





Imagine West Shore Joint Comprehensive Plan

The Boroughs of Camp Hill, Lemoyne & Wormleysburg, Cumberland County, PA

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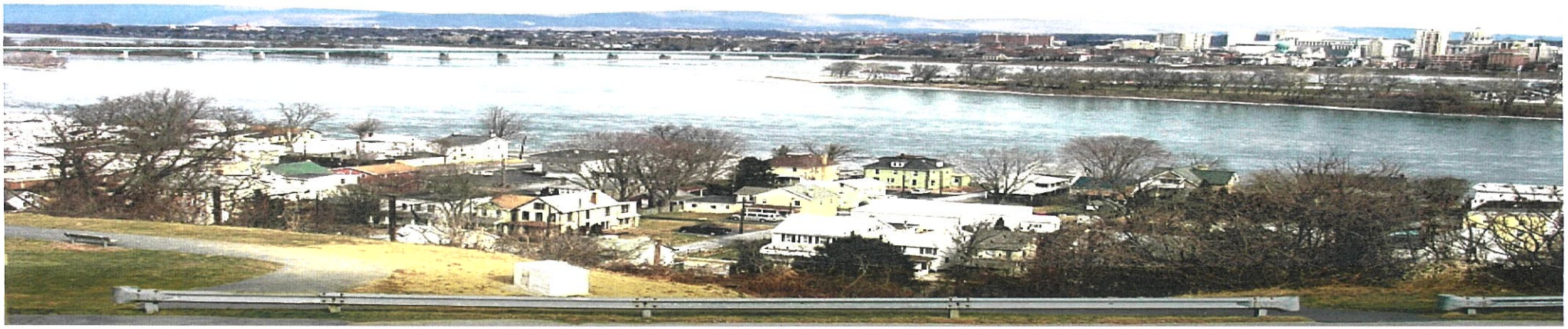


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A.1 Introduction

Introduction

In 2007, the contiguous "West Shore" Boroughs of Camp Hill, Lemoyne, and Wormleysburg sought the assistance of professional consultants to undertake a regional comprehensive community revitalization and development planning process. A team from RETTEW Associates, Inc. and ARRO Consulting, Inc. led this multi-municipal (or joint planning) effort with significant financial, technical, and administrative assistance from the following county and state agencies:

- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- PA Department of Community and Economic Development
- PA Department of Conservation and Natural Resources

The following introduction provides a brief overview of this comprehensive planning effort, including a summary of the plan document, active local participants/perspectives, regional context and issues, the general and legal concepts of planning, expected outcomes, and tips for using the plan.

Plan Overview

This document represents a regional (multi-municipal or joint) comprehensive plan that has been developed by Camp Hill, Lemoyne, and Wormleysburg Boroughs in Cumberland County, Pennsylvania. The three boroughs are located in the eastern part of Cumberland County on the west bank of the Susquehanna River. The region's location is vitally important position because it serves as the gateway to Cumberland County, known locally as the "West Shore"; hence the title, *Imagine West Shore (IWS) Joint Comprehensive Plan.*

The plan is a reflection of the available opportunities upon which the region can capitalize. Through its unique places, culture, and people, great potential exists within the region to enhance the quality of both resident and visitor experiences. This region designed this plan to provide a strategic approach for the three Boroughs to invigorate and enhance their communities. The Boroughs developed the following statement to serve as the mission for the plan.

> ***Imagine West Shore*** *represents a collaborative planning effort among Camp Hill, Lemoyne, and Wormleysburg to build upon our location, promote our diversity, and encourage opportunities for revitalization to realize our vision of serving as the gateway to the West Shore.*

The plan is presented in five sections each serving a different purpose. All sections, however, are important and rely upon each other to paint a complete picture for the region. The five sections are: **(1) Introduction; (2) Planning Elements / Strategies; (3) Implementation; (4) Recreation, Parks, and Open Space; and (5) Status of Region.** Excluding the Introduction, below is an overview of each section.

Section Two - Planning Elements / Strategies
Section Two, Planning Elements/Strategies, provides a series of key strategies that the three boroughs can undertake, either as a region or individually, to enhance their communities and provide a mechanism for revitalization. The strategies, grouped into broad topical planning elements, are clear and understandable. Each strategy includes an abstract definition and purpose, a description of its significance, general considerations, key locations of focus if applicable, and identified stakeholders and partners. This section is also unique in that several strategies apply to multiple topical areas, resulting in an integrated plan that seeks to improve the community

at large. Additionally, each plan element section includes a set of regional themes, planning principles, key strategies, and standards relevant and important to the Imagine West Shore region, all of which are summarized below.

***Regional Themes*:** Participants clearly determined during the IWS joint planning process that many of the issues and trends experienced by one community in the IWS region affect or are experienced by the other communities in the IWS region. In addition, many of the issues and trends experienced in the IWS region are not caused by one large isolated event or lone factor occurring at one time; rather, they are generally caused by a series of smaller, incremental events and interrelated factors occurring over a longer period of time.

Subsequently, any one key strategy suggested in this plan, although relevant and important for the IWS region, should not be viewed as a "cure all" or "silver bullet." Instead, a key strategy should be considered an integral part of a much larger comprehensive set of interrelated key approaches to overcoming and addressing these important local and regional issues and trends.

