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The Planning Process

The comprehensive plan update process integrated the elements of the comprehensive plan as required by the Pennsylvania Municipalities Planning Code (PAMPC) with selected principles of strategic planning.

The Plan meets the required MPC elements, but is not limited to these elements. Comprehensive plan elements included:

- A statement of goals and objectives and a plan for land use, housing, transportation, and community facilities and utilities.
- A statement of the interrelationship between plan elements.
- A discussion of short- and long-range implementation strategies.
- A statement indicating the relationship of the plan to planning in surrounding municipalities.
- A statement indicating that the existing and proposed development is generally consistent with the objectives of the County Comprehensive Plan.

The Phase 1 activities led to the development of the Background Profiles for demographics and socioeconomics, land use and housing, natural resources and environmental features, transportation, wastewater and water utilities, and community services and facilities.

Synthesizing the information collected in Phase 1 was the focus of Phase 2. A community dialogue and survey led to a vision statement and community goals and objectives. Developing the Technical Analysis and the Action Plan was to explore the means to attain these goals and objectives. Strategies were organized into three initiatives: physical development (integration of future land use, transportation, economic development and utilities), community services and facilities, and recreation.

These strategies were compiled into the Comprehensive Plan's Policy Plan. The Action Plan of each initiative creates a sound program for implementation of the strategies. The program factored in time commitments, budget constraints, staff requirements, service delivery programs, and community priorities.

Statement of Community Goals and Objectives Lower Allen Township Comprehensive Plan Update

Vision Statement

Lower Allen Township will be an excellent place for living, working, raising a family, and retiring. Lower Allen Township residents will be proud of their neighborhoods and community.

Land Use

Future Land Use Plan Goal: Lower Allen Township will develop a land use plan that will meet the land use needs of current and future residents. These needs will be met through a planned mix of nonresidential and residential land use categories.

Objectives to meet the goal:

- To provide a smooth transition between residential neighborhoods and business centers (industrial, commercial, office, and mixed uses).
- To identify areas for residential, non-residential, and a mixture of uses.
 - To continue to plan for a range of nonresidential uses, including commercial, industrial, office, governmental, and institutional, with flexibility built into the plan to provide for the convenient reuse of land and buildings.
 - To continue to plan for a wide range of residential dwelling types at various values, including areas for single-family and multi-family developments.
 - To provide areas that may accommodate a mixture of compatible uses, including residential with office and small commercial establishments.
- To plan pedestrian connections to neighborhoods, business areas, and commercial and government centers, with the removal or lessening of existing access barriers, where possible.

Land Use Location Goal: Lower Allen Township will identify appropriate locations for new development and redevelopment based on existing development patterns, existing and proposed infrastructure locations, and physical constraints.

Objectives to meet the goal:

- To locate new development south of the Pennsylvania Turnpike (I-76) and between the Lisburn Road Corridor and the Yellow Breeches Creek.
- To target areas for redevelopment, such as unused or underutilized industrial or commercial land, land within close proximity to major transportation projects, or vacant lots within built up areas.
- To resolve current land use inconsistencies by either reclassifying land use areas or transitioning to a more compatible land use classification.

Development Design Goal: Lower Allen Township will encourage a broad range of modern standards and styles for development and redevelopment.

Objectives to meet the goal:

- To require in new developments and retrofit in existing developments, where possible, pedestrian and bicycle connections to adjacent areas and existing development.
- To maintain or improve the value of existing developments.
- To encourage the restoration of forested (riparian) buffers, wildlife corridors, and natural features
- To design new developments to maintain the integrity of existing rural areas through low impact development techniques and the conservation of the natural setting of the land during and after development.
- To develop design standards for nonresidential development and redevelopment that includes but is not limited to standards for common landscaping, signage, lighting, streetscaping, buffering/screening, on-site infrastructure, street access, and water recharge.
- To develop design standards or guidelines for mixed-use developments and redevelopment areas that would provide consistency and compatibility for the mix of residential/nonresidential uses.
- To identify redevelopment areas as special areas that might need special requirements, such as but not limited to removing regulatory barriers that would preclude redevelopment and providing incentives to encourage redevelopment.

Infrastructure Connection Goal: Lower Allen Township needs to ensure that adequate infrastructure – e.g., sewer, water, transportation facilities, stormwater management areas, and communication and telecommunication networks are available to existing and future development.

Housing

Existing Housing Goal: Lower Allen Township will continue to enhance the quality of older homes and neighborhoods

Objectives to meet the goal:

- Recognize that many of these neighborhoods meet the needs of “first-time” homebuyers and small households.
- Preserve the full range of housing styles in existing developments.

Housing Choice in New Developments Goal: Lower Allen Township will continue to broaden the housing choices for its current and future residents.

Objectives to meet the goal:

- Introduce “smart growth” ideas, such as open space residential subdivisions (clustered homes), traditional neighborhood developments, home/work environments, and transit-oriented development (if CorridorOne develops).
- Provide incentives to integrate, rather than segregate, various styles, sizes, and values of compatible houses in neighborhoods. Develop a listing of design guidelines to ensure compatibility of units.
- Continue to allow a full range of housing styles in new developments.

Special Housing Needs Goal: Lower Allen Township is cognizant that a significant proportion of its population by the year 2010 will be of retirement age and that this population may require specialized housing choices.

Objectives to meet the goal:

- Continue to work with the Township’s senior housing facilities and the Cumberland County Department of Aging to determine if the Township’s senior housing need is being met.
- Review Township land use ordinances to determine if there are any barriers that might prevent the development of single family housing units to meet the needs of older adults, such as smaller lots/setbacks, in-law quarters, single-family condominiums, etc.
- Encourage the development of neighborhoods that will provide housing opportunities for older adults to live in diverse communities as another choice to moving into a retirement community.

Historic Preservation

Historic Preservation Goal: Lower Allen Township will develop a program to preserve historic resources.

Objectives to meet the goal:

- To identify historic resources, including buildings, structures, and landmarks.
- To develop a package of incentives for the reuse of historic structures, rather than demolition.
- To encourage landowners to register historic properties on National, State and County registries.
- To explore other techniques for historic preservation.

Environment

Environmental Management Goal: Lower Allen Township recognizes its unique environmental setting and will take measures to manage this setting.

Objectives to meet the goal:

- To protect and preserve the Township's surface waters.
- To manage land development impact on water resources, through the application of appropriate impervious coverage limits, infiltration rates, and conservation techniques and/or vegetative enhancements and reforestation to match the underlying conditions of the drainage basin and specific site.
- To retain up-to-date floodplain information and respect the impact of development of floodplain areas.
- To respect the Township's underlying karst (limestone) geology and potential for hazards during and after development by identifying known sinkholes and closed depressions during subdivision and land development activities.
- To conserve the Township's groundwater resources by providing public water or limiting development in locations with poor aquifers.
- To continue to limit construction on steeper slopes unless special construction techniques are used to mitigate impacts.
- To continue to address stormwater problem areas and to ensure new development does not create new problems.
- To manage forest resources through timbering plans and limiting the removal of resources on stream banks that provide protection from runoff and erosion.

- To use the environmental limitations map as a tool to site various types of land use categories with a respect for the natural environment.

Public Education Goal: Lower Allen Township will continue to work with environmental groups, such as the Yellow Breeches Watershed Association, to promote the environmental education and awareness of its citizens.

Economy

Employment Goal: Lower Allen Township will continue to provide a broad range of employment opportunities for its residents.

Objectives to meet the goal:

- To continue to attract business to the area through requiring quality development, providing a high-level and quality of public services, and improving and expediting the land development process.
- To provide opportunities for existing business to grow within the Township rather than to move out of the Township.
- To promote Lower Allen Township as an ideal place to do business.
- To attract businesses that provide higher paying jobs, such as managerial and service class jobs.
- To provide incentives for the reuse of vacant office, commercial, and industrial businesses and for the redevelopment of targeted areas.

Economic Development Goal: Lower Allen Township will give high priority to economic development efforts.

Objectives to meet the goal:

- To ensure that the Township or other organization has the staffing to lead an economic development program.
- To focus economic development strategies on lead industry sectors in the County, professional, management and administration and education, health and social services and to place less emphases on agriculture, mining, construction, and manufacturing.
- To focus economic development strategies on the attraction of industries that pay the highest wages and are growing in employment (see the economic profile).
- To continue to monitor the industry trends to identify emerging leaders and industries lagging behind.

Commerce Goal: Lower Allen Township will continue to be a major commerce center for the West Shore region.

Objectives to meet the goal:

- To encourage the continued modernization of retail establishments.
- To maximize the economic development potential contiguous to the new Route 15 interchange.

Fiscal Goal: Lower Allen Township will continue to keep taxes in balance with the public services provided.

Objectives to meet the goal:

- To continue to apply for grants from government and nongovernmental sources to fund projects and special activities.
- To continue to work in partnership with other communities to reduce the cost of services and equipment.
- To continue to budget on an annual basis for both the governmental and capital budgets.
- To continue to pay down debt.

Community Facilities

Facilities Goals: Lower Allen Township Municipal Offices will meet the workspace, filing, meeting space, and office needs for administrative services, community development services, community and human resource services, public safety/police department, Lower Allen Township fire station 1 and emergency medical services.

Objectives to meet the goal:

- To resolve space needs of the administrative and community development services, including the following spaces: to review and manage development plans, for record keeping, for new staff, for customer service, and for meetings.
- To resolve space needs for public safety and the police department, including the following space needs: secure storage for records, evidence, and armory; public education information, joint training and conferencing, police officer work stations, and lunch room.

- To resolve space needs for community and human resources, including the following space needs: on-site training, work center for part-time/interns, and record keeping.
- To resolve space needs for fire station #1, including the following space needs: building height restrictions for fire fighting equipment, training room and officers' room.
- To address location difficulties for emergency services response time, related to the at-grade railroad crossing and flood-prone areas under the railroad bridge.
- To move the emergency medical services into the same building as other emergency service providers.
- To provide an additional salt storage shed at the public works facility.

Community Meeting Space Goal: Lower Allen Township will provide adequate public space for community meetings and events.

- To provide sufficient space for a variety of community activities to be used by the public in general and community groups.
- To provide space in an easily accessible location, preferably centralized in the Township.
- To, where possible, provide vehicular and pedestrian access to the facility.

Equipment and Vehicle Goals: Lower Allen Township will retain modern equipment and fleet through scheduled maintenance, management and replacement.

Objectives to meet the goal:

- To address current issues with traffic signals and manage new traffic signals, particularly when the new Route 15 Interchange is constructed.
- To continue to operate and manage the Township fleet to meet professional maintenance standards.
- To continue to evaluate and maintain the five-year Capital Budget and the Equipment Replacement Schedule.

Service Goals: Lower Allen Township will address current and future administrative, finance, public safety, community and human resource and community development service issues.

Objectives to meet the goal:

- To address administrative issues, including cross-certify staff with emergency service staff, provide services at a reasonable cost, and deal with changing state policy.
- To address finance issues, including better communicating the benefits of government services to the public and exploring the best programs and organization for economic development.
- To address public safety issues, including ensuring records security, moving to County central processing, and improving communication between all emergency service providers. Specific issues for different emergency services:
 - To address police department issues, including providing sufficient number of officers to meet rising demands and providing sufficient number of community service officers.
 - To address emergency medical services issues, including providing a permanent location for the service, resolving communication problems, addressing the increasing senior population, continuing to maintain funding through ambulance memberships and the general budget, and supporting efforts on state-wide issues.
 - To address fire services issues, including providing better response rates to the central part of the Township; addressing parking policy in older neighborhoods; responding to fire calls on roads, buildings and driveways built on steep slopes; increasing fire insurance ratings; attracting more volunteers; and continuing support of the Township.
 - To address emergency management agency issues, including coordination on TMI evacuation routes, coordination on the commuter rail system, coordination of traffic management region wide, need for open lines of communication with the Norfolk Southern Railroad, time constraints on staff to attend training, and the ability to keep up to date on and budgeting for new regulations on preparedness and planning following 9/11.
- To address community and human resources issues, including gaining a better understanding of community expectations for recreation, getting the community involved, staffing for grant writing, and meeting State recycling program requirements.
- To address community development department issues, including issues in codes enforcement, public works, and engineering.
 - To address codes enforcement issues, including reducing turn-around time for obtaining permits, exploring benefits of moving to proactive codes enforcement, updating in-house GIS,

developing other communication mechanisms and meeting staff certification requirements for the building code enforcement program.

- To address public works issues, including providing adequate staffing for the level of service; obtaining accreditation by the American Public Works Association; developing sign replacement, pavement maintenance and storm drain replacement programs; and continuing to use regional purchasing programs.
- To address engineering issues, including developing methods for consistency in right-of-way management and improving communications with contractors.

Recreation Administration Goal: Lower Allen Township will continue to operate the Township’s recreation and parks system effectively and efficiently through volunteer and staff leadership.

Objectives to meet the goal:

- To develop cooperative partnerships with citizens, groups and businesses; strengthen communication and relationships and encourage volunteer involvement to improve parks and recreation opportunities for citizens.
- To build community awareness of the value of recreation opportunities as important factors in improving the quality of life of citizens, by increasing public knowledge of and encouraging the public’s use of park areas, recreation facilities and recreation programs.
- To identify the staffing structure needed to effectively administer the current recreation and park facilities, programs and services.

Park Land and Recreation Facilities Goal: Lower Allen Township will enhance existing park areas and recreation facilities and set aside adequate parcels of land for future park development.

Objectives to meet the goal:

- To consider the development of new facilities within parks for self-directed recreation opportunities such as fishing, in-line skating and mountain biking.
- To initiate park master site development plans for Lower Allen Community Park and the undeveloped park areas.
- To strive to meet the current Cumberland County Open Space Plan parkland and open space acreage standards through the acquisition of parkland and the development of new facilities.

- To investigate the need for indoor recreation facilities.
- To determine the priorities for improvements to neighborhood and community parks.

Recreation Programs Goal: Year-round recreation programs and opportunities will be strengthened at Township-owned park areas and recreation facilities.

Objectives to meet the goal:

- To determine the Township's role in recreation programming and offer the public a balanced schedule of recreation programs, in cooperation with the West Shore Recreation Commission and other recreation providers, to limit duplication of effort.
 - To explore the development of Township-sponsored outdoor recreation and environmental education programming.
 - To work with and encourage the West Shore Recreation Commission to undertake a comprehensive needs assessment and evaluation of community recreation interests.
- To enhance and expand special event programming through increased partnerships.

Park Maintenance and Security Goal: Lower Allen Township will continue to ensure that park areas and recreation facilities are well-maintained, and safe, secure and accessible to all visitors, at the most economical cost.

- To provide park areas and recreation facilities that meet all accessibility guidelines, including accessible pathway routes from parking areas to facilities.
- To provide an attractive, enjoyable and safe environment for visitors through effective maintenance practices.
- To plan all park improvements to minimize vandalism, allow oversight of facilities and increase security for visitors.

Finances Goal: Adequate financing will be secured to support the maintenance, development and future acquisition of park areas and recreation facilities, and the operation of recreation programs.

Objectives to meet the goal:

- To identify potential sources of funding to improve parks and recreation opportunities.

Open Space, Greenways and Trails Goal: Significant cultural and historic resources and sensitive natural resources will be protected against encroachment by development and a system of greenways and trails will be established.

- To provide public access to the Yellow Breeches Creek and get involved in regional initiatives for the development of a water trail.
- To identify and preserve natural areas and open space throughout the Township.
- To work to connect schools, neighborhoods, parks, recreation facilities and other services and community destinations with a trail system.

Library Goal: Lower Allen Township will continue to support the Cumberland County Library System and its affiliated libraries.

School Facilities Goal: Lower Allen Township will keep open lines of communication with the West Shore School District, Mechanicsburg School District, and Trinity High School and other private educational facilities.

Utilities

Utilities Goal: Lower Allen Township will work with utility providers to ensure utilities are meeting community needs in existing and future developments.

Objectives to meet the goal:

- To update the Township's Act 537, Sewage Facilities Plan, following the completion of the Comprehensive Plan Update, with particular emphasis on planning for services consistent with the Future Land Use Plan.
- To work with public water service providers on completion of plans to provide public water to developing areas in accordance with the Future Land Use Plan.
- To encourage communication service providers to supply the latest communications, internet and voice data technology throughout Lower Allen Township.

Transportation

Safety Goal: Lower Allen Township will continue to work toward creating and maintaining a safe transportation network.

Objectives to meet the goal:

- To continue to maintain and improve signalized and non-signalized traffic intersections.
- To continue to address sight-distance hindrances.
- To identify high accident locations for possible correction.
- To work with adjacent municipalities on common safety issues such as inconsistent roadway widths, paving, and design.
- To address safety concerns regarding the interface between different modes of transportation on the network (e.g., automobiles, trucks, bicycles, buses, trains, pedestrians).
- To update roadway design criteria, with an emphasis on safety.
- To address stormwater problems that have the potential to cause unsafe conditions on roadways.
- To continue to explore a reverse 911 system to alert communities regarding emergencies, including roadway emergencies.

Efficiency Goal: Lower Allen Township continues to have an efficient transportation network.

Objectives to meet the goal:

- To improve traffic flow through the coordination of traffic signals.
- To be a part of the proposed Pennsylvania Department of Transportation (PennDOT) Incident Management Center.
- To develop better communication and coordination with the railroad service provider and remove access impediments, if possible.
- To pursue ways to improve the capacity within the existing network through cooperation with PennDOT, adjacent municipalities, and public/private partnerships.
- To assess the need for new, or removal of existing, roadways to improve efficiency.
- To assess the functional classification of roadways to determine if the roadways operation is consistent with functional-level or if modifications to the classification system are necessary, particularly in the location of roadway network improvements and/or changes.

Coordination Goal: Lower Allen Township will continue to work with and coordinate with PennDOT and the Harrisburg Area Transportation Study (HATS)¹ on every aspect of special transportation projects

¹ The Harrisburg Area Transportation Study (HATS) is the Metropolitan Planning Organization (MPO) for the Harrisburg Area and is charged with the development of the regional transportation-planning program.

Objectives to meet the goal:

- To address the following specific objectives for the US 15 / PA 581 Interchange at Zimmerman and Hartzdale Drives.
 - To transfer parts of Zimmerman Drive and Hartzdale Drive to the State Highway System.
 - To plan the local network based on the new Route 15 interchange.
 - To work with PennDOT on the mitigation of lighting impact from the interchange onto surrounding neighborhoods.
 - To work with PennDOT to assess the possibility of providing direct access from the Lisburn Road Corridor to the new interchange with grade separation over the railroad.
 - To manage access from the interchange area into lands suitable for development or redevelopment, including any potential for CorridorOne²
- To address the following specific objective for the Rossmoyne Road / Wesley Drive Corridor.
 - To receive funding for a corridor study to focus on congestion relief, capacity improvement, and a coordinated plan for land use.
 - To work with surrounding municipalities on the development of the project.
- To monitor progress of the I-83 Master Plan projects.
- To develop a listing of project improvements needed at the Slate Hill Road / Route 15 Interchange and seek PennDOT and HATS support when appropriate

Statement of the Plan's Relationship Between Planning Elements

Cross-references throughout the plan tie the strategies and initiatives together. These references are too numerous to list; however, the following statements provide a brief listing of the type of relationships that are integrated throughout the policy and action plan.

- ❑ In general, the connection between land use and the development of infrastructure is of primary importance to the region's efforts to manage growth.
- ❑ The implementation of the future transportation network strategy and transportation corridor studies strategy with the future land use scenario will focus the majority of infrastructure dollars where new activities are planned and needed.
- ❑ The opportunity sites strategies outlines the integration of various transportation, land use, utilities and partnerships.

² Specific plans for CorridorOne would not be a part of this planning process.

- ❑ The special design consideration strategies serve to help protect environmental features and to bring new housing types and communities to the Township.
- ❑ The Recreation initiative increases the full complement of recreation facilities and programs for Township citizens.
- ❑ The Community Services initiative includes strategies that will meet the demands for administrative, public works and emergency services as the community changes over the next decade.

Statement of the Plan's Relationship to the County and Contiguous Municipalities

Cumberland County adopted their comprehensive plan in October 2003. The County is divided into three regions. Lower Allen is part of the eastern region. The Lower Allen Township Plan meets the following County priority land use objectives: update comprehensive plans for consistency with the County Plan, promote consistent land use regulations (next step – implementation), provide technical assistance to municipalities (the County staff attended workshops and provided map files), and coordinate land use patterns along municipal borders (see municipal consistency review).

