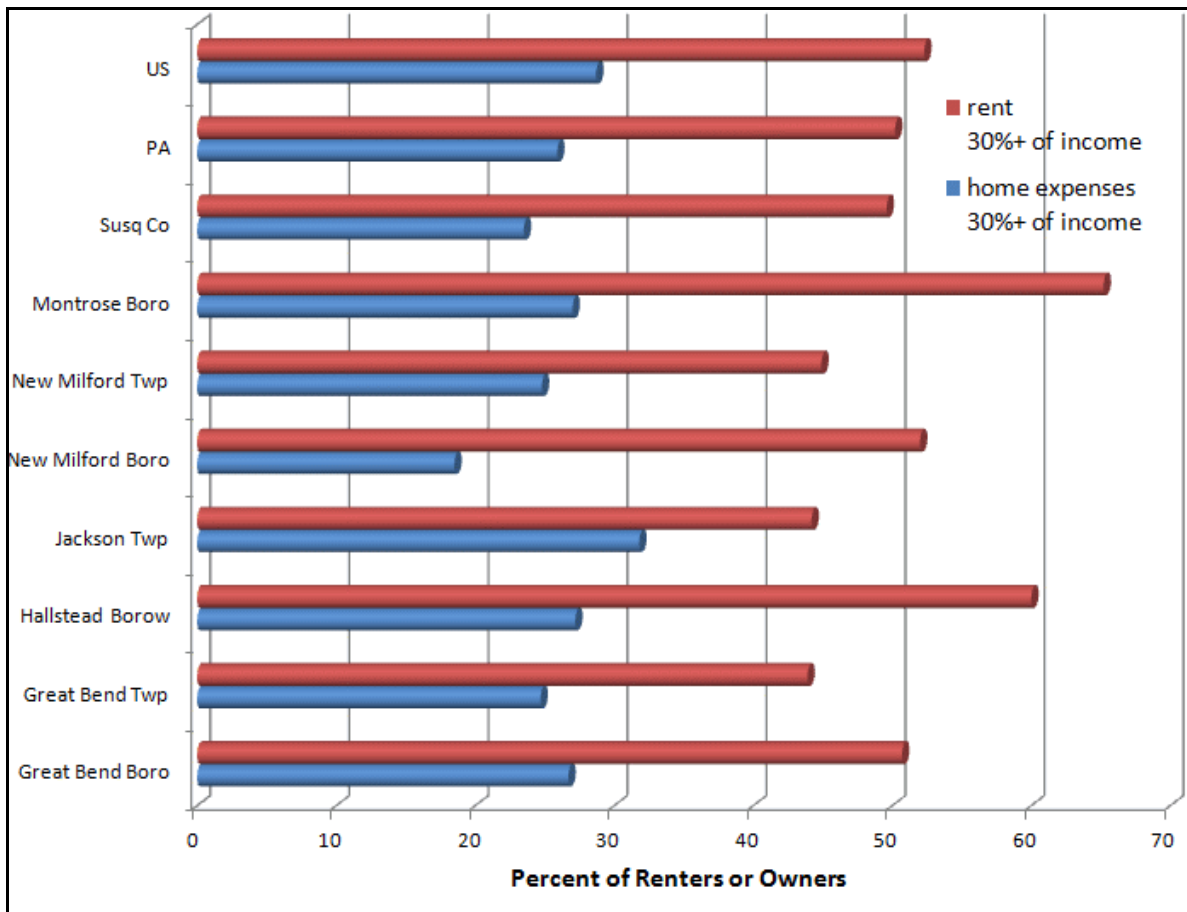
OWNER OCCUPIED HOUSING VALUE										
2009-13 American Community Survey										
	New Milford Borough		Grt Bnd Boro	Grt Bnd Twp	Hallstd Boro	Jacksn Twp	Montr Boro	Susq Co	PA	US
	#	%	Percent							
less than \$50,000	36	14.5	19.8	15.0	7.7	7.9	5.0	11.3	9.3	9.0
\$50,000 to \$99,999	83	33.3	34.6	30.8	45.5	18.9	26.6	21.9	17.8	15.5
\$100,000 to \$149,999	70	28.1	18.5	15.7	28.5	15.8	33.0	20.3	17.0	16.1
\$150,000 to \$199,999	29	11.6	6.6	15.3	13.3	18.1	15.1	16.4	17.1	15.2
\$200,000 to \$299,999	20	8.0	8.6	19.7	5.0	25.7	15.4	17.6	20.2	18.3
\$300,000 to \$499,999	11	4.4	8.2	0.8	0.0	11.3	3.7	8.1	13.3	15.6
\$500,000 +	0	0.0	3.7	2.7	0.0	2.3	1.1	4.4	5.3	10.2

OWNER OCCUPIED HOUSING VALUE		
2009-13 American Community Survey		
Community	Value	
	Median	Average
Great Bend Borough	\$91,300	\$144,202
Great Bend Township	\$110,400	\$137,670
Hallstead Borough	\$96,900	\$101,119
Jackson Township	\$164,800	\$176,042
New Milford Borough	\$103,100	\$116,047
New Milford Township	\$156,300	\$187,166
Montrose Borough	\$133,000	\$141,000
Susquehanna County	\$139,000	\$173,157
Pennsylvania	\$164,700	\$202,666
United States	\$176,700	\$248,879

Housing Affordability

Housing affordability is a complex issue related to the unique mix of the housing types, real estate demand, housing values, and household incomes in the community. A substantial proportion of home owning households and renting households in New Milford Borough and all of the Blue Ridge School District have housing costs which exceed the thirty percent rule for household income and housing expense indicating a housing affordability problem. The Borough had the lowest proportion of homeowner households with an affordability issue but was relatively high in terms of renting affordability when compared to the other reported jurisdictions. (See the preceding *Affordable Housing Study Sidebar*.)

HOUSING AFFORDABILITY								
2009-13 American Community Survey								
Community	Median Hsehold Income	Owner Households			Renter Households			Median Gross Rent
		# with positive income	home expenses 30% + of income		# paying rent	rent 30% + of Income		
			#	%		#	%	
Great Bend Borough	\$91,300	243	65	26.7	152	77	50.7	\$568
Great Bend Township	\$110,400	594	147	24.7	230	101	43.9	\$863
Hallstead Borough	\$96,900	323	88	27.2	225	135	60.0	\$576
Jackson Township	\$164,800	261	83	31.8	52	23	44.2	\$927
New Milford Borough	\$103,100	249	46	18.5	102	53	52.0	\$745
New Milford Township	\$156,300	654	162	24.8	49	22	44.9	\$654
Montrose Borough	\$133,000	423	114	27.0	302	197	65.2	\$564
Susquehanna County	\$139,000	13,328	3,132	23.5	3,080	1,527	49.6	\$681
Pennsylvania (1,000s)	\$164,700	3,442	893	25.9	1,371	688	50.2	\$813
United States (1,000s)	\$176,700	74,513	21,421	28.7	37,453	19,581	52.3	\$904



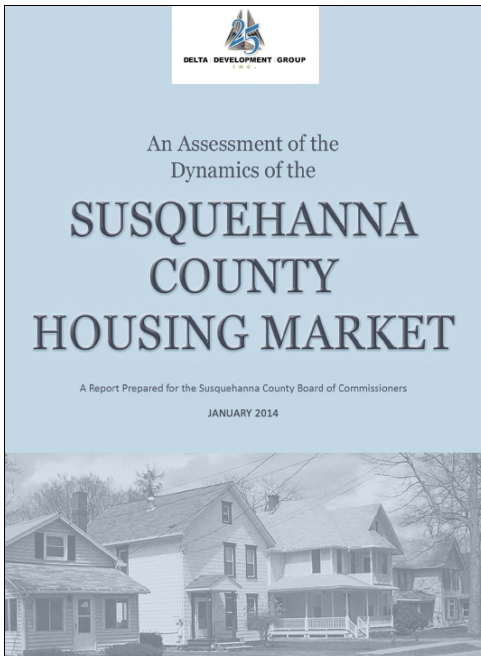
PLANNING IMPLICATIONS

**Affordability -
A Regional Issue**

The percentage of cost burdened homeowners and renters in New Milford Borough is high. However, the type and price of housing available in any municipality is largely market driven and beyond a municipality’s direct control. Local municipalities must recognize that housing needs cannot be addressed entirely at the local level. In fact, with the exception of ensuring that land use and building regulations are reasonable in terms of affecting costs, small municipalities can do little to manage housing affordability which is so dependent on regional economic and real estate market factors. In addition, municipalities can take steps to encourage innovative forms of housing that meet the community’s needs and satisfy the market; age restricted housing is a good example.

**Susquehanna County
Housing Assessment**

In May 2013, the (Susquehanna County) Commissioners engaged Delta Development Group, Inc. (Delta), a community and economic development consulting firm headquartered in Mechanicsburg, Pennsylvania, to conduct a quantitative assessment of the dynamics of the County’s housing market. With a better understanding of the changes in the housing market and the factors that have influenced the changes, the Commissioners will be better informed to make decisions that best serve the residents of Susquehanna County. The objectives of the study were to provide the following information:



- *Identify, quantify, and measure the changes (impacts) that are being experienced in Susquehanna*
- *Determine whether the impacts are a result of growth in the Marcellus Shale gas industry, general economic trends, social trends, or other local economic factors*
- *Provide County officials with the quantitative research necessary to accurately identify and prioritize the County's most critical needs related to housing*
- *Conduct one-on-one interviews with a wide variety of local industry experts, employers, and residents to secure local knowledge and data to support the quantitative research*
- *In close collaboration with the Commissioners, outline a plan for addressing the County's most critical needs related to housing⁴*

County Housing Assessment Findings

An Assessment of the Dynamics of the Susquehanna County Housing Market included the following findings:

- *Three primary factors have impacted the housing market in Susquehanna County over the past few years: (1) the global economy, (2) demographic and social changes, and (3) the emergence of the natural gas industry.*
- *Rental rates in Susquehanna County have increased due to the increase in demand for rental units.*
- *Local realtors suggested that rates in Susquehanna County range from \$700 to \$800 per month for a small unfurnished unit to \$1,500 to \$2,000 for a large, three-bedroom, two-bathroom unit. Larger homes have been observed with lease rates as high as \$3,000 per month.*
- *Of Susquehanna County's 40 municipalities, 28 experienced increases in rental rates greater than the statewide increase of 45%, and 27 reported median gross rental rates higher than the County median.*
- *An estimated 36% of renters in Susquehanna County were considered to be cost burdened in 2011. Cost-burdened renters are defined as households with gross rent that is greater than 30% of the household income.*
- *An estimated 25.7% of the County's renters in 2011 aged 65 or older were considered to be cost burdened.*

⁴An Assessment of the Dynamics of the Susquehanna County Housing Market, prepared for the Susquehanna County Board of Commissioners by Delta Development Group, January 2014, p. 2.

- *Local real estate professionals provided the following overview of the for-sale housing market in Susquehanna County:*
- *Real estate sales prices have stabilized over the past three years, with prices ranging from \$174,867 in 2011 to \$178,031 in 2012.*
- *While sales prices have increased since 2010, increases have been primarily driven by the increased value of land in the County due to the presence of Marcellus Shale.*
- *The for-sale housing market is being driven by retirees, natural gas industry workers, outside investors in rental properties, and local “new money.”*
- *With the increase in rental rates in Susquehanna County, an increased number of low-income residents have been displaced and are seeking assistance with housing subsidies.*
- *In 2013, Susquehanna County’s Section 8 Voucher Program received its second-lowest funding allocation (\$729,728), had its third-highest waiting list (77), and its longest waiting period (2 years) in the past eight years; however, because there is a lack of affordable housing units in the County, the program has had its second-lowest number of lease-ups in 2013 (218 of 253 available).*
- *Significant cuts in the availability of HUD funding, due to the federal government’s 2013 budget sequestration, have amplified the local housing issue, since services must be severely reduced as a result of funding cuts.*
- *There are seven subsidized housing developments in Susquehanna County. Six of the seven units are allocated for senior housing, with only one allocated for family housing. In 2012, there were 103 households on the waiting list for these units. An additional 64 units are currently under development.*
- *Due to sufficient evidence of the increased housing rates in Susquehanna County, HUD approved a rental exemption allowing for an increase in the payment standard in the County to 125% of fair market rate; however, the payment standard will likely have to be reduced from 125% to 90% of the fair market rate in the coming months due to sequestration. This will mean that the number of lease-ups will likely decline further, as fewer housing units will be available with rental rates that are eligible for the program.*
- *Populations in Susquehanna County that have experienced the greatest impact range from persons with special needs to low-income families and the working-class poor, and specifically include populations that are characterized as underage, disabled, youth in transition, and lower-income seniors.*

Housing Programs

The Borough must look to the Susquehanna County Housing and Redevelopment Authority and their contacts with private affordable housing providers to meet the specific housing needs of lower income residents. Authority assistance is necessary to ensure resident access to publically funded housing development, rent assistance and

housing rehabilitation programs. Assisted housing is available in buildings owned by the Authority, in privately-owned buildings the construction of which was subsidized with federal funds, and with the Housing Choice Voucher Program in which a rent subsidy is paid directly participating landlords. Housing choice vouchers in the County total 253 with 38 currently in use in the Borough. Assisted housing in the Borough also includes the 24-unit senior housing complex discussed earlier. Subsidized housing typically is in high demand with long waiting lists, but in Susquehanna County it appears most needs are being met and the Authority has a relatively short list of unserved residents. The Authority also operates a home improvement program for income qualified homeowners and rehabilitated 16 homes in the Borough as part of a 2009 - 2010 grant program. In addition two rental units were repaired.

What are U.S. Department of Housing and Urban Development housing choice vouchers?

The housing choice voucher program is the federal government's major program for assisting very low-income families, the elderly, and the disabled to afford decent, safe, and sanitary housing in the private market. Since housing assistance is provided on behalf of the family or individual, participants are able to find their own housing, including single-family homes, townhouses and apartments.

The participant is free to choose any housing that meets the requirements of the program and is not limited to units located in subsidized housing projects.

Housing choice vouchers are administered locally by public housing agencies (PHAs). The PHAs receive federal funds from the U.S. Department of Housing and Urban Development (HUD) to administer the voucher program.

A family that is issued a housing voucher is responsible for finding a suitable housing unit of the family's choice where the owner agrees to rent under the program. This unit may include the family's present residence. Rental units must meet minimum standards of health and safety, as determined by the PHA.

A housing subsidy is paid to the landlord directly by the PHA on behalf of the participating family. The family then pays the difference between the actual rent charged by the landlord and the amount subsidized by the program. Under certain circumstances, if authorized by the PHA, a family may use its voucher to purchase a modest home.

(Source: http://portal.hud.gov/hudportal/HUD?src=/topics/housing_choice_voucher_program_section_8)

FUTURE PLANNING POLICIES

Overview

Future planning and policy recommendations pertaining to housing are intended to ensure that the Borough accommodates a diverse and affordable mix of housing types and maintains a sound housing stock.

Policies

- Promote housing opportunities for a range of income groups, including those able to pay market rent or sales prices, *workforce* income families (80% median family income), very low- and low-income families (less than 50% median family income), as well as special needs residents.
- Promote mixed-use development that would accommodate various dwelling types in proximity to commercial and civic services.
- Encourage multi-family dwellings on the upper floors of commercial establishments provided adequate parking is available.
- Provide for a variety of housing types, including single-family attached and multi-family dwellings and mobile home parks, in order to accommodate individuals and families of various income levels.

- Review land use controls in terms of standards not directly linked to public health and safety which increase housing costs.
- Provide for age-restricted housing in proximity to services to accommodate seniors.
- Investigate ways to bring relief to cost burdened households (owner and renters).
- Encourage rehabilitation of substandard housing.
- Cooperate with area municipalities and the County to plan for housing needs regionally and as housing needs are identified consider the development of joint housing plans with neighboring municipalities.

IMPLEMENTATION STRATEGIES

Overview

Implementation of the housing plan proposes actions aimed at supporting existing residents, accommodating future housing needs, and providing a variety of housing types and affordability levels. Housing goals can be accomplished through the following initiatives.

Zoning Ordinance and SALDO

Zoning Ordinance and Subdivision and Land Development Ordinance provisions intended to implement the policies and recommendations:

Zoning

- Provide density or design incentives for developers who provide affordable, workforce, and/or age restricted housing.
- Continue to allow multi-family housing in the R-1 Residential District, the C-1 Commercial District, the X-1 Office, Institutional, Professional Zoning District and the D-1 Redevelopment District at current densities.
- To simplify the permit process, consider eliminating the special exception requirement for multi-family development in the R-1 Residential District, the C-1 Commercial District and the X-1 Office, Institutional, Professional Zoning District
- Specifically allow for upper story apartments in commercial structures in the C-1 Commercial District, the D-1 Redevelopment District and the X-1 Office, Institutional, Professional Zoning District.
- Include specific provisions to ensure groups of persons with disabilities are treated the same as groups of non-disabled persons such as allowing group homes in the same zoning districts as single-family dwellings.
- While allowing higher residential density, continue to apply setback, building height, parking and other standards critical to public health, safety and welfare.

- Reconsider allowing mobile home parks only in the I-1 Industrial District on a minimum development parcel of six acres.
- Specifically address the placement of a mobile home on an individual building lot not in a mobile home park.

Subdivision and Land Development Ordinance

- Make road width and other construction standards in the SALDO reasonable in terms of meeting safety and durability requirements without adding unnecessary costs to housing.
- Include reasonable standards for mobile home parks.

Housing Programs

Support the housing programs and recommendations of the County Housing and Redevelopment Authority relative to subsidized housing programs for low and moderate income families, and ensure area residents receive fair consideration for available programs. In addition, encourage the Authority to take the lead to develop innovative housing actions based on the recent *An Assessment of the Dynamics of the Susquehanna County Housing Market* and other studies.

Property Maintenance

Consider the application of a property maintenance code with reasonable public health, safety and welfare standards to ensure the structural integrity of dwellings, prevent dilapidation and preclude negative effects on the community. Support this with an ordinance to regulate nuisances and safety hazards associated with dilapidated and dangerous structures.

TRANSPORTATION**Transportation
and Land Use**

Transportation and land use need to be considered together for Pennsylvania municipalities to achieve quality of life objectives for their communities. Transportation systems serve communities in various ways: the regional transportation system provides the mobility to travel throughout the region quickly, whereas the local network provides travelers access to the places that they want to go—home, work, school, shopping, appointments, activities, etc. Pennsylvania municipalities should consider how their transportation system meets both the mobility and accessibility needs of the community. Concurrently, municipal land use policies help shape and rearrange the origins and destinations of travel and can either support or hinder mobility and accessibility. Transportation operates most efficiently when it provides a connected network of transportation modes serving a mix of land uses in close proximity. This type of system provides the traveler with a host of options and makes it possible to make fewer, shorter trips and be less dependent on a personal automobile.

A variety, or mix, of land uses, and an increase in land use densities, can lead to shorter trip distances, a better blend of jobs and housing within a community, and an increase in the use of alternative modes of transportation (walking, biking, transit) because different destinations are closer together. A corner store within walking distance of one's home, for example, means that picking up a bottle of milk can be pleasant exercise rather than requiring another trip to the supermarket by car. Also, by providing a range of transportation choices beyond the automobile, individuals who do not drive are provided with new travel opportunities, and congestion and pollution can be eased. By contrast, separating land use types and/or reducing densities can increase the dependency on motorized transportation, thereby increasing congestion and/or the demand for additional roadways.

Thus, the design of Pennsylvania communities can either encourage or discourage the range of transportation options. Thoughtful and functional land use and transportation design (i.e., streetscapes, roadway design, traffic calming, and the connection of commercial and residential developments) can provide a safer environment for travel and encourage the development of healthy communities that appeal to all citizens including pedestrians, bicyclists, and transit riders. Where applicable, roadways should be designed to be Complete Streets to accommodate vehicles, pedestrians, bicyclists, the disabled, and transit by providing travel lanes, sidewalks, bike lanes, wider shoulders, raised crosswalks and medians, audible traffic signals, bus pullouts, and improved access to bus stops. The design of communities can also encourage the use of transit through compact, mixed-use development surrounding a transit station. Transit-oriented developments (TODs) may be appropriate for growing municipalities aiming to reduce the need for more highways in favor of broader transit use. Through careful planning, TODs can also be effective in connecting to existing and planned infrastructure, and linking different transportation modes to one another to form one complete system. In more rural municipalities, community design may include land use controls such as agricultural preservation to focus new development in targeted growth

See the Transportation and Community Facilities Map at the end of this Section.

areas and lessen the demands on the overall transportation system.¹

**Transportation
in Rural Municipalities**

Certainly, an ideally sound transportation system would include adequate, safe and well maintained roads and bridges, available public transportation, safe and convenient pedestrian access, and bicycle routes. However, few communities are able to achieve this ideal level of service. This is particularly true in small, less populated communities with limited budgets in a time when local, state and federal resources are less robust. In the end, local municipalities must evaluate transportation needs, set priorities, and garner all available resources to make improvements. These decisions must be made in the overall context of the Comprehensive Plan. Key elements that will influence the Transportation Plan include the Land Use Plan, the Community Facilities Plan and the Open Space/Recreation Plan.