Many of the regional themes listed in individual planning elements are also identified as important regional themes relating to or affecting other topical planning elements in this plan, thereby further establishing the importance of the plan and the regional interrelationships.

***Overall Planning Principles*:** Each plan element details a series of planning principles, which include important statements from the Pennsylvania Municipal Planning Code (MPC) relating to the specific planning topical area. In the simplest terms, the regional planning principles found in each plan element of the IWS joint comprehensive plan is a set of broad yet important regional policy statements of desired future outcomes within the IWS region. These planning principles reflect a belief of preserving and enhancing positives attributes and assets while overcoming and reversing negative issues and concerns. Although these planning principles are not legally binding, they provide a broad albeit firm foundation upon which residents, local officials, and business owners within the IWS region can base their future community policies and related actions.

***Key Strategies*:** Each plan component details a series of general and/or specific key strategies for the IWS region, proposing a variety of policies, partnerships, processes, projects, and programs. Strategies can be pursued cooperatively at the regional level or implemented at the individual municipal level as appropriate.

Each key strategy sheet includes an abstract definition and purpose, a description of its significance, general considerations, key locations of focus if applicable, and identified stakeholders and partners. The key strategy sheets are designed so that each strategy can be used individually (although many are related to several other strategies) as an informative project sheet to delegate tasks or to inform potential partners of a desired project. The sheets are meant to be handled and distributed rather than simply referenced in the collective document that is the comprehensive plan in its entirety.

Section Three - Implementation

The Implementation section is also known as the "So what?" section. Now that the three Boroughs have articulated key strategies, they are faced with the reality that simply having strategies is just a first step. What are the Boroughs going to do to turn those strategies into action? How are they going to achieve sustainable implementation?

- **West Shore Collaborative.** As the Imagine West Shore Steering Committee worked to develop the Joint Comprehensive Plan, a second group of individuals representing the three boroughs worked to think through the creation of a regional organization that the communities could use to implement the actions outlined in the document. The concept of the West Shore Collaborative (WSC), an organization that will implement

priority regional initiatives, is described and further defined in the first component of this section.

- **Communication Plan.** Achieving a regional vision will require ongoing dialogue and a strong framework to guide the cooperation of many different people and organizations. To that end, the organization responsible for implementation of the plan will require a solid strategic communication plan as one of the fundamental building blocks for effective and accountable plan delivery. The model communication plan, presented in the second component of this section, outlines a proactive approach for effective two-way communication, regional problem solving, and delivering strong and consistent information to reinforce the idea of a region with one common purpose: the citizens.

Section Four - Recreation, Parks, and Open Space

The Recreation, Park, and Open Space Plan is designed to meet the Pennsylvania Department of Conservation and Natural Resources' (DCNR) requirements for recreation, park, and open space planning. The purpose of this Plan is to analyze existing recreation, park, and open space conditions against current and forecasted demands and identify appropriate recommendations for the expansion or improvement of each Borough's recreation, park, and open space facilities and programs. The Plan specifically documents the Boroughs' park and recreation administration, staffing levels, budgets, existing facilities and programs supply and condition, and prioritized recommendations to be implemented over the next 10 years.

Section Five - Status of Region

The final section of the plan both provides background information and looks at historical and recent trends that have influenced and continue to impact the region. The report on the status of the region is organized into key topical areas such as housing, community facilities, and demographics.

Participants and Local / Regional Perspectives

The following entities and individuals played an essential role in the success of this planning effort by offering professional expertise, financial support, technical input, leadership, and/or guidance.

- **Imagine West Shore Joint Comprehensive Plan Steering Committee** – An independent advisory group representing each of three respective boroughs in the development of the region's joint comprehensive plan for future community development and revitalization. This committee reviewed, developed, and recommended the joint comprehensive plan to each of the borough's planning commissions for recommendation and to borough councils for adoption.

  The steering committee, along with county staff, met monthly to review, discuss, develop, and reach consensus on various local and regional issues and themes. They also recommended principles, key strategies, and standards relating to land use and development; housing and neighborhoods; downtown; economic development; transportation; community facilities and services; parks, recreation and open space; and natural and cultural and historic resources. Among the members' various responsibilities, the committee's most important role was that of sharing information between the committees and their borough and community groups, which included borough councils, planning commissions, local revitalization and economic development groups, etc.

- **West Shore Collaborative Task Force** – A group of representatives from each of the three (3) communities formed to learn about other successful regional

implementation systems, discuss viable organizational options for structure, operations, oversight, etc. This Task Force was asked to think through the development of a viable and sustainable organizational and implementation system (tentatively called the *West Shore Collaborative*).

The Task Force, along with county staff, met monthly to review and discuss organizational structure, operations, leadership, and oversight. Important among the members' various responsibilities was sharing information between the Task Force and their respective borough and community groups (including borough councils, planning commissions, local revitalization / economic development groups, etc).

- **Local Revitalization / Economic Development Groups –** These three local volunteer groups (see below), comprising business and property owners, residents, and local officials, were organized to develop strategies to improve their individual community's downtown and their community at large. Many of the groups' efforts are based on the framework of the National Trust for Historic Preservation's Four Point Main Street Approach: design; organization; promotions; and economic restructuring. The groups include:
  - **Camp Hill Economic Development Group**
  - **Lemoyne Downtown Revitalization Committee**
  - **Wormleysburg Revitalization Committee**

  In addition to reviewing, analyzing, and identifying common themes and strategies previously developed through individual visioning and action plans for each of the three borough's respective revitalization and economic development groups, these local groups, along with county staff, were each engaged on two occasions to review and reach consensus on various local and regional issues and recommendations relating to downtown and economic development.