The Plan is consistent with the County Plan. Techniques suggested by the County and applied in the Lower Allen Township Plan for the eastern region include the following: brownfield development (Old Gettysburg Road Corridor), regulations to protect natural features and cluster development (conservation subdivision recommendations), transit-oriented development (principles provided for transit areas shown on mapping), mixed-use areas (designated as opportunity sites and on the future land use map), pedestrian-oriented development (discussed as part of design elements and trails network), and smart growth concepts (demonstrated throughout the plan).

Others ideas promoted in the County Plan are addressed in the Lower Allen Plan. New and expanded industrial and business areas are shown on the future land use map and described in concept plans for opportunity site locations. Commercial activities are centered around the new interchange area; a special commercial area is designated for the Old Gettysburg Road Corridor; mix-use redevelopment is proposed for the Hummel Avenue, State Street, Old Gettysburg Road Corridor; and neighborhood commercial is proposed for a traditional neighborhood development (TND) that would become the gateway to the rural living area. A wide range of housing types exists in the Township. This range is expanded with the integration of the TND and conservation subdivision concepts. The plan includes the greenway corridor proposed by the County along the Yellow Breeches Creek. Economic development strategies expand on these ideas. A major component of the plan is a comprehensive recreation study. The Plan departs from the County's future land use plan by depicting an opportunity site for industrial and commercial activity on prison land if and when it would become

available. If this moves forward, it should be addressed in subsequent County Planning documents.

The Policy and Action Plan sets forth strategies that have the potential to affect adjoining municipalities. The majority of these strategies are related to land use. For this reason, it is necessary not only to provide the opportunity for the contiguous municipalities to review the Plan, but also to complete a consistency review.

The table on the following pages describes consistency with the Township's contiguous municipalities.

Contiguous Municipalities	Consistency Statements		
	Existing Land Use	Planned Changes/Zoning	Consistency
Camp Hill Borough	Even though Camp Hill Borough is contiguous to the Township, the land use that separates the two municipalities is a rail corridor. Existing land use in both municipalities on either side of the corridor are nonresidential (commercial and industrial)	Camp Hill recently completed a zoning ordinance change	The Plan designates the area in Lower Allen Township as mixed use non-residential; however, has put actual details on hold until transportation impediments are addressed with Lemoyne and Camp Hill at the 17th Street Bridge. The Borough is expected to be a partner in this effort with consistency being a top priority.
Lemoyne Borough	I-83 and the Norfolk Southern rail line forms a significant barrier between the Lemoyne and Lower Allen. Lower Allen land uses area predominately residential; whereas, Lemoyne uses are commercial.	Zoning and planned development is consistent with the existing land uses.	The existing conditions are expected to continue with no significant changes from the Lower Allen perspective. The shared corridor along Hummel Avenue is expected to change over time to a mixed use non-residential environment; however actual details are on hold until transportation impediments are addressed with Lemoyne and Camp Hill at the 17th Street Bridge.
New Cumberland Borough	New Cumberland Borough existing residential neighborhoods surround the residential developments of Beacon Hill.	This area is built out and of a quality that would not change. Zoning supports the residential character.	The Plan is consistent.
Mechanicsburg Borough	Low density residential	No changes in zoning or proposed development contiguous to Lower Allen.	The Plan is consistent. Residential land uses in both municipalities
Shiremanstown Borough	Shiremanstown Borough is a small predominately residential community. Lower Allen Township borders it on three sides. Land uses abutting the Borough in the Township include commercial activities on Simpson Ferry Road and predominately residential in the other border areas.	No changes in zoning or proposed development contiguous to Lower Allen.	The Plan proposes higher density residential in an open field next to the Borough's western border on Simpson Ferry Road; however, this does not represent a change to existing zoning. The Township would buffer all parking facilities and provide buffers to separate the intensity of uses. Coordination with the Borough would be essential at the time of land development.

Contiguous Municipalities	Consistency Statements		
	Existing Land Use	Planned Changes/Zoning	Consistency
Hampden Township	Hampden Township's border with Lower Allen Township is located along Simpson Ferry Road; as such, they share this commercial corridor. Existing land uses on both sides of the corridor are predominately retail office, with the exception of several tank farms for gasoline companies between Shiremanstown and Wesley Drive.	Zoning and planned development is consistent with the existing land uses.	The Plan proposes higher density residential in an open field on Simpson Ferry Road; however, buffering at the frontage would be appropriate on this lot to screen activities occurring on the north side of the roadway.
Upper Allen Township	Upper Allen Township shares nearly its whole western border with Upper Allen Township. Currently, existing land uses are compatible. In fact numerous residential and nonresidential land development cross the border. Moving north to south along the border land uses change from residential, commercial and office/mixed use (Rossmoyne Business Center), then back to residential, agriculture and rural residential.	Upper Allen has recently adopted a new comprehensive plan and zoning ordinance. These changes are consistent with the future land use plan of Lower Allen Township and include the following. Upper Allen's portion of the Rossmoyne Business Center has been changed from Industrial Park to Business Professional Office, which brings this area into conformity with existing uses in both townships. At Upper Allen's southern portion of the shared boundary, Upper Allen changed the zoning designation from agriculture to rural living (uses conservation subdivision technique, which conforms to Lower Allen's future land use scenario for rural residential.	The Plan is consistent with Upper Allen Township's existing land use and future development intentions.
Fairview Township, York County	Rural residential/farm	Proposed development complies with existing zoning/ no changes anticipated	The Plan is consistent. The Yellow Breeches Creek forms a natural buffer between the Townships
Monaghan Township, York County	Conservation and agriculture activities.	The area is zoned for low intensity residential uses.	The Plan is consistent. The Yellow Breeches Creek forms a natural buffer between the Townships

Lower Allen Township Physical Development Initiative

The Lower Allen Township Physical Development Initiative considers the interplay between future subdivision and land development, the mixture of desirable uses, the importance of a fully functioning and multi-faceted transportation support network, the connection to public utility services, and the continued advancement of communication technologies. The following series of strategies represent the plans, policies, and actions needed to move the Township in the direction of this integrated approach to future growth and development. These strategies meet the Township's statement of community goals and objectives.

Each strategy includes a strategy title, description, and listing of important components. Tables, graphics and maps are used, where possible, to visually illustrate the plans and components.

Land Use Strategies

The land use strategies begin with the layout of the future land use scenario, including a specific land use classification system for Lower Allen Township and the development potential based on this system. The second strategy addresses opportunity areas of the community – those ripe for redevelopment and others slated for new development. The strategy takes a close look at design and layout to preserve natural features and take advantage of man-made amenities or resolve lack thereof.

Future Land Use Scenario

The future land use scenario establishes the direction and type of growth and development for the future of Lower Allen Township. The citizens of Lower Allen Township view the Township as an excellent place to live, raise children, and retire. The future land use scenario must put in place a pattern of development that will continue to meet these high standards. The focus of this strategy is to continue this excellence by providing places for a variety of residential neighborhoods, business development, and recreation activities, while preserving natural resources and retaining open space areas.

Components:

- Recognize existing areas of residential and non-residential uses and designate specific areas of the Township for the accommodation of a wide variety of new residential and non-residential uses. The Lower Allen Township Future Land Use Classification System Table describes the future land use classification system (see next page).
- Classify and map existing developed areas with the most appropriate land use classification (see future land use map).
 - Highlight opportunity areas for redevelopment, broadening the mixture of uses, and taking advantage of proposed changes in the transportation network and connectivity.
 - Recognize the majority of this activity takes place in the Cedar Run drainage area (see Natural Environment Profile) and north of the Pennsylvania Turnpike and Lisburn Road.
- Classify existing vacant and agriculture areas, as identified in the Land Use Profile and Map 5, *Build Out 5 Acres and Greater*, with the most appropriate land use classifications given the underlying environmental constraints and surrounding land uses.
 - Highlight opportunity areas for the following activities: growing the economic base, building new communities that integrate various types of housing with neighborhood commercial activities, preserving open space and protecting natural resources, adding recreation areas and connectivity.
 - Recognize the majority of this activity takes place in the Yellow Breeches drainage area and south of the Pennsylvania Turnpike and Lisburn Road.
- Calculate the area and distribution of each land use classification – see the following table and chart. Approximately 30% of future land uses will be in non-residential use with the remaining 70% in various densities of residential use.
 - The commercial uses (commercial recreation, neighborhood commercial, general commercial and regional commercial) approximate 8% of the total land use.
 - Other business activities (business center, industrial, mixed-use non-residential, quarry) approximate 15%.
 - Public/semi-public and institutional uses approximate 10% of the area.

Lower Allen Township Future Land Use Classification System

Classification	Land Characteristics	Density/Intensity	Primary Use	Public Utilities	Transportation Network	Communications Network
Conservation	Concentrated areas of environmental constraints - floodplains, wetlands, slopes or need for buffer areas	1unit/2 acres	Conservation - trail system	none	limited to local roadways	none
Residential Classes						
Rural Residential	Most rural areas of Township - characterized by farms, large expanses of open space, forested areas, abundance of natural features - generally south of Lisburn Road and the PA Turnpike	1unit/acre or less - developed in conservation subdivisions with 40 to 50% open space	Residential clusters, open space, greenways, trails, recreation	Preferred both public water and sewer to support the residential cluster development. Community sewage systems or alternative on-lots may be appropriate	Rural roadway system consisting of local roadways feeding onto rural collectors	Maximum needed for residential and home office use
Low Density Residential	Existing low density developed areas of the Township	1 to 2 units/acre	Single-family detached residential neighborhoods	Both public water and sewer	Dependent on where located in the Township- if south of PA Turnpike - rural roadway system (see above), if north of PA Turnpike assume an urban roadway network with local streets serving neighborhoods feeding into collectors and collectors feeding into arterials - community connections (sidewalks and trails).	In rural areas - maximum needed for residential and home office use. In urban areas full capacity - newest technology
Medium Density Residential	Existing medium density developed areas of the Township	3 to 5 units/acre	Single family residential neighborhoods	Both public water and sewer	Assume an urban roadway network with local streets serving neighborhoods, feeding into collectors and collectors, feeding into arterials, community connections (sidewalks and trails) and commuter transit.	Full capacity - newest technology

Lower Allen Township Future Land Use Classification System

Classification	Land Characteristics	Density/Intensity	Primary Use	Public Utilities	Transportation Network	Communications Network
High Density Residential	Existing high density developed areas of the Township	6 to 15 units/acre	Full range of residential unit types	Both public water and sewer	Assume an urban roadway network with local streets serving neighborhoods, feeding into collectors and collectors, feeding into arterials, community connections (sidewalks and trails) and commuter transit.	Full capacity - newest technology
Village	Lisburn	Consistent with existing style of development	Mixture of use residential, office and small business	Both public water and sewer	Assume main street concept and alleyways	Full capacity - newest technology
Public and Semi Public	Existing and future areas distributed throughout the Township and close to or within residential areas	Range from neighborhood facilities (elementary schools, tot lots neighborhood parks) to community wide facilities (middle and high schools, community parks and trails/bikeways)	Public and semi-public education facilities, parks, public greenways and trails, and municipal facilities	Public water and sewer to all educational facilities. In rural areas public facilities may be on-lot	Educational facilities assume location with an urban network as described above. Park facilities dependent on location within urban areas and urban network; within rural areas proximity to a rural minor collector. Each park facility should be interconnected with other parks, neighborhoods and activity areas with paths, sidewalks or trails for pedestrian and non-motorized access	Education facilities - full capacity - newest technology - Recreation facilities on an as needed basis
Commercial Classes						
Commercial Recreation	Existing development on Lisburn Road - assume other commercial recreation activities in mixed use areas	Open commercial recreation concept - low intensity	Existing Golf Course and related activities	Public water and public sewer	Rural roadway system consisting of local roadways feeding onto rural collectors	Technology consistent with the surrounding rural area - no special needs

Lower Allen Township Future Land Use Classification System

Classification	Land Characteristics	Density/Intensity	Primary Use	Public Utilities	Transportation Network	Communications Network
Neighborhood Commercial	Existing and future areas distributed throughout the Township and close to residential neighborhoods	Low intensity geared towards needs of local users	Small business and office uses, not industrial	Public water and public sewer	Location on a collector roadway with easy vehicular and non-vehicular access from neighborhoods, may be integrated with interior transit stops	Full capacity - newest technology
General Commercial	Existing areas - represent older "stand alone" shopping areas that serve a specific region of the Township	Higher intensity than neighborhood commercial, however, still focuses on meeting the needs of Township consumers and not regional consumers	Medium size business and office uses, not industrial	Public water and public sewer	Location on a collector roadway with easy vehicular and non-vehicular access from neighborhoods, may be integrated with interior transit stops	Full capacity - newest technology
Regional Commercial	Large parcels or contiguous tracts of land with existing regional commercial activities, undeveloped land or land suitable for redevelopment, located adjacent to or within proximity of an interstate interchange area	Highest intensity activities with a regional draw (beyond the Township borders)	Commercial activities including malls/shopping centers, power centers, wholesale clubs, commercial recreation, etc.	Public water and public sewer	Location adjacent to an interstate interchange, full range of collector system, internal roadway networks, access management, signalized intersection, pedestrian access, and transit integration	Full capacity - newest technology
Mixed Use						
Neighborhood Mixed Use	Existing development with a mixture of uses, centrally located within the Township and easily accessible - Main Street feel	Low to medium intensity - closer to small urban center style development	Compatible variety of residential use, small offices, specialty retail, educational, and cultural activities	Public water and public sewer	Location on a roadway that can be developed as a main street area with easy access to the urban network and connection to the rural areas of the Township - well developed pedestrian and transit connections	Full capacity - newest technology

Lower Allen Township Future Land Use Classification System

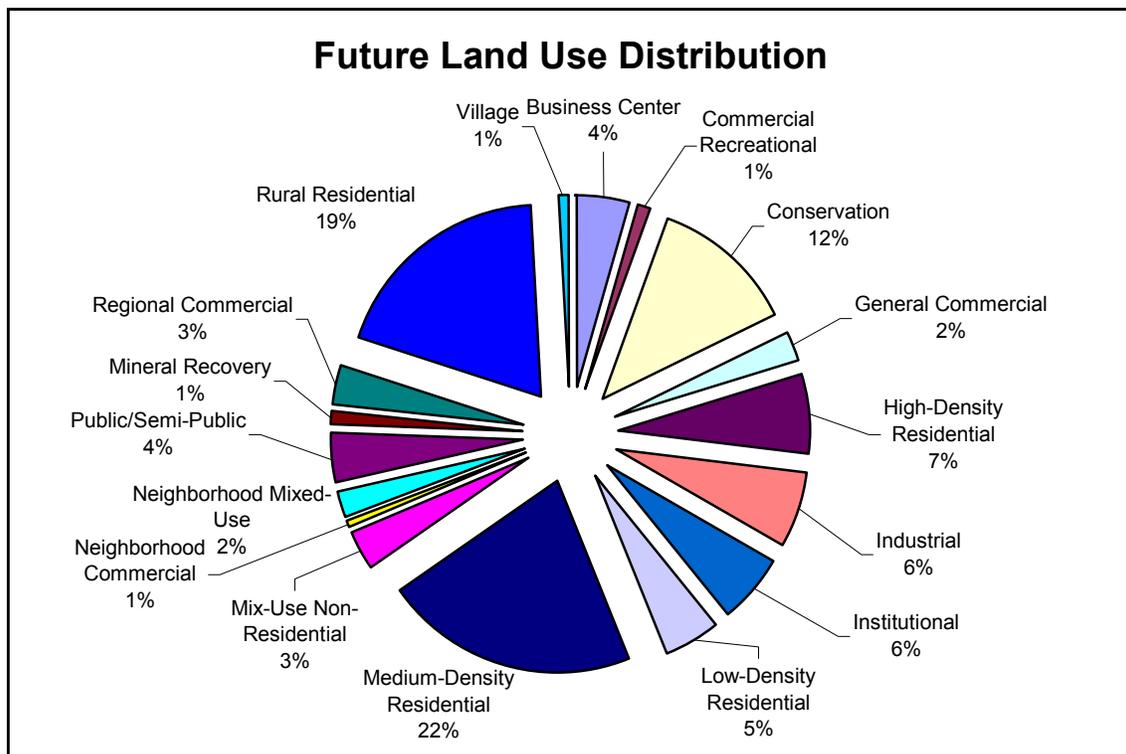
Classification	Land Characteristics	Density/Intensity	Primary Use	Public Utilities	Transportation Network	Communications Network
Mixed Use Nonresidential	Existing areas that need to be revitalized and undeveloped areas that represent an opportunity for mixed use development - move from linear development	Low to medium intensity focus on appearance, streetscape, placement of buildings, movement of pedestrian and vehicular traffic	Compatible medium office, commercial and multi-family residential	Public water and public sewer	Location on a major collector road way with access to an interstate	Full capacity - newest technology
Business Center	Large parcels or contiguous tracts of land with existing regional business activities, undeveloped land or land suitable for redevelopment located adjacent to or within proximity of an interstate interchange area	High intensity business uses	Offices, light warehousing, ancillary commercial uses to support the business activities	Public water and public sewer	Location adjacent to an interstate interchange, full range of collector system, internal roadway networks, access management, signalized intersection, pedestrian access, and transit integration	Full capacity - newest technology
Institutional	Foot print of the prison and some adjoining property	High intensity institutional use	Camp Hill State Correctional Institution	Public water and public sewer	Location on a collector roadway	Full capacity - newest technology
Industrial						
Industrial	Existing tract of industrial land and large tracts adjacent to nonresidential uses or wiith the potential for substantially buffering from residential uses	Highest intensity uses in the Township	Heavy industry	Public water and public sewer - where necessary special treatment for industrial waste	Location on a major collector roadway with access to an interstate interchange area and on the freight rail corridor. Location of interior transit stops and interior roadway networks. Special attention given to the mixture of traffic from the facilities onto the roadway network	Full capacity - newest technology

Lower Allen Township Future Land Use Classification System

Classification	Land Characteristics	Density/Intensity	Primary Use	Public Utilities	Transportation Network	Communications Network
Mineral Recovery	Existing tracts of mineral recovery areas	High intensity use - needs to have a reclamation plan	Quarry activities	none	Location on roadway system with carrying capacity and weight limits to handle quarry vehicles. Special attention given to the mix of traffic from the facility onto the roadway network	Technology limitations due to blasting activity.

**Table and Graph 1
Future Land Use Distribution
Lower Allen Township**

Future Land Use Class	Acres	% of Total
Business Center	287.4	4.4%
Commercial Recreational	70.2	1.1%
Conservation	806.0	12.3%
General Commercial	163.9	2.5%
High-Density Residential	434.9	6.6%
Industrial	420.9	6.4%
Institutional	386.6	5.9%
Low-Density Residential	309.6	4.7%
Medium-Density Residential	1,414.2	21.5%
Mix-Use Non-Residential	209.4	3.2%
Neighborhood Commercial	49.9	0.8%
Neighborhood Mixed-Use	134.5	2.0%
Public/Semi-Public	268.3	4.1%
Mineral Recovery	86.0	1.3%
Regional Commercial	217.2	3.3%
Rural Residential	1,261.6	19.2%
Village	50.3	0.8%
Total	6,570.8	100%



- The rural residential land use and conservation areas combined would occupy approximately 31%.
- Approximately 22% of the land area would be occupied by medium-density residential dwelling units.
- Calculate the development potential or build out of all undeveloped land five acres and greater based on the future land use scenario.¹ The following table shows the number of units and square footage at build out.²
 - The build out analysis with future land use scenario yields approximately 1,970 new residential units and nearly 6.5 million new square feet of non-residential space. This nearly doubles the estimated number of units given current zoning (see Existing Land Use

GIS analysis

1. Chose only those parcels shown map 3 - Build Out 5 acres and greater
2. Remove out all constrained lands - steep slopes, wetlands, floodplains, streams, existing roadways and utility lines = buildable acreage

Database analysis

1. Subtract 22% of the buildable acreage for infrastructure development = net buildable acreage
2. Apply the following factors to net buildable acreage to determine the number of residential units or square footage for nonresidential development per future land use classification.
 1. Conservation - 1 unit/acre
 2. Rural Residential - 1 unit/acre
 3. Low Density Residential - 2 units/acre
 4. Medium Density Residential - 4 units/acre
 5. High Density Residential - 10 units/acre
 6. Village - 6 units acre
 7. Neighborhood commercial - assume a factor of .20 times the area - calculated in square feet.
 8. General commercial assume a factor of .30
 9. Regional commercial - .35
 10. Neighborhood mixed use - .20
 11. Mixed Use - .35
 12. Business Center - .40
 13. Industrial - .40

² These calculations represent valuable planning information in determining the impact of new development on roadway and wastewater infrastructure. These numbers will be used in other strategies.