Access - Mobility

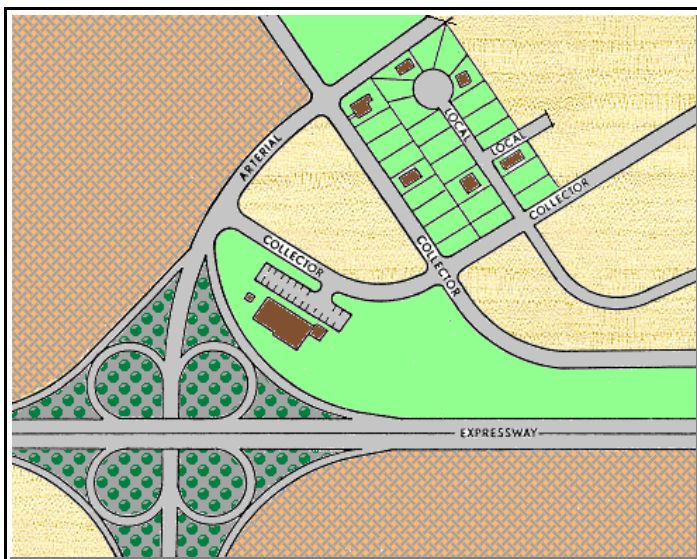
Each highway, road or street in a community plays a specific role for the movement of traffic and it is useful for planning purposes to classify roads according to the particular function each serves. In general terms, the functional classification of a road is based largely on two factors -- access and mobility -- and typically, as access declines mobility increases. For example, Interstate Route 81 clearly serves a different function than does a street in a Borough or a residential subdivision. Although the I-81 and local street example compares streets at the opposite ends of the road classification hierarchy, it clearly depicts the relationship between access and mobility. Traffic on a limited access highway travels over long distances at high rates of speed. On the other hand, traffic using a residential street with unlimited access from individual properties moves at minimum speeds to reach roads that connect the residential community with other areas in the Borough and the region at large.

**Highway
Classification Factors**

As previously noted, access, how traffic enters the traffic stream, and mobility, the physical capability of the road to carry traffic, are the key determinants of a road's functional classification. However, several other road and network characteristics also

affect the functional classification of a road. Traffic volume in relationship to the physical design of the road, including lane and shoulder width, right-of-way alignment and surface treatment, is important to its classification. Generally, as a community develops, roads are improved to meet the increased traffic demands, with specific routes moving higher in the functional classification as they are improved.

However, in areas of rapid growth and associated traffic increases, the amount of traffic carried by specific roads may increase to the point of exceeding the road's capacity. The road, in terms of traffic, may be serving as an arterial route, but may not have been physically upgraded from a minor collector or local road. In urban areas, mass transit and non-capital approaches such as ride sharing and



Highway Functional Classification

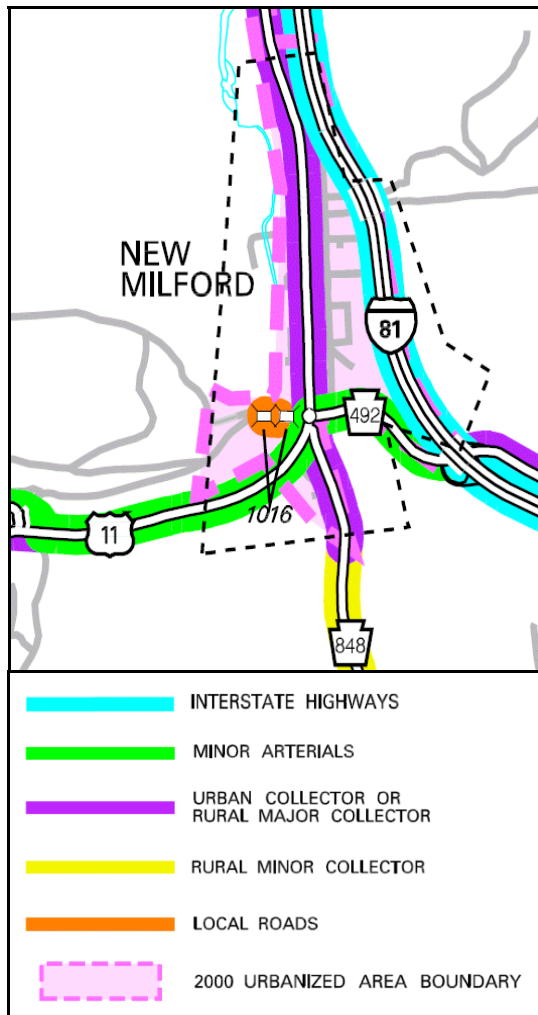
¹Integrating Transportation and Land Use - A Handbook for Pennsylvania Municipalities, PennDOT Publication 688, December 2009, p. 5.

staggered work hours are promoted as a means of reducing traffic congestion as an alternative to upgrading roads. In a community such as New Milford Borough, where much of the traffic is to travel to work to distant employment centers, such solutions are impractical. A road's location and relationship to other roads in the intra-community and inter-regional highway network may also help define the road's classification.

Those roads which provide direct and convenient connection to arterial routes and expressways typically develop into roads which carry increasing amounts of traffic. Conversely, interchanges for expressways are normally located to provide connection with those roads in a community which historically have developed into arterials and collectors. Traffic flow problems and declines in level-of-service on routes connecting areas of the municipalities and routes providing access to the region are directly related to the capacity of collector and arterial roads. As traffic increases on the collectors and arterials, where access to abutting properties has historically not been limited to any significant degree, increasing traffic congestion can be expected. Also resulting from

such access by adjoining residential and commercial properties and intersecting streets are the safety problems associated with increased congestion.

Federal Functional Class (PennDOT)



Functional Classification and Federal Aid Status

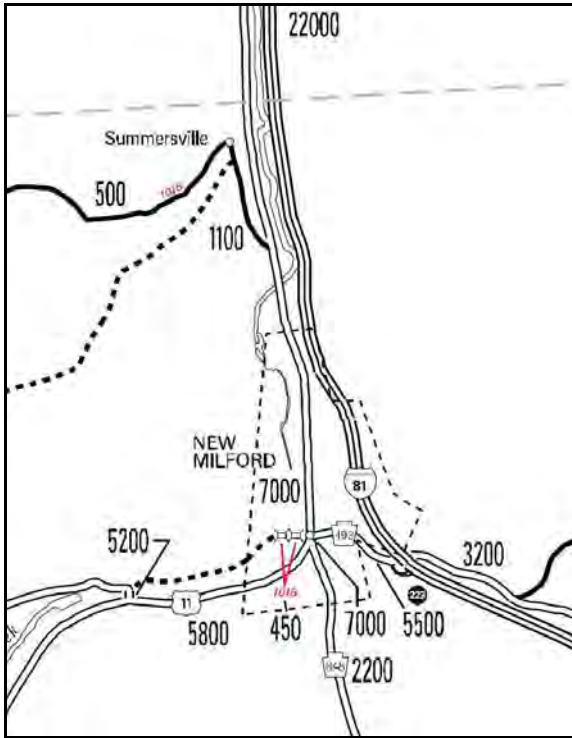
All roadways in Pennsylvania are categorized by “functional classification,” a system developed by the American Association of State Highway and Transportation Officials (AASHTO). Design guidelines are customized by AASHTO to meet the demands common to each category. The AASHTO categories are as follows:
 1. Principal Arterial, 2. Minor Arterial, 3. Collector (Minor and Major in Rural Areas), and 4. Local

Roadway functional classification is significant not only for design standards, but it can also be used to determine the eligibility of transportation facilities for federal financial aid. All rural roadways functionally classified in the AASHTO system as higher than a minor collector, and all urban roadways classified as higher than a local roadway, are eligible for federal aid.²

In addition, functional classification may be used by local municipalities to direct higher density (e.g., multi-family housing) or higher intensity (e.g., big-box retail) to areas which are served by roads with adequate capacity. The zoning ordinance can require such uses to be located on arterial roads as identified in the municipal comprehensive plan.

A description of the functional classification of PennDOT and Borough roads follows. Annual average daily traffic (AADT) is also from PennDOT for 2013.

²Integrating Transportation and Land Use - A Handbook for Pennsylvania Municipalities, PennDOT Publication 688, December 2009, p. 40.



2013 Annual Average Daily Traffic (PennDOT)

AADT (Annual Average Daily Traffic): Average daily traffic on a roadway link for all days of the week during a period of one year, expressed in vpd (vehicles per day). Actual daily volumes encountered on highways may vary from the AADT. Considerably higher or lower values often result in areas of seasonal activities and when comparing weekend versus weekday traffic.



Interstate 81 Exit 223, Northbound Ramp

Expressway

- Provides interregional and interstate connections.
- Designed for unrestricted, high speed (55+ mph) mobility.
- Limited access only - no direct access from private property.
- Provides highest level of mobility.
- Intersects selected arterial or collector routes with interchanges.
- Carries highest volumes of automobile and truck traffic with longer trip lengths.

Expressway - Interstate 81

- Borough residents have easy access to Interstate Route 81 via Route 492 east to Exit 223 and Route 11 north to Exit 230.
- AADT - 22,000

Arterial Highway

- Provides connection between commercial and population centers in the region.
- Provides connection between the Borough and adjoining communities, counties and states.
- Carries higher volumes of traffic at relatively high speeds (45-55 mph).
- Serves a mix of local and through traffic.
- Carries low volumes of through truck traffic.
- Provides moderate to high levels of mobility.
- Access limited only by PennDOT highway occupancy permits and local zoning and subdivision ordinances.

Minor Arterial - Route 11 South

- Route 11 once served as the primary north/south route until completion of I-81 in 1961.
- Carries traffic west and south to Montrose and other Susquehanna County communities
- AADT - 5,800



Route 11/Route 492 Intersection



Route 11 Bridge Replacement

Minor Arterial - Route 492 East

- Connects the Borough to I-81 and points east.
- AADT - 5,500

Collector Road

- Collects traffic from local streets for connection of residential areas to commercial and activity centers and arterials.
- Serves moderate levels of traffic at reduced speeds (35-45 mph).
- Serves more locally oriented traffic and few through trips.
- Carries primarily only *local delivery* truck traffic.
- Access from smaller and more numerous properties.
- Access limited only by local municipal and PennDOT highway occupancy permits and local zoning and subdivision ordinances.
- Provides reduced levels of mobility.

Urban Collector - Route 11 North

- Route 11 north serves as the Borough's *Main Street*.
- Carries traffic north to Hallstead and Great Bend
- AADT - 7,000.

Urban Collector - Route 848

- Route 848 carries traffic into the Borough from the south.
- Alternate route for I-81 south connection at Gibson.
- AADT - 2,200.

Rural Minor Collector - Montrose Street

- Connects the Borough to new Milford Township and points west.
- Bridge over the railroad is scheduled for replacement.
- AADT - data not available

Rural Minor Collector - Susquehanna Street

- Connects the Borough to new Milford Township and points east.
- Carries considerable truck traffic associated with Marcellus Shale fracking.
- AADT - data not available

Local Road

- Provides connection of residential properties and communities and less populated

areas to collectors.

- Serves lowest levels of traffic at slowest speeds (less than 35 mph).
- Provides high level of access from smaller residential parcels or areas with little development.
- Carries local trips only with no through trips.
- Carries minimal truck traffic for local deliveries.

Local Roads - All Other Borough-Owned Roads.

- All roads owned by the Borough serve as local roads except Susquehanna Street.
- Connect residential properties to collector roads.

**Public Streets
in the Borough**

Public streets in New Milford Borough total 8.26 miles including 4.23 miles of Borough-owned streets and 4.03 miles of state-owned routes. Having been re-paved beginning in 2006 and maintained over the years, the streets owned and maintained by the Borough are in generally good condition. The Borough will focus on continued maintenance, including pot hole repair and milling/resurfacing, and monitor the need to correct specific drainage problems. Paving projects in the Borough are scheduled based on street condition and available funding. There are no near term plans for the relocation, widening, curve elimination, or grade changes of any streets.

Funding for street maintenance is taken from the general fund and the Liquid Fuels Fund, and no shortfalls are anticipated to meet the maintenance needs. Street, sidewalk, and bridge maintenance accounts for 31 percent of the Borough’s 2015 operating budget, \$143,490 of the \$463,990 total. The purchase of a new truck accounts for \$66,000 of the 2015 street maintenance budget. Borough Council has made the logical and cost effective decision to contract for most street maintenance to minimize staff and capital equipment costs. The Borough employs only one part-time maintenance worker and owns one truck, a skid steer and a lawn mower.

Included later in this section is a *Road Inventory and Evaluation Worksheet* which will enable Borough officials to periodically evaluate the condition of all streets and plan and budget for necessary improvements as part of a long term maintenance plan and capital improvements program.

**Liquid Fuels Program
Turnback Program**

The streets owned and maintained by the Borough are part of the State Liquid Fuels Program which provides state payments to local municipalities for street maintenance and reconstruction based on population and miles of Borough-owned streets meeting PennDOT specifications. The Turnback Program provides annual funding for roads which were transferred from PennDOT to the Borough – Montrose Street and Susquehanna Street. The annual PennDOT payments comprise only a small part of the municipal street maintenance budget and do not nearly cover the cost of long term maintenance and replacement. The 2015 Borough budget includes \$143,490 for street maintenance with \$22,840 expected from the Liquid Fuels and Turnback Programs, just 16 percent of the total.

**New Borough Streets
and Subdivision Streets**

The Borough is not likely to undertake any new street construction. Streets serving new residential developments will be constructed by developers in accord with the applicable subdivision and land development ordinance standards for street layout, design, and construction. Streets may be owned and maintained by private communities, or if a street is constructed to the required standards of the street

dedication ordinance it may be accepted by the municipality for general public use.

Street Dedication

Tax revenues generated from residential development do not typically cover the cost of associated street maintenance. Boroughs and townships are not obligated to accept streets for dedication even if a street meets current municipal design and construction standards. These streets can be accepted for public dedication by the municipality, and provided such streets meet PennDOT standards, the municipality's State Liquid Fuels Fund allocation would increase. However, funds received from the Commonwealth from the Liquid Fuels Program fall far short of the long term cost of the maintenance of public streets. Local officials must carefully weigh the long term maintenance costs against the local tax revenues generated by development and increased state funding before accepting private streets for dedication.

State Roads

Along with continued maintenance, many segments of the state roads in New Milford need repair. Given the relatively modest traffic volumes on state roads, the upgrading of these roads by PennDOT is likely to occur only in the longer term. Instead, PennDOT will probably focus on maintenance. Although the Borough has no direct control over state roads, the roads that carry the most traffic at higher speeds and present the most safety concerns, this Plan identifies a number of concerns which must be monitored:

- Increasing volumes of traffic (particularly truck traffic)
- Improvement of key intersections
- Surface and drainage maintenance
- Speed limit enforcement
- Adequate winter maintenance
- Maintenance of lane markings
- Hazard and traffic control signs

Should the condition of state routes deteriorate due to lack of maintenance, or if PennDOT does not make improvements in anticipation of traffic volume increases over the long term, the capacity and level-of-service could degenerate. The Borough should work with the Susquehanna County Department of Planning and the Northern Tier Regional Planning and Development Commission to identify the most critical state route improvement needs and work to have the improvements programmed by PennDOT.



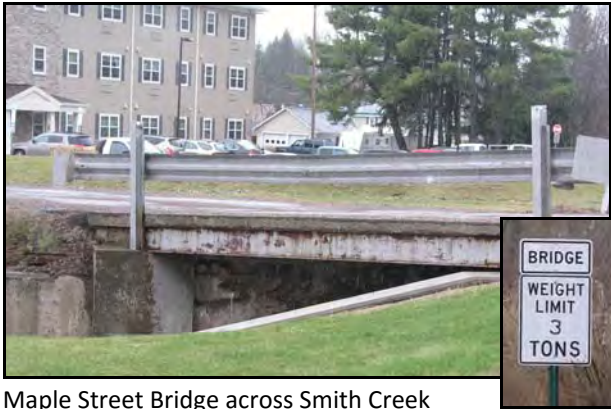
Church Street Bridge across Smith Creek



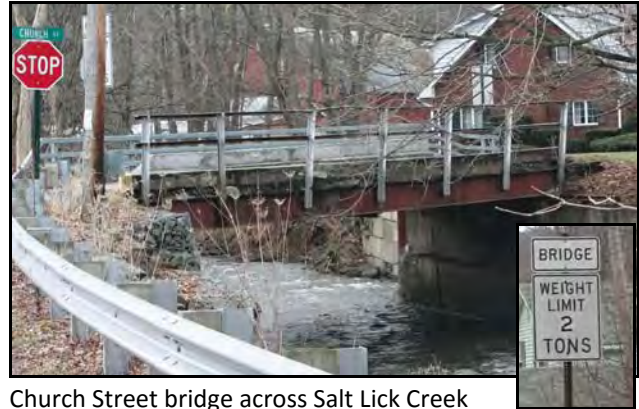
Johnson Street Bridge across Salt Lick Creek

Bridges

Public bridges carrying municipal and state roads throughout the Commonwealth are owned by local municipalities, counties or the state. In the Borough, four bridges are owned and maintained by the Borough and four by PennDOT. (See the Transportation and Community Facilities Map for locations.) The four Borough bridges carry restricted



Maple Street Bridge across Smith Creek



Church Street bridge across Salt Lick Creek

weight limits, but no improvements or replacements are planned in the near term although the Church Street Bridge across Salt Lick Creek needs work.

The PennDOT bridge on Main Street across Salt Lick Creek was replaced in 2015 and the state bridge carrying Montrose Street across the railroad scheduled for bidding in late 2016 at an estimated cost of \$2,000,000. (See the following excerpt from the 2015-2018 Transportation Improvement Program published by the Northern Tier Regional Planning and Development Commission.)