- **Stakeholder Interviews –** Approximately twelve people, which includes residents, business owners or municipal officials, were interviewed to provide input on local and regional needs, issues, and opportunities relating to regional cooperation; land use and development; transportation; community services and facilities; downtown revitalization, etc. These individuals may be affected by the IWS planning project or can influence the planning process but are not directly involved with doing the project work.

- **Cumberland County –** These two county entities (see below) provided guidance, oversight, technical, and/or financial assistance and acted as an advocate for and liaison between the revitalization / economic development groups, IWS Steering Committee, and WSC Task Force during this important planning process.
  - **Cumberland County Planning Commission**
  - **Cumberland County Housing and Redevelopment Authority**

Regional Location

The IWS region is located in the eastern portion of Cumberland County. The region is bound by the Susquehanna River to the east, East Pennsboro Township to the north, Hampden Township and Lower Allen Township to the west, and New Cumberland Borough to the south. The Harvey Taylor Bridge and Market Street Bridge provide direct access to midtown and downtown Harrisburg. Interstate 83 provides access to the "east shore", defined as land on the east shore of the Susquehanna River in Dauphin County, and points north, and south to York County. U.S. Routes 11 and 15 enter the region to the north and travel through the region via the Camp Hill Bypass. Route 11 then splits and heads west, and Route 15 travels south to Gettysburg and Maryland. State Route 581 travels through the region and connects Interstate 81 to Interstate 83. Interstate 81 and the Pennsylvania Turnpike (I-76), and U.S. Route

22/322 are also located in proximity to the region and provide access to other areas of interest in the state and on the eastern seaboard.

The region's location near the state capital and urban center of Harrisburg allows residents to take advantage of events and activities happening in the city and the Capital Region. The Capital Region is also thought to be a major transportation center. Roadways, rail, and air travel facilities are available and provide residents with easy access to the major urban centers and cities on the East Coast. Harrisburg and other nearby tourist destinations, including Hershey and Gettysburg, provide an opportunity for the IWS region to attract tourists. These centers of activity also provide diverse employment opportunities for residents in the IWS region. The Susquehanna River serves as a tremendous natural and recreational asset to the region.

The IWS Region is graphically shown on Map A.1.1.

Local Interrelationships and Locally Influential Factors

Because of their location, it is logical that the three Boroughs work together to plan for the region. In addition to sharing municipal boundaries, there are several local interrelationships that unite the three boroughs to form the IWS region. These local interrelationships include:

- Transportation
- Housing
- Shopping/downtown
- Community infrastructure
- Emergency services and safety
- Recreation
- Employment centers
- Education
- Susquehanna River

There are also locally influential development, transportation, or economic factors within the region that have an influence on one or more of the three boroughs. These factors include:

- Market Street – Camp Hill and Lemoyne, including Market Street improvements, Lemoyne
- Wormleysburg Waterfront Area
- Housing choices and values
- Aging housing
- Established neighborhoods and retention of character
- Rental occupancy
- Multi-family residential conversions
- Camp Hill Shopping Center, West Shore Plaza, and West Shore Farmers Market
- Specialty stores (e.g. Pennsylvania Bakery – Camp Hill, Lemoyne music stores)
- Downtown Improvement Plans/Committees
- Intergovernmental cooperation

Regionally Influential Factors

The IWS region is not only influenced by factors and changes that occur within the region, but also by other places, developments of regional significance, and natural resources that are located in proximity to the region. These factors may influence transportation, economic development, or natural resources, among other things, in the three boroughs and in South-Central Pennsylvania as a whole. Factors within the region and surrounding areas that may influence change in the IWS region and on a broader scale are listed below and grouped by area of interest. As this plan is implemented, the three boroughs should be cognizant of these factors and their potential influences to strategically capitalize upon opportunities, and to mitigate any potential threats.

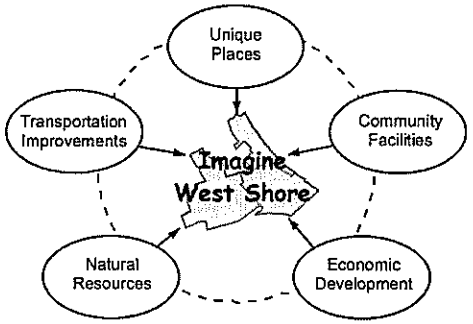
- Route 15 and Route 581 Interchange improvements
- Interstate 83 and Lowther Street improvements