Profile) and provides nearly four times the development potential for non-residential uses.

Table 2 – Development Potential Analysis

Future Land Use Class	Total Area	Non-Buildable Area	Buildable Area	Built Area	Available Area	Dev. Potential Res.	Dev Potential Non-Res.
Business Center	287.4	43.3	244.1	154.2	89.9		1,566,914.10
Commercial Recreational	70.2	6.6	63.6	74.6	0		0
Conservation	806.0	774.3	31.7	52.7	0	0	
General Commercial	163.9	22.1	141.8	134.1	7.7		100,525.40
High-Density Residential	434.9	42.1	392.8	351.1	41.7	417	
Industrial	420.9	30.1	390.8	163.9	226.9		3,952,922.40
Institutional	386.6	13	373.6	350.4	23.2		202,363.90
Low-Density Residential	309.6	43.4	266.2	157	109.2	218	
Medium-Density Residential	1,414.2	204	1,210.2	1079.9	130.3	521	
Mix-Use Non-Residential	209.4	34.4	175.0	161.2	13.8		210,285
Neighborhood Commercial	49.9	6.4	43.5	26.8	16.7		147,037.40
Neighborhood Mixed-Use	134.5	14.5	120.0	88.4	31.6	100.1	
Public/Semi-Public	268.3	15.9	252.4	217.3	35.1		305,515.20
Mineral Recovery	86.0	25.3	60.7	60.4	0.3		0
Regional Commercial	217.2	25.6	191.6	189.2	2.4		36,597.10
Rural Residential	1,261.6	261	1,000.6	289.3	711.3	711	
Village	50.3	3.2	47.1	46.5	0.6	3.5	
Total	6,570.8	1565.2	5,005.6	3597.0	1,440.6	1,970.60	6,522,160.50

- ❑ Adopt the Future Land Use Map and Scenario as part of the adoption of the Lower Allen Township Comprehensive Plan Update.
- ❑ Recognize that a systematic approach must be taken to the implementation of the Future Land Use Scenario in order to link adequate infrastructure with the development of the land. This systematic approach and the concurrent activities and/or prerequisite activities that are necessary to support development or redevelopment of specific areas are discussed in the Opportunity Sites Strategy.

Opportunity Sites

This strategy focuses on opportunities availed to the Township as it moves through the next decade. Many of these sites will need a multi-faceted approach that considers new roadway design, resolving transportation congestion, public-private partnerships, multiple funding sources, multiple property owners, a variety of uses, etc. It is recognized that not all of these opportunities may be fully realized within the next ten-year period, but the plans must be put in place now to begin preparations and reserve future potential. The strategy considers both brownfields (previously developed) and greenfields (never developed sites). The opportunity for each site is pushed to its fullest potential. These opportunities represent new ideas in residential and non-residential design, mixed-use development, and the full integration of land use with transportation infrastructure, economic development, and the natural environment.

Components:

- Recognize four opportunity areas in the Township, these include:
 - Area 1: Eastern Lisburn Road Reuse Area in the vicinity of the Camp Hill State Correctional Institution (See Opportunity Site Enlargement 1).
 - Area 2: Rossmoyne Road/Lisburn Road/Arcona Road Development Area (See Opportunity Site Enlargement 2).
 - Area 3: US Route 15/Zimmerman Drive Interchange Area (See Opportunity Site Enlargement 3).
 - Area 4: Gettysburg Road East/State Road/Hummel Avenue Redevelopment Area (See Opportunity Site Enlargement 4).

Opportunity Site 1 – Eastern Lisburn Road Reuse

- Understand existing conditions of the site.
 - Ownership and Use - The majority of the area is owned by the Pennsylvania State Department of Corrections and is either in farm fields or vacant lands.
 - Description of the Opportunity Site - The area with physical facilities (prison and prison support) plus an adequate buffer area and natural screening (existing tree line and hedge row) is not considered part of

the opportunity area. The physical features and constraints of the site are shown on Opportunity Site Enlargement Map 1. The majority of the natural site constraints are areas of slope concerns; however, considerable opportunity exists to the north of these areas. The area is prone to sinkholes.

- Transportation Network - The transportation network will require improvement as the site develops.
 - The Lisburn Road Corridor currently is two-lanes with inadequate shoulders in many sections and functions as a collector.
 - The corridor to the east turns northward and links with the developed residential areas in the vicinity of Carlisle Road and 18th Street, and it also intersects with Spanglers Mill Road (two-lane facility with inadequate shoulders, classified as a collector) to the south across the Yellow Breeches into a developing area of Fairview Township.
 - The Lisburn Corridor to the west intersects with Slate Hill Road, leading to Route 15.
 - Affecting the efficiency of traffic movements to Route 15 is an at-grade rail crossing. This rail corridor provides rail access to the northern-most region of the opportunity site.
 - Other than the at-grade rail crossing, no current operational deficiencies are apparent for its current use.
- Public Utilities – Both public water from PA American Water Company and public sewer are available to the site.
- Describe the features and needs of the Opportunity Site Concept (see Concept Plan for Opportunity Site 1). The concept is dependent on the site's availability from the Commonwealth.
- Future Land Use – The opportunity site would be a mixed use area, including the following elements:
 - Light industry (e.g., warehousing, transportation terminals, construction, and light manufacturing)
 - Business center uses (e.g., office uses to support high growth and high wage industries – public administration, finance, insurance and real estate)
 - Recreation (e.g., community parkland set aside for play fields and winter activities)

Note flexibility must be built into the plan for this future land use to take advantage of emerging markets. Industrial development and rail accessibility is not as important as in the past.³

- Transportation Network – components of the transportation network include controlling access, increasing roadway capacity, providing direct pedestrian links to neighborhoods and other recreation activities, and providing efficient access to the U.S Route 15 Corridor. The full extent of required improvements should be studied as part of the land development process.
- Providing efficient access to U.S. Route 15 – the concept provides a Zimmerman Drive extension to Lisburn Road.
 - This would require coordination with PennDOT, Norfolk Southern Railroad (grade separated rail crossing) and the Pennsylvania Department of Environmental Protection (DEP - Cedar Run Creek Crossing) and is pivotal to the development of this area.
 - Currently, north-south traffic movements in the Township are hindered by too few grade-separated rail crossings (only one of four existing crossings is grade separated). As part of the land development process, a study should be completed that determines the feasibility of providing a grade separation at this location and a cost-benefit analysis comparing the grade separation to an at-grade intersection.
 - With the construction of the new interchange at Zimmerman Drive, the Township would have the potential to link Lisburn Road directly to U.S. Route 15 thus improving traffic patterns throughout the Township; to provide a direct link for truck traffic, keeping them off Lisburn Road east and west; to improve emergency response times; and to spur economic development. If the development of the opportunity site occurs, the extension of Zimmerman Drive should be classified as a minor arterial.
- Controlling access – develop an internal roadway network to control access off Lisburn Road – all parcels would front on the internal roadway system.
 - The concept plan shows an example of the internal roadway network and how it works with lot configuration.
 - The roadway and lots in the example are taking advantage of the natural contours of the site and the existing tree lines and hedgerows to provide a natural buffer between the parcels and the roadways and to screen the prison from the roadway and industrial area to the west.

³ An example is the Rossmoyne Business Center. In the early 1980's, when the work began on the project, it was conceived as an industrial park; however, the site actually developed as a premiere business center, rather than becoming industrial in nature.

- Points of access may require traffic control devices.
- Increasing roadway capacity – as development comes on-line the following roadway capacity considerations should be explored:
 - Widening of Lisburn Road for turning lanes at intersections and the addition of shoulders. The widening and shoulders would be part of the land development process.
 - Consideration of the impact of the development on Spanglers Mill Road; however, any improvements may not be a developer responsibility, but may require coordination with Fairview Township, Pennsylvania Department of Transportation (PennDOT), Pennsylvania Department of Conservation and Natural Resources (DCNR) (if park access is a consideration), the Harrisburg Area Transportation Study (HATS) and York Area Metropolitan Planning Organization (YAMPO). Depending on the traffic drawn to the site, widening of the roadway and realignment of the bridge may be a consideration.
 - Inclusion of a bus route and transit stop in the business area as it develops to help take some traffic off the network.
- Providing direct pedestrian links to neighborhoods and other recreation activities
 - The concept includes connections to residential neighborhoods by providing a footpath or trail along Shetters Lane to connect the developed neighborhoods in the Carlisle Road region to the community recreation facility and the business area.
 - A second trail would link the business/recreation area to the Fish and Boat Commission creek access point at Spangler’s Mill and would continue along the Yellow Breeches Creek to other recreation areas.
- Other Infrastructure Needs – Public water and sewer are available to the area; however, the required wastewater needs would be analyzed as part of a revised Act 537 Plan following adoption of the Comprehensive Plan Update. Proximity to the rail corridor has the added advantage of being located near a corridor utilized for fiber optics, which brings high-end communications systems to the area.
- Partners in the Opportunity Site Development Process – Developing Opportunity Site 1 will require extensive dialogue, partnerships, and studies, including but not limited to the following public and private entities:
 - Land Use Partners: Pennsylvania Department of Corrections (PDC) – demonstrating a willingness to allow the Township and/or others to lease or buy land for development or recreation purposes while preserving prison safety and security

- Transportation and Other Infrastructure Partners: PennDOT, HATS, YAMPO, Norfolk Southern, Fairview Township, Capital Area Transit (CAT), DEP, and Lower Allen Township Authority – conversation on network needs, responsibilities, leveraging of funding, and timing of activities
- Recreation Partners: Department of Conservation and Natural Resources (DCNR), Fish and Boat Commission, Lower Allen Township Recreation and Parks Board, Yellow Breeches Creek Watershed Association, Cumberland County Planning Commission – obtaining funding for parkland feasibility study and master plan.

Opportunity Site 2 – Rossmoyne Road/Lisburn Road/Arcona Road Development Area

- Understand existing conditions of the site.
 - Ownership and Use – The site is owned by several private property owners. The majority of the site is currently in agriculture use. A commercial and electric substation activity is located at the western edge of the site between the railroad and Arcona Road.
 - Description of the Opportunity Site. The Norfolk Southern Rail line cuts through the site close to midpoint in a southwest/northeast direction. The land is traversed by small streams and wetlands, with the majority of these located north of the railroad on sloping terrain. The area east of Rossmoyne Road and north of the railroad has the largest area of undevelopable land due to wetlands and streams. Woodlands occupy the northern most area of the site next to the Pennsylvania Turnpike. The farm fields contain several tree lines and hedgerows. Several utility lines run through the property – two underground lines and one overhead power line.
 - Transportation Network - The transportation network will require improvement as the site develops.
 - The Rossmoyne Road corridor currently is two-lanes with inadequate shoulders and functions as a collector.
 - To the north, the Rossmoyne Road Corridor provides direct access to several business centers and the Rossmoyne Road/U.S. Route 15 interchange. It becomes Wesley Drive as the corridor moves northward towards Simpson Ferry Road, providing the primary source of access to shopping areas, Bethany Village Continuing Care Retirement Center, and residential areas.

- To the south, the Rossmoyne Road Corridor connects to Lisburn Road at a sign-controlled intersection.
 - Lisburn Road forms the southern border from the Turnpike to just south of its intersection with Arcona Road. The Arcona Road/Lisburn Road intersection has a major alignment deficiency, which presents a safety hazard in the area. Arcona Road is a narrow, two-lane local roadway with no shoulders.
 - The Norfolk Southern Railroad intersects with Rossmoyne Road at an at-grade crossing. Traffic movements through the area are affected by the crossing, particularly during the A.M. and P.M. rush hours and during emergency events.
 - The Pennsylvania Turnpike forms a physical barrier to the north and east of the site. The bridge structure over the Turnpike is two lanes.
- Public Utilities – The site currently is not served by public water, although it is available to the north on the northern side of the Turnpike. Public sewer service appears to have a connection from the north under the Turnpike and to the south from Lisburn Road.
- Describe the features and needs of the Opportunity Site Concept (see Concept Plan for Opportunity Site 2 – provides a depiction of how the area may be laid out, but the final determination would be at land development when other options may be considered.
- Future Land Use – The opportunity site would be a mixed-use area, including the following elements:
- Residential conservation subdivisions (e.g., cluster developments – see description in Special Design Considerations Strategy) designated for the more environmentally-constrained areas.
 - Traditional Neighborhood Development (TND – see description in Special Design Consideration Strategy) designated for the area surrounding Arcona Road. The TND may contain a central intersection, which is surrounded by a storefront area (neighborhood retail and small offices, potential for using existing farm structures), central residential (medium- to high- density residential), and neighborhood residential (conservation subdivision – due to the constraints in this area). Recreation may be an integrated element in the design. The area would be similar to a new village in concept – suggested rural and agrarian in style and character.

- Business Center may be located east of Rossmoyne Road, with the layout and architectural style and character as rural/agrarian.
 - Neighborhood Commercial activities would be appropriate at the intersection of Rossmoyne/Lisburn/Arcona Road. A convenience center, service station, and bank may be likely activities in this location to serve the needs of the residents along and south of Lisburn Road.
- Transportation Network – components of the transportation network include reconfiguring the roadway system, controlling access, increasing roadway capacity and providing direct pedestrian links to neighborhoods and other recreation activities. The full extent of required improvements should be studied as part of the land development process.
- Reconfiguring the roadway system – the most fundamental part of this opportunity site is to realign Rossmoyne Road to provide additional capacity, remove the at-grade railroad crossing, and remove the deficiency at the Arcona Road/Lisburn Road Intersection. The concept would realign the roadway to the west towards the existing tree line (using existing buffering as much as possible) and isolate the existing farm structures to the east side of the roadway (the farm buildings may have a potential for reuse – such as an environmental education center). Underground and overhead utility lines are a factor in the relocation, which should minimize the crossing of the lines to the extent possible. The road would extend southward to a traffic circle (rotor) intersection connecting realigned Rossmoyne Road, Lisburn Road and Arcona Road. Coordination with the Pennsylvania Turnpike Commission would be required to determine if the Turnpike bridge would need upgraded.
 - Controlling access – direct access onto the realigned Rossmoyne Road would be limited and access would be managed through an internal, feeder road system. The TND/Village area would have its own street network: the inclusion of alleyways may be a consideration.
 - Increasing roadway capacity – as development comes on-line, the widening of Lisburn Road should be given consideration with the addition of shoulders.
 - The widening and shoulder additions would be part of the land development process. The inclusion of a bus route and transit stop into the area, as it develops, would help take some traffic off the network.

- Providing direct pedestrian links to neighborhoods and other recreation activities
 - The village area should be designed as a walkable community with sidewalks and/or trails in the conservation subdivision area linking the village residential neighborhoods and storefront and recreation areas.
 - A secondary connection would be from the business area into the village storefront area. This connection will help to make the storefront area viable. The preferred walkway/bikeway would be adjacent to the realigned Rossmoyne Road.

- Other Infrastructure Needs
 - Coordination with PA American Water Company and the Lower Allen Township Authority will be required to bring public water and sewer to the area. The required wastewater needs would be analyzed as part of a revised Act 537 Plan following adoption of the Comprehensive Plan Update.
 - Proximity to the rail corridor has the added advantage of being located near a corridor utilized for fiber optics, which brings high-end communications systems to the area.
 - Existing overhead power lines run through the proposed industrial area – there should be discussions with the power company to relocate these lines adjacent to the railroad during land development.

- Partners in the Opportunity Site Development Process – Developing Opportunity Site 2 will require extensive dialogue, partnerships, and studies, including but not limited to the following public and private entities:
 - Land Use Partners: Township, property owners, private developers.
 - Transportation and Other Infrastructure Partners: PennDOT, Norfolk Southern, Pennsylvania Turnpike Commission Capital Area Transit (CAT), DEP, Lower Allen Township Authority, PA American Water, owners of utility lines – conversation on network needs, responsibilities, leveraging of funding, and timing of activities

Opportunity Site 3 – U.S. Route 15/Zimmerman Drive Interchange Area (See Opportunity Site Enlargement 3).

- Understand existing and future conditions of the site.
 - Ownership and Use – The area is divided into many land uses, including regional commercial (e.g., Capital City Mall, shopping centers, “big box retail”), public/semi-public facilities (e.g., Trinity High School), residential neighborhoods, with both large out-of-town commercial and local residential property owners.
 - Description of the Opportunity Site/Transportation Network - The interface between land use and the regional and local transportation network is the area’s most outstanding feature. The connection to U.S. Route 15 with the site will change over the next decade as the proposed U.S. Route 15/Zimmerman Drive interchange moves from final design into construction. The current interchange ramps at Old Gettysburg Road/Simpson Ferry Road and U.S. Route 15 will be removed, with the full movement of traffic occurring at the new interchange. The new interchange would have the potential to spur development and/or redevelopment within its immediate area and will change traffic patterns and operation.
 - The areas that would experience the greatest impact are adjacent to the new interchange ramps, from the Hampden Township/Lower Allen Township border to the north, the area of the existing interchange to the east, the residential neighborhoods to the west and south to Hartzdale Drive, and the railroad tracks.
 - Roadways that would experience changes in traffic patterns and operations would include Simpson Ferry Road, Zimmerman Drive, Old Gettysburg Road (east and west), Hartzdale Drive, and Slate Hill Road.
 - Public Utilities – The site has full service public water and wastewater.
- Describe the features and needs of the Opportunity Site Concept
 - Future Land Use – The opportunity site would contain a variety of uses:
 - Regional Commercial Center – The presence of the new interchange within the heart of the Township’s existing regional commercial center would have the potential to further concentrate this type of development or uses adjacent to the Zimmerman Drive/Hartzdale

Drive Corridors (see the Future Land Use Map). The expectation is that the redevelopment of older areas would be appropriate, with the potential for these corridors to become the West Shore region's and the Harrisburg area's premiere shopping destination. This area would be one of several major economic development centers in the Township. Special organizational efforts in the areas of marketing/promotion, business development and the physical environment/appearance would be essential. Key components that should be integrated into the commerce center as it continues to develop would include⁴:

- Continue to build community support during the land development process by putting together a three-way partnership between the private sector, government, and the broader community.
 - Understand market potential for various activities by requiring a market analysis during the land development process.
 - Create a vision with the partnership – consider different ways of utilizing space (e.g., mixing uses; going up instead of out with more intensity/density to maximize the blend of interesting activities; managing parking within buildings, on shared lots, or behind structures; creating small plots or the feel of blocks instead of super plats; integrating public open space and pedestrian linkages; integrating public transit).
 - Move from vision to regulations rather than regulations to vision. In other words, work with the three-way partnership to develop a vision that the entire community can buy into, then develop the regulations around the vision.
 - Explore examples from other places outside the region.
- Neighborhood Mixed-Use – this area is located primarily in the northwest quadrant of the interchange area and along Simpson Ferry Road. Two distinctive sections are envisioned for the area: (1) CORRIDORone Route 15 Station and (2) Old Gettysburg Road West
 - The CORRIDORone Route 15 Station is planned for the 2nd Phase of the Modern Transit Partnership's Commuter Rail Service from Carlisle to Lancaster. The station would be located in Hampden Township on Simpson Ferry Road across from Zimmerman Drive with direct access from the U.S. Route 15/Zimmerman Drive interchange area. The neighborhood mixed-use district would be located within the area influenced by the station.⁵ A mixed-

⁴ Ten principles for *Creating Place, Not Just Space – Capturing the Place-Making Dividend* is taken from Transforming Suburban Business Districts, Urban Land Institute, 2001 pp.218 to 229.

⁵ Planning for the development around transit stations, particularly commuter rail stations, is evolving as a specialty land use type: transit-oriented development (TOD). The Lower Allen Township Comprehensive Plan recommends the development of specific plans (see discussion of Transit-Oriented Development –

use residential component would be suitable for this area, such as a storefront area with neighborhood commercial/office on the first floor and office/apartments on the second floor.