FFY 2015 Northern Tier TIP		Highway & Bridge				Draft	
						Current Date: 05/12/2014	
Susquehanna							
MPMS #: 9580		Municipality: New Milford (Boro)					
Title: New Milford RR Bridge		Route: 1016		Section: 570		A/Q Status: Exempt	
Improvement Type: Bridge Replacement		Exempt Code: Widen narw. pave. or recon brdgs (No addtl lanes)					
Est. Let Date: 10/01/2016		Actual Let Date:					
Geographic Limits: Susquehanna County, New Milford Borough, State Route 1016 over Delaware and Hudson Railroad							
Narrative:		Replacement of the bridge carrying State Route 1016 over Delaware and Hudson Railroad in New Milford Borough, Susquehanna County.					
TIP Program Years (\$000)							
Phase	Fund	FY 2015	FY 2016	FY 2017	FY 2018	2nd 4 Years	3rd 4 Years
CON	BOF	\$0	\$0	\$600	\$1,000	\$320	\$0
CON	185	\$0	\$0	\$150	\$250	\$80	\$0
		\$0	\$0	\$750	\$1,250	\$400	\$0
		Total FY 2015-2018 Cost \$2,000					

2015 - 2018 Transportation Improvement Program, NTRPDC

Public Transportation

With the exception of Susquehanna-Wyoming County Transportation (SCWT) there is no public transportation system in Susquehanna County. Direct local participation in public transportation, fixed route or on-demand, is typically undertaken only by the most populous municipalities given the large volume of riders necessary to meet expenses. In most cases, such systems operate with government subsidies and agency support for specific qualifying clients. Extensive public transportation systems in rural communities are generally limited by low population density, the cost of providing the service, and uncertainty of public acceptance and use. In short, the cost is too high in

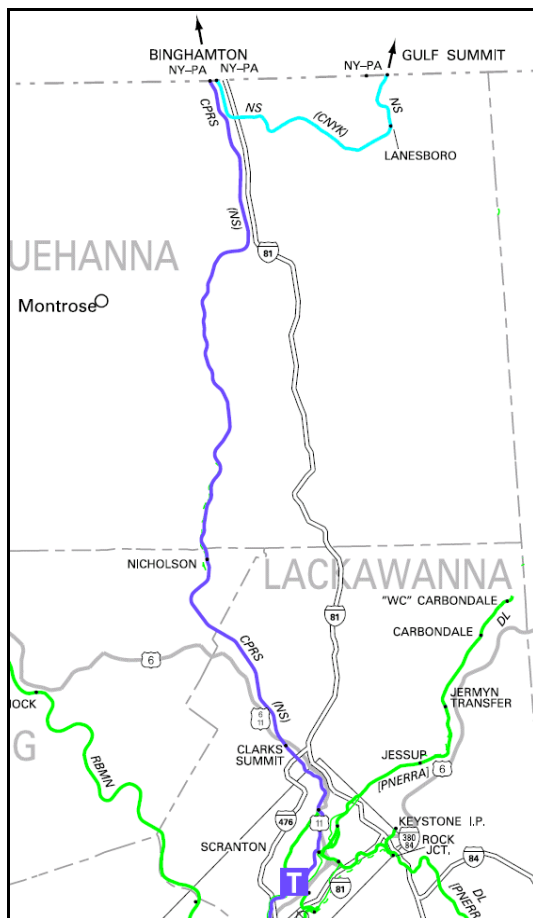
Susquehanna-Wyoming County Transportation (SCWT) is a Shared-Ride Transportation Service Sponsored by the PA Department of Public Welfare, PENNDOT, and other funding sources. The definition of Shared Ride is: demand responsive transportation, which is available to the general public, operates on a non-fixed route basis, and charges a fare to all riders. Passengers must agree to share the vehicle with other passengers during a given trip. Anyone who resides in Susquehanna or Wyoming County can utilize this service. (Service to out-of-county or outer-lying areas may be reduced to certain days/hours. Please contact the SCWT office at least 2 business days in advance for service to these areas.) An individual may qualify for free or discounted fares if they are eligible for a specific program. (Source: <http://www.trehab.org>.)

relation to the potential revenue from the users of the system, and without public subsidy, it is often not feasible. In addition, even in areas where the public subsidy has been provided, use of public transport is often low given long trips and limited schedules, and the historic reliance on automobiles in rural areas.

Railroads

The Canadian Pacific Railway (CPRS on map) as operated by its subsidiary Delaware and Hudson Railway provides freight service through Susquehanna County and runs through New Milford Borough from points south through Scranton and north to Binghamton. Norfolk Southern Railway Company (NS on map) has trackage rights on the line. The

CPRS sidings in the Borough adjacent to Montrose Street and the siding just to the north in New Milford Township are not currently used by area businesses for *transload* (unloading) service. The two sidings are valuable assets for the development of additional businesses which rely on rail transport.



Pennsylvania Railroad Map, 2014, PennDOT

The sale of the line to Norfolk Southern may provide an opportunity for improved cooperation with local economic development organizations for business development. *Canadian Pacific announced on Monday, Nov. 17, 2014 it would sell a line of roughly 200 miles, cutting across Pennsylvania and New York, to Norfolk Southern Corp. for \$192.6 million. The transaction is subject to approval by the Surface Transportation Board (STB). NS would acquire right-of-way operated by CP subsidiary Delaware & Hudson Railway linking Sunbury, Pa., and Schenectady, N.Y., running in a rough "S" shape route north from Sunbury through Scranton, Pa., Binghamton, N.Y., and Oneonta, N.Y. before reaching Schenectady. The route provides a direct link to existing NS operations as well as direct access from Chicago and the U.S. Southeast to Albany, N.Y., and vicinity, including the recently opened intermodal terminal in Mechanicsville, N.Y., which Norfolk Southern would access from Schenectady via trackage rights over a stretch of the D&H CP has not put up for sale. The purchase also gives Norfolk Southern improved access to New England markets, served by its joint venture subsidiary Pan Am Southern. The CP sale includes D&H's freight maintenance facility at Binghamton, N.Y., near the Pennsylvania-New York border, along with other facilities along the route. NS will also hire the 150 D&H employees in the area affected by the purchase.*³

³<http://www.railwayage.com/index.php/finance-leasing/cp-agrees-to-sell-dh-line-to-norfolk-southern.html>.

Actions: Railroads

The Borough will monitor the availability of the Canadian Pacific Railway sidings in the Borough and Township to maintain the potential for business development.



Main Street Sidewalks



Church Street Sidewalk

Sidewalks

Sidewalks and crosswalks are critical to safe and convenient pedestrian circulation, particularly in the business district of the Borough. Walking is the most basic form of transportation and in small communities such as New Milford and in new residential developments with smaller lot sizes walking is a very viable means of transportation for many residents. What are the impediments to walking? Safety and lack of adequate facilities top the list. Increased traffic volume and speeds on roadways underscore the importance and necessity of sidewalks to separate pedestrians from vehicles.

The sidewalks in New Milford Borough, primarily located along Main Street and Church Street, range from excellent condition for recently installed segments with handicapped access, to areas where maintenance or replacement is required, to areas without sidewalks. Crosswalks, important for Main Street, are not in place, but should be included in any Main Street improvement project.

A sidewalk inventory could be undertaken to map the sidewalk network, identify strengths and deficiencies, and prioritize needs. Some items to take note of in the sidewalk inventory include the material or composition of the sidewalks, profiles, dimension, overall condition, curbs, ADA accessibility, breaks or gaps in the sidewalk network, and street crossings and intersection design. One method for identifying and prioritizing the various tasks is to complete a walking audit or *walkability checklist*, a concept developed by a partnership of the U.S. Department of Transportation, the Pedestrian and Bicycle Information Center, and the Partnership for a Walkable America. A *walkability checklist* is a subjective method to help communities identify problems and deterrence's to safe walking in their communities. (See the *How walkable is your community?* *Sidebar* on the following pages.)

Sidewalk ordinances can be used to govern the installation and maintenance of sidewalks. Identified deficiencies should be included in a capital improvements program. In addition, the updated subdivision and land development ordinance will include requirements for sidewalks in higher density residential subdivisions.



Partnership for a Walkable America



Pedestrian and Bicycle Information Center



U.S. Department of Transportation



Take a walk and use this checklist to rate your neighborhood's walkability.

How walkable is your community?

Location of walk _____



1. Did you have room to walk?

- Yes
 - Some problems:
 - Sidewalks or paths started and stopped
 - Sidewalks were broken or cracked
 - Sidewalks were blocked with poles, signs, shrubbery, dumpsters, etc.
 - No sidewalks, paths, or shoulders
 - Too much traffic
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
 1 2 3 4 5 6 _____

2. Was it easy to cross streets?

- Yes
 - Some problems:
 - Road was too wide
 - Traffic signals made us wait too long or did not give us enough time to cross
 - Needed striped crosswalks or traffic signals
 - Parked cars blocked our view of traffic
 - Trees or plants blocked our view of traffic
 - Needed curb ramps or ramps needed repair
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
 1 2 3 4 5 6 _____

3. Did drivers behave well?

- Yes
 - Some problems: Drivers...
 - Backed out of driveways without looking
 - Did not yield to people crossing the street
 - Turned into people crossing the street
 - Drove too fast
 - Sped up to make it through traffic lights or drove through traffic lights?
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
 1 2 3 4 5 6 _____

4. Was it easy to follow safety rules?

Could you and your child...

- Yes No Cross at crosswalks or where you could see and be seen by drivers?
 - Yes No Stop and look left, right and then left again before crossing streets?
 - Yes No Walk on sidewalks or shoulders facing traffic where there were no sidewalks?
 - Yes No Cross with the light?
- Locations of problems: _____

Rating: (circle one) _____
 1 2 3 4 5 6 _____

5. Was your walk pleasant?

- Yes
 - Some unpleasant things:
 - Needed more grass, flowers, or trees
 - Scary dogs
 - Scary people
 - Not well lighted
 - Dirty, lots of litter or trash
 - Dirty air due to automobile exhaust
 - Something else _____
- Locations of problems: _____

Rating: (circle one) _____
 1 2 3 4 5 6 _____

How does your neighborhood stack up?

Add up your ratings and decide.

- 1. _____ 26-30 Celebrate! You have a great neighborhood for walking.
- 2. _____ 21-25 Celebrate a little. Your neighborhood is pretty good.
- 3. _____ 16-20 Okay, but it needs work.
- 4. _____ 11-15 It needs lots of work. You deserve better than that.
- 5. _____ 5-10 It's a disaster for walking!

Total _____

Now that you know the problems,
you can find the answers.

Improving your community's score...



1. Did you have room to walk?

Sidewalks or paths started and stopped
Sidewalks broken or cracked
Sidewalks blocked
No sidewalks, paths or shoulders
Too much traffic

What you and your child can do immediately

- pick another route for now
- tell local traffic engineering or public works department about specific problems and provide a copy of the checklist

What you and your community can do with more time

- speak up at board meetings
- write or petition city for walkways and gather neighborhood signatures
- make media aware of problem
- work with a local transportation engineer to develop a plan for a safe walking route

2. Was it easy to cross streets?

Road too wide
Traffic signals made us wait too long or did not give us enough time to cross
Crosswalks/traffic signals needed
View of traffic blocked by parked cars, trees, or plants
Needed curb ramps or ramps needed repair

- pick another route for now
- share problems and checklist with local traffic engineering or public works department
- trim your trees or bushes that block the street and ask your neighbors to do the same
- leave nice notes on problem cars asking owners not to park there

- push for crosswalks/signals/ parking changes/curb ramps at city meetings
- report to traffic engineer where parked cars are safety hazards
- report illegally parked cars to the police
- request that the public works department trim trees or plants
- make media aware of problem

3. Did drivers behave well?

Backed without looking
Did not yield
Turned into walkers
Drove too fast
Sped up to make traffic lights or drove through red lights

- pick another route for now
- set an example: slow down and be considerate of others
- encourage your neighbors to do the same
- report unsafe driving to the police

- petition for more enforcement
- request protected turns
- ask city planners and traffic engineers for traffic calming ideas
- ask schools about getting crossing guards at key locations
- organize a neighborhood speed watch program

4. Could you follow safety rules?

Cross at crosswalks or where you could see and be seen
Stop and look left, right, left before crossing
Walk on sidewalks or shoulders facing traffic
Cross with the light

- educate yourself and your child about safe walking
- organize parents in your neighborhood to walk children to school

- encourage schools to teach walking safely
- help schools start safe walking programs
- encourage corporate support for flex schedules so parents can walk children to school

5. Was your walk pleasant?

Needs grass, flowers, trees
Scary dogs
Scary people
Not well lit
Dirty, litter
Lots of traffic



- point out areas to avoid to your child; agree on safe routes
- ask neighbors to keep dogs leashed or fenced
- report scary dogs to the animal control department
- report scary people to the police
- report lighting needs to the police or appropriate public works department
- take a walk with a trash bag
- plant trees, flowers in your yard
- select alternative route with less traffic

- request increased police enforcement
- start a crime watch program in your neighborhood
- organize a community clean-up day
- sponsor a neighborhood beautification or tree-planting day
- begin an adopt-a-street program
- initiate support to provide routes with less traffic to schools in your community (reduced traffic during am and pm school commute times)

A Quick Health Check

Could not go as far or as fast as we wanted
Were tired, short of breath or had sore feet or muscles
Was the sun really hot?
Was it hot and hazy?

- start with short walks and work up to 30 minutes of walking most days
- invite a friend or child along
- walk along shaded routes where possible
- use sunscreen of SPF 15 or higher, wear a hat and sunglasses
- try not to walk during the hottest time of day

- get media to do a story about the health benefits of walking
- call parks and recreation department about community walks
- encourage corporate support for employee walking programs
- plant shade trees along routes
- have a sun safety seminar for kids
- have kids learn about unhealthy ozone days and the Air Quality Index (AQI)

Examples of Uncontrolled Access



Curbs and Access

In addition to sidewalks, curbs and controlled driveway access to individual properties is critical to pedestrian safety and traffic flow. In New Milford Borough this is of particular concern on Main Street. Curbs are largely lacking along Main Street and access to many properties is not limited to a driveway. Adding curbs and controlling access, along with sidewalks, would not only improve safety and traffic flow, but would make Main Street more attractive and more desirable for business development.

Cost of Sidewalks, Curbs and Gutters

Sidewalk, curb and gutter improvements are a longer term high priority for the Borough. RSMMeans Building Construction Cost Data⁴ indicates that the estimated cost of concrete sidewalks, four inches thick and four feet wide, is some \$25 per foot plus an additional \$25 per foot with curbs and gutters. Estimating the length of Main Street at 4,600 feet, or 9,200 for both sides, the cost of sidewalks with curbs and gutters would reach \$460,000. In addition, handicapped access would add an estimated \$5,000 at each sidewalk and street intersection, some \$140,000 just for Main Street. Similar improvements on all other streets would more than double the cost. The costs are obviously beyond the financial ability of the Borough and would depend on obtaining a grant to pay for part of the improvements. (See the Community Facilities and Services Section for community survey results related to sidewalks.)

FUTURE PLANNING POLICIES AND ACTIONS

Need for Prioritization

The cost of transportation improvements, particularly at the local municipal level, must be evaluated in terms of other community facility and service demands. Local resources are limited and large tax increases are not a realistic option in this time of an uncertain economy and employment opportunity.

Policies

Future planning policies and actions are intended to address identified problems and achieve the goals established by the Borough. The policies and actions are intended to be practical and achievable within the framework of available resources and acceptance by the community. Policies and actions are discussed in detail on the following pages and are summarized in the *Policies and Actions Table*. Categories include:

- Maintenance - Maintaining existing roads and facilities to preserve capacity.
- Regional Transportation Planning - Transportation issues cross local municipal and county boundaries. The Borough, Susquehanna County and the Rural Transportation Advisory Committee of the Northern Tier Regional Planning and Development Commission must continue regional transportation planning programs.
- Land Use Planning and Ordinances - Linking land use to street access and capacity.

⁴Using the RSMMeans data is reasonable because any sidewalk project would be dependent on grant funds which require prevailing wage rates.

- Signals/Signal Systems - Improving the area’s transportation operations.
- Geometric/Capacity Improvements - Monitor for long term capacity improvements such as street widening or turning lanes at intersections.
- Intersection Safety - Where traffic, unrestricted access, or sight distance are factors.
- Bridges - Maintain to extend useful life and replace if necessary.
- Public Transportation - As currently provided by Susquehanna-Wyoming County Transportation.
- Pedestrians and Bicyclists - How to improve pedestrian and bicyclist circulation.

**Actions:
Maintenance**

Maintaining existing streets, drainage systems, sidewalks and other facilities is the most critical and highest priority element of meeting current and future transportation needs of the Borough. Increasing costs and limited resources demand that existing transportation facilities be maintained to extend useful life.

- Complete and update annually a detailed municipal street inventory and evaluation to identify needs and develop an improvements schedule within normal budgetary process, and to identify potential capital projects. (See following pages for a street inventory and evaluation example.)
- Maintain an up-to-date inventory of street maintenance equipment as a means of planning for replacement and inclusion the capital improvements program.
- Monitor the effectiveness of new materials and practices and use such innovations to best advantage. Good examples are plastic culverts and plastic head walls.
- Develop a Transportation Capital Improvement Program to plan and budget for improvements.
- Monitor condition of and repair/replace all traffic control signs and pavement markings.

**Actions:
Regional Planning**

The Borough will participate in regional transportation planning to ensure local issues and needs are addressed. Given that transportation is an issue that transcends municipal and county boundaries and affects the entire region, the Borough, the county and the Rural Transportation Advisory Committee of the Northern Tier Regional Planning and Development Commission must continue to take the lead role in coordinating and promoting the idea of regional transportation planning.

The Rural Transportation Advisory Committee (RTAC) is made up of representatives of each county, PennDOT and other state and federal government representatives also participate, and members of the public are welcome to attend meetings. This group evaluates potential projects that qualify for state and federal funding, decides which are the most needed and best align with regional plans, and develops a list of projects to be completed over the next four years. That list is known as the Transportation Improvement Program, or TIP. (Source: <http://www.northerntier.org>.)

STREET INVENTORY and EVALUATION

Street Name: _____

Date of Inspection: _____

SEGMENT Length: _____

Beginning: _____ End: _____

WIDTH

Travelway: _____ feet Notes:

Shoulders: _____ feet Material: _____ Notes:

PAVEMENT

Paved Street Problem Severity:

- [] **Low** - Good crown, little water ponding or evidence of the same; few if any pot holes; little or no alligator, block or transverse cracking; little or no noticeable tire wear rutting; little or no asphalt bleeding; few patches.
- [] **Medium** - Little crown or a bowl shaped surface, moderate water ponding or evidence of the same; pot holes less than 2 inches deep and 1 foot in diameter; some alligator, block or random cracking which can be corrected with normal crack sealing; deteriorated crack sealing; some tire wear rutting; minor asphalt bleeding; some, but not extensive patching.
- [] **High** - Large amounts of water ponding or evidence of the same; pot holes more than 2 inches deep and 1 foot in diameter; alligator, block or random cracking which cannot be corrected with normal crack sealing; severely deteriorated crack sealing; significant tire wear rutting; large areas of asphalt bleeding; extensive patching.

Major Problems / Corrective Actions:

PARALLEL DRAINAGE

Problem Severity

- [] **Low** - Small amount of ponding water or evidence of the same; little or no vegetation or debris.
- [] **Medium** - Moderate amount of ponding water or evidence of the same; some vegetation or debris; erosion of ditches into shoulders or roadway
- [] **High** - Large amounts of ponding water or evidences of the same; water running across or down street; a large amount of vegetation or debris; significant erosion of ditches into shoulder or roadway.
- [] **Severe** - No parallel ditches along street; erosion has created ditches

Major Problems / Corrective Actions:

Street Name: _____

PAGE 2

CULVERTS, DRAINAGE STRUCTURES and TAIL DITCHES

Note location, size and condition of problem culverts, drainage structures and/or tail ditches.

OVERALL CONDITION RATING

- 5/excellent** - A newly constructed street. Excellent crown, drainage and surface.
- 4/good** - Recently regraded or paved, good crown and drainage and adequate surface layer.
- 3/fair** - Needs routine regrading, patching or crack sealing; or minor ditch maintenance.
- 2/poor** - Needs additional aggregate, chipping or pave; or major drainage maintenance.
- 1/failed** - Complete rebuilding required.

ALIGNMENT - HORIZONTAL and VERTICAL

Problem Severity

- Low** - Few if any sharp curves; no grades in excess of 5 percent.
- Medium** - Some sharp curves; some grades in excess of 5 percent, but no severe grades in excess of 10 percent..
- High** - A combination of sharp curves and grades over 10 percent.

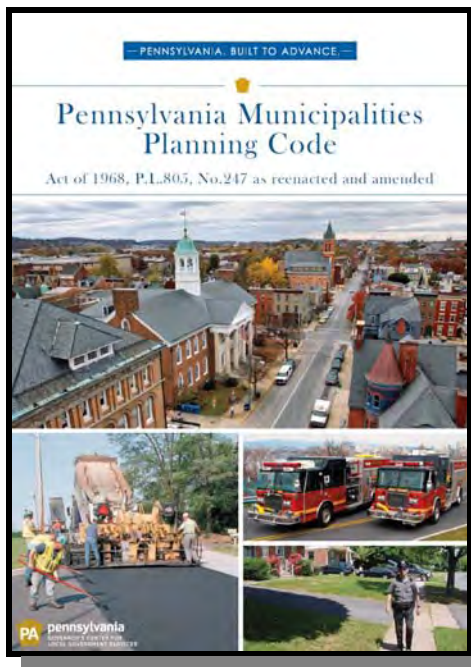
TRAFFIC VOLUME

- Low** - Serves less than ten dwellings with little through truck traffic.
- Medium** - Serves between ten and fifty dwellings with little through truck traffic.
- High** - Serves more than fifty dwellings, or carries more through truck traffic .

SPECIAL FEATURES

Notes on any special features such as guiderails, signs, utility poles, etc. which need attention or which are required.