- PA Turnpike
- Interstate highway network
- CAT routes and transfer station
- Market Street Bridge improvements
- Walnut Street Walking Bridge
- Market Street & related improvements – Camp Hill and Lemoyne
- Harrisburg International Airport and Capital City Airport
- Other river bridges
- Rail road and train station/Corridor One
- Sidewalks on Market Street Bridge
- Lemoyne Bottleneck
- City Island
- City of Harrisburg
- State Capital
- Naval Support Facility and Defense Distribution Center
- Harrisburg International Airport and Capital City Airport
- Camp Hill State Correctional Institution
- Access to employment, commercial, and cultural centers
- Camp Hill Shopping Center
- West Shore Plaza,
- West Shore Farmers Market
- Wormleysburg Waterfront Area
- Downtown Improvement Plans
- Specialty stores (e.g. Pennsylvania Bakery, Lemoyne music stores)
- Susquehanna River
- Conodoguinet Creek
- Yellow Breeches Creek
- Educational facilities
- Local and regional recreational opportunities
- Local government services and county government
- Lemoyne Wastewater Treatment Plant
- Intergovernmental cooperation
- Taxes and Cost of services
- Holy Spirit Hospital and regional healthcare facilities
- Historical assets and historic preservation
- Regional events (e.g. Kipona/Music Fest/Arts Fest; car shows in Carlisle; Hershey)
- Aging infrastructure

Regionally Influential Factors beyond Local Control

In addition to the factors listed above, there are several development forces outside the control of the region that could shape the region's future. These factors should be recognized, especially since the three boroughs cannot directly control them or decide their fate. These influential development forces beyond local control include:

- Proposed improvement to Route 15 and Route 581 interchange
- Proposed I-83 improvements
- Development regulations in surrounding municipalities
- HATS/PennDOT
- Rising home prices
- Traffic from adjoining municipalities
- Internal flooding and stormwater issues
- Changing demographics
- Regional commercial developments
- Major employment centers
- Susquehanna River planning and marketing
- Improvements in surrounding municipalities or on City Island



Planning as a Concept

The comprehensive plan is a policy guide that is designed to assist in making decisions for the orderly development and redevelopment of the region. Its primary objective is to promote and improve the quality of life, health, safety, and conveniences for residents of the IWS region. It is intended to organize and coordinate the interrelated collection of people, ideas, land, facilities, services, infrastructure, land uses, and recreational and environmental elements that comprise the region as a whole. Thus, the term "comprehensive" is used to describe the scope of plan content.

The comprehensive plan should not be viewed as a solution to all of the problems and concerns of the community, nor does it represent a finished product only to be reviewed and updated every decade or so. Rather, it is an ongoing process and schedule which municipal governments may use as a roadmap to guide them through future decisions. It should be noted that when changes and conditions evolve within the region, the comprehensive plan should be evaluated and modified to address changes and recognize demands.

In part, the comprehensive plan is a factual report that examines how the past has led to the present. It is not only a report that can be used to chart the region's future, but also a tool that describes the plans and actions necessary to achieve its objectives for the future. Often, much of the value in a community's comprehensive plan is found in the decisions that are made in the process of preparing the plan and the actions that are taken to implement the plan. For example, strategies that are described in detail in this plan represent the items that currently demand the greatest level of attention in the IWS region. Other strategies have been listed that may be used by the region in the future; these strategies should be reviewed and updated to determine their relevancy in the region.

Legislative Authority

Pennsylvania local governments receive legislative authority from the Pennsylvania Municipalities Planning Code (MPC), Act 247 as reenacted and amended, to manage and plan for development within their municipal boundaries. This legislation sets forth general guidelines, as well as specific administrative and procedural requirements, that municipalities must adhere to in developing and implementing municipal or multi-municipal comprehensive plans. The Pennsylvania Municipalities Planning Code states that the multi-municipal comprehensive plan shall include the following:

- A statement of objectives of the municipality concerning its future development
- A plan for land use
- A plan to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality
- A plan for the movement of people and goods
- A plan for community facilities and utilities
- A statement of the interrelationships among the various plan components
- A discussion of short- and long-range plan implementation strategies
- Either a statement indicating that the existing and proposed development of the municipality is compatible with the existing and proposed development and plans in contiguous portions of neighboring municipalities, or a statement indicating measures which have been taken to provide buffers or other transitional devices between disparate land uses, and a statement indicating that the existing and proposed development of the municipalities is generally consistent with the objectives and plans of the county comprehensive plan;
- A plan for the protection of natural and historic resources to the extent not preempted by federal or state law; and
- A plan for the reliable supply of water.

Legal Base for the Plan

The right of a municipality to exercise its authority in legislating regulations governing the use of the land has been upheld by the state and federal courts. The courts grant that a municipality has the right to manage its own development and growth activities within certain legal constraints. The primary method, upheld by the United States, to protect and provide for the best interests of citizens of a municipality is through the adoption of a zoning ordinance. However, this method of safeguarding the public welfare is not sufficient by itself. It must be supplemented by the adoption of certain other mutually supportive codes and ordinances, in particular, a subdivision and land development ordinance, building and housing codes, etc.

In order to provide for the management of land uses as prescribed in the zoning ordinance, the courts acknowledge the need for a municipality to properly evaluate the use of all land within its political jurisdiction and to give consideration to land uses in areas adjacent to its borders. To ensure that zoning districts are not arbitrarily determined, the courts require evidence that the various land use districts established in the community are related to an overall land use plan for the entire municipality.

Through the adoption of the MPC, the Commonwealth of Pennsylvania has granted local governments the authority to enact a zoning ordinance to implement the comprehensive plan. Therefore, a properly adopted "comprehensive plan" for land use and development is clearly needed to provide the proper foundation for its implementation through zoning and other related land management ordinances.