- The Old Gettysburg Road West corridor (see Concept Plan – Gettysburg Road). This area has been going through a transition for the past 20 years, particularly along the main corridor. Numerous upscale retail and specialty shops, restaurants plus small businesses have been converted from residential units. Several businesses also have moved into residential units on the interior streets. The area continues to have a neighborhood feel: with proper enhancements and a unifying streetscape, this section of the Township could become a “Main Street” for the Lower Allen Township Community. The area would continue to include the mix of public, cultural, residential, small commercial, and office uses. The streetscape would be further defined with a planted center median, a well-defined edge of street with parking lane, period street lighting, and continuous sidewalks.
- Transportation Network – components of the transportation network include changing functional classification, controlling access, increasing roadway capacity, calming traffic, and providing direct pedestrian links to activity areas. The full extent of required improvements should be studied as part of the land development process.
 - Changing functional classification – to support the new interchange location. Zimmerman Drive should be upgraded to a minor arterial roadway.
 - Controlling access and increasing roadway capacity – access should be managed along Zimmerman Drive, Hartzdale Drive, Old Gettysburg Road east of its intersection with Zimmerman Drive, and Simpson Ferry Road. Access management ideas to be considered:
 - Limiting the number and spacing of driveways and corner clearance based on roadway functional classification
 - Driveway channelization and design standards
 - Driveway clearance from interchange ramps
 - Joint driveways
 - Internal access to out-parcels
 - Auxiliary/acceleration lanes for turning movements
 - Signalized intersection spacing
 - Service roads

Special Design Consideration Strategy) for the three transit areas that would directly influence the Township (i.e., East Mechanicsburg, Route 15, and Lemoyne Stations).

- Consideration may be given to implementing these ideas through an access management overlay district in the Lower Allen Township Zoning Ordinance.⁶
 - Calming traffic – the development of a neighborhood mixed-use area for the Old Gettysburg Road West, “Main Street” area, depends on the Township’s ability to calm traffic through the area, thus making it more pedestrian friendly. The new interchange area creates the potential to reduce traffic on this roadway segment and to recapture it for the local community. The inclusion of a parking lane on both sides of the roadway plus the planted median/turning lane will further reduce the speed of traffic through the area. Pedestrian crossings with signage would also slow traffic.
 - Providing direct pedestrian links to transit station, bus stops, parking lots/structures, and major activity areas (e.g., schools, parks, cultural centers, retail centers) and within residential neighborhoods and shopping areas.
- Other Infrastructure Needs
- Coordinating with PA American Water Company and the Lower Allen Township Authority to ensure adequate services and capacities. The required wastewater needs would be analyzed as part of a revised Act 537 Plan following adoption of the Comprehensive Plan Update.
 - Proximity to the rail corridor has the added advantage of being located near a corridor utilized for fiber optics, which brings high-end communications systems to the area.
 - Exploring the burying of power lines throughout the area.
- Partners in the Opportunity Site Development Process – Developing Opportunity Site 3 will require extensive dialogue, partnerships, and studies, including the following public and private entities:
- Land Use Partners: Township, property owners, private developers, Hampden Township.
 - Transportation and Other Infrastructure Partners: PennDOT, Capital Area Transit (CAT), Modern Transit Partnership, PA

⁶ The Pennsylvania Department of Transportation has recently completed a *Model Access Management Ordinance, 2005*. This document plus accompanying technical memorandums offer regulatory language plus sketches describing each technique.

American Water, owners of utility lines, developers, Hampden Township – conversation on network needs, responsibilities, leveraging of funding, and timing of activities.

Opportunity Site 4 – Gettysburg Road East/State Road/Hummel Avenue Redevelopment Area (See Opportunity Site Enlargement 4).

- Understand existing and future conditions of the site.
 - Ownership and Use – The area is owned by multiple owners from both the public (e.g., Lower Allen Township Municipal Building) and private sectors, with a wide variety of land uses (e.g., residential, commercial, office, industrial, public).
 - Description of the Opportunity Site/Transportation Network – The roadway itself is the one unifying characteristic from the existing U.S. 15/Gettysburg Road Interchange to the roadways intersection with Carlisle Road.
 - Recently the roadway was expanded to two-lanes in both directions with a center-turning lane, including both shoulders, stormwater management appurtenances, and curbing. Curb cuts were reduced in this area of the corridor with the PennDOT project. The land use remains a mixture of residential neighborhoods, offices, 1960’s vintage shopping center, and retail uses.
 - Beyond the Carlisle Road intersection, no improvements have been made to the roadway, creating a traffic bottleneck, particularly noticeable during morning and evening rush hours. The roadway was noted as substandard in the Transportation Profile report from Carlisle Road east to the Lemoyne Borough border.
 - No unifying characteristics exist within this portion of the corridor – large expanses of pavement, underutilized or vacant spaces and buildings are present.
 - An at-grade siding for the Norfolk Southern Rail line intersects the roadway to serve industry situated between the rail lines on either side of the corridor.
 - The Route 581 Corridor passes over the roadway on an elevated section, which further complicates the layout of land use and resolution of existing traffic deficiencies at the eastern end of the corridor and Township border.

- The traffic movements at the intersection of State Road and 18th Street are complicated by an at-grade rail crossing (the frequency of freight trains through the area has increased and occur during both morning and evening rush hours), three closely-spaced signalized intersections, and the at-grade railroad crossing from Lower Allen Township to the boroughs of Camp Hill and Lemoyne.
 - The area is ripe for redevelopment of the land or reuse of existing structures.
 - Public Utilities – The site has full-service public water and wastewater.
 - Describe the features and needs of the Opportunity Site Concept
 - Future Land Use – The opportunity site would contain a variety of uses:
 - The expectation is that the corridor would continue to support a mix of residential, commercial and office use from the existing U.S. 15 interchange to Spera Drive.
 - Major redevelopment may occur from Spera Drive east to the Lemoyne Borough border. This redevelopment may take shape as mostly a mix of nonresidential development with a multifamily residential component; however, it is not recommended that significant changes in the intensity of development be made until a plan and design are put in place for the implementation of changes to resolve the existing traffic deficiencies at the eastern end of the corridor, particularly carrying capacity of the roadway and the 18th Street/State Street intersection with the State Street/Hummel Avenue/17th Street bridge. Any redevelopment that would increase the level of traffic entering this area would only add to existing problems.
 - Planning for redevelopment may occur concurrently with planning for transportation improvements. It is recommended that a redevelopment entity (e.g., government staff position, existing organization, new organization) be responsible for guiding the process, plan preparation, inventorying existing buildings and brownfields investigations, marketing/promoting, and development of the funding and incentives packages. Former industrial activities on several sites may need environmental remediation or clean-up prior to development (funding may be available for these purposes).
 - Transportation Network – Clearly, resolving the deficiencies at the eastern end of the corridor will require a multi-municipal approach

with Lower Allen Township, Camp Hill Borough and Lemoyne Borough. The transportation study should consider the following elements:

- Defining the study area – from Carlisle Road to the Lemoyne Transit Station area.
 - Understanding key study elements:
 - Widening of State Street and Hummel Avenue to relieve bottleneck
 - Railroad Bridge crossing from Lower Allen to Camp Hill (e.g., widen the bridge, move the crossing to 12th Street and coordinate with the proposed rail station, leave the 17th bridge and add the 12th street bridge either as one-way pairs or two-way pairs building redundancy into the system).
 - Grade separated rail crossing on 10th Street to the rail station and/or 18th Street.
 - Access management measures along the corridor (see Opportunity Site 3 for ideas)
 - Streetscaping design for the corridor (completed concurrently with the redevelopment plan).
 - Transit Oriented Development concept at the Lemoyne Station.
 - Pedestrian connections to transit stations, bus stops, and major activity centers throughout the corridor.
 - Timing of the study – the study must occur prior to major redevelopment. It is important to both the redevelopment of the Lower Allen Corridor and to the redevelopment of the area around the Lemoyne *CORRIDOR*one Station.
- Other Infrastructure Needs
- Coordinating with PA American Water Company and the Lower Allen Township Authority to ensure adequate services and capacities. The required wastewater needs would be analyzed as part of a revised Act 537 Plan following adoption of the Comprehensive Plan Update.
 - Proximity to the rail corridor has the added advantage of being located near a corridor utilized for fiber optics, which brings high-end communications systems to the area.
 - Exploring the burying of power lines throughout the area.
- Partners in the Opportunity Site Development Process – Developing Opportunity Site 4 will require extensive dialogue, partnerships, and studies, including the following public and private entities:

- Land Use Partners: Township, property owners, private developers, economic development entities, federal Environmental Protection Agency, DEP, Lemoyne Borough and Camp Hill Borough
- Transportation and Other Infrastructure Partners: PennDOT, Capital Area Transit (CAT), Modern Transit Partnership, PA American Water, owners of utility lines, developers, Norfolk Southern, Lemoyne Borough and Camp Hill Borough – conversation on network needs, responsibilities, leveraging of funding, and timing of activities.

Special Design Considerations

This strategy focuses on an often-overlooked dimension of comprehensive planning – design. How different elements of the natural and built environments interact with each other gives the community its character, sense of place, and distinctive feel. This interaction is reflected in the basics of community design. For instance, a drive through Highland Park with its tree-lined, narrow streets and brick homes is very different from the character of Beacon Hill, with its mix of housing types, boulevards and sloping terrain. The four special design types described in this strategy will help the Township retain its natural features and rural areas (conservation subdivisions), build communities that are pedestrian-friendly and less auto-dependent (traditional neighborhood development – TND and transit-oriented development – TOD) and enhance its only historic village - the Village of Lisburn. Each special design type includes a description of where it would be applied in the Township and a discussion of guiding principles. These design considerations will expand the Township’s residential choices and styles of neighborhoods.

Components:

- Recognize the potential for implementing four new community designs in the Township, these include:
 - Conservation Subdivision
 - Traditional Neighborhood Development (TND)
 - Transit-Oriented Development (TOD)
 - Village of Lisburn Enhancement

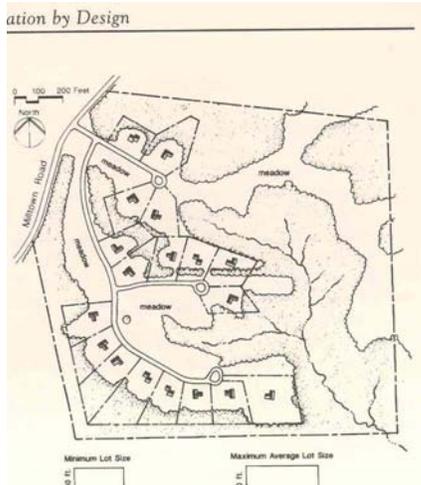
Conservation Subdivisions

- Understand what it is: a conservation subdivision is a land development technique that seeks to identify and permanently protect special natural and/or environmental features and open space in designated conservation areas or preserves. *"Development is organized around the central organizing principle of open space, rather than the central organizing principle of streets and drains"* (Randall Arendt – Growing Greener, 2001).

- ❑ Explore the conservation subdivision technique for developments within the rural settings (designated rural residential areas on the future land use map).⁷
- ❑ Understand the principles of the technique:
 - Delineate the environmentally-constrained lands (see conservation area mapping). The environmentally-constrained land is divided into two categories: primary conservation areas (e.g., slopes greater than 25%; wetlands; floodways; floodplains or floodways plus 30 feet buffer, if no floodplain is delineated; and portions of moderately steep slopes) and secondary conservation areas (e.g., woodlands, forested patches and other areas that link the primary conservation areas). The area of the parcel minus the primary conservation areas is the net buildable area.
 - Understand the importance of density. Base density is defined as the maximum density permitted on net buildable land or the number of dwelling units per acre. This calculation provides the property owner or developer with the number of units that may be developed on a parcel.
 - Demonstrate the relationship of density to open space. The “Conservation Subdivision” concept assumes that not all land will be developed, but a portion of the land will be conserved as open space; however, in the process of reserving permanent open space the property owner or developer is assured that the base density will not change, in other words there will be no deemed loss in development potential.
 - Provide a menu of choices: Four basic development options – the first three options for development is based on the relationship of open space to lot size. The last option addresses the market for large lots, where the majority of the open space is privately held within the larger lots or farm parcels. The combination of the options would offer many additional development scenarios.⁸

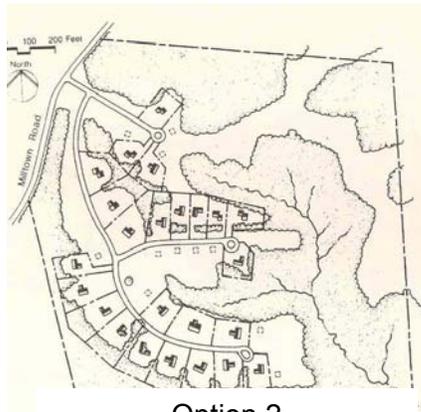
⁷ This recommended methodology (a “Growing Greener” methodology created by the Natural Lands Trust for Pennsylvania’s rural communities) is endorsed by the PA Departments of Community and Economic Development and Conservation and Natural Resources.

⁸ Option 1 to option 4 sketches taken from *Growing Greener: Conservation by Design* produced by the Natural Lands Trust, Media, PA, September 2001.



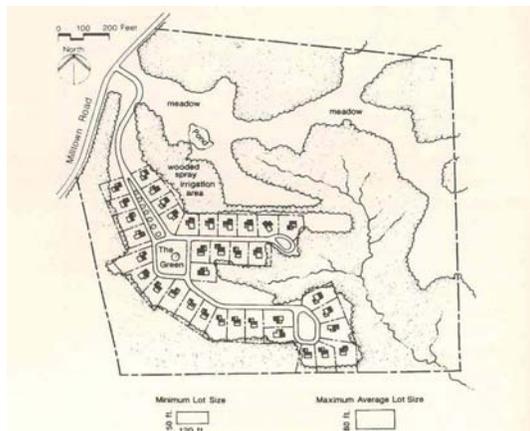
Option 1

- Option 1: the basic option, would allow the landowner to achieve full density provided that a conservation subdivision design is proposed with substantial undivided open space. Given the propensity of environmental constraints (i.e., creeks, floodplains, and areas of slope concern) in the area of the Township designated for rural residential development, 35% to 40% open space would be a reasonable open-space ratio.



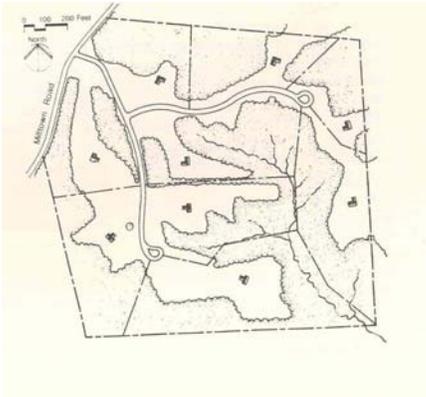
Option 2

- Option 2: Provides a small density incentive for layouts providing higher proportions of protected open space at least 45% to 50%.



Option 3

- Option 3: Provides a larger density bonus than offered under Option 2, but with the stipulation that an even larger percentage of open space be set aside permanently. This option in Lower Allen would be the ideal option for the conservation subdivision area of the traditional neighborhood/village development at the Rossmoyne Road/Lisburn Road/Arcona Road Development area. The open space would be at least 55% to 60%.



Option 4

- Option 4: Meets any demand there might be for large estate lots, with no conservation open space, except for greenway corridor connections along a stream valley or other natural feature. However, this option (the owner's choice) would be subject to substantial density reduction with, for example, 50% fewer house lots than the district's base density would ordinarily allow.

- Open space use options> The concept assumes a permanent conservation easement would be placed on land designated as open space; however, the space may be used for a variety of activities: farming, meadows, wildlife sanctuary, forest preserve, nature center, stormwater management, drainfield for on-lot wastewater management, park and recreation area for non-intensive uses - including hiking, bicycling or bridle trail, picnic area, play field, and similar uses.
- Open space ownership and management options. Many combinations of ownership and management options are available, including private ownership by an individual (e.g., farmer who wants to continue agricultural activities), a homeowners' association, a land trust, a municipality or public agency (in the case of a public park or greenway land for trail system), or a combination of the above.
- Provision of incentives to reach community objectives. Integrating density bonuses within the conservation subdivision concept affords the Township the opportunity to meet community objectives, such as creating a greenway system, retaining existing farmland, protecting historic buildings, retaining and conserving significant tree stands and forested patches, etc.
- Specific design considerations in conservation subdivisions include:
 - Giving primary attention to building that fits the lay of the land - topography and vegetation patterns of woodlands and fields
 - Recognizing and preserving the community's cultural landscape - man-made elements consisting of fields, meadows, hedgerows and farmhouses
 - Maintaining the scale of buildings that fit into a rural setting

- Avoiding the placement of building on ridges and eliminating tree stands (when buildings intrude on these features, the buildings begin to dominate the landscape and intrude on the rural setting with the loss of community character and important wildlife corridors)
- Designating scenic roads and rural views from scenic roads – along these roadways provide a substantial portion of open space to protect the views from the road into the countryside. One advantage of a greater setback and hiding homes from view is privacy for the homeowner.
- Providing a movement system for wildlife that interconnects to the open space areas and away from the building area.

Traditional Neighborhood Development - TND (New Village Area at Lisburn/Rossmoyne/Arcona Road)

- Understand what it is: The Pennsylvania Municipalities Planning Code (PAMPC - Act of 1968. P.L. 805, No. 247, as amended) defines it as: “an area of land developed for a compatible mixture of residential units for various income levels and nonresidential commercial and workplace uses, including some structures that provide for a mix of uses within the same building. Residences, shops, offices, workplaces, public buildings, and parks are interwoven within the neighborhood so that all are within relatively close proximity to each other. Traditional neighborhood development is relatively compact, limited in size and oriented toward pedestrian activity. It has an identifiable center and a discernible edge. The center of the neighborhood is in the form of a public park, commons, plaza, square or prominent intersection of two or more major streets. Generally, there is a hierarchy of streets laid out in a rectilinear or grid pattern of interconnecting streets and blocks that provides multiple routes from origin to destination and is appropriately designed to serve the needs of pedestrian and vehicles equally.”
- Locate the new village or TND on Arcona Road, west of the intersection of Arcona Road/Lisburn Road and relocated Rossmoyne Road (see Opportunity Area 2).
- Understand the principles of the development technique. The PAMPC devotes an entire article, Article VII-A to Traditional Neighborhood Development. Requirements of the MPC include:
 - The application of the TND must be in the form of an overlay zone for the area.

- Standards regulating density or intensity of land use must be established. Generally, the TND includes three specific areas – a concept of how these areas would work on the Lower Allen site is presented on the concept plan and described below:
 - Storefront area – an area of mixed-use buildings, generally with commercial and office activities on the first floor and residential activities on second or third floors; central squares and cultural facilities (this area would be located on Arcona Road)
 - Central residential area – an area with a broad mix of housing types at higher densities (this area would be located to the north of the storefront area – five to seven units/acre).
 - Neighborhood residential area – an area with a mix of single family residential units at lower densities (this area would take the style of a conservation subdivision due to the environmental constraints of the land – one unit/acre)
- Understand general principles of TNDs and provide for the following, where possible:
 - Amount, location and proposed use of common open space – distribution of parks and centrally-located open space (public commons, square, park, plaza or prominent intersection)
 - Retain natural features – wetlands, ponds, lakes, waterways, trees of high quality, significant tree stands, etc. – partially fronted by public tracts.
 - Develop out from the location of squares, parks, neighborhood centers, including changes of buildings at mid-block and compatibility of building type, rather than building use. Work with topography.
 - Place most structures close to the street – equivalent to $\frac{1}{4}$ of the lot width or less.
 - Create a grid pattern layout of streets with multiple routes to origins and destination – most streets with walkways. The exception to this is the conservation subdivision area, where due to the terrain and natural features, a grid system may not work.
 - Provide on-street parking with parking lots to the side or rear.
 - Serve lots less than 50 feet in width by rear alleyways. Set non-alley garages back from the front of the house or rotate so the garage doors are not a prominent feature on any adjacent street.

- Calm traffic with features such as boulevards, central greens, rotors, narrow streets, and/or directional change.
- Adopt a manual of written graphic design guidelines.
- Locate the greatest density of housing and office/commercial uses in the center of the TND.

Transit Oriented Development (TOD)

- Understand what it is: TOD refers to the development around a public transit station with a desired outcome of successful development, growing transit-ridership and livable communities.⁹ It generally includes moderate- to higher-density mixed-use development (e.g., residential, employment and shopping opportunities) located within walking distance to transit stations. The CORRIDORone System is designed as a commuter rail system, which means it will provide high-speed services to downtowns for inbound and outbound commuters. It will be linked with the bus system.
- Explore the concept for three locations in the Township as the decision is made whether to bring the transit system to the West Shore. It would be important to have the planning in place when the system would be operational.
 - Initiate a multi-municipal TOD planning process. The planning process would need a multi-municipal approach since none of the three stations (i.e., Lemoyne, U.S. 15 and Mechanicsburg East) are located in the Township, but they would influence development within the Township around the station areas.
 - Multi-municipal partners in the planning process would include Lower Allen Township, Lemoyne Borough, Camp Hill Borough, Hampden Township, Shiremanstown Borough and Mechanicsburg Borough (even though Camp Hill Borough and Mechanicsburg Borough might not be directly affected by the station area – traffic to the station area may affect these communities).
 - Other partners may include, the Modern Transit Partnership, Capital Area Transit (CAT), HATS, Tri-County Regional and Cumberland County Planning Commission, the West Shore Chamber of Commerce, the Harrisburg Region Chamber, private developers and property owners.