OTHER COMMENTS



Actions: Land Use Planning and Ordinances

Local municipalities, as authorized by the Pennsylvania Municipalities Planning Code, may adopt a number of land use management ordinances which are critical to addressing transportation issues. The key ordinances for the Borough are the zoning ordinance and the subdivision and land development ordinance which are discussed in detail in the Land Use Section. As part of the zoning ordinance and subdivision and land development ordinance updates the Borough will:

- Maintain the C-1 Commercial Zoning District and the I-1 Industrial Zoning District to continue to provide nonresidential development direct access to higher capacity streets.
- Evaluate any proposed zoning district changes in terms of street access.
- Update standards for parking and loading areas to ensure safe and adequate parking facilities without requiring excessive parking areas.
- In the case of PennDOT roads, make the zoning use permit contingent on the installation of all required improvements in accord with PennDOT requirements.

Why Access Management?

Without applying access management techniques, studies show that corridors experience:

- Diminished roadway capacity, resulting in greater congestion.
- An increase in the number of crashes with other vehicles, as well as pedestrians and cyclists.
- Reduced character.
- An unfriendly environment for those who walk or bike.
- Commercial strip development.
- Overburdened arterials resulting in more cut-through traffic in residential areas.
- Homes and businesses adversely affected by a continuous cycle of widening roads.
- Increased commute times, fuel consumption, and vehicular emissions.

Finally, with increasing fiscal pressure on both the local and state levels, capital intensive solutions such as widening a roadway may not always be possible. The more proactive communities can be in addressing this issue, the greater the likelihood a community will have of preserving its character and quality of life.

PennDOT Access Management Handbook

- Require a permit prior to the installation of a driveway to access any PennDOT or local municipal street.
- Review street construction standards to ensure adequacy for public safety and eliminate excessive requirements to minimize the consumption of resources for construction and long term maintenance.
- Establish procedures for dedication of development streets to the Borough and carefully weigh the costs and benefits of accepting private roads for dedication.
- Require commercial and residential development plans to design for pedestrian bicyclist access and safety.
- In the case of Borough roads, include standards for sight distance, intersection separation, spacing, grade, width, turning radii and stormwater management.
- Provide for joint driveways and cross accesses for adjoining commercial parking lots.
- Reserve rights-of-way at logical locations in residential subdivisions to provide for interconnection of roads to adjoining parcels at the time of development.



Main Street, Jackson Street and Harford Street
(Source: Google Maps.)



Main Street and Jackson Street Intersection

Actions: Intersection Safety

The Borough has identified the intersection of Main Street (Route 11) and Jackson Street (Route 492) and the intersection of Main Street and Harford Street (Route 848) intersection as priorities for improvement. Issues related to the intersections include:

- The Main/Jackson intersection carries traffic from I-81 to Montrose and other points west and south.
- Traffic delays at the Main/Jackson intersection affect the Main/Harford intersection, only some 250 feet distant.

- Increasing traffic volumes and truck traffic exacerbate the problem.
- Unrestricted access from commercial properties.
- Traffic directional signs are inadequate to effectively direct Main Street traffic to I-81, particularly from the south.

The Borough will work with Rural Transportation Advisory Committee to have PennDOT evaluate the intersections, propose improvements and schedule the project. The Borough will also monitor the safety and condition of other intersections and consider improvements as safety dictates.

Actions: Signals/Signal Systems

No new traffic signals are proposed, except as part of any Main Street/Jackson Street intersection improvements.

Actions: Geometric and Capacity Improvements

No Borough street geometric or capacity improvements such as street widening or intersection turning lanes are proposed. The Borough will monitor street and traffic conditions and consider improvements as safety dictates and capacity problems are anticipated.

Actions: Bridges

Plan for the improvement of the Church Street Bridge across Salt Lick Creek by estimating the cost and starting a reserve fund.

Actions: No Borough action is planned for public transportation.
Public Transportation

Actions: Pedestrians and Bicyclists Replacement and new sidewalks along Main Street is a priority with the sidewalks along Church Street and other streets a longer term goal. The cost is high and grant funds will be required. Bicycle travel is a regional and PennDOT issue and no Borough action is proposed along Borough streets.

- A sidewalk inventory should be developed by the Borough to map the sidewalk network, identify strengths and deficiencies, and prioritize improvements.
- When completed, the sidewalk inventory will be used to develop a plan with costs and timing and secure Borough and grant funding.
- Include requirements in the subdivision and land development ordinance for sidewalks.
- Require commercial and residential development plans to design for pedestrian and bicyclist access and safety.
- Limit obstructions on business district sidewalks such as parking, retail displays and restaurant seating.

Actions: Parking Parking for the business district is not a critical issue at this time. However, when the commercial activity in the Borough increases it will be and the Borough will:

- Include off-street parking requirements for any dwellings proposed in the C-1 Commercial Zoning District.
- Investigate the development of Borough-owned parking lots for business patrons to supplement on-street parking.

STREET INVENTORY and EVALUATION

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SEGMENT Length: _____

Beginning: _____ End: _____

WIDTH

Travelway: _____ feet Notes:

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- [] **High** - Large amounts of water ponding or evidence of the same; pot holes more than 2 inches deep and 1 foot in diameter; alligator, block or random cracking which cannot be corrected with normal crack sealing; severely deteriorated crack sealing; significant tire wear rutting; large areas of asphalt bleeding; extensive patching.

Major Problems / Corrective Actions:

PARALLEL DRAINAGE

Problem Severity

- [] **Low** - Small amount of ponding water or evidence of the same; little or no vegetation or debris.
- [] **Medium** - Moderate amount of ponding water or evidence of the same; some vegetation or debris; erosion of ditches into shoulders or roadway
- [] **High** - Large amounts of ponding water or evidences of the same; water running across or down street; a large amount of vegetation or debris; significant erosion of ditches into shoulder or roadway.
- [] **Severe** - No parallel ditches along street; erosion has created ditches

Major Problems / Corrective Actions:

Street Name: _____

PAGE 2

CULVERTS, DRAINAGE STRUCTURES and TAIL DITCHES

Note location, size and condition of problem culverts, drainage structures and/or tail ditches.

OVERALL CONDITION RATING

- 5/excellent** - A newly constructed street. Excellent crown, drainage and surface.
- 4/good** - Recently regraded or paved, good crown and drainage and adequate surface layer.
- 3/fair** - Needs routine regrading, patching or crack sealing; or minor ditch maintenance.
- 2/poor** - Needs additional aggregate, chipping or pave; or major drainage maintenance.
- 1/failed** - Complete rebuilding required.

ALIGNMENT - HORIZONTAL and VERTICAL

Problem Severity

- Low** - Few if any sharp curves; no grades in excess of 5 percent.
- Medium** - Some sharp curves; some grades in excess of 5 percent, but no severe grades in excess of 10 percent..
- High** - A combination of sharp curves and grades over 10 percent.

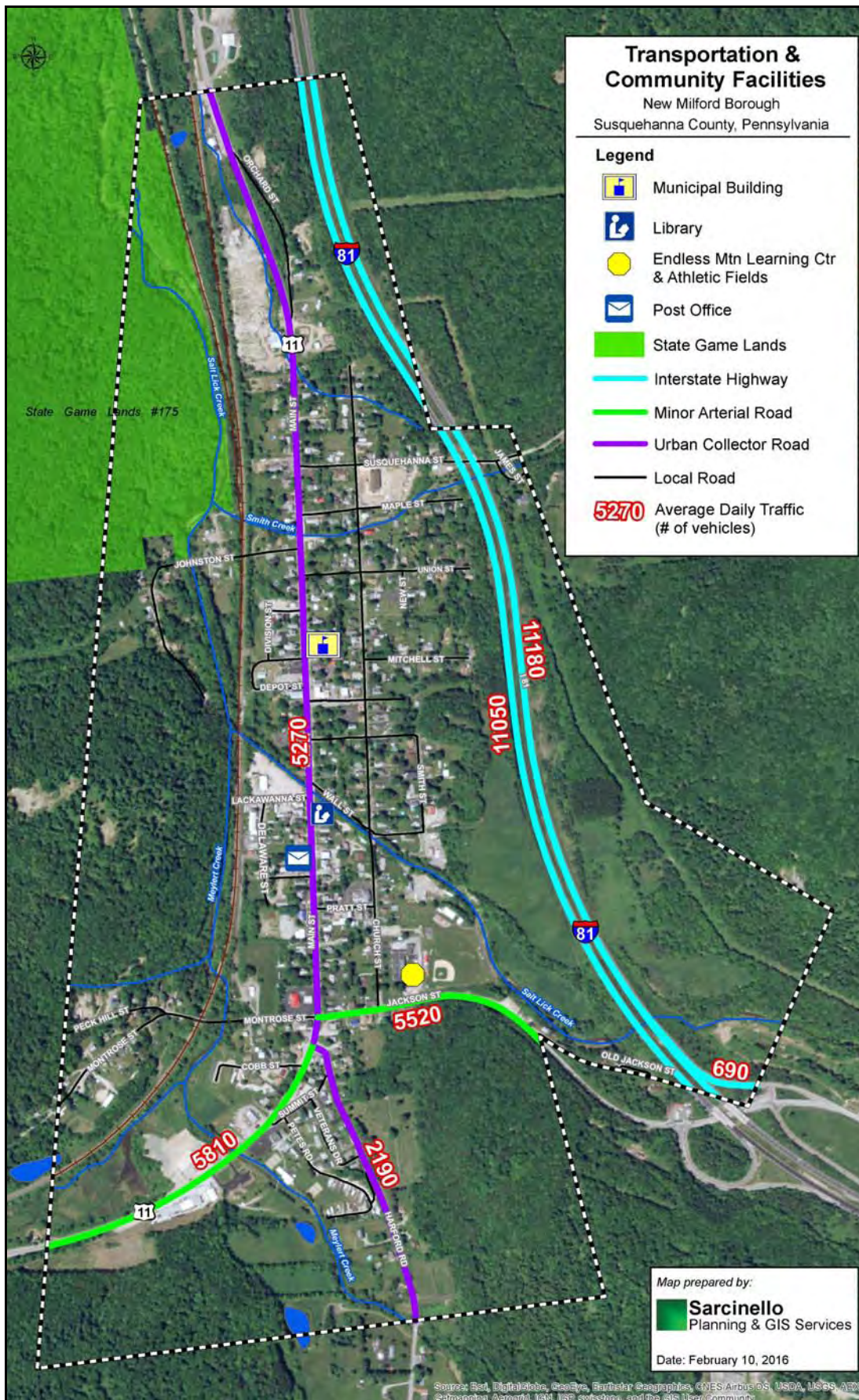
TRAFFIC VOLUME

- Low** - Serves less than ten dwellings with little through truck traffic.
- Medium** - Serves between ten and fifty dwellings with little through truck traffic.
- High** - Serves more than fifty dwellings, or carries more through truck traffic .

SPECIAL FEATURES

Notes on any special features such as guiderails, signs, utility poles, etc. which need attention or which are required.

OTHER COMMENTS



HISTORIC RESOURCES

Overview

Historic resources provide a sense of place that fosters a connection to the community and a sense of pride among its residents. The aim of historic resource protection is to retain the heritage and identity of a community or region as reflected in its natural and built environment and to ensure that the community’s history and unique character are preserved for future generations. Preserving historic buildings, structures, sites, and landscapes, and encouraging new development to be consistent with existing historic character are critical to the future of the Borough.

Historic Resources Inventory

Before protection of the Borough’s historic resources can begin, the resources must first be inventoried and documented. This can be accomplished via the creation of a Borough historical commission or local historical society charged with preparing the inventory and accompanying documentation. Resources should be identified and inventoried according to a set of criteria that determine whether they should be considered significant. They can be further evaluated to determine whether they are locally or nationally significant. The Borough can seek technical assistance for this effort from organizations such as the Susquehanna County Historical Society, Preservation Pennsylvania and the Pennsylvania Historical and Museum Commission.



New Milford Main Street, circa 1906 (Susquehanna County Historical Society)

Locally Significant Resources

Locally significant historic resources can be defined as resources that are important to the history and culture of New Milford Borough, the region, the Commonwealth, or the nation, but that are not listed on the National Register of Historic Places. They can be districts, historical and archaeological sites, buildings, structures, objects, or landscapes. According to the general standard, a resource must have been in place for at least 50 years to be considered historic. In addition to the longevity requirement, possible criteria for eligibility for listing as a locally significant historic resource are (the resource must exhibit at least one of the criteria):



Boyle Homestead, 1871

- Has significant character, interest or value as part of the development, heritage or cultural characteristics of the Borough, region, Commonwealth or nation.
- Is associated with the life of a significant person in the past.
- Is associated with an event of importance to the history of the Borough, region, Commonwealth or nation.
- Embodies distinguishing characteristics of an architectural style or engineering specimen.
- Is the work of a designer, architect, landscape architect or designer, or engineer whose work has significantly influenced the historical, architectural, economic, social, or cultural development of the Borough, region, Commonwealth or nation.



Saint Marks Episcopal Church, 1827

- Contains elements of design, detail, materials or craftsmanship which represents a significant innovation.
- Is part of or related to a distinctive area which should be preserved according to a historic, cultural or architectural motif.
- Owing to its unique location or singular physical characteristics, represents an established and familiar visual feature of the community.,
- Has yielded, or may be likely to yield, information important in pre-history or history.
- Exemplifies the cultural, political, economic, social or historical heritage of the community.
- Potential candidates for recognition as a locally significant historic resource include:



Pratt Memorial Library

- churches
- cemeteries
- Pratt Memorial Library
- Boyle Homestead
- Johnston Street Bridge
- Old Mill Village Building
- Moss House

Brief Early History of New Milford Borough

(Excerpts from the 1979 New Milford Borough Comprehensive Plan.)

The first human life was the Indian. Artifacts have been found that indicate Brewerton and Lamokan tribes, (hunting tribes from New York State), were in this area between 6,000 and 1,500 B.C.

The first recorded passage of a white man through the Borough was a Frenchman, named Brule, an associate of the French explorer, Champlain. While exploring the Susquehanna River in the 17th century, he left the river at Great Bend and traveled the Salt Lick Creek and its tributaries, reaching the Tunkhannock Creek at Nicholson, which he followed to the present village of Tunkhannock.

Jedediah Adams was the first man to make a clearing in the virgin forests of New Milford. He came up from Great Bend in 1789 and lived there with his wife until 1790, when he returned to Great Bend. Prior to his arrival, unknown trappers and a few surveying parties had erected bark huts. Surveying parties are known to have traversed the area in 1784 and 1788.

These early settlers mainly came from the New England States and found an area rich in soil and vegetation, and many quiet creeks. Some of these early settlers were the Hayden, Summers, Tyler, Darrow and Ward families, Their descendants are still found throughout the area.

In August of 1807, the Township was officially set off and established by the Luzerne County Court. The north and south boundaries are the same as today, except they extended to the Wayne County Line. In 1815, "Jackson Township" was set off from portions of New Milford Township and the Township was reduced to its present size. The County itself was officially established in 1810.

In 1806 the Great Bend-Cochecton Turnpike was begun, to be completed in 1811. The turnpike passed through the borough and served as one of the prime reasons for the growth of the village. The people of the village petitioned to be incorporated as a Borough in August 1859, and the petition was confirmed in December 1859. It supposedly took its name from a town in Connecticut.

In the early days of its history, the village provided, all of the goods and services needed by its citizens. The township and surrounding areas were dependent upon the village for marketing and shipping the harvests that supplied employment

for some of the village residents. Hay was an important product for many years and led to the development of the dairying industry.

The lumber industry began in 1820. Over the years the hillside forests were stripped, and most of the lumber was shipped away. The heavy virgin timberlands were considered a detriment by the early settlers, requiring much time and effort to clear. Now in the present generation, the land is being reclaimed and the forests more carefully harvested.

In the middle of the 19th century the tanneries made their appearance. The bark of the hemlock tree was essential for this industry. Requiring vast amounts of lumber for ties and firewood, the railroad became a home market for forest products. Flourishing for the next 50 years, this combination of lumbering and tannery operations helped bring about the demise of the forests.

Late in the 19th century nearby quarries in the township brought still another industry, which flourishes even today. The cutting and shipping of flagstone became an important business, with quarrymen shipping their natural products to other points of the nation.

The growth of New Milford Borough reached its peak in 1880, boasting of mills, saw mills, tanneries, cigar manufacturing, a large number of stores and shops, and a flourishing business was carried on with the railroad.

The community of New Milford was not planned. Its growth came as a result of its location in relation to the early turnpikes, and the growth of the farming area around the community.

Early residents were those who supplied the area with goods and services. Later the railroad and the tanneries provided employment. As time passed, jobs became fewer and fewer, and with advances in transportation people were finding employment outside of the borough limits.

The community has always been faced with problems. Many of these have occurred by our own making. Because of the changes that are occurring, the Borough is going to have to adjust with them. Good planning can help to adjust with these changes, and with cooperation, we can look forward to a promising future.

National Register of Historic Places

The National Register of Historic Places was established by the National Historic Preservation Act of 1966. In Pennsylvania, the program is managed by the Bureau for Historic Preservation (BHP), a department within the Pennsylvania Historical and Museum Commission. The program is designed to assist state and local governments, federal agencies, and others identify significant historic and archeological resources worthy of preservation and of consideration in planning and development decisions. Properties listed on the National Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture. To be eligible for listing on the National Register, a property must meet the National Register Criteria for Evaluation. These Criteria require that a property be old enough to be considered historic (generally at least 50 years old) and that it still look much the same way as it was in the past. In addition, the property must meet one of the following criteria¹:

- Be associated with events that have made a significant contribution to the broad patterns of our history.
- Be associated with the lives of persons significant in our past.
- Have yielded or may be likely to yield, information important in history or prehistory.
- Embody the distinctive characteristics of a building type, period, or method of construction, or represent the work of a master, or possess high artistic values, or represent a significant and distinguishable entity whose components may lack individual distinction.



Johnston Street Bridge

The Johnston Street Bridge is an unusually well-preserved example of a Warren pony truss highway bridge in steel. Distinctive features include paired cast cylindrical strap bars that loop over the lower chord to carry the deck beams. 1890 initial construction with 1913 subsequent work. (www.loc.gov/item/pa3985/)

A committee of BHP staff review information submitted to the BHP to determine whether a resource is eligible for the National Register (using the criteria above). If found eligible, the resource is given a Determination of Eligibility (DOE) and the nomination process can begin. The State Historic Preservation Board reviews all nominations to the National Register. Upon determination of its level of significance and that the resource meets the Criteria for Evaluation, the nomination is sent to the National Park Service (NPS), which either approves or denies the nomination. If approved by the NPS, the resource is entered into the National Register of Historic Places. Any structure or place listed or eligible for the National Register is also included on the Pennsylvania Register of Historic Places.

Structures in New Milford Borough

No structures or places in New Milford Borough are listed on the National Register. The Johnston Street Bridge, constructed in 1913, has been deemed eligible by the Pennsylvania Historical and Museum Commission Bureau of Historic Preservation, but a nomination for listing has not been submitted. The Boyle Homestead and the Pratt Memorial Library are on file with the BHP, but require more information for a determination of eligibility.

¹ Pennsylvania Historical and Museum Commission, *National Register of Historic Places Fact Sheet*.

Effect of Listing

Listing on the National Register does the following²:

- Honors a historic property by recognizing its importance to its local community, state or the nation;
- Encourages the preservation of historic properties by documenting their significance;
- Facilitates the review of federally funded, licensed, or permitted projects to determine their effects on historic properties;
- Provides an opportunity to consult with government agencies to mitigate projects that will adversely affect historic properties;
- Provides information about historic resources for planning purposes;
- Offers federal tax benefits to owners of income producing (depreciable) historic properties if they rehabilitate their properties according to preservation standards.

Listing on the National Register does not³:

- Restrict the rights of property owners;
- Require that properties be maintained, repaired, or restored;
- Prevent destruction of a resource by federal, state, local, or private development;
- Guarantee that grant funds will be available for projects;
- Require property owners to follow preservation standards on their properties (unless they wish to apply for tax benefits)

Legal Framework

Once inventoried the Borough's historic resources can receive formal protection through measures enabled by the PA Historic District Act (Act 167 of 1961) and the Pennsylvania Municipalities Planning Code. This adds a level of protection to identified historic resources by providing a means to review activities that could lead to the alternation or destruction of resources.

**Pennsylvania
Historic District Act**

The Pennsylvania Local Historic District Act (Act 167 of 1961) *authorizes counties, cities, boroughs, incorporated towns and townships to create historic districts within their boundaries providing for the appointment of Boards of Historical Architectural Review; empowering governing bodies to protect the distinctive historical character of these districts and to regulate the erection, reconstruction, alteration, restoration, demolition or razing of buildings within the historic districts.*

² Ibid.