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Shireen Farr
Nick Siegl, P.E.
Susan West

Wormleysburg
Dan Accurti
Joseph Deklinski
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West Shore Collaborative Task Force

Camp Hill
Dave Buell
Rick Trynoski
Wayne Weber

Lemoyne
Patrick Brinkerhoff
Lori Hegedus
Susan West

Wormleysburg
Mary Ann Bedard
Joseph Deklinski
Warren Stumpf

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Kirk Stoner, AICP, Director of Planning

Cumberland County Housing and Redevelopment Authority
Christopher Gulotta, Executive Director

and:

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with assistance from: ARRO

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B. Planning Elements / Strategies

B.1 Future Land Use and Development

Introduction

The Future Land Use and Development Plan element includes a set of themes, principles, key strategies, and standards relating to guiding future land use and development within the Imagine West Shore region. In addition to the text, the Future Land Use and Development plan is presented in the form of a map spatially showing the location and extent of land use and development categories within each community and the region. The Future Land Use and Development Plan is intended to form the basis of not only future land use, development, and zoning decisions, but also community and economic development policies and decisions within the Imagine West Shore region.

Generally, land use and development is heavily dependent on a community's:

- vision, general policies and principles, and specific strategies set forth in the various planning elements;
- current patterns of manmade features including existing land use, zoning, and development including lots, blocks, sidewalks, and roadways; as well as
- important natural features and development constraints including topography and steep slopes, waterways and floodplains, wetlands, geologic formations and soil characteristics, wooded areas, etc.

For the IWS region, it is not the intention to create substantial changes in existing land use, zoning, and development patterns but rather to build upon and protect appropriate existing development and land use forms and patterns, as well as to protect and enhancing important and unique manmade and natural features. The Future Land Use and Development Plan recommends protecting and enhancing the established pattern of building, development, and natural features by indicating the types of activities that should be located within various areas of the community, as well as the general intensity and spatial distribution of land uses, building types, and development patterns. The IWS Future Land Use and Development Plan has been structured around the Cumberland County Comprehensive Plan future land use classifications as well as the following influential factors:

- the existing pattern of land use, development, and buildings;
- the existing municipal zoning classifications;
- community and transportation facilities;
- natural features;
- population and housing / neighborhood trends;
- downtown revitalization and economic development; and
- the capability of the community to support and accommodate growth generally in the form of infill, replacement, and redevelopment.

It must be remembered that the Future Land Use and Development Plan is generalized and conceptual in nature, and thus the boundaries of the various land use categories are not meant to be exact. The Future Land Use and Development Plan is meant to provide a common land use and development frame work for the region, but still allow flexibility at the individual municipal level.

For more coordinated or regional approaches to planning and implementation presented in this plan, region-wide land use and development key strategies range from basic opportunities, such as

updating individual municipal ordinances to reflect common zoning and development terms and definitions, to more advanced opportunities, including the creation of a joint or regional planning commission or joint zoning and land development ordinances. It should be noted that this plan does not suggest one approach over another, but merely lists the various opportunities, beginning with the most basic form of regional implementation to the most advanced. It will be up to the municipalities to evaluate the approaches and determine which are most appropriate not only for each individual municipality, but just as important, for the region as a whole.

Imagine West Shore Regional Land Use and Development Themes

Regional land use and development themes for the IWS region include:

- Lack of undevelopable land – need to rehabilitate, reuse, and redevelop. Build better and "up.".
- Better connections between neighborhoods, areas, and communities.
- Better property maintenance and building codes (either enforcement or regulations).
- Increasing trend of conversions of single-family homes into multi-unit residential units.
- Higher rental occupancy rates versus owner-occupied housing rates.
- Higher vacancy rates.
- Small town atmosphere.
- High quality of life.
- Sense of community pride and stewardship.
- Community and neighborhood aesthetics and attractiveness.
- Clean and safe neighborhoods.
- Established, walkable neighborhoods.
- Zoning. SALDO codes should allow infill and redevelopment in a consistent and compatible manner with existing development.
- Housing affordability.
- Diversity of housing.
- Seen as "bedroom communities" – easy commutes.
- Need to get folks more involved, build capacity, and grow volunteers.
- Traffic congestion increasing.
- History and heritage preservation of specific resources, areas, and neighborhoods is important.
- Creating green neighborhoods and softening of urban edge.
    - Street trees
    - Landscaping
    - Pocket parks
- Preserving clusters of important architecture styles/characteristics.
    - Buildings should be maintained.
    - Buildings should be rehabilitated and reused.
    - Prohibit demolition of specific resources, areas, or neighborhoods.