⁹ The majority of the discussion in this section is taken from *Ten Principles for Successful Development Around Transit*, Urban Land Institute, 2003, Transit Oriented Development information collected by the Pennsylvania Environmental Council – additional information is available on its website: www.pecpa.org, and from the Modern Transit Partnership.

- The potential exists for both new development and redevelopment in the area.
- Apply the 10 planning principles espoused by the Urban Land Institute for successful development around transit¹⁰:
 - Begin with a vision – understand transit locations are attractive locations for businesses and housing. The vision should be future-oriented, but based on reality, stakeholder-centered, collaborative and educational, focused on implementation, and flexible.
 - Recognize the value of public/private partnerships – Public sector (land assembly and the land development process) and private sector (real estate and financial resource understanding and contacts with the end users).
 - Understand the connection between development and transit – station areas bring opportunities for creating higher densities (strengthen the demand for transit) and economic growth. Good design and a high level of amenities are vital. Early planning must include a fiscal analysis estimating building costs and investment returns for private development of nearby properties.
 - Recognize parking is a critical element in the station area – finding the balance between providing parking and allocating sufficient land for the types of adjacent development that will generate walk-on use is of paramount importance. Ideas for parking in transit station areas include:
 - Move parking away from the platform- the land nearest the station may be best for land development.
 - Share parking among different patrons – transit, residential, business
 - Structured parking frees up valuable land and allows the wrapping of parking with retail shops, restaurants, residences and services.
 - Build a place, not a project. Again, the elements of design are critical to making the transit station attractive and viable. Key design elements to integrate into the transit area include:
 - Location of the transit in the center of the area – pay attention to the delineation of the station area, with activity surrounding the station
 - Public spaces (e.g., suitable for events and exhibits), attractive street furniture and public art
 - Pedestrian connections – creating compact blocks and streetscaped walkways

¹⁰ *Ten Principles.....*, ULI, 2003.

- Landmarks and gateways
- Variety of residential uses to ensure 24-hour presence.
- Develop retail that is market driven, not transit driven – must be a viable market with or without transit.
- Generate a mixture of use, but not the same mix for every station area. Transit helps to make the connection to station areas that are residential-oriented, work-oriented or retail-oriented. Determine the best mix for each area.
- Improve the image of buses. Bus rapid transit is an exciting idea being put to use in the Western U.S. Buses need to be an attractive alternative for the middle class and must link efficiently to the transit station.
- Encourage every price point to live around transit (e.g., town homes, loft apartments, condominiums) – target people tired of fighting traffic and willing to give up the second car, a variety of age groups (first-home buyers, empty nesters), and seniors who want an independent lifestyle.
- Seek out corporations to stimulate development around transit – a new workplace culture.
- Explore Pennsylvania ideas presented in case studies by the Pennsylvania Environmental Council, such as Phoenixville, French Creek Center Concept Plan; Paoli Station development site; the Schuylkill Valley Metro Station Areas in Douglasville, and Pottstown and Cheltenham Township transit station areas.

Regulatory Approach

This strategy focuses on the municipal regulations required to implement many of the strategies of the Physical Development Initiative. These land use ordinances include the Lower Allen Township Subdivision and Land Development Ordinance, the Township Zoning Ordinance, and a Township Official Map.

Components:

- Review the Lower Allen Township Zoning Map and Ordinance for consistency with the Land Use Strategies (i.e., Future Land Use Scenario, Opportunity Sites, and Special Design Considerations).

- Determine and implement changes to the Zoning Ordinance as an ordinance amendment or reenactment of the ordinance, depending on the number of changes required.
- Focus on the key components of the strategies, such as:
 - The addition of new zoning districts to accommodate the following future land use classifications: village (unique dimensional characteristics of Lisburn), regional commercial, neighborhood mixed-use, mixed-use nonresidential (incremental change in intensity dependent on conditions of the transportation network – see following bullet point) and traditional neighborhood development overlay.
 - Changes to the zoning map to implement the opportunity site strategy and the four opportunity sites.
 - Changes to sites to be considered immediately include opportunity site 1 (Eastern Lisburn Road Reuse Area), opportunity site 2 (Rossmoyne Road/Lisburn Road/Arcona Road Development Area), and opportunity site 3 (U.S. Route 15/Zimmerman Drive Interchange Area).
 - Map changes should be considered for opportunity site 4 (Old Gettysburg Road East, State Road/Hummel Avenue Redevelopment); however, it is anticipated that changes will occur in a two-step process: (1) to provide for a medium-intensity, mixed-use district immediately, based on the existing roadway networks' carrying capacity and intersection functionality from Carlisle Road to the Township border with Lemoyne Borough and (2) to provide for a higher intensity mixed-use district in the future, which may include a residential component after improvements have been made to the roadway's carrying capacity, intersections and bridge crossings (see description of Opportunity Site 4 for complete discussion).
- Implement the priorities for opportunity sites and special design techniques (e.g., conservation subdivisions, traditional neighborhood development and village enhancement) by coordinating the modification of regulations in the Township's zoning ordinance and subdivision and land development ordinance, thus eliminating existing regulatory barriers and permitting the new development concepts.
- Determine priorities for the zoning ordinance:
 - Dimensional and area regulations for mixed-use developments and single buildings
 - Conservation subdivision regulations, such as (see Special Design Considerations – Conservation Subdivision):

- Intent
 - Use schedule
 - Density guidelines
 - Open space ratios
 - Methods for calculating densities
 - Dimensional characteristics
 - Standards for development and conservation areas
 - General provisions for ownership and maintenance of conservation areas
- Traditional Neighborhood Development, such as (see Special Design Considerations – Traditional Neighborhood Development):
 - Intent
 - Three special areas (i.e., storefront, central residential, neighborhood residential) with permitted uses, density, and dimensional characteristics for each
 - Common open space standards
 - Special features and layout
- Determine priorities for the subdivision and land development ordinance:
 - Access management ordinances¹¹
 - Traffic calming measures
 - Bus stops in business areas
 - Pedestrian connection requirements and trail design standards
 - Underground utility requirements
 - Processing, plat, and design standards for conservation subdivisions
 - Design guidelines for traditional neighborhood development
 - Market analysis for regional centers
 - Design guidelines for neighborhood mixed-use centers (e.g., streetscaping and landscaping)
 - Implement a Lower Allen Township Official Map and Ordinance to include but not be limited to the location of the following features (see Map ?? and Map ?????).

¹¹ Consider the use of the Pennsylvania Department of Transportation's new *Access Management Model Ordinance*, 2005.

- Proposed new or improved roadway corridors by functional classification (e.g., principle arterial, minor arterial, major collector, minor collector)
 - Proposed highway corridors slated for access management
 - Proposed highway corridors slated for corridor-wide studies
 - Proposed existing interchanges slated for improvement
 - Proposed existing or new grade-separated road or railroad crossings
 - Proposed existing closed roadway segments
 - Proposed existing bridge improvements
 - Proposed new parks by classification (e.g., community, neighborhood, mini)
 - Proposed new trails and/or bikeways
 - Proposed bus stops and/or transit stations
 - Proposed public and/or municipal facilities or buildings
 - Proposed changes to utility lines, either new, existing or extensions
- Follow the Pennsylvania Municipalities Planning Code (PAMPC, Act of 1968, P.L. 805, No. 247 as amended) to meet the requirements of adoption and enactment of all land use ordinances and amendments.

Transportation Strategies

The transportation strategies support the land use strategies. The primary sources for these strategies are deficiencies information uncovered in the background profiles and system-wide changes needed in response to the future land use scenario. The Opportunity Sites (see p.) strategy discusses specific future transportation improvements to support the development of these areas. A composite listing and mapping of the required future functional classification system, targeted corridors, and specific sites for access management, intersection and stormwater management

improvements, and the components of the future transportation system are provided in the Future Transportation Network Strategy. The Transportation Corridor Studies Strategy identifies key roadway segments that require more detailed, corridor-wide study to develop a comprehensive package of improvements that will improve the functionality, operation, and efficiency of the specific corridors.

Future Transportation Network

The focus of this strategy is to move beyond thinking of the transportation network as a system of highways, and to expand the concept to include all modes of transportation: highways, transit, freight, rail, pedestrian ways (e.g., sidewalks, bikeways, trails), and air transport. The future transportation network responds to the movement of goods and the movement of people entering, exiting and moving within the Township. Currently, the obvious element of this network is the highway – improvement of the highway portion of the network includes an enhanced functional classification system, roadway deficiency removal or improvement, and future system expansion. The less obvious, although equally important, element is the interface of rail, transit, and non-motorized transportation with the highway system; the expectation is that this interface will grow in importance in the future.

Components:

- Adopt the Future Transportation Plan Map as part of the adoption process of the comprehensive plan. The Map includes the following features:
 - Future functional classification of existing roadways
 - Location of proposed roadways by functional classification
 - Location of existing and proposed U.S. 15 Interchange areas
 - Location of bridges and future changes to bridges
 - Location of railroad crosses by type: at-grade, grade-separated, and future grade-separated
 - Corridor deficiencies, including spot or intersection deficiencies, corridor-wide deficiencies, and stormwater management problem areas
 - Proposed CORRIDORone Rail Stations

- Understand the major objectives for each element of the Future Transportation Network.
 - Change the Transportation Functional Classification System. Two changes are proposed to the existing transportation system over the next 10 years: Rossmoyne Road to a Minor Arterial Roadway and Zimmerman Drive to a Minor Arterial Roadway.
 - The Rossmoyne Road change reflects the increasing traffic that is using the segment during the commuter rush hours based on traffic moving to and from residential development located south of the Rossmoyne Business Park and U.S. Route 15 corridor and surrounding business activities.
 - The Zimmerman Drive designation should correlate with the construction of the new U.S. Route 15 interchange at Zimmerman Drive.
- Confirm the location of new roadway segments to support the Future Land Use Plan and Opportunity Site development. These corridors include:
 - Relocation of the eastern segment of Old Gettysburg Road to the signalized intersection at Wesley and Century Drives to resolve existing stormwater management problems with Cedar Run. This new segment would carry the same functional roadway classification as the existing roadway (major collector).
 - Relocation of the Rossmoyne Road (see Opportunity Site 2 for complete description) to form a new roundabout (rotor) intersection with Arcona and Lisburn Road. This relocation resolves existing intersection alignment and safety problems. Two alternatives are proposed for the relocation.
 - Alternative 1 begins at the north side of the Pennsylvania Turnpike bridge. Key elements include widened bridge, existing farmstead located to the east, and grade-separated railroad crossing terminated in the roundabout. This alternative would be preferred because it would provide a more comprehensive solution plus remove existing traffic conflicts; however, it will require more agency coordination, higher costs, longer construction/implementation period, and a more complicated funding strategy.
 - Alternative 2 begins at the south side of the at-grade rail crossing and swings southwest to the new roundabout. This alternative would be less comprehensive, with its primary impact as the improvement of the Arcona/Lisburn Road intersection. It would not

provide added capacity and resolve other issues on the corridor, but would be less costly and time-consuming.

- Addition of a new roadway segments to support Opportunity Site 1 (see full discussion for Opportunity Site 1). These roadway improvements build a roadway system for the future development of lands owned currently by the Camp Hill State Correctional Institution. Included in the system are minor arterials, collectors, and local roads.
 - Zimmerman Drive extension (minor arterial) provides a new connection to Lisburn Road from the north over the railroad and Cedar Run. This extension opens up new development areas for industrial and business development.
 - Linked to the Zimmerman Drive extension is a collector which controls access to a new industrial area and connects to St. Johns Road.
 - A new internal roadway system, which meets Zimmerman Drive Extension and Lisburn Road at an intersection, serves the proposed industrial, business park and recreation areas south of Lisburn Road.
 - A fourth proposed segment (not expected in the 10-year period) is a bridge and roadway segment to realign Spangler's Mill Road at the Fairview Township border to provide more capacity and improve safety.
- Confirm the impact of the new U.S. Route 15 interchange at Zimmerman Drive on the Township network (see Opportunity Site 3)
 - Manage access around the interchange, including the distance of driveways from the interchange ramps and major intersections, consolidation of driveway entryways and exits, the use of auxiliary lanes and median areas, limit access from Zimmerman Drive, etc.
 - Synchronize signals to ensure the progression of traffic is smooth and long queues do not affect traffic movements.
- Confirm improvement to bridges. The bridge system over the Yellow Breeches Creek is of particular concern to Lower Allen Township. These bridges are county-owned facilities (i.e., either Cumberland or York County). Bridge improvements require coordination between four entities: Lower Allen Township, Fairview Township, Cumberland County and York County (and PennDOT for those cases where the bridge is part of a State roadway). Bridge issues include age of structures (several historic), alignment of structures with surrounding roadway, and

increasing levels of traffic (due to development patterns) and carrying capacity. Recommendations:

- Close the Slate Hill Road Bridge at the PA Water Works to vehicular traffic and keep it open as a pedestrian bridge. The age and profile of the one-way bridge, plus its proximity to the historic mill and interface with the roadway network, create numerous safety problems for vehicles. However, the bridge's setting and appearance do provide a scenic access point to the Yellow Breeches, and it should be open for the enjoyment of the public as part of a trail and creek network (see Recreation strategies for more information on the trail network and creek access).
- Continue to engage in the county's inspection and maintenance program by offering local knowledge of existing conditions.
- Work with Norfolk Southern, PennDOT and HATS to improve the north-south traffic flow and reduce potential conflicts with commuter traffic and emergency incident management throughout the Township.
 - Major conflicts exist at the numerous at-grade rail crossings, with the existing and future location of major residential and nonresidential developments on both sides of the crossings.
 - Three of the four existing rail crossings are at grade. The future transportation plan recommends two grade-separated crossings be negotiated at the relocated Rossmoyne Road and the new Zimmerman Drive Extended. These changes would reduce access conflicts in the western and central sections of the Township.
 - Also work with the railroad to resolve stormwater management problems at the Carlisle Road underpass, which further hinder north-south access during storm events.
- Complete an annual roadway maintenance program that recognizes and prioritizes transportation deficiency locations and stormwater management problem areas. The Future Transportation Network Map shows locations that have not been resolved and have been identified through a road tour and recent studies. These locations represent a beginning point for the annual program. Program elements should include:
 - An annual or semi-annual road tour with staff and Board of Commissioner representatives for inspection and delineation of problem areas
 - Mapping of the inspection findings

- Prioritization of findings for the next three years
 - Cost estimates for engineering and/or construction/reconstruction activities
 - Separation into general and capital budget categories
 - Submission to annual budgeting process
 - Scheduling of activities
- Continue to monitor progress and involvement with the CORRIDORone Project and begin preliminary discussions with neighboring municipalities affected by the station areas (see Opportunity Site 3 and the Transit Oriented Development discussions). One focus area for these discussions will be the management of traffic to the station areas. As the study continues, query the study team for answers to the following questions:
- How will the traffic to the station areas affect the Township's roadway network – regardless of ownership, in other words, private, local and State roadways?
 - What improvements will be needed to the network?
 - Where will be the location of primary and secondary access points to the station areas?
 - What is the area of influence of the station area and what access management techniques will be needed?
- Require pedestrian linkages (sidewalks and trails) to connect neighborhoods and major activity centers:
- Within the following land use classifications and areas, these would take the form of sidewalks:
 - Neighborhood mixed-use, business center, high-density residential, medium-density residential, low-density residential, regional commercial, general commercial, village, industrial, institutional, and mixed use non-residential.
 - Within 1,000 feet of the rural residential land classification
 - Along any roadways that are served by public transit
 - Within or along the perimeter of any land development that is a pedestrian trip generator, such as schools, parks, community activity centers, employment concentrations, and shopping and commercial centers

- Developed areas of the township that have sidewalks, but exhibit missing links (see the Transportation Profile and Mapping)
- In the rural and conservation areas of the Township, these connections will take the form of trails (see the Recreation Strategies – Greenway/Trail System Development)-

Transportation Corridor Study

Fixing deficiencies at problem locations is one approach to improving the transportation network and is appropriate for isolated intersections and stormwater management problem areas; however, this approach is less than efficient for areas that have numerous problems or inefficiencies on a single corridor. The corridor study approach leads to a more comprehensive resolution method. This approach reaches across municipal boundaries; engages municipal, regional, county and state partners; develops an action plan to address multiple concerns; leverages funding sources; and makes the entire transportation network more operationally efficient. The Lower Allen Township Plan identifies three study areas that will improve the network operation throughout the Township: one in the west (Wesley Drive/Rossmoyne Road), one in the center (Slate Hill Road), and one in the east (Gettysburg Road, State Road, and Hummel Avenue). The value of the corridor studies from the PennDOT perspective is the goal of improvement of the existing roadways, rather than the building of new roadways.

Components:

- Understand the conditions, operational deficiencies, and issues with the Wesley Drive/Rossmoyne Road Corridor (include the Simpson Ferry Road Corridor west from the intersection of Simpson Ferry Road with Wesley Drive). The elements of the study at a minimum should include, but are not limited to:
 - Retrofit access management controls on Simpson Ferry Road, through implementation of techniques such as reduction and spacing of driveways. Managing this corridor will require efforts by both Lower Allen and Hampden Townships, since the roadway is the township line.
 - Study major intersections to improve levels of service, reduce queuing, and safety for turning movements, including the corridor's intersection with Trindle Road (Hampden Township), Simpson Ferry Road (Hampden and Lower Allen), Old Gettysburg Road/Audubon Road, Westport Drive/Louise Drive and Lisburn Road (discussed earlier – integrated this into the study)
 - Study the location of signals and timing of signals, particularly those associated with the Rossmoyne interchange. A major study element would be the corridor's interface with the U.S. Route 15 Interchange ramps (are they meeting current traffic demands) and signals, in particular the flow of traffic during the AM and PM peak periods.
 - Study the carrying capacity of the roadway and suggest methods for managing commuter traffic into and out of major employment centers.
 - Study the Rossmoyne Road corridor relocation concept.
 - Address at-grade rail crossings along the corridor – one located in Hampden Township and one (previously discussed) in Lower Allen Township.
- Understand the conditions, operational deficiencies, and issues with the Slate Hill Road Corridor from Old Gettysburg Road to Lisburn Road. The elements of the study, at a minimum, should include, but are not limited to:
 - Study the signalized intersections at Old Gettysburg Road, Hartzdale Road, and Lisburn Road for efficiency in traffic movements and levels of services
 - Address the configuration of ramps at the interchange area, in particular the south bound ramps for truck turning movements from industrial areas located off of Slate Hill. Find the answers to the following questions: How will these movements change if Zimmerman

Drive is extended to Lisburn Road? If movements change, will this be an appropriate mix of traffic with regional commercial, etc. Should the Slate Hill interchange be the designated truck route for the industrial areas to separate traffic, and if so, what improvements will be needed to ramp areas? How does the interchange interface with the Rossmoyne interchange and the proposed Zimmerman Drive interchange? Are changes needed?

- Study the grade change on Slate Hill Road; the interface with truck traffic, including turning movements; and the at-grade rail crossing.
- Understand the conditions, operational deficiencies, and issues with the Gettysburg Road/State Road/Hummel Avenue (see Opportunity Site 4 for a detailed discussion). Lower Allen Township, Lemoyne Borough and Camp Hill Borough would be involved in this study. The elements of the study, at a minimum, should include, but are not limited to:
 - Improve roadway capacity from Carlisle Road to Lemoyne CORRIDORone Station.
 - Examine the interface with at-grade rail crossings.
 - Study the timing of signals in the location of the 17th Street Bridge.
 - Identify methods for relieving congestion associated with the bridge crossing.
 - Study access management along the corridor and within the area of the rail station.
- Develop an approach to move corridor study concepts before the Harrisburg Area Transportation Study and onto the PennDOT 12-year program.
 - Develop a partnership with affected municipalities for each corridor study, or as a “West Shore Coalition for Transportation Improvements” (with the coalition idea other projects may surface), and the transportation planners of the Tri-County Regional Planning Commission. The partnership or coalition should undertake the following activities:
 - Prepare the case for each study:
 - Collect and package information on existing conditions, deficiencies, and projected activities that will have an impact on existing conditions
 - Outline the future conditions with no improvements or a piecemeal attempt of improvements

- Delineate what is not known and what needs to be known (preliminary scope of work – use the bullets above as a beginning point)
- Clarify benefits to each municipality and to the West Shore as a whole – economic, community, transportation (mobility and access), safety.
- Outline a role/responsibility for each partner
- Meet with PennDOT District 8-0 representatives to review the case studies and to seek input to make the cases even stronger
- Meet with, and seek letters of support or endorsement from, the Cumberland County Commissioners and the Cumberland County Legislative Delegation
- Work with Tri-County Regional Planning Commission for placement of the studies on the Long Range Transportation Plan
- Present the case studies to HATS informally, if possible, and formally through the Transportation Improvement Program Process – use a delegation representing each member of the partnership.
- Make follow-up with the County, Tri-County, legislators, and HATS a habit.