³ Ibid.

Historic districts established by local ordinance under the Local Historic District Act must be *certified* by the Pennsylvania Historical and Museum Commission. Certification means that the district has been determined eligible for the National Register of Historic Places and authorization has been given to protect the character of the district by local ordinance. The locally appointed Historical and Architectural Review Board (HARB) must contain at least five members comprised of a registered architect, licensed real estate broker, the municipal building inspector and at least two others with interest or knowledge of local history or historic preservation. The HARB advises the governing body whether to issue permits for work proposed on buildings within the district.

Historic District

Designation of an Act 167 Certified Historic District might be difficult for the Borough because an area must be determined to be nationally significant and be eligible for the National Register. Property owners must support the certification and be willing to adhere to the district's regulations governing exterior structure appearance. Historic district designation is a difficult and time consuming task that would have to be undertaken by an ambitious Borough resident or community organization. Once listed on the National register, Borough Council would have the option of adopting an historic district ordinance.

**Pennsylvania
Municipalities
Planning Code**

The Pennsylvania Municipalities Planning Code enables municipalities to plan for and act to preserve and protect historic resources. *Preservation or protection, when used in connection with . . . historic resources, shall include means to conserve and safeguard these resources from wasteful or destructive use.* The MPC also states *where zoning districts are created, all provisions shall be uniform for each class of uses or structures, within each district, except that additional classifications may be made within any district for places having unique historical, architectural or patriotic interest or value* Although not having the force of provisions under the Historic District Act of regulating with specific design standards, a municipally organized historic review commission could act in a support capacity by conducting research, providing data on historic resources and making recommendations for historically sensitive development. The zoning ordinance could formalize the review process for locally significant structures and include incentives such as increased lot coverage or reduced building setbacks to support such sensitive development. The Borough currently has no zoning provisions for historic resource protection under the MPC; therefore, historic resources are left virtually unprotected.

Planning Policies

Future planning policies are intended to promote the Borough's historic resource protection goals by guiding future decisions and actions related to historic resource protection. The following policies are intended to preserve the Borough's historic resources, which contribute to the community's identity and character:

- Inventory and document the Borough's historic and archaeological resources and pursue National Register listing where appropriate.
- Pursue technical and financial assistance for historic resource identification and preservation.

Benefits of Historic Preservation (Planning Commissioners Journal, No. 52, Fall 2003, p. 4.)

Since the 1970s, mounting evidence has shown that historic preservation can be a powerful community and economic development strategy. Evidence includes statistics compiled from annual surveys conducted by the National Trust for Historic Preservation and statewide Main Street programs, state-level tourism and economic impact studies, and studies that have analyzed the impact of specific actions such as historic designation, tax credits, and revolving loan funds. Among the findings:

- *Creation of local historic districts stabilizes, and often increases residential and commercial property values.*
- *Increases in property values in historic districts are typically greater than increases in the community at large.*
- *Historic building rehabilitation, which is more labor intensive and requires greater specialization and higher skill levels, creates more jobs and results in more local business than does new construction.*
- *Heritage tourism provides substantial economic benefits. Tourists drawn by a community's (or region's) historic character typically stay longer and spend more during their visit than other tourists.*
- *Historic rehabilitation encourages additional neighborhood investment and produces a high return for municipal dollars spent.*
- *Use of a city or town's existing, historic building stock can support growth management policies by increasing the supply of centrally located housing.*

- Promote public education to raise awareness of New Milford's history and historic resources.
- Establish protection measures enabled by the Municipalities Planning Code and the Local Historic District Act.
- Promote preservation of historic buildings and structures during the land development process.
- Preserve historic resources by promotion as recreational or tourist destinations.

**Actions:
Historic Resources**

The specific means by which New Milford Borough can execute the future planning policies include regulatory provisions included in the zoning, subdivision and land development ordinance, and other ordinances, as well as non-regulatory initiatives.

**Historic Resource
Inventory**

- Organize a Borough Historical Commission or Historical Society charged with the task of creating a historic resource inventory.
- Develop a local historic register program aimed at identifying properties eligible for state and national recognition, and encourage and support efforts to list and preserve such properties.
- Create a system for efficient storage, mapping, and retrieval of historic resource data and maintain a historic resources database.
- Seek technical assistance from historic preservation organizations, such as the Pennsylvania Historical and Museum Commission, Preservation Pennsylvania and

the Susquehanna County Historical Society for inventorying and documenting resources and nominating resources for the National Register.

- Seek funding from organizations such as the National Park Service, National Trust for Historic Preservation, Pennsylvania Historical and Museum Commission, and Pennsylvania Department of Conservation and Natural Resources, and programs such as the Federal Rehabilitation Tax Credit Program.

Education and Outreach Conduct a public outreach program, perhaps through a newsletter or web site, to provide educational materials on the Borough's history and historic resources.

Business Development Incorporate historic resources into tourism, recreation and trail planning.

- Ordinances**
- Once historic resources are inventoried, adopt historic resource protection provisions that will:
 - Prohibit demolition by neglect.
 - Facilitate the adaptive re-use of historic resources.
 - Provide incentives for rehabilitation of historic resources.
 - Require a historic resources impact assessment for development in proximity to a historic resource.
 - Require review of demolition, alteration, erection, reconstruction, and restoration of historic resources.
 - Allow home occupations in all zoning districts as a means of encouraging productive use of historic structures which tend to be larger and more difficult to maintain.

Site and Sign Design Guidelines Prepare design guidelines for residential, commercial, industrial, and institutional development to encourage the most efficient use of land and development consistent with community character. As part of a continuing commitment to the historic character of a community, some municipalities and historical societies provide site and sign design guidelines to encourage commercial establishments and signs to be consistent with the community's heritage. The guidelines would not be mandatory absent a historic district listed on the National Register. Such a community based effort would be invaluable to preserving the overall character of the Borough.

NPS Certified Program Consider participation in the Certified Local Government Historic Preservation Program of the National Park Service and the Pennsylvania Bureau of Historic Preservation. *The Program is a preservation partnership between local, state and national governments focused on promoting historic preservation at the grass roots level. The program is jointly administered by the National Park Service (NPS) and the State Historic Preservation Offices (SHPOs) in each state, with each local community working through a certification process to become recognized as a Certified Local Government (CLG). CLGs then become an active partner in the Federal Historic Preservation Program and the opportunities it provides.*

Why become a CLG? The key reason is the access certification provides to the expert technical advice of the State Offices as well as the NPS. Partnerships with the National Alliance of Preservation Commissions, Preserve America, the National Trust for Historic Preservation, and the National Main Street Center are also networks that CLGs have an opportunity to tap into. Of course, access to Federal funding is another benefit, making certified communities able to access the portion of Federal funds set aside by each SHPO for just CLGs annually. Being a CLG also shows your community's commitment to keeping what is significant from the past for future generations. As a certified town, city, or county seeking other opportunities, it becomes easy to demonstrate a readiness to take on a preservation project and be successful.

What is a CLG required to do?

A community must show both the state and NPS that they are committed to historic preservation. They can do this by addressing the following minimum goals.

- *Establish a Preservation Commission*
- *Maintain an active survey of local historic resources*
- *Establish an ordinance*
- *Participate in the National Register process⁴*

⁴www.nps.gov/history/hps/clg/

MAIN STREET REVITALIZATION

Overview

This Revitalization Plan focuses on the Main Street corridor extending through New Milford Borough. It includes a brief discussion of the revitalization goals, the economic history of the Borough and its existing assets and weaknesses, current revitalization initiatives, a market analysis, and recommendations for future actions. Its overall aim is to provide recommendations for ways to improve the Main Street corridor that will assist existing businesses, attract new businesses, and promote economic activity.

Background



Early economic activities were centered on agriculture, timber and bluestone, with retail and service establishments relying on the local workforce for business, and railroad service facilitated the full development of these natural resource related industries. In later years, Main Street was incorporated as one small section of one of the region's primary north-south travel routes. Traffic from Pennsylvania and New York and points beyond passed through the Borough on Route 11. These travelers, in large part, supported much of the retail and service business in the Borough. The completion of Interstate Route 81 in 1961 entirely changed the business climate in the Borough and most other communities along Route 11. While the new expressway relieved the Borough of increasing amounts of traffic, it also eliminated much of the retail and service demand.¹

Prior to World War II, the downtown was the focal point of most American communities. A mix of retail shops, offices, apartments, civic uses and government offices brought people into the downtown daily. The downtown served as the center of the community's business activity, and the center of its social life. In more recent years, the role of the downtown in small rural communities as a hub of activity has diminished. This is true of many of America's downtowns, including New Milford Borough. Vehicular travel and the expanding road system enabled people to travel farther to obtain goods and services and to travel outside of their community's for work. Today, most residents of the Borough no longer work in the immediate vicinity, resulting in a declining daytime population that strains local businesses. Commuters tend to shop in more urban areas near their work where big box retailers offer a wider variety of goods and services, often at lower prices. The natural gas industry has brought many workers to the area, but the economic impact has not been sufficient to sustain all local businesses.

Need for Revitalization

The Borough has undergone numerous changes over the years, and is now at a point where action is required to renew the economic viability of Main Street. Borough residents, business owners and officials recognize the need to revitalize Main Street and make it a more attractive place to visit and do business. Retaining existing businesses and attracting new businesses will require an organized campaign focused on identifying the Borough's unique characteristics, marketing the Borough as a unique destination, improving and maintaining the downtown area's physical features, and ensuring that ordinances are in line with the community's business development goals.

¹See also *Brief Early History of New Milford Borough* in the Historic Resources Section.

Existing Conditions

The physical assessment involves the identification of the Main Streets assets and its weaknesses. Assets are the positive features, which should be supported and continued, and upon which the Borough can build its revitalization effort. Weaknesses can be in the form of features that are a detriment or pose a threat to the community and its revitalization effort. Weaknesses must be overcome in order to advance the revitalization effort.

Assets

Main Street has a number of assets upon which to build a revitalization effort:



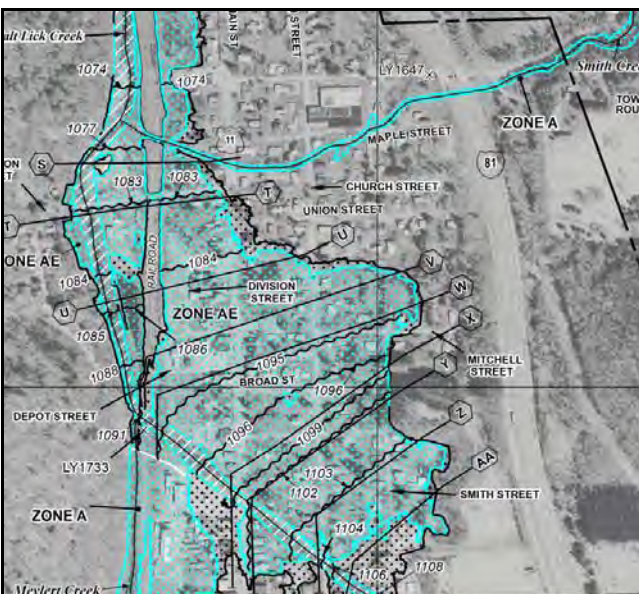
- Existing Business Owners - Many of the businesses along Main Street have been in existence for years, providing an existing retail/service base. Some business owners have demonstrated an interest in improving Main Street.
- Rural, Small Town Character - Main Street is lined with residential and commercial buildings that define the Borough’s rural, small town setting. Maintenance and restoration of these buildings is critical to the survival of the rural downtown character.
- Infrastructure - The public water supply, central sewage system and pending natural gas service are invaluable assets for business development.
- Parks - Midtown Park is in the heart of the Borough along Main Street and Blue Ridge park is just a block from Main Street. Close to the businesses on Main Street, Midtown Park is an ideal location for conducting community events and fairs. Blue Ridge Park contains ball fields, a pool, walking trail, etc. and is used by athletic leagues and other area residents. The Parks bring area residents to the Borough and can be used to attract people from a wider area who might then use the retail services provided along Main Street.
- Proximity to Interstate 81 - An average of 22,000 vehicles pass by the Borough on I-81 each day and capturing only a small part of that potential retail and service demand could make a dramatic difference for businesses on main Street.
- Rail Service - The availability of rail service on the siding in the Borough and just north in New Milford Township holds great potential for business development.
- Regional Tourism - The regional tourism economy brings visitors and their dollars into the area and to the businesses along Main Street.
- Natural and Historic Resources - The region’s tourism economy is based on its natural and historic features and the recreational opportunities they provide. The continued vitality of the tourism economy and local businesses depends on the preservation of the area’s natural and historic resources.

Challenges

While Main Street has many positive features, numerous challenges have also been identified. These weaknesses are detrimental to existing businesses and inhibit business growth. Identified challenges are as follows:



- **Organization** - Many of the business owners along Main Street are unfamiliar with each other. This is due in part to the lack of a local business organization that would bring business owners together and serve as the foundation for future planning and improvements. An informal gathering of business owners that meets regularly to socialize and discuss business matters would perhaps foster connections and strengthen efforts improve the business atmosphere in the Borough.
- **Unattractive Streetscape** -Main Street suffers from a generally run-down appearance with sidewalks in need of repair, unattractive signage, limited street trees and landscaping, and unattractive utility poles and overhead wires. A number of residents park in front yards along Main Street. This streetscape is uninviting to the passerby and deters shoppers and potential businesses.
- **Unattractive Storefronts** - Overall, the corridor lacks a cohesive appearance, as buildings vary between beautifully maintained residences, institutional buildings and offices to residences and retail spaces that are deteriorating. Many storefronts are cluttered with window displays and signage that detract from the buildings appearance. This cluttered appearance can actually have the unintended effect of deterring shoppers, rather than attracting them to the business. It negatively impacts the business itself and the entire atmosphere of Main Street.
- **Floodplain** - The floodplain in the central section of the Borough presents a critical problem for business development. Business owners who have suffered a flood are likely reluctant to reinvest and individuals looking to open a new business will certainly consider the potential for future flooding.



Central Floodplain

- **Unfriendly Pedestrian Environment** - Most existing sidewalks are in need of repair, parking occurs in some areas where sidewalks should exist, and crosswalks are non-existent. Pedestrians can wait several minutes to cross congested Main Street with its fast-moving traffic.
- **Retail Centers** - Retail centers with large, national retailers serving as a destination for shopping or associated with employment centers are a threat in that they often out-compete smaller retailers and inhibit the establishment of any new retailers. In order to compete, smaller businesses must find a niche market that the larger retailers do not serve.
- **Traffic** - Traffic volumes are extremely heavy along Main Street, especially at peak times. Vehicles trying

make left turns and those trying to enter Main Street have to wait for several minutes to before proceeding. The inability to maneuver freely frustrates potential customers and frequently causes them to go elsewhere for services. However, traffic can be good for business because increases the likelihood of business patronage.

- **Parking-** Lack of parking is a problem in downtown New Milford Borough. Very few businesses have their own parking lots and residents of apartments along Main Street use much of the on-street parking. There are no public parking lots. Parking is primarily accommodated on-street. Vehicles park on Main Street all day long, taking the prime parking spots directly in front of the stores and businesses. When customers cannot get parking in front of a store they simply go elsewhere and the business loses another patron.

Retail Market Analysis

The following analysis evaluates opportunities for new business in the New Milford Borough market area and suggests types of businesses that may have potential within the Borough. The study defines the Borough's retail market areas, presents population and income figures for each market area, and assesses market opportunity for various types of retail businesses.

Esri, a worldwide consulting firm, provides geographic, demographic and business data. *Esri extracts its business data from a comprehensive list of businesses licensed from Dun & Bradstreet®. This business list contains data on over 24 million US businesses - including the business name, location, franchise code, industry classification code, number of employees, and sales volume - current as of January 2014. Dun & Bradstreet utilizes its exclusive DUNSRight™ process that harvests information from a mix of data sources to collect, maintain, and verify information on individual establishments. This process leverages Dun & Bradstreet's proprietary databases, customer-generated information, and publicly available sources such as business registries, Internet/web mining, news and media reports, telephone directories, court and legal filings, company financials, banking information, directory assistance, industry trade data, and telephone interviews.*

Existing Businesses

The Borough is home to 76 businesses, including home occupations, across various industry groups, which employ some 246 persons (See Existing Businesses Table). The largest industry groups in the Borough are *other services* (16 businesses), *finance and insurance* (9 businesses), and the *retail trade and accommodation and food services industries*, both with eight businesses. Together, these industries represent over half (54%) of the business in New Milford Borough and 44% of jobs.

Market Areas

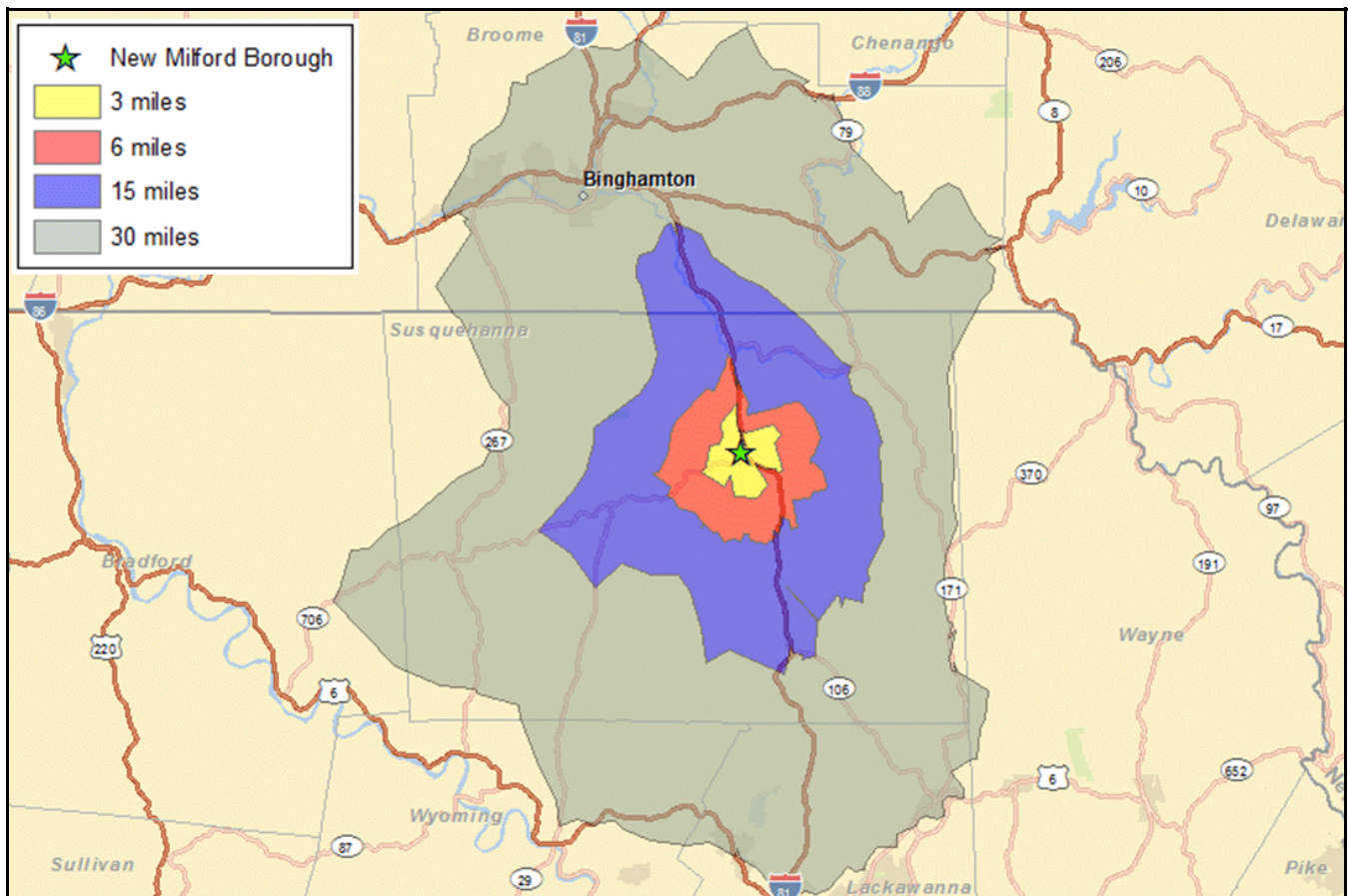
To assess the opportunity for new business in the Borough, four market areas are delineated and their relevant demographic and business characteristics are analyzed. The first three market areas are based on classifications defined by the International Council of Shopping Centers (ICSC); the fourth was delineated specifically to encompass the Binghamton, New York area. (See Market Areas Map.)