- Susquehanna River is an important resource.
  - Access to, utilization of, and promotion of river is important.
- Flooding and stormwater management (natural methods) are key considerations.
  - Small streams
  - Specific areas
  - Susquehanna River
- Coordinate streetscaping, traffic calming, and multi-modal transportation improvements including pedestrian and transit specifically along Market, Front and 3rd Streets.
- Downtown aesthetics and attractiveness including building façade improvements, utility relocation, lighting, sidewalks, and other amenities.
- Need to provide appropriate downtown living, working, and shopping opportunities.
- Make downtown a destination for residents and tourists.
- Diversity of "appropriate" businesses and other uses for serving residents and tourists.
- Gateways.
- Location, proximity, and connections between boroughs are an asset for cooperating on providing various community services, facilities, and opportunities.
- Aging infrastructure, lack of funding, and deferred maintenance are important concerns.
- Corridor 1 (in whatever form) is an opportunity.
- Bicycle and pedestrian installation and connections are important.
- Public transit facilities/services in general area important.
- Large surface parking lots and shuttles are opportunities (outside of downtowns).
- Transportation improvements (specifically widenings) should be sensitive / appropriate to the land use / community character due to removal/relocation of stuctures, etc.
- Communities and region are divided by transportation routes/corridors:
  - Railroads
  - I-83
  - 11/15
  - Harvey Taylor Bridge
- Problem Areas:
  - Market Street
  - 3rd Street
  - US 11/15
  - Front Street
  - Lemoyne Bottle Neck
  - Trindle Road
  - 21st Street
  - Stella Street
- Taxes versus level of services and infrastructure.

- Above-ground utilities detract from community aesthetics.
- Parks are important to attract families and maintain quality of life.
- Better connections between neighborhoods, parks, areas, and communities using natural features.
- Community and neighborhood aesthetics and attractiveness.
- Duplication of services, programs.
- Park and recreation land dedication/fees in lieu of are not provided by developers.

Overall Planning Principles and MPC provisions relating to Land Use/Development for the Imagine West Shore Region

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   > Communities shall plan for and guide the location, amount, intensity, character, and timing of all types and patterns of land use and development (including buildings) including a variety of residential, industry, business, agriculture, major traffic and transit facilities, utilities, community facilities, public grounds, parks and recreation, preservation of prime agricultural lands, flood plains and other areas of special hazards and other similar uses.
   >
   > Communities' existing and future land use and development patterns must be generally consistent and compatible with the existing and proposed development and plans in contiguous portions of neighboring municipalities, or measures must be taken to provide buffers or other transitional devices between disparate uses.

2. Support and promote compact development patterns: To minimize economic, social, and environmental costs and efficiently use resources and infrastructure, the maintenance, rehabilitation, reuse and reasonable expansion of existing buildings and land should be encouraged and supported before demolition, as well as new development should take place in the form of appropriately designed and scaled infill, redevelopment, and replacement in areas previously developed before expanding onto lands previously undeveloped or possessing important natural features[1].

   - **in•fill** \'in-fill\ *noun* - development of vacant or remnant lands passed over by previous development in urban areas.
   - **re•pla•ce•ment** \ri-pleys-muhnt\ *noun* - the act of remodeling or reusing a previously developed or improved lot, building or structure.
   - **re•de•vel•op•ment** \ri-d-i-'vel-epment\ *noun* - the act or process of rehabilitating or rejuvenating a blighted area or accommodating new development within the context of existing streets and buildings.

3. Support and enhance livable communities: To protect the natural environment and increase quality of life, neighborhoods, communities, and regions should have compact, multi-dimensional land use and development patterns that ensure a mix of appropriately scaled uses and

[1] Principles 2 – 5 are modified versions of *The Ahwahnee Principles for Smart Economic Development: An Implementation Guidebook* (1997)

buildings, minimize the impact of cars, and promote walking, bicycling, and transit access to employment, education, recreation, entertainment, shopping, and services. Economic development and transportation investments should reinforce these land use and development patterns, and the ability to move people and goods by non-automobile alternatives wherever possible.

4. Focus on a healthy, mixed use center: Communities should have an appropriately scaled and economically healthy center focus generally around the downtown or other identifiable mixed use pedestrian oriented activity center. At the community level, a wide range of commercial, residential, cultural, civic, and recreational uses should be located in the town center or downtown. At the neighborhood level, neighborhood centers should contain local businesses that serve the daily needs of nearby residents. At the regional level, regional facilities should be pedestrian oriented and located in urban centers that are accessible by transit from throughout the larger community.

5. Enhance and promote distinctive communities: Having a distinctive identity will help communities create a quality of life that is attractive for business retention and future residents and private investment. Community and economic development efforts should help to create and preserve each community's sense of uniqueness, attractiveness, history, and cultural and social diversity, and include public gathering places and a strong local sense of place.

6. Combine form based building design and land development standards with objective and efficient development review and approval processes to provide for and attract appropriately scaled and designed development types and patterns, specifically those in unique identifiable character areas and neighborhoods, and other opportunity areas.

7. Provide appropriately scaled and designed transitions and/or linkages between disparaging uses and development types and patterns.

8. Protect and enhance existing predominantly single-family residential neighborhoods where appropriate.

9. Utilize neighborhood conservation and design standards for buildings and development to protect and enhance traditionally mixed neighborhoods around the downtown areas.

10. Protect and enhance the identifiable characteristics of the pedestrian oriented, pedestrian dominated mixed use downtowns via specific building and design standards for consistent and compatible buildings, uses, and development types/patterns.

11. Ensure auto-oriented, auto-dominated, and other intensive business and industrial uses are accommodated in appropriate areas with specific building, site design standards, and adequate transportation and infrastructure facilities.

12. Identify and promote existing underutilized land areas and buildings as opportunity areas for infill, redevelopment, and replacement.

13. Encourage green building techniques and other energy efficient building and development opportunities in infill, redevelopment, and replacement projects as well as for new development.

14. Encourage low impact design in new development or public spaces to provide improved visual aesthetics and better stormwater management through the enhancement of natural features on the site.