Lower Allen Township Physical Development Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Future Land Use Scenario	High	Board of Commissioners	Adoption as part of the Comprehensive Plan adoption - implementation begins as the scenario is translated into land use ordinances and guidelines	PD-1	Board of Commissioners task the Planning Commission/Township Engineer to oversee revisions to the land use ordinances	Update of ordinances would cost between \$30 and \$60K for zoning and subdivision and land development ordinance depending on the level-of-changes required.	Unless, the Township chooses to work with surrounding municipalities on the ordinance updates (DCED funding would be available), few State grants are available. Grants may be available for the development of ordinance language for conservation subdivisions (Natural Lands Trust) and TNDs (DCED).	
	Opportunity Sites		Board of Commissioners		PD-6			General word about the development of the plan's opportunity sites. All of the sites rely on partnerships. In 2005, the first source from the Commonwealth for seeking assistance with partnership development would be DCED's Community Action Team (CAT), which coordinates economic development and community development with various state agencies @1-866-GOnewPA or www.newPA.com	
	Site 1: Eastern Lisburn Road Reuse	Medium			PD-6	Community Development Staff (new economic development staff position)- accomplished through a public/private partnership	Dependent on the type of arrangement work out with the PSDC and other members of the public-private partnership	See partners in the strategy. In addition to the CAT, the Governor's Action Team works with domestic and international businesses, as well as professional site consultants on projects involving significant investment and job creation opportunities. This site would be prime for these types of considerations.	
				Discussion with the Pennsylvania State Department of Correction (PSDC)					
				Development of a public-private partnership for land development (land use partners, transportation and infrastructure partners, and recreation partners					
				Control of access off of Lisburn Road					
				Increasing roadway capacity to meet development traffic impact					
				Pedestrian access to recreation areas					
				U.S. 15 to Lisburn Road connection via Zimmerman Drive					
				Public sewer and fiberoptics connections					
	Site 2: Rossmoyne Road/ Lisburn Road/ Arcona Road Development Area	High	Board of Commissioners		PD-10	Community Development Staff (new economic development staff position) - accomplished through public/private partnership	Public-private partnerships would be necessary to complete this project. Partners are listed in the strategy.	Potential funding sources available through DCED, PennDOT for the roadway improvement. If the Township is interesting in promoting smaller, affordable units in a section of the TND, other funding may be available	
				Development of the Traditional Neighborhood Development (TND) Overlay					
				Use of conservation subdivision concept					
				Integration of business center					
				Reconfiguration of the roadway system					
				Management of access					
				Increasing roadway capacity to meet development traffic impact					
				Provision of pedestrian connections					
				Provision of public water, sewer and fiberoptics					
				Relocation of power lines					
	Site 3: US Route 15/Zimmermand Drive Interchange Area	Medium	Board of Commissioners		PD-14	Community Development Staff (new economic development staff position) - accomplished through public/private partnership	The public investment in infrastructure (interchange area) will be the enticement for private sector investment	Site preparation , infrastructure improvement and construction loans and grant programs may help to entice more private dollars into the area. Again, the CAT and GAT approach are appropriate for this area.	
				Development of a public/private partnership to create a vision and regulations for regional commerce center					

Lower Allen Township Physical Development Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Development of a neighborhood mixed-use center adjacent to the CORRIDORone railstation and the Old Gettysburg West Corridor					
				Management of access and provision of roadway capacity					
				Traffic calming techniques					
				Development of pedestrian connections					
				Provision of adequate public water/sewer/fiberoptics					
	Site 4 - Old Gettysburg Road East/State Road/Hummel Avenue Redevelopment Area	High	Board of Commissioners		PD-18	Community Development Staff (new economic development staff position) - accomplished through public/private partnership	Targeting infrastructure improvements first and then revitalization programs and brownfields grants and loans would be the priority for this site.	Working with PennDOT, TCRPC and the surrounding municipalities to develop a transportation study partnership is the highest priority. Programs for revitalization may include: Pennsylvania Business in Our Sites, PennWorks, Tax Increment Financing (TIF) Guarantee Program, Redevelopment Assistance Capital Program, Building PA Program. Again, working with the CAT and GAT would be a priority.	
				Initiation and completion of a transportation study with municipal partners					
				Provision of adequate utility infrastructure, including buried lines					
				Initiation and completion of a redevelopment plan for the corridor					
	Special Design Considerations				PD-22				
	Conservation Subdivisions	High	Board of Commissioners		PD-22	Community Development Staff/Planning Commission	Part of the land use ordinances update	\$5,000 grant available from Natural Lands Trust (NLT) for consultant assistance if the NLT model is followed.	
				Provision of a public education program on the concept					
				Application to the rural residential area of the Township					
				Revision to zoning and subdivision and land development ordinances to include the concept					
				Coordination with developers					
	Traditional Neighborhood Development - TND	High	Board of Commissioners		PD-26	Community Development Staff/Planning Commission	Part of land use ordinance update	General funds	
				Creation of a TND Overlay District					
				Creation of TND design guidelines					
				Coordination with developers					
	Transit Oriented Development (TOD)	Low	Board of Commissioners		PD-28	Community Development Staff/Planning Commission	Multi-municipal project, undertake if the decision is made to go forward with the transit project	Form an intergovernmental cooperation agreement and seek funding from DCED - LUPTAP funds	
				Development of a multi-municipal task force					
				Initiation of the multi-municipal TOD planning process					
				Work through the ten TOD planning principles					
				Development of TOD conceptual plans and integrate into ordinance language					
	Village of Lisburn Enhancement	Medium	Board of Commissioners		PD-30	Community Development Staff/Planning Commission	Part of land use update	General funds	
				Organization of a neighborhood planning process					
				Completion of a vision workshop					

Lower Allen Township Physical Development Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Development of a future land use scenario					
				Adoption of the plan and ordinances					
	Regulatory Approach	High	Board of Commissioners		PD-30	Community Development Staff/Planning Commission	Update of ordinances would cost between \$30 and \$60K for zoning and subdivision and land development ordinance depending on the level-of-changes required.	Unless, the Township chooses to work with surrounding municipalities on the ordinance updates (DCED funding would be available), few State grants are available. Grants may be available for the development of ordinance language for conservation subdivisions (Natural Lands Trust) and TNDs (DCED). Official map may be completed in-house.	
				Completion of an ordinance consistency check with the Comprehensive Plan					
				Completion of changes to zoning map consistent with the plan					
				Completion of new zoning districts consistent with the plan					
				Completion of zoning amendments consistent with the plan					
				Completion of subdivision and land development amendment consistent with the plan					
				Implementation of a Lower Allen Township Official Map and Ordinance consistent with the plan					
	Transportation Strategies				PD-35				
	Future Transportation Network		Board of Commissioners		PD-35	Township Engineer			
		High		Adoption of the Future Transportation Plan Map as part of the adoption of the comprehensive plan			No cost	N/A	
		High		Completion of changes to the functional transportation system			On-going as new development comes on line	For those areas which are on-site, developer would make upgrades. Other upgrades would be through the project development process with PennDOT and HATS	
		See Opportunity Site Development Priority		Initiation of the implementation of new or improved roadway segments to support the future land use scenario and opportunity site development			See Opportunity Sites	See Opportunity Sites	
		Medium		Management of access and signals in the area of the US Route 15 interchange at Zimmerman Drive			Major cost is to the Township; however, seek funding through PennDOT	General Fund	
		Medium		Closure of Slate Hill Road Bridge to vehicular traffic			Barrier construction and access improvement to the Creek	General Fund	
		High		Initiation of discussions with Norfolk Southern, PennDOT and HATS to improve north-south traffic flow and reduce conflicts			No cost	N/A	
		High		Completion of an annual roadway maintenance program			Part of routine operations	General Fund	
		High		Continuation of CORRIDORone Project monitoring			No cost	N/A	

Lower Allen Township Physical Development Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		High		Addition of pedestrian connections to neighborhoods and major activity centers		Trail task force	Volunteer effort to prioritize connections; construction activities may be by Township or property owners depending on the location	Cost dependent on findings of the task force. DCNR may have grant money available for trail construction.	
	Transportation Corridor Study		Board of Commissioners		PD-40	Township Engineer	The actual cost estimate would be part of the project development process	Coordination with HATS and PennDOT to advance studies and projects	
		High		Completion of the Wesley Drive/Rossmoyne Road Corridor Study					
		Low		Completion of Slate Hill Road Corridor Study					
		High		Completion of the Old Gettysburg Road/ State Road/ Hummel Avenue Intersection / Traffic Movement Study					

Lower Allen Township Recreation Initiative

Mini-Park/Neighborhood Park Enhancement Program

Improvements and enhancements to the facilities and amenities at the Township's existing mini-parks and neighborhood parks will help the parks better meet citizens' recreation needs. This strategy addresses the best uses for each park area and accessibility concerns, and it determines the priorities for improvements (see Comprehensive Plan Update Map 6: Future Recreation Lands and Facilities Map).

Components:

- ❑ Erect a standard park identification sign at the entrance to each Township neighborhood park.
 - Decide on materials, size, style, design, color and lettering to use to unify and better promote the park opportunities within the Township.
 - Add landscaping and flowers to the areas surrounding the park signs.
- ❑ Erect park rules and regulations signs at Township neighborhood parks.
 - Word the rules and regulations with a positive focus, rather than using negative language, by telling visitors what they should do rather than what they can't do.
- ❑ Erect event sign boards at each neighborhood park to post Township flyers and notices for the public to read.
- ❑ Install security lighting at facilities in neighborhood parks where it's needed.
- ❑ Consider installing portable ice skating rinks at a few neighborhood parks during the winter months.
- ❑ Discuss park improvements with neighborhood associations and/or park neighbors prior to undertaking them.
- ❑ Examine the play equipment areas in each neighborhood park. Playgrounds should be designed to accommodate children in age-segregated areas for two- to five-year-olds and six- to 12-year-olds. Options include retrofitting the existing structures to comply with the guidelines, adding additional equipment as appropriate, and /or installing

signage that directs use by specific age groups. Playgrounds should offer play equipment that provides options for the physically challenged.

- ❑ Provide benches near playgrounds in shaded locations for caregivers to sit and watch park activities.
- ❑ Provide pathways in each neighborhood park for recreation purposes and to meet the requirements of the ADA. The ADA requires an accessible route from parking areas and drop-off areas to recreation facilities and activity areas. Viewing areas for physically-impaired spectators must be provided at sports fields and courts. Pathways should not exceed specific slopes and should be paved to link sidewalks to activity areas within the parks.
- ❑ Provide the following enhancements to each mini/neighborhood park, in addition to the improvements previously identified:
 - Highland Estates Playground
 - Weed the fall zones within the swing set area.
 - Replace the picnic pavilion.
 - Connect the swing set and sliding board with the other park facilities via a paved pathway.
 - Continue playground equipment replacement.
 - Add landscaping, trees and benches.
 - Install a water fountain.
 - Allendale Park
 - Stabilize the merry-go-round and paint it.
 - Link the facilities within the park with a paved pathway.
 - Explore installation of a spray-ground facility (a zero-depth entry water play area).
 - Add grills to the pavilion area.
 - Consider permanent restroom facilities. Discuss this with neighborhood association.
 - Beacon Hill Park/Former Radar Site on Beacon Hill

- Construct a community building at the park, which could serve as the office for the West Shore Recreation Commission and as meeting space for neighborhood groups.
 - Link the Beacon Hill Park and the former radar site to become one 10.1-acre neighborhood park. Consider preparing a master plan for the park.
 - Replace the pavilion.
 - Add grills to the pavilion area.
 - Improve the trail system and steps and pathway access to the upper area of the park.
 - Discuss all improvements with the neighborhood to get input prior to undertaking them.
 - Consider the historic significance of the site when making improvements.
- Highland Park and Playground
- Discuss the use of the volleyball court with the neighborhood association. Explore installing an in-line hockey rink in its place.
 - Repair the drain on the water fountain.
 - Repair damage to the pavilion, tables and benches.
 - Explore installation of a spray-ground facility (a zero-depth entry water play area).
 - Add grills to the pavilion area.
 - Resurface the basketball court and tennis courts.
 - Replace the tennis court fencing.
 - Consider reuse of the shuffleboard and four-square court areas.
 - Consider a permanent restroom facility. Discuss this with the neighborhood association.
- Peter's Field
- Replace the tennis court fencing.
 - Resurface the basketball and tennis courts.

- Increase the fall zones within the play equipment area.
 - Replace the swings.
 - Repair the damage to the pavilion, tables and benches.
 - Replace the backstops at the baseball fields.
 - Explore constructing a joint parking lot with the neighboring church.
- Sheepford Crossing Park
 - Install a water fountain.
 - Install gazebo and shrubbery.
- Explore with the field owners the possibility of the Township maintaining the privately-owned Hempt Field, so that the fields are maintained to the same standard as Township-owned fields.
 - Consider the following items if some type of agreement can be reached between Hempt Brothers, the Township and Highland Baseball.
 - Install fencing and new backstops to protect players and spectators.
 - Replace scoreboards.
 - Prune trees and remove dead branches.
 - Clean off graffiti.
 - Repair players' benches.
 - Expand the parking area.
 - Install sidewalks to provide safer access to the field from the Highland area.

Community Park Enhancement Program

Improvements and enhancements to the facilities and amenities at the Township's existing community parks will help the parks better meet citizens' recreation needs. This strategy addresses the best uses for

each park area and accessibility concerns, and it determines the priorities for improvements.

Components:

- ❑ Erect a standard park identification sign at the entrance to each Township community park.
 - Decide on materials, size, style, design, color and lettering to use to unify and better promote the park opportunities within the Township.
 - Add landscaping and flowers to the area surrounding the park signs.
- ❑ Erect park rules and regulations signs at Township community parks.
 - Word the rules and regulations with a positive focus, rather than using negative language, by telling visitors what they should do rather than what they can't do.
- ❑ Erect event sign boards at each community park to post Township flyers and notices for the public to read.
- ❑ Install security lighting at facilities in community parks where it's needed.
- ❑ Discuss park improvements with neighborhood associations and/or park neighbors prior to undertaking them.
- ❑ Examine the play equipment areas in each community park. Playgrounds should be designed to accommodate children in age-segregated areas for two- to five-year-olds and six- to 12-year-olds. Options include retrofitting the existing structures to comply with the guidelines, adding additional equipment as appropriate, and /or installing signage that directs use by specific age groups. Playgrounds should offer play equipment that provides options for the physically challenged.
- ❑ Provide pathways in each community park for recreation purposes and to meet the requirements of the ADA. The ADA requires an accessible route from parking areas and drop-off areas to recreation facilities. Viewing areas for physically impaired spectators must be provided at sports fields and courts. Trails should not exceed specific slopes and should be paved to provide multiple recreation opportunities such as bike riding, in-line skating, jogging and walking. Walking is an activity widely enjoyed by all segments of the population. To accommodate a number of uses, provide eight-foot wide trails.
- ❑ Provide benches spaced along the pathways, in the shade if possible.
- ❑ Provide the following enhancements to each community park, in addition to the improvements previously noted:

- Vernon C. Wass Park
 - Install fencing to separate the baseball field from the play equipment area.
 - Explore reconfiguring the ball field for youth use.
 - Explore walking connections to the park from residences to the east and the nearby older adult community
 - Replace pole light fixtures.
 - Paint and repair tennis court fence.
- Lower Allen Community Park
 - Complete the master plan for the park and begin its implementation.

Parkland Acquisition

The draft Cumberland County Open Space Preservation Plan presents active parkland acreage standards of 15 acres per 1,000 citizens. This strategy addresses how the Township will strive to meet this acreage standard through acquisition of parkland.

Components:

- Acquire and develop a 25- to 75-acre property as an active sports complex.
 - Begin discussions and negotiations with the Camp Hill Prison about leasing land for a sports complex. Two possible sites are the acreage from Lisburn Road to Shetter Road (approximately 70 acres) and the acreage from the quarry to Cedar Run.
 - Provide additional youth baseball and softball fields to accommodate the youth leagues and the potential of adult use.
 - Provide multi-purpose fields for emerging sports such as rugby, lacrosse, flag football and field hockey. Size the fields to accommodate each of these sports as well as football.
 - Provide additional fields to meet the growing soccer programs, address changing playing formats, allow rest periods for fields, and to accommodate potential adult leagues.

- Plan for the installation of lights at each field for expanded evening use.
- Plan for a centrally-located snack bar at the sports complex.
- Plan for permanent restroom facilities at the sports complex.
- Identify other potential sites for parkland acquisition to meet the acreage standard for the year 2010 of 114.8 additional acres.
- Consider parkland use for property to be acquired at the cul-de-sac at the water works bridge.
 - Repair the pedestrian bridge.
 - Partner with United Water.
 - Plan for creek access.

Indoor Recreation Space Study

Indoor spaces are needed for recreation programs and services in the Township. The challenge is how to fund construction and operation of a community recreation center. This strategy addresses conducting a feasibility study to determine public interest and support for a community recreation center. This study should be undertaken as a regional effort with surrounding municipalities.

Components:

- Take the lead role in helping the West Shore Recreation Commission apply for a DCNR grant to undertake a feasibility study that will determine public interest and support for a regional community recreation center as well as assess residents' recreation program needs and interests.
 - Draft a scope of work for a feasibility study/program needs assessment, using the DCNR scope of work as a model from which to work.
 - Explore the cost of the feasibility study with consultants to determine what each municipality's share would be. Half of the total study cost would be eligible to be paid for by DCNR grant funds.
 - Call a meeting of elected officials and key staff of each municipality and the school district that funds the West Shore Recreation Commission to discuss conducting a feasibility study and program

needs assessment as well as contributing financially to it. The Township will coordinate this meeting and take the lead role in conducting it.

- Support the West Shore Recreation Commission's application for DCNR grant funds.

Natural Resource/Open Space Area Preservation and Improvements

Significant natural resources within the Township should be protected from development and significant open spaces should be preserved. This strategy identifies these places, addresses improvements to existing Township natural resource/open space areas and public access to the Yellow Breeches Creek.

Components:

- ❑ Erect a standard park identification sign at the entrance to each Township natural resource/open space area.
 - Decide on materials, size, style, design, color and lettering to use to unify and better promote the park opportunities within the Township.
 - Add landscaping and flowers to the area surrounding the park signs.
- ❑ Erect park rules and regulations signs at Township natural resource/open space areas.
 - Word the rules and regulations with a positive focus, rather than using negative language, by telling visitors what they should do rather than what they can't do.
- ❑ Discuss park improvements with neighborhood associations and/or park neighbors prior to undertaking them.
- ❑ Prepare a master plan for the Township natural resource and open space areas that adjoin the Yellow Breeches Creek, to provide amenities that will avoid duplication, best serve the public, and enhance access to the creek for fishing, boating and passive recreation.
- ❑ Provide the following enhancements to each natural resource/open space area, in addition to the improvements previously referenced:
 - Creekwood Area Park

- Provide an access area at the creek for fishing and boating.
- Connect the park to Beacon Hill Park with a trail.
- Provide a parking area.
- Yellow Breeches Park
 - Provide an access area to the site from the creek.
 - Consider allowing primitive camping at the site.
 - Provide a parking area.
- Beacon Hill Land
 - Provide an access area to the site from the creek.
 - Link the site to the future Township trail system.
 - Consider allowing primitive camping at the site.
- Windsor Park Open Space
 - Consider using the site for community garden plots.
- Spring Lake Colony Open Space
 - Link the site to the future Township trail system.

Greenway and Trail System Development

The Township does not contain any formal greenways or trails within its borders. Connecting linkages between parks, schools and other community destinations that would facilitate safe walking and bicycling passages are needed. This strategy addresses forming a committee to begin this process.

Components:

- Appoint a task force to study potential linkages and connections between Township parks, schools, residential neighborhoods, open space areas and other community destinations for safe pedestrian and other non-motorized use.
- Make connections along Township creeks a high priority.