- **Neighborhood Center (3 mile driving distance)** - According to the ICSC, a neighborhood center provides local residents with convenient, everyday goods and services and is usually anchored by a small grocery store or drug store. It typically ranges from 30,000 to 125,000 square feet of retail space (not including parking area). To remain viable it requires a population up to 40,000 within a three-mile radius.
- **Community Center (6 mile driving distance)** - According to the ICSC, a community center offers a wider range of good and services than a neighborhood center. It is commonly anchored by a supermarket, super drugstore, or discount department store, and generally ranges from 125,000 to 400,000 square feet of retail space. It requires a population of 40,000 to 150,000 within a six-mile radius.

- Regional Center (15 mile driving distance) - According to the ICSC, a regional center provides a large variety of general merchandise, much of which is apparel. It typically ranges from 400,000 to 800,000 square feet of space and includes specialty goods and services for which people are willing to travel a greater distance to obtain. It requires a minimum population of 150,000 within a 15 mile radius.
- Ex-Regional Market Area (30 mile driving distance) - The ex-regional area is delineated specifically for this analysis to encompass Binghamton, New York. It is included in the analysis to assess any market gaps in the broader region that could potentially be served by New Milford Borough.

Market Area Demographics

Key demographic and economic indicators, including population, households, families, median age, and income, are reported for each of the four trade areas (3, 6, 15, and 30 mile driving distance) for the 2015 estimates and 2020 projections. (See the following Market Area Demographics Table.) Demographic data show that within the Neighborhood, Community, and Regional market areas, population, number of households, number of families, and median household income are expected to rise over the next five years. The Ex-Regional area, however, shows declines across each of these demographic indicators. Median age is expected to remain steady at 43.2 years in the Neighborhood market area, while the populations in the other market areas are expected to increase in age.



New Milford Borough Market Areas

Existing Businesses in New Milford Borough

Industry	Businesses		Employees	
	Number	Percent	Number	Percent
Agriculture, Forestry, Fishing & Hunting	0	0.0%	0	0.0%
Mining	0	0.0%	0	0.0%
Utilities	2	2.6%	14	5.7%
Construction	4	5.3%	18	7.3%
Manufacturing	0	0.0%	0	0.0%
Wholesale Trade	4	5.3%	25	10.2%
Retail Trade	8	10.5%	34	13.8%
Motor Vehicle & Parts Dealers	0	0.0%	0	0.0%
Furniture & Home Furnishings Stores	0	0.0%	0	0.0%
Electronics & Appliance Stores	0	0.0%	0	0.0%
Bldg Material & Garden Equipment & Supplies Dealers	2	2.6%	19	7.7%
Food & Beverage Stores	0	0.0%	0	0.0%
Health & Personal Care Stores	0	0.0%	0	0.0%
Gasoline Stations	2	2.6%	10	4.1%
Clothing & Clothing Accessories Stores	0	0.0%	0	0.0%
Sport Goods, Hobby, Book, & Music Stores	2	2.6%	3	1.2%
General Merchandise Stores	0	0.0%	0	0.0%
Miscellaneous Store Retailers	2	2.6%	2	0.8%
Nonstore Retailers	0	0.0%	0	0.0%
Transportation & Warehousing	1	1.3%	4	1.6%
Information	1	1.3%	3	1.2%
Finance & Insurance	9	11.8%	18	7.3%
Central Bank/Credit Intermediation & Related Activities	5	6.6%	6	2.4%
Securities, Commodity Contracts & Other Investments	0	0.0%	0	0.0%
Insurance Carriers & Related Activities; Funds, Trusts & Others	4	5.3%	12	4.9%
Real Estate, Rental & Leasing	1	1.3%	1	0.4%
Professional, Scientific & Tech Services	4	5.3%	17	6.9%
Legal Services	1	1.3%	1	0.4%
Management of Companies & Enterprises	0	0.0%	0	0.0%
Administrative & Support & Waste Management & Remediation	1	1.3%	2	0.8%
Educational Services	1	1.3%	3	1.2%
Health Care & Social Assistance	6	7.9%	29	11.8%
Arts, Entertainment & Recreation	1	1.3%	3	1.2%
Accommodation & Food Services	8	10.5%	29	11.8%
Accommodation	3	3.9%	7	2.8%
Food Services & Drinking Places	5	6.6%	22	8.9%
Other Services (except Public Administration)	16	21.1%	27	11.0%
Automotive Repair & Maintenance	6	7.9%	8	3.3%
Public Administration	6	7.9%	19	7.7%
Unclassified Establishments	3	3.9%	0	0.0%
Total	76	100.0%	246	100.0%

Source: ESRI, 2015

Market Area Demographics

Neighborhood Center (3 mi. Market Area)	2015	2020	% change
Population	1,563	1,651	6%
Households	681	723	6%
Families	440	465	6%
Median Age	43.2	43.2	0%
Median HH Income	\$42,288	\$47,257	12%
Town Center (6 mi. Market Area)			
Population	4,950	5,065	2%
Households	2,112	2,183	3%
Families	1,445	1,479	2%
Median Age	45.8	46.5	2%
Median HH Income	\$48,188	\$53,397	11%
Regional Center (15 mi. Market Area)			
Population	23,680	24,074	2%
Households	9,910	10,129	2%
Families	6,657	6,763	2%
Median Age	46.0	47.0	2%
Median HH Income	\$48,302	\$53,196	10%
Ex- Regional Area (30 mi. Market Area)			
Population	243,012	240,436	-1%
Households	99,783	98,892	-1%
Families	60,291	59,566	-1%
Median Age	42.1	42.8	2%
Median HH Income	\$47,150	\$52,949	12%

Source: ESRI, 2015

Although the demographic data suggest that nearby market areas are growing, the low population numbers present a challenge for business retention and new business development. The population figures certainly do not meet the minimum thresholds established by the ICSC for neighborhood, community, and regional shopping centers; however, an analysis of unmet demand in the market area suggests that opportunities exist for businesses on an individual basis.

**Unmet Demand/
Market Opportunity**

Market opportunity data provide an indication of the degree to which demand for various goods is being met within a market area (See Market Opportunity Table). It is measured by comparing retail expenditures (demand) to retail sales (supply) for various categories of goods and services. The numerical difference between expenditures and sales represents the *retail gap*, which is the amount of sales leaving the market area (the amount of money not being captured in the market area). The *leakage/surplus factor* measures the relationship between supply and demand and represents market opportunity. It is measured on a scale ranging from +100 to -100, where +100 is a total leakage and -100 is a total surplus.

Market Opportunity

Industry Group	3-Mile Market		6-Mile Market		15-Mile Market		30-Mile Market	
	Retail Gap	Leakage Surplus	Retail Gap	Leakage Surplus	Retail Gap	Leakage Surplus	Retail Gap	Leakage Surplus
Electronic Shopping & Mail-Order Houses	\$1,025,344	100.0	\$3,682,539	100.0	\$25,227,118	95.4	\$227,919,376	74.0
Shoe Stores	\$96,108	100.0	\$173,098	38.2	\$2,019,017	84.2	\$12,522,572	32.5
Specialty Food Stores	\$50,468	100.0	\$179,103	100.0	\$960,478	51.3	\$9,658,931	31.2
Jewelry, Luggage & Leather Goods Stores	\$54,497	100.0	\$176,127	100.0	\$1,322,794	100.0	\$8,682,860	27.7
Special Food Services	\$47,621	100.0	\$60,836	24.6	\$1,089,159	83.7	\$7,940,564	27.4
Florists	\$17,027	100.0	\$62,830	100.0	\$314,522	51.6	\$2,291,449	25.7
Other Motor Vehicle Dealers	\$107,916	100.0	-\$1,870,804	-66.9	-\$2,729,077	-29.7	\$10,057,756	20.8
Home Furnishings Stores	\$95,687	100.0	\$311,423	100.0	\$1,147,807	34.5	\$9,049,612	18.2
Health & Personal Care Stores	\$568,267	100.0	\$578,599	15.7	\$3,353,244	11.7	\$35,916,666	10.2
Limited-Service Eating Places	\$493,187	100.0	\$33,888	1.0	\$7,076,910	45.3	\$18,561,788	8.8
Electronics & Appliance Stores	\$261,513	100.0	\$878,218	100.0	\$5,951,355	88.0	\$12,571,001	8.5
Automobile Dealers	\$1,753,345	100.0	\$5,689,732	77.7	\$42,091,170	82.3	\$68,859,266	7.6
Beer, Wine & Liquor Stores	\$192,942	100.0	\$633,306	100.0	\$2,549,763	43.0	\$4,936,933	6.0
Furniture Stores	\$119,237	100.0	\$395,050	100.0	\$845,104	17.8	\$3,440,851	5.7
Department Stores Excluding Leased Depts.	\$615,645	100.0	\$2,096,531	100.0	\$11,312,821	66.1	\$13,419,076	5.2
Sporting Goods/Hobby/Musical Instr Stores	\$216,042	100.0	\$392,843	34.6	\$2,802,103	36.0	\$2,128,374	2.0
Office Supplies, Stationery & Gift Stores	\$83,977	100.0	\$243,357	68.9	\$1,407,564	53.5	-\$195,562	-0.5
Other Miscellaneous Store Retailers	\$176,304	100.0	\$483,261	51.2	\$1,513,798	17.2	-\$5,731,207	-5.4
Other General Merchandise Stores	\$810,492	100.0	\$2,719,436	87.6	\$19,455,225	94.0	-\$36,736,433	-8.9
Vending Machine Operators	\$27,623	100.0	\$97,729	100.0	\$501,360	61.1	-\$3,272,415	-21.9
Book, Periodical & Music Stores	\$61,094	100.0	\$199,273	100.0	\$942,746	57.8	-\$7,469,493	-26.1
Clothing Stores	\$341,126	59.3	\$1,296,581	81.8	\$9,414,406	83.8	\$69,663,444	35.5
Auto Parts, Accessories & Tire Stores	-\$23,678	-8.5	\$161,785	23.1	\$2,253,136	60.8	-\$4,945,699	-7.1
Grocery Stores	-\$465,115	-12.9	\$3,220,052	40.1	-\$24,263,977	-23.1	-\$3,808,479	-0.4
Full-Service Restaurants	-\$265,745	-21.9	-\$1,620,515	-34.1	-\$645,492	-2.8	-\$56,494,998	-17.3
Bldg Material & Supplies Dealers	-\$487,245	-46.4	\$88,363	4.4	\$3,582,739	33.3	\$2,421,412	1.7
Used Merchandise Stores	-\$107,731	-64.1	-\$62,528	-23.7	-\$346,922	-19.5	-\$5,066,505	-22.8
Drinking Places - Alcoholic Beverages	-\$267,670	-64.3	-\$352,852	-44.0	-\$597,220	-17.5	-\$8,234,642	-24.7
Gasoline Stations	-\$3,532,037	-65.2	-\$16,568,523	-70.2	-\$55,714,801	-52.5	-\$236,125,667	-32.0
Lawn & Garden Equip & Supply Stores	-\$217,632	-65.4	-\$453,815	-48.2	\$580,791	20.6	\$5,408,591	22.7
Direct Selling Establishments	-\$3,570,234	-90.6	-\$3,716,803	-73.1	-\$8,714,530	-48.5	\$2,392,631	2.8

Source: Esri, 2015

Unmet demand/market opportunity data - Estimates of retail sales begin with the benchmark, the 2002 and 2007 Census of Retail Trade from the US Census Bureau. Trends from the economic censuses are used to update the base along with Esri's extensive portfolio of demographic and business databases. These include commercial and government sources such as the Dun & Bradstreet business database and economic statistics from the Bureau of Labor Statistics. Supply estimates also incorporate data from the Census Bureau's Nonemployer Statistics Division. Smaller establishments without payrolls, such as self-employed individuals and unincorporated businesses, account for a small portion of overall sales. However, these businesses represent more than half of all retailers in the United States. Their inclusion completes the report of industry sales. Esri draws estimates of consumer spending from the Bureau of Labor Statistics' annual Consumer Expenditure Surveys, which provide consumer spending information for hundreds of goods and services by households, but not by source.

A *leakage* (positive number) appears where demand within the market area exceeds supply. It indicates that demand is not being met; that is, consumers must go outside of the market area to purchase that product or service and an opportunity exists to fulfill that demand within the market area. For example, if there were demand for a product that is not available in the 3-mile neighborhood market area, the leakage/surplus factor would be 100 (total leakage), meaning that consumers are traveling outside of the 3-mile market area to get that product. There could be an opportunity to capture this demand within the 3-mile area. The opportunity becomes greater if the leakage continues in the larger market areas. A *surplus* (negative number) appears where supply is higher than demand. This indicates that the market is being served and that consumers are being drawn in from areas outside of the market area to buy those goods and services.

Market opportunity data indicate that demand is being met (negative surplus numbers) across all four market areas for gasoline stations, drinking places, used merchandise stores, and full-service restaurants. Although auto parts stores, grocery stores, building material and supplies dealers, and land and garden equipment and supplies dealers show a surplus in the local 3-mile market area, there remains the potential to draw in more business from the surrounding areas where demand is not being met.

Market opportunity exists (positive leakage numbers) within the local 3-mile market area for every other industry group, led by automobile dealers and electronic shopping and mail-order houses, each having a leakage factor of 100 and a retail gap over one-million dollars. Expanding the view beyond the 3-mile market area, opportunities exist for clothing and shoe stores, department stores, electronics and appliance stores, health and personal care stores, limited service eating places, home furnishing stores, jewelry, luggage and leather goods, specialty food stores, and special food services.

Note that detailed market analyses for specific types of businesses, which would include factors such as competition, demographics, and physical site characteristics, would need to be conducted before any specific recommendations or business location decisions could be made.

Revitalization Goal

Enhance the Main Street Corridor and New Milford Borough's downtown setting.

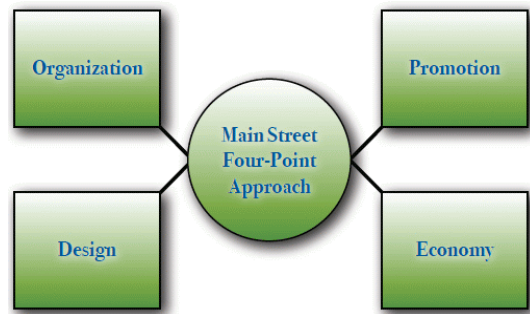
Main Street has great potential. It contains a mix of residential, retail and office uses housed in buildings - some historic - that exemplify the rural, small town character of the region. Physical improvements to Main Street can begin to restore the appeal of the downtown and, along with a marketing strategy aimed at I-81 travelers, attract new economic and social activity.

National Main Street Center

The Borough should consider working with the National Main Street Center which is a national organization committed to historic preservation-based community revitalization using education, outreach, hands-on training, online resources, facilitating connections and conferences. The Center has equipped more than 2,000 communities with an organizing framework to preserve and revitalize their traditional downtowns and commercial districts by using the Main Street Four Point Approach® (See following pages for details.)

The Main Street Four Point Approach®

As a unique preservation-based economic development tool, the **Main Street Four Point Approach®** is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride. The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort. Through education, training, case-studies, and peer-to-peer learning, the National Main Street Center can equip your community with the tools it needs for long-term, comprehensive, preservation-based community revitalization.



Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. The most effective Main Street programs get everyone working toward the same goal. With this level of collaboration, your Main Street program can provide effective, ongoing management and advocacy for your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion

Promotion takes many forms, but the goal is to create a positive image that will renew community pride and tell your Main Street story to the surrounding region. The techniques we teach, and the variety of tools at your disposal, will help to rekindle the vitality of your community. Promotions communicate your commercial district's unique characteristics, its cultural traditions, architecture, and history and activities to shoppers, investors, potential business and property owners, and visitors.

Design

Design means getting Main Street into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors while preserving a place's historic character. Successful Main Streets take advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Popular design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

Economic Restructuring

Through economic restructuring, we can show you how to strengthen your community's existing economic assets while diversifying its economic base. Successful communities accomplish this by evaluating how to retain and expand successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Many Main Street programs also achieve success through creative reuse of historic properties. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers while maintaining the community's historic character.

Source: National Main Street Center

The Eight Principles

The National Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a Main Street program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

Comprehensive

No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.

Incremental

Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.

Self-help

No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

Partnerships

Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

Identifying and capitalizing on existing assets

Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

Quality

Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

Change

Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

Implementation

To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation.

Source: National Main Street Center

FUTURE PLANNING POLICIES AND ACTIONS

Organization **Develop a volunteer-driven, community-based organization as the key foundation of the revitalization program.**

- Business Owner Interaction - Encourage business owners to meet each other and to have regular gatherings – perhaps at the Borough building – to socialize and to discuss business issues.
- Revitalization Committee - Form a business owner-driven Borough committee of business owners and residents that meets regularly to discuss revitalization actions and monitor progress.
- Business Association - Establish a New Milford Borough Business Association to collaborate on sales events and commercial corridor development efforts. It can encourage cooperation and communication and provide advice to businesses aspiring to renovate retail space, improve window displays, or expand their operations.
- Assistance - Seek assistance from existing organizations such as the Endless Mountains Business Association and the Central Bradford Progress Authority which serves Susquehanna County.

Funding **Seek funding to finance revitalization efforts.**

- Main Street Program - Apply for assistance from the Main Street Program which provides funding for a staff person to head the revitalization effort.
- Elm Street Program - Apply for assistance from the Elm Street Program which provides funding for improvements to neighborhoods surrounding the downtown business core.
- State Grant Programs - Apply for funding from state grant programs such as the Community Revitalization Program, Business in our Sites, Community Development Block Grants, and Economic Stimulus Package Technical Assistance Program.

Central Bradford Progress Authority - *The Progress Authority is an economic development organization serving Bradford and Susquehanna Counties, Pennsylvania. We focus on direct projects involving Industrial Development, Small Business Development, Business Financing, Public Infrastructure Development, Site Preparation, Marketing, and Workforce Development for the benefit of our community. The Progress Authority has worked to address business needs and expansion opportunities through advocacy, funding assistance, and project facilitation since 1993. We own and operate the One Progress Plaza building in downtown Towanda, PA. The Progress Authority provides economic development technical assistance to address the needs of business. Its staff of highly motivated professionals has established a track record of excellence in working with businesses. We have had great success in leveraging incentive grant programs with low-interest loan financing to provide attractive financing packages for business development projects, infrastructure upgrades and workforce development programs. (<http://www.cbprogress.org/>)*

- Federal Grant Programs - Apply for funding from federal grant programs including the Economic Development Administration's assistance programs.
- Staff/Cooperation - Hire a staff person to spearhead revitalization actions and consider working with other Susquehanna County Boroughs for staff support.

Promotion

Establish a branding scheme for the commercial corridor to use on signs and in advertisements for local sales and community events. The Borough currently lacks a cohesive identity, both as a community of businesses and as a place, without a logo or catchphrase. This conveys a lack of interest and investment in the community. By creating a branding scheme, the corridor will become distinguishable from its surroundings and recognizable as a place.

- Logo and Branding - Establish a community logo and branding scheme that focuses on the assets of the community by encouraging local artists to submit designs for possible logos and then surveying residents to choose the final logo.
- Street Elements - Include the branding scheme on physical street design elements. For example, large pole banners could be installed along Main Street and along Jackson Street to catch the attention of motorists entering from I-81.
- Sales and Advertising - Use the branding scheme on local sales and event advertising.
- Availability - Make materials for the branding scheme available on the Borough municipal website to be used on advertisements for the community and local businesses.
- Community Organizations - Encourage the community organizations and businesses to incorporate the community logo and branding scheme on their advertising media.
- Wayfinding Signs - Use wayfinding (directional) signs beginning on I-84 with PennDOT-approved signs to direct travelers to the Borough.

Physical Improvements

Improve the physical appearance of the Main Street Corridor to make it more appealing to residents and visitors. Main Street's building inventory has deteriorated in appearance due to a lack of property maintenance and low quality building and sign materials. The poor appearance of the structures and the lack of property maintenance contribute to the overall lack of cohesive design. By improving the visual appearance of the properties, as well aspects of urban design, the corridor will become more attractive to pedestrians and may encourage a higher volume of business customers to visit the businesses.