15. Preserve and enhance the quality of natural and historical resources in the Imagine West Shore region.

16. Provide for better coordination and linkage of land use, community and economic development, and transportation decisions.

B.1 Future Land Use and Development

Future Land Use and Development Categories

The following paragraphs describe the land use and development categories shown on the Map B.1.1 Future Land Use and Development Map.

Residential

Purpose / Intent. This land use / development classification primarily accommodates a full range of residential dwelling types and densities in both older neighborhoods and newer developments, which are provided with a full range of public infrastructure and services. The intent is to allow flexibility at the individual municipal level; to stabilize, protect, and enhance certain areas of the community where a predominant pattern of residential dwellings has been established; and to promote a suitable environment for family life.

Design Characteristics. Generally, new development is expected to occur as infill and replacement, and to a lesser extent as redevelopment, in a fashion that is consistent and compatible with the existing development. It should be noted that new development may also occur in certain undeveloped areas, specifically where development types and patterns similar to existing nearby development could be extended.

Uses / Structures. Uses in this land use / development classification should generally include a full range of dwelling types including single-family detached, single-family semi-detached, single-family attached (townhouses), group homes, multi-family dwellings, as well as mobile homes. Additionally some neighborhood oriented or neighborhood serving non-residential uses including schools, places of worship, parks and playgrounds, and some small businesses and related uses may be fitting if appropriately sited, scaled, and designed. Accessory uses and structures include those incidental and subordinate to permitted uses such as home occupations (including no-impact), family and accessory daycare facilities, accessory dwellings, swimming pools, garages, fences, etc.

Density / Intensity. Densities for the Residential category generally range from 2 units per acre to 10 units per acre where appropriate.

Additional Design Considerations. It should be noted that in certain neighborhoods, especially those adjacent to or in close proximity to the downtown, special neighborhood conservation techniques may be appropriate and may include Traditional Neighborhood Development (TND) as provided in Key Strategy B.5.e of the Housing & Neighborhoods Element.

Finally, pedestrian safety and related amenities as part of streetscaping and traffic calming should include sidewalks, crosswalks, lighting, street trees, etc.

Village / Mixed Use

Purpose / Intent. This land use / development classification primarily accommodates a compatible mixture of residences and smaller scale business in close proximity (in the same building, on the same property or same block/neighborhood). These areas are generally located adjacent to the downtown in well established mixed use neighborhoods or those areas which were traditionally developed primarily as residential neighborhoods but over the years have transitioned from residential uses to a mixture of residential and small business uses. The intent is to allow flexibility at the individual municipal level; protect the existing pattern of residential uses and surrounding residential neighborhoods by accommodating compatible conversion of residential structures to permitted small business uses; promote complimentary, compatible, and supporting neighborhood and pedestrian oriented public/semi-public uses and

businesses; and to serve as an opportunity area for future extension or expansion of the downtown.

Design Characteristics. Generally, new development is expected to occur as compatible infill and replacement, but it also may occur as compatible redevelopment in a fashion that is consistent with the existing development.

This classification is noted for its unique characteristics, typically including a mixture of multi-story residential building types, mostly with front porches (some of which have been enclosed for additional floor space), a mix of residential and some compatible business uses; proximity to important transportation modes and corridors, including alleys (accessing rear loaded off-street parking areas), sidewalks, and transit stops; and nearby location to downtown and buffering predominant residential neighborhoods from the downtown or other intensive businesses locations. It should be noted that this classification is different from the downtown, which exclusively provides for vertical mixed use with ground floor businesses and upper floor residential and/or office, as the Village / Mixed Use provides for both horizontal and vertical mixed use.

Uses / Structures. Uses should generally include a range of residential dwelling types, including single-family detached, single-family semi-detached, and single-family attached; group homes; two-family dwellings; multi-family units; and live / work units with non-residential (business) uses on the ground floor in the front of the building and residential use on the upper floors or in the rear of the building. Also, uses should include an assortment of public/semi-public uses such as schools, places of worship, and parks/playgrounds. Other non-residential (business) uses include offices, personal services, restaurants, and retail uses generally limited to 3,000 – 5,000 square feet of building area for each use.

Automobile oriented and dominated uses such as gas stations, auto repair and sales facilities; drive-through, drive-in, and drive-up facilities, and unenclosed or outdoor storage shall be prohibited. Accessory uses and structures include those incidental and subordinate to permitted uses, including home occupations (including no-impact), bed and breakfasts, outdoor dining, accessory dwellings, swimming pools, garages, fences, signs, parking, etc.

Density / Intensity. Densities for the residential portion category generally range from 6 units per acre to 12 units per acre where appropriate.

Additional Design Considerations. It should be noted that in certain neighborhoods, especially those adjacent to or in close proximity to the downtown, special neighborhood conservation techniques may be appropriate and may include TND as provided in Key Strategy B.5.e of the Housing & Neighborhoods Element.

Additionally, where permitted and applicable, if side or rear additions are not feasible, any future front porch enclosure for additional business floor space should be done so in a manner which minimizes the impact on the original building as well as on the neighborhood. This should be accomplished by using glass or screens that leave intact the original elements of the porch, the open space (wall to opening ratio), the railings, the columns, and the roof. Additionally, front porch enclosures should use materials and colors compatible with principal building.