- Work to designate a water trail along the Yellow Breeches Creek, coordinating with the Pennsylvania Fish and Boat Commission.
- Extend sidewalks to park locations within neighborhoods.
- Invite the Cumberland County Greenway Coordinator to be a task force member and/or keep her informed on progress.
- ❑ Seek parcels of creek front property to link Township-owned property and create a protected greenway along the Yellow Breeches Creek.
 - Continue discussions with Beacon Hill homeowners about obtaining property easements to open areas along the creek for public access. Linkages for Allendale Park, Beacon Hill Park and Sheepford Crossing Park are possible.
- ❑ Emphasize pedestrian and bicycle lanes and facilities in road improvements and planning efforts.
- ❑ Provide trails of adequate width for the intended use.
- ❑ Consider conservation subdivision strategy for linking greenways and trails in new development areas with other trail systems.

Park Maintenance, Safety and Security Program

A planned maintenance program with minimum standards of care assures the degree of safety, use and appearance residents deserve. A standard is a short description of what the resources should look like when the maintenance has been completed. This strategy supports the existing maintenance program and moves the Township toward a park maintenance management plan.

Components:

- ❑ Schedule the necessary work to correct the deficiencies noted during the site inspections conducted for this plan.
- ❑ Increase staffing as needed to maintain the high standard of care the Township has set for its park areas and recreation facilities.
- ❑ Support the existing park maintenance program by establishing minimum standards of care for park areas and recreation facilities. These are brief statements that clearly describe how an item should look when the maintenance has been completed. For example, a players' bench standard could read: The seat is level and securely fastened, has no cracks, jagged edges or holes, has secure supports and no exposed

footers. Written standards of care help maintenance staff perform work up to expectations.

- Update the seasonal written schedule of routine maintenance duties that must be performed to achieve the established minimum standards of care.
- ❑ Develop a safety inspection checklist form for play equipment areas and other park facilities.
 - Continue to conduct routine safety inspections: document safety issues and correct them.

Recreation Programming Plan

Recreation programs and special events bring citizens into Township parks and schools to enjoy the facilities that their tax dollars support. This strategy addresses offering the public a balanced schedule of recreation programs for all ages, incomes and abilities that limits duplication of effort. Defining the roles of the West Shore Recreation Commission and Lower Allen Township is important.

Components:

- ❑ Explore contracting with the West Shore Recreation Commission to conduct Township special event programs such as the Easter Egg Hunt, Halloween event, and Concerts in the Park.
 - Have Township Manager meet with the West Shore Recreation Commission Executive Director and Chairman to begin discussions and determine the advantages to both entities of an expanded relationship.
 - Determine what recreation programs the Township will continue to offer on its own.
 - Determine what special events would complement those already offered and strengthen the sense of community for residents.
- ❑ Support the West Shore Recreation Commission's use of Township facilities at no charge to offer community recreation programs for residents.
 - Work with the West Shore Recreation Commission to institute a non-resident charge for those program participants using a Township facility but not living in the Township.

- ❑ Cross promote West Shore Recreation Commission programs and Township special events.
 - Include activities on each other's Web sites.
 - Include a West Shore Recreation Commission column in each edition of the Township newsletter whenever possible or where space allows.
 - Include Township special event details in the West Shore Recreation Commission program guide whenever possible or where space allows.
- ❑ Support the West Shore Recreation Commission's completion of a comprehensive program needs assessment of West Shore School District residents by contributing financially to that project.
- ❑ Capture names and addresses of participants/attendees at Township special events.
 - Use a simple survey to get evaluation feedback, using a "register to win" format.
 - Get prizes donated.
 - Have check off boxes to ask if people would like to volunteer, help raise funds, get more information on adopt-a-park programs, etc.

Administrative Staffing Plan

For the size of the Township's park system and the population it serves, a determination of how best to administer the recreation and parks system facilities and services is needed.

Components:

- ❑ Strengthen the Township's relationship and establish clear lines of communication with the West Shore Recreation Commission, the intergovernmental agency which provides community recreation programming for residents, to avoid any duplication of services.
 - Encourage the West Shore Recreation Commission to have a staff person attend Township recreation and parks board meetings to improve communication and share resources.
 - Consider appointing a Township recreation and parks board member as the Township's alternate member to the West Shore Recreation Commission board.

- ❑ Explore the hiring of a Marketing and Development Director for the Township, who would coordinate grant writing, market Township services, including recreation and parks, and plan special events, including public safety events, in addition to other duties.
- ❑ Explore contracting the reservation service for rentals of Township facilities such as pavilions, ball fields, garden plots and the barn with the West Shore Recreation Commission.
- ❑ Charge the recreation and parks board with oversight responsibility for implementation of recreation, parks and open space strategies.

Revenue Sources and Partnership Development

This strategy addresses pursuing the development of income sources and partnerships to maintain existing parks, to develop recreation facilities and to provide recreation programs for citizens.

Components:

- ❑ Invite the DCNR regional recreation and parks advisor to visit the Township, tour the park areas and meet with staff, elected officials and recreation and parks board members to discuss grant project funding.
- ❑ Update the Township's mandatory dedication ordinance to increase the fee-in-lieu-of dollar amount and land dedication acreage amount.
- ❑ Develop a business sponsorship package for Township special events and park projects.
- ❑ Prepare a gift catalog of needed park improvements.
- ❑ Develop an adopt-a-park program to help with improvements to park areas. This program would match civic clubs, neighborhood groups, service organizations or local businesses with a park to give money, raise money for on-going maintenance or park improvements or provide volunteer labor for clean-up days, special events, patrolling or landscaping projects.
- ❑ Apply for a Pennsylvania Recreation and Park Society RecTAP grant to get help with developing a business sponsorship, adopt-a-park or gift catalog program. This is a \$1,500 grant to pay an experienced professional for a specific project. No matching funds are required, but providing matching funds can increase the size of the project.
- ❑ Create an ad-hoc fund raising committee as an extension of the recreation and parks board. Seek Township residents with expertise in marketing, advertising, fund raising and development. Assign this committee with

oversight of the business sponsorship, adopt-a-park and gift catalog programs.

- ❑ Consider floating a bond issue to pay for capital improvements at the parks, or link park improvements with a bond issue for other Township projects.
- ❑ Develop a professionally-designed marketing piece for the Lower Allen Community Park Barn to promote its use.
 - Distribute this brochure as an insert in the Township newsletter.

Recreation and Parks System Guide

A guide to the Township's recreation and parks system would increase citizen awareness of the opportunities available to them. The guide should include a map of park locations, featuring all public park areas and recreation facilities as well as private facilities that are open for public use. Also include the facilities and amenities at each park, the major recreation programs, special events in the Township, contact information for the Township's recreation providers, along with park rules and regulations.

Components:

- ❑ Prepare the recreation and parks system guide using in-house staff or through a commercial firm such as the one who currently prepares the Township map.
 - Use a format and size similar to the existing Township map.
 - Locate all Township-owned, School District-owned and privately-owned park areas that are open for public use on a large street map.
 - List the acreage and amenities available at each park area in the guide.
 - Include park rules and regulations in the guide.
 - Include information on how to rent park facilities, with a special focus on the Lower Allen Community Park Barn.
 - Incorporate a calendar of major community special events, including those sponsored by the Township, with event description, date, time, place, contact name and phone number or Web site for more information.

- Include a detailed map of facilities at Lower Allen Community Park.
- List the names of Township recreation and parks board members and monthly meeting day (4th Wednesday of the month), time and location.
- Incorporate listings of youth sports groups and service organizations with brief descriptions of programs offered, contact names and phone numbers or websites for more information.
- Include any trail or greenway linkages and sidewalk linkages between park areas.
- Seek business sponsors and advertisers to offset the cost.
- Update the guide regularly, approximately every two years.

Lower Allen Township Recreation Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Mini-Park/Neighborhood Park Enhancement Program	High	Board of Commissioners/Township Recreation and Parks Board		REC-1	Public Works Coordinator			
				Development and placement of standard park identification, rules and regulations and events signage			Cost depends on design, size, materials used, one or two-sided, lighted or not, who installs, # of signs.	General fund, capital improvements fund, adopt-a-park program, gift catalog, DCED Community Revitalization Grant, DCNR Community Conservation Partnerships Program Development Grant.	
				Installation of security lighting			Cost depends on location, mounting, dusk to dawn or timer lights, availability of electricity, # of lights needed.	See above	
				Installation of portable ice skating rinks			\$1,000 - \$2,000 per rink.	See above	
				Discussion of park improvements with neighborhood associations or neighbors			No costs	N/A	
				Development of special area for different age groups			Cost depends on whether equipment is retrofitted, equipment is added or signage is used.	General fund, capital improvements fund, adopt-a-park program, gift catalog, DCED Community Revitalization Grant, DCNR Community Conservation Partnerships Program Development Grant.	
				Expansion of accessibility to parklands			\$20 per linear foot of 10-foot wide bituminous pathway, \$13 per linear foot of 10-foot wide stone pathway.	See above	
				Provision of special enhancements to each park in accordance with the comprehensive plan			Cost depends on improvements selected.	See above	
				Development of public / private partnership for standardizing maintenance at both public and private parklands			No extraordinary costs	General fund, private business funds.	
	Community Park Enhancement Program	High	Board of Commissioners/Township Recreation and Parks Board		REC-4	Public Works Coordinator			
				Development and installation of signage			See mini-park strategy.	See mini-park strategy.	

Lower Allen Township Recreation Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Installation of security lighting			See mini-park strategy.	See mini-park strategy.	
				Community involvement process			No costs	N/A	
				Development of special areas for different age groups			See mini-park strategy.	See mini-park strategy.	
				Expansion of accessibility to parklands			See mini-park strategy.	See mini-park strategy.	
				Provision of special enhancements to Vernon Wass Park			Cost depends on improvements selected.	See mini-park strategy.	
				Completion and implementation of the Lower Allen Community Park Master Plan			Cost depends on improvements selected.	See mini-park strategy.	
	Parkland Acquisition	High	Board of Commissioners		REC-6	Township Manager			
				Initiation of discussion of the use of Camp Hill State Correctional Institution Land for an active sports complex			No costs	N/A	
				Completion of discussions with developers to continue to acquire additional land as new neighborhoods develop or land becomes available			No costs	N/A	

Lower Allen Township Recreation Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Indoor Recreation Space Study	Low	Board of Commissioners		REC-7	West Shore Recreation Commission			
				Initiation of a meeting with the elected official, municipalities and school district that fund the West Shore Recreation Commission to discuss a feasibility study and program needs assessment			No costs	N/A	
				Assistance with grant application for a feasibility study and needs assessment			No extraordinary costs	General fund	
				Participation in the study			\$10,000 - \$15,000	General fund, DCNR Community Conservation Partnerships Program Planning Grant, DCED Shared Municipal Services Grant.	
	Natural Resource / Open Space Area Preservation and Improvements	High	Board of Commissioners/ Township Recreation and Parks Board		REC-8	Public Works Coordinator			
				Erection of signage at Township-owned natural resource and open space areas			See mini-park strategy.	See mini-park strategy.	
				Involvement of the public			No costs	N/A	
				Preparation of a Master Plan for Yellow Breeches Creek access areas			\$40,000 - \$60,000	General fund, PA Fish and Boat Commission, Yellow Breeches Watershed Association, National Park Service Rivers, Trails and Conservation Assistance Program, PA Recreational Trails Program Grant, DCNR Greenways and Trails Development Grant, DEP Growing Greener Grant, Cumberland County Greenways Coordinator, DCNR Community Conservation Partnerships Program Planning Grant.	
				Provision of special enhancements in accordance with the Plan			See mini-park strategy.	See mini-park strategy.	
	Greenway and Trail System Development	High	Board of Commissioners/ Township Recreation and Parks Board		REC-9	Greenway and Trail System Task Force			

Lower Allen Township Recreation Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Appointment of a greenway and trail system task force			No costs	N/A	
				Designation of a water trail along the Yellow Breeches			No costs	N/A	
				Development of a protected greenway along the Yellow Breeches			Cost depends on land acquisition and development needs.	General fund, easements, PA Fish and Boat Commission, Yellow Breeches Watershed Association, National Park Service Rivers, Trails and Conservation Assistance Program, PA Recreational Trails Program Grant, DCNR Greenways and Trails Development Grant, DEP Growing Greener Grant, Cumberland County Greenways Coordinator.	
				Mapping of connections throughout the Township			Cost depends on who writes copy, does layout, takes photos, # printed, size, paper quality, 4-color or not, camera ready or not	See above	
	Park Maintenance, Safety, and Security Program	High	Community Development Director		REC-10	Public Works Coordinator			
				Development of minimum standards of care for park areas and recreation facilities			No extraordinary costs if done in house.	General fund, PRPS RecTAP, DCNR Peer-to-Peer Program.	
				Development of a safety inspection checklist			See above	See above	
	Recreation Programming Plan	Medium	Township Manager		REC-11	West Shore Recreation Commission / Community and Human Resources Coordinator			
				Exploration of contracting for special services with West Shore Recreation Commission			\$5,000 - \$15,000	General fund	
				Promotion of recreation programs			No extraordinary costs	General fund	
				Development of a participant/volunteer data base			No extraordinary costs	General fund	

Lower Allen Township Recreation Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Administrative Staffing Plan	Medium	Township Manager		REC-12	West Shore Recreation Commission / Communications Coordinator			
				Addition of a communications coordinator staff position			\$30,000 - \$40,000	General fund, new revenue sources (business sponsors, adopt-a-park partners, advertisers).	
				Exploration of using West Shore Recreation Commission as the reservation agent for recreation and park facilities			\$10,000 - \$20,000	General fund, user fees and charges.	
	Revenue Sources and Partnership Development	High	Board of Commissioners/ Township Recreation and Parks Board		REC-13	Township Staff			
				Completion of parks tour with DCNR advisor		No costs		N/A	
				Updating of the mandatory dedication ordinance					
				Creation of an ad-hoc fund raising committee and development of creative fundraising opportunities			No extraordinary costs if done in house.	PRPS RecTAP, DCNR Peer-to-Peer Program.	
				Inclusion of recreation projects in the capital improvements programming			Costs depends on improvements selected.	General fund, bond issue, DCNR Community Conservation Partnerships Program Development Grant, DEP Growing Greener Grant.	
	Recreation and Parks System Guide	Medium	Township Manager		REC-14	Communications Coordinator			
				Preparation of a recreation and parks system guide			Cost depends on who writes copy, does layout, takes photos, # printed, size, paper quality, 4-color or not, camera ready or not.	General fund, DCED Community Revitalization Grant, DCED Shared Municipal Services Grant (if guide is done with a neighboring municipality.)	

Lower Allen Township Community Services Initiative

The Lower Allen Township Community Services Initiative considers administrative, public works, community development, and emergency services. Planning for educational services is under the purview of the public and private schools -- in this case West Shore School District, Mechanicsburg School District, and Trinity High School. Each strategy includes a strategy title, description, and listing of important components.

Administrative Services

The Administrative Services strategies focus on the enhancement of the primary physical plant of the Township, the Municipal Building; public communications program, general government services, and management standards.

Lower Allen Township Municipal Building Project

Interviews with Township personnel during the background profiles report revealed numerous problems and space issues with the existing Township Municipal Building, which also houses the Lower Allen Township Fire Company Station #1. These issues were repeated often in separate interviews. The current facility has neither the building space or lot area to resolve these deficiencies; therefore the plan supports the construction of a new Township municipal building at a new site that will resolve issues and meet planning objectives.

Components:

- Acknowledge the deficiencies in the current building, including:
 - Need for additional parking.
 - Inadequate secure storage space for police records, evidence, and armory.
 - Inadequate storage space for administrative and community development record keeping.
 - Inadequate space for public education information.
 - Inadequate space for training and conferencing.
 - No room for new staff.
 - Limited customer service area.
 - Building height restrictions for fire equipment.
 - No space to consolidate emergency medical services into the municipal building.

- Acknowledge that the existing site does not have the space to expand the municipal building and parking to resolve the deficiencies.
- Acknowledge the acquisition of a suitable site for the new building and continue the architectural study and design process for the development of building design to meet current and future facility and program requirements.
 - The study is considering the wide range of activities that could be housed at a new or improved facility, including:
 - All government services, with the exception of public works
 - All emergency services, with the exception of fire station #2, Lisburn fire station, and a satellite station for the central area of the Township
 - Meeting/community space
 - Ancillary spaces for record keeping, lunch room, and training.
 - The study should include a cost estimate, outline of next steps, and schedule.
- Provide the public with information on the study and the next steps.
- Determine how the outcomes of the study will be worked into the budget and capital improvements programming.

Government Communications - Public and Intergovernmental Cooperation Program

Public communications is a high priority for the Lower Allen Township Comprehensive Plan Update. Specific elements are addressed in other strategies (e.g., Emergency Services Communication Plan). This strategy focuses on bringing communications into the forefront as a major element in local government and the assignment of responsibility. It also delves into the area of intergovernmental cooperation and regional efforts.

Components:

- Continue to use traditional and nontraditional methods of transmitting information to the public: websites, news media, Township newsletter, flyers, pamphlets, etc.
 - Gear articles and news items towards subjects of public interest (e.g. Township history, services, public safety, and changes in laws, rules, or regulations), recruitment and volunteerism, and education.

- Develop educational programs, based on level-of-interest or importance of subject matter. A variety of formats should be considered, such as small group format, neighborhood association meetings, community workshops, special mailings, or bill inserts.
- Explore new venues for communication and education: special forums, open house sessions, meet the commissioners gatherings, town meetings, "reverse 911", etc.
- Centralize the communication and public relations function in administrative services by creating a staff position to coordinate information: website management, "reverse 911", and newsletter development, in addition to other special services.
- Expand the communication process for special interests and to help coordinate regional activities and discuss common issues.
 - Consider the organization of, or continued support of, regular meetings between and among the following functional groups. Approach cooperation as trickling up from these groups, rather than trickling down from one entity.
 - West Shore School District officials and the municipal governing bodies of its service communities.
 - Municipal Managers of the region – restructure the format to a roundtable discussion to broaden the forum of discussion.
 - West Shore Municipal Officials
 - Municipal Engineers of the West Shore Area.
 - Civic and neighborhood associations.
 - Begin to work with neighboring municipalities to confront regional issues which have been identified within the context of this Plan and new issues as they arise, including but not limited to:
 - Traffic signal coordination and control or synchronization at municipal borders
 - Transportation projects requiring a multi-municipal approach (e.g., Rossmoyne Road/Wesley Drive and Gettysburg Road/State Street/Hummel Avenue and 18th Street Bridge)
 - CORRIDORone Station Areas – Transit Oriented Development
 - Arcona and Rossmoyne Road development area
 - Evacuation routes for emergency incident management
 - Incident management center
 - West Shore recreation programming
 - Gettysburg Road Redevelopment area
 - National Incident Management System – Leadership and group leadership training

Government Services Enhancement

This strategy focuses on direct services provided by government (public works and emergency services discussed in other strategies). The strategy discusses high priorities to ensure the Plan will be implemented.

Components:

- Give high priority to providing exceptional services, but look for methods of off-setting the cost of services by means other than tax dollars, such as:
 - Public-private partnerships between business (e.g., mall police service paid for by the mall), business associations, Council of Government projects, multi-municipal cooperation, civic/neighborhood associations, and other public organizations.
 - Business or neighborhood improvement districts (PA Downtown Center funding).
 - Grantsmanship – using Township dollars to match program funds.
 - Developer incentives for design improvements that meet design guidelines or Township priorities (e.g., matching money or tax incentives).
- Explore the creation of two new positions to help spearhead the implementation of the plan strategies: communications coordinator and economic development coordinator. The economic development coordinator would be charged with implementation tasks relating to development and redevelopment, grant writing, lobbying legislators, and coordination with agencies and other municipalities.
- Explore the concept of a Lower Allen Township Economic Development Authority to work on economic issues or utilize another preexisting organization that has the authority of an economic development entity (either at the County, West Shore, or Harrisburg Area level). The economic development organization would support the future land use scenario that designates areas of the Township as opportunity sites (green fields open for new industrial, business or mixed use developments) and redevelopment sites (brownfields – previously utilized or underutilized land prime for reuse or a transition to a different type of development). The economic development entity would help the Township meet its future land use expectation by providing services for acquiring, promoting, marketing, creating incentives, etc. for development of these areas.

- Continue to use the capital improvements programming process to coordinate projects for annual funding and using debt service.
- Continue the annual strategic plan update.
 - Consider additional staffing and organizational needs based on demands and time management reports.
 - Coordinate the addition of staff and equipment as well as changes to procedure or staffing plans as part of strategic planning and budgeting process.