- Buildings - Improve building conditions and facade appearances along Main Street.
 - Consider adopting a reasonable property maintenance code to prevent buildings from deteriorating.

- Create design guidelines for building, landscaping, amenities and signs to ensure that improvements and new development are consistent with the community's character.
- Identify and document historic buildings along Main Street and in surrounding neighborhoods. Amend zoning regulations to permit adaptive reuse of these buildings as a means to preserve their historic integrity.
- Encourage businesses to screen garbage containers and heating and cooling units with fences or landscaping.
- Signs - Improve the quality and appearance of business signs.
 - Limit temporary and low-quality signs, including cardboard or paper signs posted on windows or business exteriors.
 - Prohibit neon signage, except on restaurants and bars, where the signage is traditionally used.
 - Encourage business owners to maintain clear windows to reduce clutter and allow pedestrians to see into the businesses.
 - Strengthen sign regulations in the zoning ordinance to limit the number and type of signs permitted on a lot, and enforce the regulations.

Pedestrians

Create a pedestrian friendly environment. Without complete and maintained sidewalks pedestrians will not feel welcome and safe on Main Street. Furthermore, with the dominance of the vehicles traveling down the street, pedestrians often feel safer staying in their cars and parking immediately in front of their destination, rather than enjoying the corridor as a whole. The addition of sidewalks, crosswalks, and pedestrian elements will entice both visitors and residents to explore Main Street and its businesses.

- Access and Circulation - Improve pedestrian access and circulation along Main Street.
 - Install new sidewalks, curbs and gutters on both sides of Main Street with curb cuts and crosswalks.
 - Maintain the visibility of crosswalks across Main Street and the intersecting streets by repainting/replacing pavement markings as necessary.
 - Require property owners along Main Street to clear sidewalk of snow and consider implementing fines for non-compliance.
- Streetscape - Introduce pedestrian elements to the streetscape to make it inviting to residents and business patrons.
 - Install benches along Main Street to provide pedestrians with a place to sit.



Streetscape - The visual elements of a street, including the road, adjoining buildings, sidewalks, street furniture, trees and green spaces, etc., that combine to form the street's character which if planned carefully can encourage use by pedestrians and promote business activity.

- Maintain existing street trees and install new trees to provide shade and aesthetic appeal and to screen utility poles and overhead wires.
- Install planters at appropriate locations along Main Street.
- Consider installation of street lamps along both sides of Main Street.
- Strengthen zoning and SALDO regulations to require landscaping treatments along the Main Street frontage and in parking areas for new development.
- Install trash receptacles, especially in front of eating and drinking establishments.
- Conduct a regularly scheduled clean-up of the streets, sidewalks and parking areas.

Traffic and Parking

Control traffic speed and improve vehicle circulation and parking availability along Main Street. Circulation and parking are very important aspects of a commercial corridor, especially in a corridor such as Main Street that is oriented to convenience retail and services. Customers expect to park close to their destination, but residents often park along the street for long periods.



Speed table with stamped, colored concrete

- Traffic Study - Conduct a detailed traffic study to examine the feasibility of installing traffic calming devices along Main Street and potential impacts. Such devices might include a traffic signal(s), bulb-outs, crosswalks, speed tables, improved signs, turning lanes and left turn bays.
- Access Management - Create an access management plan for Main Street to minimize new curb cuts along Main Street and correct areas with uncontrolled access..

Speed Tables are flat-topped speed humps often constructed with brick or other textured materials on the flat section. Speed tables are typically long enough for the entire wheelbase of a passenger car to rest on the flat section. Their long flat fields give speed tables higher design speeds than speed humps. The brick or other textured materials improve the appearance of speed tables, draw attention to them, and may enhance safety and speed-reduction. Speed tables are good for locations where low speeds are desired but a somewhat smooth ride is needed for larger vehicles. (<http://trafficalming.org>)

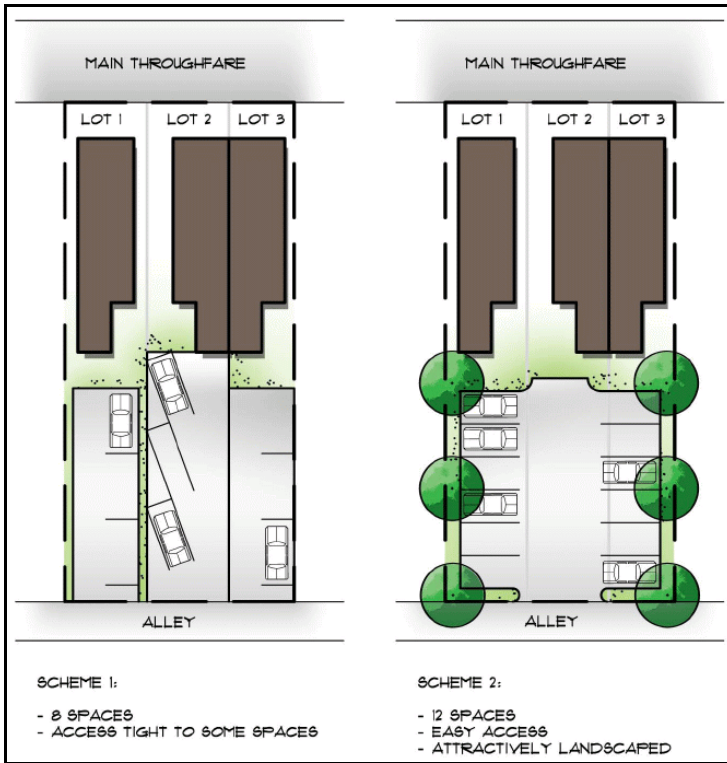
Bulbout or curb extension

Bulbouts or curb extensions extend the sidewalk or curb line into the street, reducing the street pavement width. Bulbouts calm traffic speeds and improve pedestrian crossings. They shorten crossing distances and reduce the time pedestrians are exposed to traffic. They also improve visibility for pedestrians and motorists.



Bulbouts placed at an intersection discourage motorists from parking in a crosswalk or from blocking a curb ramp. Motorists may travel more slowly at intersections or midblock locations with bulbouts depending upon how narrow the roadway becomes. Used in sequence, especially with landscaping, bulbouts tighten overly wide streets. The more restricted the street width becomes, the slower motorists tend to travel. Bulbouts also reduce turning speeds at intersections.

<http://www.ecocitycleveland.org>



- Parking - Maintain on-street parking for use of business patrons.
- Develop a parking plan to provide convenient and safe access for business customers and employees.
- Amend the zoning ordinance to require adequate off-street parking for any new dwellings or conversions to dwellings along Main Street.
- Encourage innovative solutions such as shared parking. (See illustration.)
- Adopt parking regulations which place time limits on on-street parking.
- Look for long-range parking solutions by identifying properties that are vacant, underutilized or deteriorating that could be acquired for municipal parking.

Economic Development

Increase economic activity and make Main Street an area destination by expanding retail, office, and entertainment offerings that will attract local residents and regional consumers and tourists. The business community in the Borough and region must take the lead role in economic development. The Borough can facilitate the process by participating with the business organization in planning, serving as the conduit for grant programs and making physical improvements, and updated ordinances to encourage business development.

- Business Retention - Connect exiting business owners with business resources such as the Central Bradford Progress Authority and the Small Business Administration for assistance with business management, marketing, and applications for loans.
- Marketing
 - Work with the Central Bradford Progress Authority and the Endless Mountains Business Association
 - Produce a business recruitment package that emphasizes the availability of low-cost retail and office space and disseminate to local and regional real estate and rental agencies.
 - Develop a business welcome package that informs of available start-up assistance available through local, state, and national programs, as well as necessary information such as local zoning, important contact information for community and business organizations, government agencies, and

commercial utility providers.

- Over time, transition recruitment materials to emphasize the revitalization of the corridor, and to brand it as an up-and-coming commercial space
- Community Events - Conduct community events at Midtown Park to attract area residents to Main Street. Examples are holiday festivals, street festivals (e.g., First Friday and/or Third Thursday festivals, etc.), a weekend farmers' market, arts and craft festivals, music festivals, etc. Advertise community events and special events held at local businesses on the radio and in local and regional newspapers.
- Hours of Operation - Encourage businesses to extend their hours on certain days to promote evening and weekend activity on Main Street.
- Welcome Center - Take full advantage of the Pennsylvania Welcome Center on I-81.
- Natural, Historic and Recreational Resources - Use the community's natural and historical features and recreational resources to attract tourists. For example, develop a historic walking/driving tour that highlights the unique resources found in the Borough.
- Tourist Attractions - Capitalize on area tourist attractions such as the Old Mill Village Museum, the Christmas Train, the Latter-Day Saints Historic Site and the National Guard Armory to draw visitors.



NEW MILFORD BOROUGH POPULATION	
U. S. Census; *American Community Survey	
Year	# Persons
1930	782
1940	807
1950	880
1960	1,129
1970	1,143
1980	1,040
1990	953
2000	878
2010	868
2013 ACS	884

KEY DEMOGRAPHIC OBSERVATIONS

Demographic Composition

The demographic composition of a community is affected by its geographic, physical and economic character. At the same time, the demographic composition is largely responsible for the manner in which a community develops and grows (or declines) in terms of demand for community facilities and services to meet the specific needs of the changing population. This can alter the very character of the community. Understanding the demographic character of a community and forecasting changes enables local officials to assess the need for additional or different types of public and private facilities and services required to meet the demands of the changing population.

The following sections report and evaluate New Milford Borough’s population, housing, education and economic trends. Data for the Blue Ridge School District municipalities, Susquehanna County, the County Seat, the Commonwealth and the United States is included in certain cases to provide comparisons.

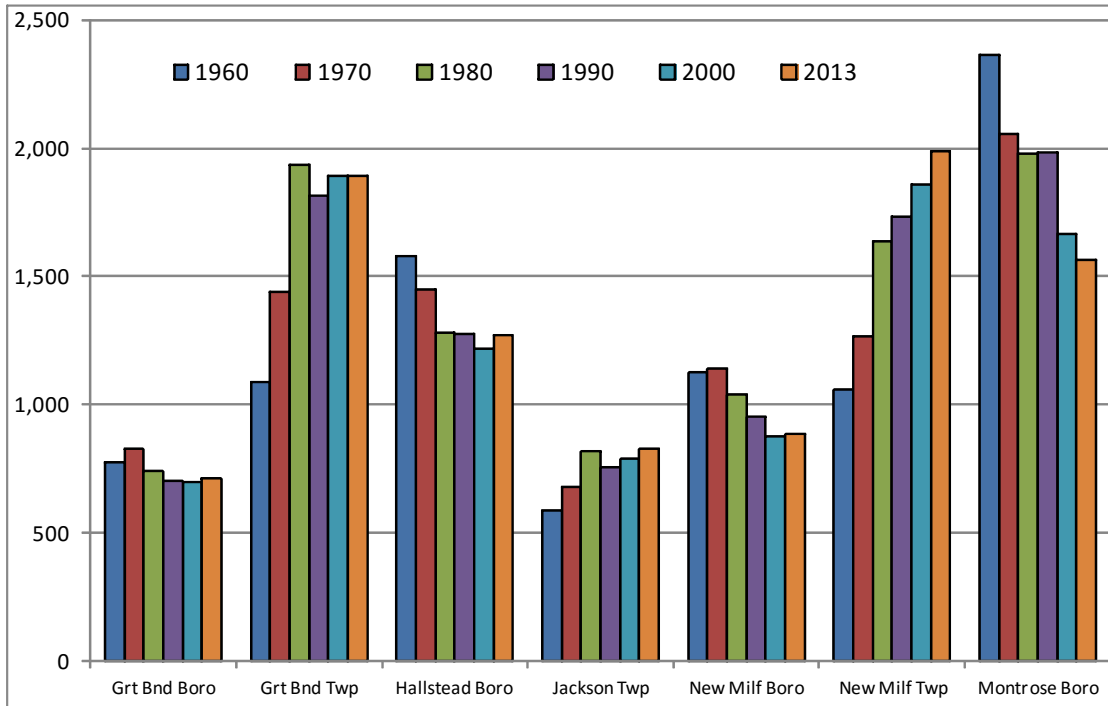
Population

Since 1930, the number of people living in New Milford Borough peaked in 1970 and declined steadily through 2010 with a small increase estimated by the U.S. Census Bureau in 2013. The population increases in the 1950s and 1960s may be related to the baby Boomers, employment growth in Broome County with large companies such as IBM, and the completion of Interstate 81.

Between 2000 and 2010, New Milford Borough’s population continued to decrease, while the population of the Blue Ridge School District and its other municipalities increased, with New Milford Township increasing at a rate of almost 10%. The Borough’s population was estimated to increase slightly to 884 in 2013 while all the other Blue Ridge municipalities and Susquehanna County decreased. In actual numbers, New Milford Borough lost and New Milford Township gained the most residents from 1980 through 2013 while the School District as a whole changed little.

POPULATION									
U. S. Census, American Community Survey									
	Total Persons					Percent Change			
	1980	1990	2000	2010	2013 ACS	80-90	90-00	00-10	10 -13
Great Bend Borough	740	704	700	734	713	-4.9	-0.6	4.9	-2.9
Great Bend Township	1,936	1,817	1,890	1,951	1,892	-6.1	4.0	3.2	-3.0
Hallstead Borough	1,280	1,274	1,216	1,304	1,270	-0.5	-4.6	7.2	-2.6
Jackson Township	819	757	788	853	829	-7.6	4.1	8.2	-2.8
New Milford Borough	1,040	953	878	868	884	-8.4	-7.9	-1.1	1.8
New Milford Township	1,637	1,731	1,859	2,040	1,986	5.7	7.4	9.7	-2.6
Blue Ridge School District	7,452	7236	7,331	7,750	7,574	-2.9	1.3	5.7	-2.3
Montrose Borough	1,980	1,982	1,664	1,617	1,564	0.1	-16.0	-2.8	-3.3
Susquehanna County	37,876	40,380	42,238	43,356	42,286	6.6	4.6	2.6	-2.5
Pennsylvania (1,000s)	11,864	11,882	12,281	12,702	12,774	0.2	3.4	3.4	0.6
United States (1,000s)	226,546	248,710	281,422	308,748	316,129	9.8	13.2	9.7	2.4

Population



THE REAL ISSUE IS: *How will the Borough manage growth in order to maintain the quality rural lifestyle?* This Comprehensive Plan is intended to answer that question and chart the Borough’s course for community change.

Population Forecast

Estimating a municipality’s future population is a good way to anticipate the changing demand for community facilities and services and to assess the demand for land and the effect on such community characteristics as open space and housing affordability. As noted earlier, the Census Bureau estimated for New Milford Borough a 2013 population of 884 or a three-year increase of 1.8%, which translates to a ten-year growth rate of 6%. The Population Projections Table presents three growth rate scenarios with the 15% rate, based on recent changes, probably over optimistic.

POPULATION PROJECTIONS NEW MILFORD BOROUGH			
2010 Census Population		868	
10-Year Rate	Projected Population		
	2015	2020	2030
5%	890	910	955
10%	910	955	1,050
15%	935	1,000	1,145

In any case, the Borough will remain a small, rural community over the long run. Even at the 10% growth rate, the Borough’s population would only increase to some 1,050 residents, well below the 1970 population of 1,143. The recent natural gas boom appears to have resulted in little population increase in the County and there is no indication of any pending changes in the area which would spur population growth. Should an area wide population increase occur, much of the growth would likely occur in the Townships where much vacant land for development.

American Community Survey 2009-2013 - The data in tables with the heading 09-13 ACS is from the American Community Survey 2009-2013. After the 2000 Census, the Census long form became the American Community Survey which collects long-form-type information throughout the decade. The ACS includes the basic short-form questions and detailed population and housing questions. ACS is a national, continuous survey to provide reliable and timely demographic, housing, social, and economic data every year.

Center for Rural Pennsylvania - Assistance with assembling Census and American Community Survey data was provided by Jonathan Johnson, Senior Policy Analyst, at the Center for Rural Pennsylvania.

POPULATION DENSITY U. S. Census 2010		
	Square Miles	Persons per Sq. Mile
Great Bend Borough	0.29	2,511
Great Bend Township	36.10	54
Hallstead Borough	0.42	3,123
Jackson Township	26.12	33
New Milford Borough	1.02	870
New Milford Township	44.81	46
Blue Ridge School District	108.76	71
Montrose Borough	1.27	1,269
Susquehanna County	823.4	53
Pennsylvania	44,743	284
US (sq mi 1,000s)	3,532	87

Population Density

Population density in the Blue Ridge School District varies widely as would be expected when comparing older more developed boroughs to rural townships. With a land area of one square mile, New Milford Borough’s population density of 870 persons per square mile is far lower than Great Bend Borough and Halstead Borough. Hallstead’s smaller land area and greater population results in the highest population density in Susquehanna County.

Even if the New Milford Borough’s population increases to the 2030 predicted population of 1,050 at the 10% growth rate, the population density will increase to some 1,030 persons per square mile. This is unlikely to result in any problems for the Borough to accommodate the higher density in terms of community facilities and services given that the population peaked at 1,143 in 1970.

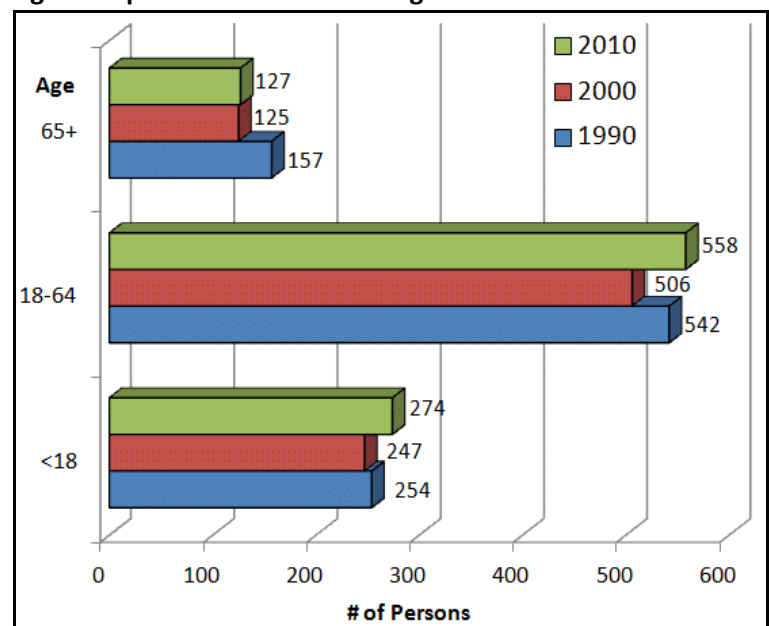
NEW MILFORD BOROUGH AGE GROUPS U. S. Census, American Community Survey			
Age	1990	2000	09-13 ACS
< 18 years #	254	247	274
%	26.7	28.1	28.6
18-64 #	542	506	558
%	56.8	57.7	58.2
65+ #	157	125	127
%	16.5	14.2	13.2

Age of Population

The age of a community's population is important in terms of the types of community facilities and services which must be provided. Many of the services which are age dependant are provided by public entities other than the Borough. For example, the number of children determines the size and type of educational facilities and services provided by the school district, while an aging population will require more social services from county and state agencies. An aging population might also influence the type of housing in a community, bringing about the construction of age-qualified and continuing care retirement communities.

09-13 ACS AGE OF POPULATION American Community Survey			
	Percent of Population		
	<18	18-64	65+
Great Bend Borough	12.8	61.4	25.8
Great Bend Township	22.3	66.9	10.9
Hallstead Borough	25.4	57.2	17.4
Jackson Township	24.6	56.8	18.6
New Milford Borough	28.6	58.2	13.2
New Milford Township	24.2	57.1	18.7
Montrose Borough	17.4	62.0	20.7
Susquehanna County	20.6	60.8	18.6
Pennsylvania	21.7	62.6	15.7
United States	23.7	62.9	13.4

Age Groups - New Milford Borough



MEDIAN AGE			
U. S. Census, American Community Survey			
	1990	2000	09-13 ACS
Great Bend Boro	36.1	41.0	52.9
Great Bend Twp	33.6	39.8	45.9
Hallstead Boro	34.8	39.0	39.1
Jackson Twp	35.8	45.2	44.4
New Milford Boro	35.7	36.0	38.5
New Milford Twp	34.4	38.2	42.6
Montrose Boro	40.4	39.0	46.3
Susquehanna Co	34.9	39.5	45.5
Pennsylvania	35.1	38.0	40.3
United States	32.8	35.3	37.3

The change in age structure in the Borough is not significant in terms of the need for additional or different Borough facilities and services. In addition, given the anticipated nominal increase in the total number of residents, a major change in the need for age-related facilities and service is not anticipated. The Borough’s younger population decreased in number between 1990 and 2000, but increased over the next ten years to 274. The population 18 - 64 years of age followed the same scenario with a 1990-2000 decrease in number and then an increase to 558 by the 2009-2013 ACS, and showing the greatest increase of the three groups. The number of seniors decreased between 1990 and 2000 and held steady of the next ten years. As reported by the 2009-2013 ACS, New Milford Borough had a higher proportion of children than the other Blue Ridge communities and the County, and a lower proportion of seniors except for Great Bend Township.