Public Sewer Enhancement and Expansion Program

Planning for the public sewer system falls under the auspices of the Lower Allen Township's Act 537 Wastewater Management Plan. However, it would be an oversight not to mention the planning that has taken place previously and the update, which should begin, for consistency, with the Township Future Land Use Plan.

Components:

- Continue to comply with required upgrades, Chesapeake Bay Nutrient Requirements, and Susquehanna River Basin Commission goals. These include completing the UV disinfection system project by 2005; evaluating the Chesapeake Bay Nutrient Required Chemical Level by 2010, with required construction activities occurring between 2006 and 2009; and meeting River Basin Commission goals by 2011.
- Update the Township's Act 537 Plan. The plan addresses both on-lot systems and the public sewer system. Give careful consideration to the Future Land Use Scenario's impact on the technology limits of the current system, based on the current 2010 limit (i.e., mass limits and design limits), which may deter development, if the expectation is that all new development will be served by the public system.
- Continue to provide nutrient management education to prevent further deterioration of the system's receiving water source.
- Monitor new programs as they come from the State.

Public Works and Community Development Services Strategies

These strategies address long-range public works and community development enhancement services.

Traffic Signal Management and Coordination Program

This program focuses on the operation, maintenance, management, and coordination of the Township-owned signals and explores the most cost-effective and efficient method for conducting these activities.

Components:

- Work with the Pennsylvania Department of Transportation (PennDOT), District 8-0 and the Harrisburg Area Transportation Study (HATS) to become connected to the Harrisburg Area Traffic Incident Management Center as part of the Harrisburg Area Intelligent Transportation System (ITS). The Center would interface with local emergency management agencies and help to coordinate messages and signals to the traveling public (see the I-83 Master Plan and District 8-0 website for more detailed information on the program and its relationship to the local level).
- Conduct periodic review of traffic signal timing coordination – the review period will be different for various locations based on changes to the operation of the network and changes brought on by land use impacts. The review process would be developed as an annual program. Program priorities would include the following:
 - Initial review – examination of the entire system to develop a baseline conditions report, which documents areas operating satisfactorily and areas that would benefit from programmed improvements.
 - Monitoring element – a process to identify “creeping changes” that are slowly occurring (3 to 5 years) and may require adjustments over the long-term – focus on operation, maintenance, and management.
 - Project assessment element – review of development’s impact on signal operation and coordination during the land development process, including a condition that a six-month follow-up will be required to ensure that the signals are managing the affected traffic.
- Coordinate with PennDOT on the sequencing of signals as new projects are implemented on State highways and roads (e.g., U.S. Route 15/Zimmerman Drive Interchange area – as part of the interchange project ensure PennDOT takes over Zimmerman Drive; Hartzdale Drive,

from Zimmerman to Gettysburg Road as State Roadways; and Capital City Mall Drive. The Township would take back the existing Route 15 Ramp, which would become Spangler Road.)

- Coordinate signals with adjacent municipalities in locations where a series of signals affect more than one municipality (e.g., 18th Street, State Road area in Lower Allen, Lemoyne and Camp Hill). PennDOT would be a partner in this coordination effort.
- Work with other municipalities and the regional legislative delegation to seek a change in the liquid fuels allocation formula to provide additional funds to municipalities based on the number of traffic signals they own and maintain.

Public Works Enhancement Program

The strategy focuses on a programmatic approach for scheduling, managing, and implementing signage, pavement, and stormwater projects on an annual basis. It also considers the most cost-effective method for purchasing supplies and sharing equipment by participation in regional and County programs.

Components:

- Formalize the program to include the following existing and proposed elements.
 - Continue the biannual pavement inspection rating and management process, which is used for project development, prioritization, and implementation.
 - Criteria for project prioritization should include location relative to other projects (e.g., utility, stormwater sewers, and management) that may influence or affect the work program, grouping of activities, contractual agreements, and cost-effectiveness.
 - The program would outline the work activities needed for each project with a cost estimate, funding sources (liquid fuels) and schedule.
 - Coordinate with the public and neighborhood groups as new projects come online that would affect travel patterns during the construction period or inspection activities that would require curb maintenance, replacement, or repair. Curb repair and replacement is the owner's responsibility. A public outreach program will be needed to coordinate curb replacement activities. Face-to-face contact with Township representatives, well in advance of the replacement program, is the best approach to answer all questions and concerns. These contacts

can be made through neighborhood association meetings or special outreach meetings by the Township staff. Actively seek contractors' agreements to solicit the best price for the owners.

- Confirm the Lower Allen Township sidewalk repair policy and consider the reinstatement of a sidewalk inspection, maintenance, and repair program. Sidewalk repair and replacement is the owner's responsibility
- Use the Program to help complete the self-assessment for accreditation by the American Public Works Association (APWA). "The purpose of the accreditation program is to provide a means of formally verifying and recognizing public works agencies for compliance with the recommended practices set forth in the Public Works Management Practices Manual" (from APWA website - www.apwa.net/About/Accreditation/).
- Use the Program to help assess staffing needs based on expanding programs and services.

Community Activities Building Strategy

This strategy focuses on the identification and/or development of a community gathering place(s) for cultural events, community meetings, neighborhood gatherings, etc. in a central location(s) in the Township that is (are) accessible to pedestrians as well as vehicles.

Components:

- Link the exploration of the need for community activities space to the West Shore Recreation Board Study (Indoor Recreation Space Study Strategy – Recreation Initiative).
- Consider the use of existing and proposed facilities for community activities, events, and meetings:
 - Fire company facilities and festival grounds
 - The Barn at the Lower Allen Community Park
 - Institutional facilities: religious institutions, educational institutions, and retirement community facilities
 - New Township facilities (see the Lower Allen Township Municipal Building Enhancement Strategy)
- Provide incentives as new regional centers are built to include community space and gathering places within the center.

Emergency Services/Public Safety Enhancement Strategies

The emergency services and public safety enhancement strategies concentrate on the means to maintain the high quality of public safety currently afforded residents and property owners. The recent community survey gave the highest satisfaction rating to these services. The implementation of the following strategies will help the Township to maintain, if not exceed, these standards.

The quality of the Township's fire protection and emergency medical services is linked directly to the condition and type of fire fighting apparatus, the number of trained volunteers and/or paid personnel, the fund raising capabilities of the services, service improvements, the linkages and communications between emergency service providers, and location of services relative to the center of population and demands of residential, office, commercial, and industrial sectors. The Township, through its Capital Improvements Programming and Public Safety Department, works with the local emergency providers (Lower Allen Fire Company and Lisburn Fire Company) to share in these responsibilities.

Apparatus Replacement Strategy

This strategy focuses on the need to ensure that the Lower Allen Township residents and property owners will continue to receive quality services through the retention of a well-maintained and well-equipped emergency fleet.

Components:

- ❑ Continue to update the apparatus replacement plan on a regular basis and as a part of the Township's Budgeting Process and Capital Improvements Programming.
- ❑ Factor in changes, which may be occurring in the volunteer fire companies' fund raising capabilities compared to the escalating costs of vehicles.
- ❑ Consider if adjustments need to be made to the funding process between the fire companies' and Township's share of the costs for vehicle purchase.

Volunteerism and Fundraising

Manpower and money are the two key ingredients for retention of quality services. Retaining adequate manpower and funding are two the biggest

challenges facing these services. This strategy focuses on the development of a long-term, cooperative approach.

Components:

- Consider the development of an Emergency Services Alliance based on the model established in the Warwick Region of Lancaster County¹ (see WESA description in footnote 1 below).
 - Work with the Governor's Center for Local Government Services to explore the concept to see how it may work in Lower Allen Township.
 - Consider if neighboring municipalities may be interested in participating in the exploration of the concept.
- Consider how the program elements of an alliance (if the alliance idea is rejected) would fit into the service organization's volunteerism and fundraising efforts, including: the development of a regional training schedule, volunteer retention program, volunteer recognition program, public relations campaign, and coordinated fundraising program. An alternative method may be the following:
 - Consider the development of a Lower Allen Township Safety Coalition formed with representatives of service providers, businesses, the school districts, and civic/service organizations.
 - Task the Coalition with developing a plan of action for volunteer recruitment and retention, with a focus on developing interest within the secondary schools (e.g., firefighter club), a citizen fire school/education, incentives/scholarships (e.g., call pay), and the other program elements.
 - Continue to meet on a regular basis with the West Shore region's EMS managers, fire chiefs, and emergency management coordinators.

¹ The Warwick Emergency Services Alliance (WESA) is a 2005 recipient of the Governor's Award for Local Government Excellence in Building Community Partnerships. The alliance is among three municipalities and seven emergency service providers (four fire companies and three ambulance companies). WESA was created following a study conducted by the Governor's Center for Local Government Services that determined the need for this type of organization. Start-up funding was provided by the Center to help pay for a part-time administrator to coordinate activities. The Alliance has been successful in obtaining funding for equipment and training; organized a regional training schedule to ensure each member received optimal training; developed and administered a volunteer retention program, a volunteer recognition program, a public relations campaign, a coordinated regional fundraising program for member organizations and a liaison between local governments and the organizations.

- Continue to assist the fire companies and the EMS in helping to “get the word out” regarding the need and use of funds and fundraising activities. Continue to use the following opportunities:
 - Space in the Township newsletter and website for fire department and other emergency service messages.
 - Explanation of needs and how changes in taxing, fundraising, etc. affect the companies’ ability to provide for essential needs.
 - Township and fire company message boards (external and internal).
 - Op-ed articles in local newspapers (weeklies and dailies).
 - Offering of space at community events for promotional displays.
 - Offsetting the cost of printing of promotional materials.
- Continue to monitor the level of volunteerism (fire fighters) and determine if and when the consideration of paid personnel would be necessary.
- Work with the State to obtain equal level of EMS funding and recognition as other emergency service providers.

Service Improvements Program The following components are based on discussion with the local fire service chiefs and personnel and represent priorities of these services.

Components:

- Work with Pennsylvania American Water Company to bring public water to the remaining developed or developing areas of the Township. Creek access is not a long-term solution for water needs to fight fires. The fire companies will continue to work for the development of dry hydrants with available funding sources; however, the funding is not sufficient to resolve the problem and the Township is bearing most of the cost. When public water is extended to more remote areas, homeowners must be required to hook up within a specified distance of the service. Bringing water to these areas may require the promotion of clusters of higher density development (still preserving open spaces – see Design Strategy).
- Review the Township’s subdivision and land development ordinance with the chiefs from the fire companies to determine if modifications are needed to regulations for the ease of moving the fire equipment through developments (the minimum acceptable design or modification should be the goal to continue to maximize design flexibility) and if consideration should be given to requiring residential sprinkler systems for homes built

in areas that present physical constraints for fire equipment or lack public water.

- Consider methods of resolving current impediments to fire access in existing residential neighborhoods, particularly in locations with narrow streets and parking on both sides of the street. Work with the local residents and/or neighborhood associations on education regarding the problem and practical solutions to remedy the problem. The Strategy recommends the following approach:
 - Complete an inventory of the Township to identify the subdivisions at issue (i.e., neighborhoods and cul-de-sacs).
 - Announce the need to meet with neighborhoods and property owners in the Township newsletter and website.
 - Schedule, organize, and hold neighborhood meetings to outline and discuss the access issue: where possible, work through neighborhood associations.
 - Develop and agree on a parking solution for the neighborhood and property owners.
 - Apply the same type of solutions with developers who have an interest in using narrow streets as advocated in the latest design literature for conservation subdivisions and traditional neighborhood developments, with the guarantee that adequate off-street parking will be provided and on-street parking would be restricted to one side only.
- Explore the possibility of providing additional services to the central area of the Township south of the railroad tracks, especially if more development activities begin to occur along the Lisburn Road to Arcona Road Corridor. Considerations would include:
 - A satellite facility at the public works department.
 - Fire fighting equipment needed.
 - A volunteer base from the south side of the tracks (e.g., Sheepford Crossing).
- Initiate discussions with Norfolk Southern to develop a communication process regarding the interface with train traffic and emergency incident management. The long-term discussion, as mentioned elsewhere in the Plan's strategies, would be to provide more grade-separated crossings at high priority areas (i.e., Rossmoyne Road and Zimmerman Drive).

- Continue to monitor the increase in senior populations and emergency medical calls for this population and, in particular, to the long-term care facilities and continuing care retirement communities.
 - Based on the current location of these facilities, consider the relocation of an ambulance to Lower Allen Township Fire Station #2.
 - Continue to provide senior staff training on dealing with emergencies.
 - Continue to work with Advance Life Support units to insure the highest quality of care and faster response times.

Emergency Services Communications Plan

The communications plan strategy uses a four-prong approach to improve emergency communications throughout the Township and the West Shore/Harrisburg Area. This approach at the local-level includes a coordinated communication system among all emergency service responders and County Dispatch; an interactive emergency reporting system for residents, businesses and property owners; regional coordination for high incident locations; and regional coordination for evacuation route planning.

Components:

- Continue to advance the communication systems among local emergency service providers. This work has been on-going among the providers and Cumberland County. Highlights of the program and remaining issues include:
 - Anticipate the Township Public Safety Department (police and fire) and the County will have made the conversion to the 800 system by the end of 2006.
 - Address the fact that Lower Allen is ahead of the curve with the conversion compared to other municipalities and surrounding counties. The Township will continue to be using low band radios and paging to communicate with some communities outside the Township.
 - Address the concern that medical dispatch still will be on a different system.
 - Work with other municipalities, counties, and the State to set the year 2015 as a target for all service providers to embrace the latest technology and have seamless communications among emergency service providers.

- Continue to work through pre-programming activities to activate a public emergency communications system throughout the Township. The program is called "Reverse 911." Target date for operation is 2006. It provides the following communication capabilities:
 - Works through the current phone network.
 - Calls entire Township directory with notification regarding emergencies, weather events, and meeting announcements.
 - Estimates turn-around time for all calls to be two hours from the first announcement.
 - Consider converting to wireless and the latest technology, when feasible and efficient.
- Build a Lower Allen Township incident management component (e.g., emergency vehicle preemption at Zimmerman Drive) and connect it to the Incident Management Center being investigated and implemented by PennDOT (see Traffic Signal Management and Coordination Program).
- Develop and coordinate with the region's municipalities on emergency plans, which may go beyond the typical or usual incidents. This coordination may take shape as either a coordinated system of traffic management for the West Shore area or an incident/emergency management consortium of the West Shore Council of Governments. Activities should target the following:
 - Greater coordination between TMI and area municipalities to review, assess, and revamp (if necessary) evacuation routes and traffic control (emergency planning zone) for a TMI incident. A regular meeting is needed and the plan updated to identify changes in development, traffic congestion, and roadway capacities along evacuation routes.
 - Similarly, as plans continue on CORRIDORone, the region's municipalities must work together to plan together for emergency incident management, particularly in areas where volatile materials exist (i.e., petroleum lines and tank farms) and station areas.

Police Services Enhancement Strategy

Lower Allen Township residents are very satisfied and value their police services, according to the 2004 community survey. This strategy focuses on measures needed to continue to maintain these high standards. The strategy focuses on recruitment, public community service officers, classification diversification, and cross training.

Components:

- Continue efforts to attract and retain the highest level of police personnel.
- | □ Continue to offer opportunities for advancement and training.
- Continue to maintain Department accreditation.
- Continue to develop the Community Service and Public Safety Officers Program. The program will free up the Police Officers' time for criminal investigations and other duties. The Community Service Officers and Public Safety Officers would receive training to analyze calls for services.
- Develop a new classification system, with roles and responsibilities that will distinguish between the academy-trained police officer, the community service officer, and the public safety officer. Based on the classification, level-of-personnel training, and roles and responsibilities, define a team approach for incident management.
- Move the Department to a "Public Safety Concept" (by 2007) with cross-training of personnel, where appropriate. This concept envisions three core groups of emergency service providers:
 - Police (certified training) – crime offenses and public safety.
 - Fire/EMS – emergency incident management.
 - Community Service Officers – CPR/first aid/first responder training.

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Lower Allen Township Community Services Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Administrative Services				CS-1				
	Lower Allen Township Municipal Building Project	High	Board of Commissioners		CS-1	Township Engineer			
				Completion of architecture study					
				Sharing of information with the public					
				Development of a funding plan					
	Government Communications - Public and Intergovernmental Cooperation Program	Medium	Township Manager		CS-2	Communications Coordinator	The costs will include salary, benefits package and funding for the program	General Fund	
				Creation of communications coordinator staff position					
				Development of a public communications program					
				Development of a communications program to coordinate regional activities					
	Government Services Enhancement	High	Township Manager		CS-4	Township Department Heads	The costs will include salary, benefits package and funding for the program	General Fund, unless DCED may have peer program to get the Township started with economic development - CAT	
				Investigation of new sources for funding					
				Restructuring of Township Organization Chart and Staffing					
				Creation of economic development staff position					
				Designation of an organization to support local economic development					
				Integration of economic development as a component of capital improvements programming					
				Completion of annual organizational strategic plan					
	Public Sewer Enhancement and Expansion Program	High	Board of Commissioners/ Lower Allen Township Sewer Authority		CS-5	Lower Allen Township Wastewater Treatment Plant Manager			

Lower Allen Township Community Services Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Compliance with State and Federal mandates			Routine activities - Act 537 Plan update - \$50,000 to %75,000	DEP will provide 50% funding for approved plan.	
				Completion of an Act 537 Plan Update					
				Continuation of nutrient management education program					
	Public Works and Community Development Services Strategies				CS-6				
	Traffic Signal Management and Coordination Program	High			CS-6				
			Township Engineer			Township Engineer	Routine activities	Financial assistance may be available through PennDOT	
				Connection to the I-83 Incident Management Center					
				On-going traffic signal timing coordination					
				Coordination with PennDOT on sequencing of signals on new segments					
				Coordination of signals with adjacent municipalities					
				Lobbying efforts for use of liquid fuels for signal maintenance					
	Public Works Enhancement Program	Medium	Township Engineer		CS-7	Public Works Director	Routine activities	General fund	
				Development of formal public works program					
				Development of a public involvement program					
				Confirmation of sidewalk repair policy					
				Accreditation by the American Public Works Association					
	Community Acitivities Building Strategy	Low	Board of Supervisors		CS-8	Lower Allen Township Recreation Committee / West Shore Recreation Board Staff	Cost for needs analysis - shared by participating municipalities. The analysis should yield results for cost of new facilities	Grant through DCNR	
				Completion of a needs analysis					

Lower Allen Township Community Services Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Development of facilities, necessary					
				Development of package of incentives to include community space in regional centers					
	Emergency Services/ Public Safety Enhancement Strategies				CS-9				
	Apparatus Replacement Strategy	High	Public Safety Director		CS-9	Public Safety Director	Dependent on funding process	General fund - Township contribution; service providers funds and fund raising activities	
				Update of the apparatus replacement plan					
				Consideration of a revision to the funding process					
	Volunteerism and Fundraising	High			CS-9				
				Creation of a Emergency Services Alliance or Township Safety Coalition		Emergency Service Providers	Cost will be dependent on the level of effort chosed	DCED will assist emergency services providers in developing a program	
				Development of program elements: regional training schedule					
				Development of program elements: volunteer recruitment and retention program					
				Development of program elements: public relations campaign					
				Development of program elements: fundraising program					
				Lobbying the State for equal level of funding for EMS					
	Service Improvement Program		Public Safety Director		CS-11	Township Department Heads	Initial costs may be associated with ordinance revisions	General funds	
		Medium		Extension of public water to underserved areas					
		High		Completion of ordinance public safety review and modifications					
		High		Management of access in neighborhoods					

Lower Allen Township Community Services Initiative Action Plan

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		Low - depends on development pace		Exploration of a satellite facility in the south central area of the Township					
		High		Initiation of discussions with Norfolk Southern rail road					
		High		Determination of level-of-service needs by senior populations					
	Emergency Services Communications Plan	High	Public Safety Director		CS-13	Public Safety Director	Specific costs for components would be determined in the annual strategic planning process	General funds and special funds grants associated with Homeland Security	
				Completion of the conversion to the 800 system by 2005					
				Completion of a seamless communications network by 2015					
				Completion of Reverse 911 by 2006					
				Completion of the Lower Allen Township Incident Management Component of the regional system					
				Initiation of a process within the region to evaluate, confirm, and routinely update evacuation routes and emergency response plans					
	Police Services Enhancement Strategy	High	Public Safety Director		CS-14	Police Chief	Part of Routine Operations	General fund	
				Development of a police recruitment and retention program					
				Movement to a "Public Service Concept" by 2007 with 3 core groups of providers					