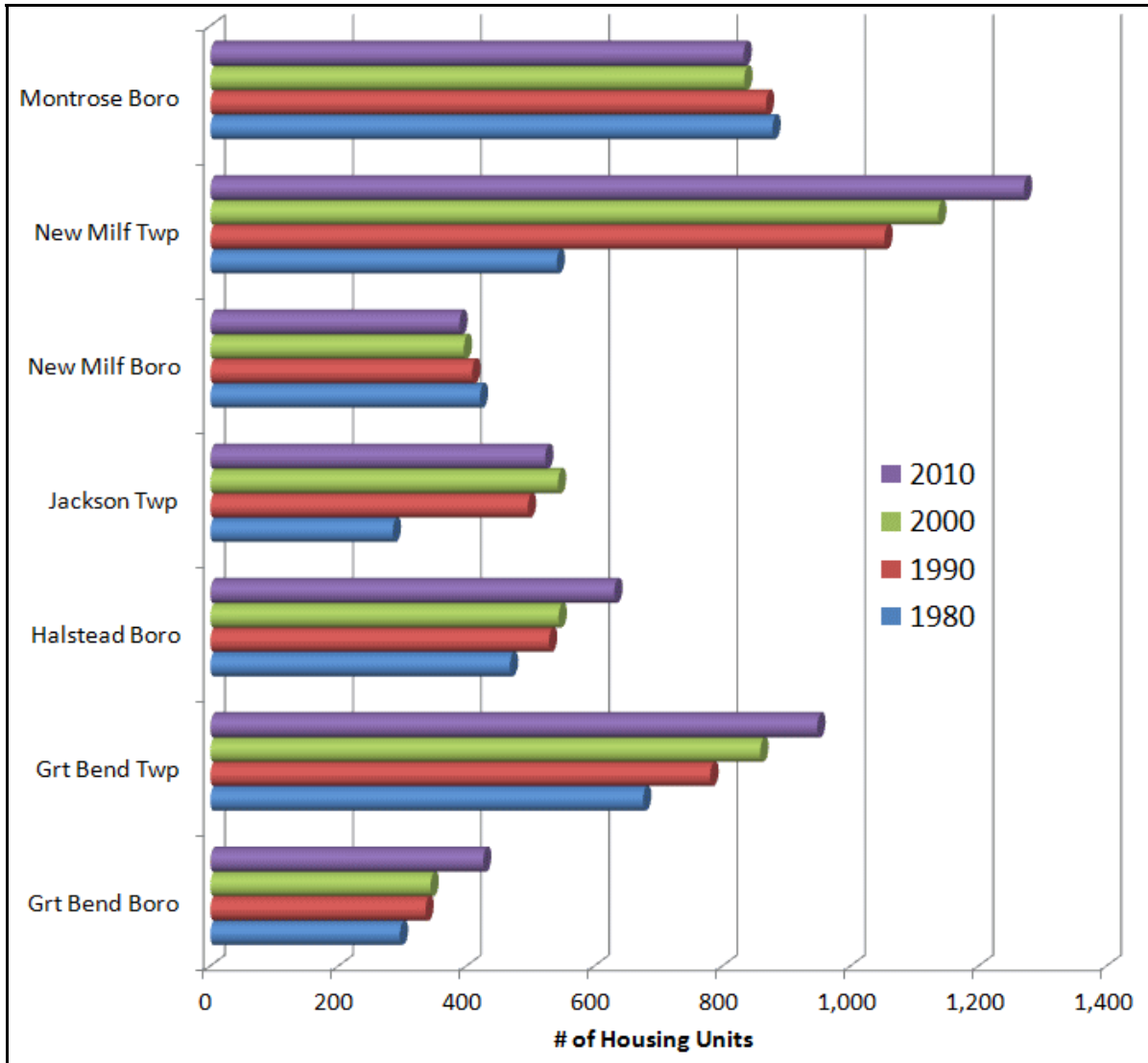
New Milford Borough’s median age increased from 35.7 in 1990 to 38.5 by the 2009-2013 ACS, the youngest of the Blue Ridge School District municipalities, and also younger than the Country and the Commonwealth. Clearly, the Borough’s population aged between 2000 and the 2009-2013 ACS due in large part to an increase in the 18 - 64 years of age group.

Housing Units

Over the past 30 years, the decade from 1980 to 1990 witnessed the greatest housing unit increase in the Blue Ridge School District, and as would be expected, the greatest increases occurred in the townships. Some 1,500 housing units were constructed in the district between 1980 and the 2010 Census. According the Census Bureau, the number of units in the Borough declined from 1980 to 2000 with an increase to 421 units in 2010. Given that few houses have been demolished, the decreases were likely a counting error.

HOUSING UNITS										HOUSING UNIT DENSITY	
U. S. Census, American Community Survey										Square Miles	Units/ Sq Mi
	Total Housing Units				1980-2010		2000-2010				
	1980	1990	2000	2010	#	%	#	%			
Great Bend Boro	296	336	344	426	130	43.9	82	23.8	0.3	1,420	
Great Bend Twp	676	781	859	948	272	40.2	89	10.4	36.1	26	
Hallstead Boro	468	529	544	631	163	34.8	87	16.0	0.4	1,578	
Jackson Twp	285	496	543	523	238	83.5	(20)	(3.7)	26.1	20	
New Milford Boro	421	409	396	421	0	0.0	25	6.3	1.0	389	
New Milford Twp	541	1,053	1,137	1,271	730	134.9	134	11.8	44.8	28	
Blue Ridge SD	2,687	3,604	3,823	4,220	1,533	57.1	397	10.4	108.7	39	
Montrose Boro	878	868	834	833	(45)	(5.1)	(1)	(0.1)	1.3	641	
Susquehanna Co	17,202	20,308	21,829	22,942	5,740	33.4	1,113	5.1	823.4	28	
PA (1,000s)	4,596	4,938	5,250	5,566	970	21.1	316	6.0	44,743	124	
US(1,000s)	88,411	102,264	115,905	132,058	43,647	49.4	16,153	13.9	3,532	37	

NOTE: Additional housing details are included in the *Housing Section*.



Housing Unit Density Housing unit density, as would be expected, follows the same pattern as population density, varying greatly based on municipal land area and the number of units. New Milford Borough’s housing unit density is much lower than the other two Blue Ridge boroughs and much higher than the townships. Although New Milford Borough is substantially larger than Great Bend and Hallstead Boroughs, its many steep slopes and floodplain have limited full development.

AVERAGE HOUSEHOLD SIZE			
U. S. Census, American Community Survey			
	# of Persons per Household		
	1990	2000	09-13 ACS
New Milford Boro	2.53	2.49	2.48
Susquehanna Co	2.69	2.53	2.46
Pennsylvania	2.57	2.48	2.58
United States	2.63	2.59	2.73

Household size in New Milford Borough and Susquehanna County has decreased since 1990, with only a slight decline in the Borough between 2000 and the 2009-2013 ACS. It also decreased in the Commonwealth and Country between 1990 and 2000, but increased over the next ten years. The number of households in the Borough increased from 352 in 2000 to 379 in the 2009-2013 ACS and the number of families decreased from 240 to 232.

Households

NEW MILFORD BOROUGH TYPES OF HOUSEHOLDS U. S. Census		
	Number	
	2000	2010
Total households	352	379
Families	240	232
with own children <18	117	103
Husband and wife family	171	165
with own children <18	74	62
Female householder only	55	42
with own children <18	34	28
Non-family households	112	147
Householder living alone	97	120
65 or older	51	39
Households with individuals <18	126	111
Households with individuals 65+	98	101
Average household size	2.49	2.29
Average family size	3.00	2.85

The number of families with children decreased from 117 to 103, clearly showing a key factor in the increase of the median age of the Borough. The number of households with individuals 65 years and older also decreased from 51 to 39, but did not offset the lower number of children. Declining average household and family size, and the age of population as discussed earlier, are clearly related to the decrease in the number of families with children.

HOUSEHOLDS are classified by type according to the sex of the householder and the presence of relatives. Two types of householders are distinguished: a family householder and a non-family householder. A family householder is a householder living with one or more individuals related to him or her by birth, marriage, or adoption. The householder and all people in the household related to him or her are family members. A non-family householder is a householder living alone or with non-relatives only. (U.S. Census Bureau.)

09/13 ACS EDUCATION LEVELS American Community Survey					
% Persons 25+ Years of Age	New Milf Bor		09-13 ACS		
	2000	09-13	County	PA	US
no high school diploma	17.6	6.7	11.0	11.3	14.0
high school diploma/GED	46.6	45.9	48.0	37.0	28.1
some college, no degree	16.5	20.8	16.1	16.5	21.2
associate degree	6.7	8.1	8.4	7.6	7.8
bachelor's or higher	12.6	18.5	16.5	27.5	28.8

The residents of New Milford Borough have attained higher levels of education since 2000, improving in all categories except *high school diploma/GED* which showed only a slight decline. The proportion of Borough residents with a high school diploma or GED is substantially higher than the Commonwealth and Country while the proportion of Borough residents with a bachelors degree or higher is somewhat lower.

INCOME U. S. Census, American Community Survey				
	2000	2000* Adjusted	09-13 ACS	% 00- 09-13 ACS
MEDIAN HOUSEHOLD INCOME				
New Milford Boro	\$31,012	\$41,965	\$47,813	13.9
Susquehanna Co	\$33,622	\$45,497	\$48,231	6.0
Pennsylvania	\$40,106	\$54,271	\$52,548	-3.2
United States	\$41,994	\$56,825	\$53,046	-6.7
PER CAPITA INCOME				
New Milford Boro	\$14,733	\$19,936	\$20,587	3.3
Susquehanna Co	\$16,435	\$22,240	\$24,477	10.1
Pennsylvania	\$20,880	\$28,254	\$28,502	0.9
United States	\$21,587	\$29,211	\$28,155	-3.6

*2000 Census adjusted to the 2009-2013 ACS per US Bureau of Labor Statistics Inflation Calculator.

Income

Median household income provides an indication of the economic status of the Borough when compared to the County, Commonwealth and Country. After adjustment for inflation, median household income in New Milford Borough increased by almost 14% between 2000 and the 2009-2013 ACS and per capita income increased by 3.3%. While the Borough and County increases were significant, median household income and per capita income still lag well behind the Commonwealth and Country. Many townships registered substantial increases to median household income, with an increase in Dimmock Township of 35% (from \$47,490 to \$64,286), and a

Higher Education

POVERTY RATE				
U.S. Census, American Community Survey				
	1980	1990	2000	09-13 ACS
number of persons				
New Milford Boro	107	103	120	85
percent of persons				
New Milford Boro	10.3	10.8	13.7	9.7
Susquehanna Co	12.9	12.1	12.3	12.9
Pennsylvania	10.5	11.1	11.0	13.3
United States	12.4	13.1	12.4	15.4

number increased over 25%. However, other municipalities in the County registered decreases. Is it possible that the natural gas boom has had a positive effect on income in Susquehanna County? It seems so, but the benefits are vary widely throughout the County. Many of the households in the County, and those with lower incomes in the Borough, are obviously feeling the effects of the sluggish economy and this is reflected in housing affordability as discussed in the *Housing Section*.

Poverty

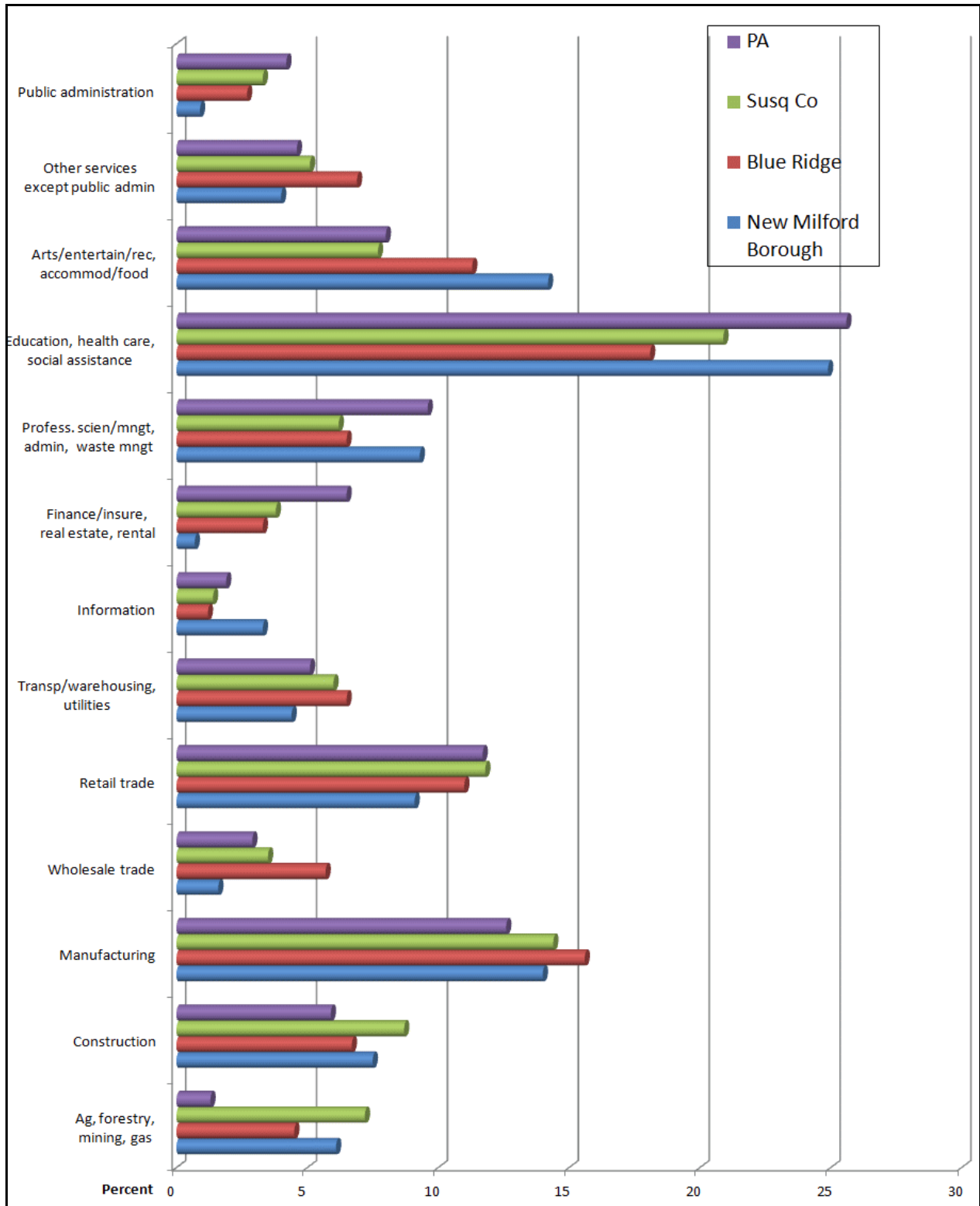
Poverty status is another indicator of a community’s economic well-being. The number of New Milford Borough residents below the poverty level increased to 120 in 2000, but decreased to 85 by the 2009-2013 ACS, with the ACS proportion below the County, Commonwealth and Country. Although the number decreased by 35 residents, the effects of struggling with poverty is no less real for the 85 residents of the Borough with very low incomes.

Employment

Working age residents of New Milford Borough are employed at a variety of activities reported by the Census as *industry of employment*. One-fourth of Borough working residents are employed in *educational services, health care and social assistance* which is somewhat higher than the Blue Ridge School District area and County, but on par with the Commonwealth. Employment in *agriculture, forestry and mining and gas extraction* is substantially higher in Susquehanna County and is significantly higher than in the Commonwealth, obviously related to the historic reliance on agriculture and forestry and the more recent importance of bluestone and gas extraction from the Marcellus shale.

EMPLOYMENT					
American Community Survey 2009-2013					
	New Milford Borough		Blue Ridge	Susq County	PA
# civilian employed persons 16 years +	429		3,463	19,381	
INDUSTRY	#	%	%	%	%
Agriculture, forestry, mining, and gas extraction	26	6.1	4.5	7.2	1.3
Construction	32	7.5	6.7	8.7	5.9
Manufacturing	60	14.0	15.6	14.4	12.6
Wholesale trade	7	1.6	5.7	3.5	2.9
Retail trade	39	9.1	11.0	11.8	11.7
Transportation and warehousing, and utilities	19	4.4	6.5	6.0	5.1
Information	14	3.3	1.2	1.4	1.9
Finance and insurance, and real estate and rental/leasing	3	0.7	3.3	3.8	6.5
Professional, scientific and management, and admin, and waste management	40	9.3	6.5	6.2	9.6
Educational services, and health care and social assistance	107	24.9	18.1	20.9	25.6
Arts, entertainment and recreation, and accommodation and food services	61	14.2	11.3	7.7	8.0
Other services except public administration	17	4.0	6.9	5.1	4.6
Public administration	4	0.9	2.7	3.3	4.2

Employment by Industry - 2009-2013



AVERAGE TRAVEL TIME TO WORK U. S. Census, American Community Survey			
	Minutes		
	1990	2000	09-13 ACS
Great Bend Borough	17.7	25.2	20.6
Great Bend Township	20.4	22.8	24.3
Hallstead Borough	19.4	14.9	25.5
Jackson Township	24.5	29.3	31.8
New Milford Borough	22.4	23.3	29.6
New Milford Township	24.5	29.7	28.9
Montrose Borough	14.1	15.5	15.7
Susquehanna County	22.2	27.1	27.0
Pennsylvania	21.6	24.4	25.9
United States	22.4	25.5	25.5

Manufacturing and arts, entertainment and recreation, and accommodation and food services are also important employers for Borough residents, with *entertainment . . .* somewhat higher in proportion than the Commonwealth.

LABOR FORCE AND UNEMPLOYMENT U.S. CENSUS, American Community Survey				
	2000		09-13 ACS	
	Labor Force**	Percent Unemployed	Labor Force*	Percent Unemployed
New Milford Boro	418	2.7	463	7.3
Susquehanna Co	19,945	2.6	21,211	8.6
PA (1,000s)	5,993	5.7	6,496	9.0
US (1,000s)	138,821	3.7	157,114	9.7

*Population 16 years and over in labor force.

Unemployment

The November 2014 unemployment for Susquehanna County and Pennsylvania were 4.3 and 5.1, respectively, each well below the 2009-2013 ACS rate. Although not reported by the PA Department of Labor and Industry for local municipalities, the November 2014 rate for the Borough is likely similar to the County. While lower than the ACS rate the 2014 rates remain higher than in 2000.

Travel Time to Work

The average travel time to work for Borough residents increased between 1990 and 2000, but decreased by the time of 2009-2013 American Community Survey. The data also show that many residents travel well beyond the local area to their place of employment, many to the greater Binghamton and greater Scranton areas.

PLANNING IMPLICATIONS

- The Borough’s relatively stable population over the past 30 years has enabled the Borough to focus on the maintenance of existing facilities and services.
- The availability of the central water supply and central sewage disposal system are key factors in the development of the Borough allowing higher density development. However, development was tempered by limitations of many steep slopes and floodplain.
- If the population of the Borough does increase, the increase will likely be nominal, again allowing for the focus to be maintenance of existing facilities and services while carefully considering expansions. However, this does not mean that the existing facilities and services are meeting resident needs.
- The proportions of the age groups in the Borough held fairly steady between 2000 and the 2009-2013 ACS, and this, coupled with only modest population increases, should not require any significant change in age-related services.
- While the Borough and median household income and per capita income have increased, each still lags well behind the County, Commonwealth and Country. The

Borough must carefully assess the cost of new or expanded services in terms of the effect on taxes.

- The vast majority of New Milford residents are employed outside of the Borough requiring relatively long commutes. The Borough will continue to work with area organizations to promote local business development.