Finally, pedestrian safety and related amenities as part of streetscaping and traffic calming should include sidewalks, crosswalks, lighting, street trees, etc.

Downtown

Purpose / Intent. This land use and development classification primarily accommodates a wide range of pedestrian-oriented and pedestrian-dependent business, public, and residential uses, in close proximity to one another, within the traditional commercial core area of the community. The district preserves the mixture of compatible and pedestrian friendly retail, service, office, public, residential, and other appropriate uses within buildings that are appropriately scaled,

designed, and/or adaptively reused to create a distinct storefront character and pleasant gathering, shopping, business, and living environment for residents, business owners, and visitors alike. Building forms and types in this district preserve and enhance the traditional "downtown" character and include two- and three-story buildings oriented to and abutting the sidewalk. The downtown includes a mixture of pedestrian oriented retail and other appropriate businesses on the lower floors with upper floors used for office, service, and residential purposes. Desirable and appropriate accessory uses and structures specifically include outdoor dining and seating; on-street parking and shared off-street lots behind buildings; and pedestrian oriented business signs. Finally, pedestrian safety and related amenities as part of streetscaping and traffic calming should include sidewalks, crosswalks, lighting, street trees, etc.

Please refer to Key Strategy B.2.i of the Downtown Element for specific downtown related land use and development characteristics.

Commercial Retail

Purpose / Intent. This land use and development classification primarily accommodates larger, more intense auto-oriented and auto-dominated businesses who sell goods and products for profit. This classification specifically includes a wider variety of larger, more intense versions of retail businesses than permitted in the Village / Mixed Use and Downtown areas. This type of commercial retail development is generally accommodated in lower rise (1 – 2 stories) buildings sited further away from the street behind front loaded parking lots, and either grouped with other similar type businesses as part of smaller "strip mall-type" development or in a larger standalone building.

Design Characteristics. This land use and development classification has coordinated site design, access, parking, and visibility, as they are vital for both business and safety. Development within this land use and development classification should be shielded from nearby residential uses through the use of screening and open space or setback requirements that provide a well designed physical or visual buffer between adjacent non-compatible uses. Additional landscaping standards should also be required for the entire site of new developments to provide groundwater recharge and increase the attractiveness of the area.

Due to the heavy traffic volumes typically entering and exiting the property, businesses within this land use and development classification are usually adjacent to a highway or major road on wider lots provided with a limited number of coordinated or shared access points to increase safety and improve traffic flows. Designing commercial sites should allow businesses to locate around and share parking lots to maximize use of parking areas and minimize the distances patrons must walk to businesses. Finally, coordinating the types and location of signage is encouraged.

Uses / Structures. Uses generally include a mixture of larger, more intense automobile-oriented and automobile-dominated retail sales of a variety of goods for personal, home, and businesses; restaurants and retail uses with drive-in and drive-through facilities; retail uses over 5,000 sq. ft.; automobile and vehicle sales and service stations, and garages, and washes; hotels and motels; indoor and outdoor commercial recreation and entertainment facilities; along with an assortment of public and semi-public uses. Accessory uses and structures include those incidental and subordinate to permitted uses including outdoor sales and storage, offices, daycares, fences, signs, parking, etc.

A limited amount of light industrial uses (including manufacturing, production, and wholesale sales uses within a completely enclosed building and subject to building size limitations, mini-storage facilities, etc.) and commercial service uses (including drive-through banks, commercial education facilities, etc.) may be included in these areas but their general character would be more intense, auto-oriented/auto-dominated retail businesses

Commercial Service

Purpose / Intent. This land use and development classification primarily accommodates businesses that generally do not offer material merchandise in exchange for payment, which generally includes professional, business, and personal offices and related services. This land use / development category typically includes larger office facilities (including corporate headquarters) and related business and office support facilities in bigger standalone buildings or that are located in coordinated office or business parks or campuses than permitted in the Village / Mixed Use and Downtown. This category was developed to differentiate between commercial retail (primarily the sale of goods and products) and commercial service, as these two types of commercial developments impact their surroundings differently, specifically regarding traffic. Whereas, commercial retail, when compared to commercial service, generally has a more steady stream of traffic and has peak times in the evening and on weekends, commercial service generally has peak times during weekday morning and afternoon "rush hours".

Design Characteristics. As with the Commercial Retail land use and development classification, coordinated site design, access, and parking are vital for both business and safety. Commercial service development should be shielded from nearby residential uses through the use of screening and open space or setback requirements that provide a well designed physical and/or visual buffer between adjacent non-compatible uses. Additional landscaping standards should also be required for the entire site of new developments to provide groundwater recharge and increase the attractiveness of the area.

Due to the heavy traffic volumes typically entering and exiting the property, businesses within this land use and development classification are usually adjacent to a highway or major road on wider lots provided with a limited number of coordinated or shared access points to increase safety and improve traffic flows. Designing commercial sites should allow businesses to locate around and share parking lots to maximize use of parking areas and minimizes the distances patrons must walk to businesses. Finally, coordinating the types and location of signage is encouraged.

Uses / Structures. Uses generally include a mixture of professional and personal services such as healthcare, advertising, data processing, insurance, legal services, consulting, accounting, research, management, social clubs, hotels and motels, and financial institutions, along with an assortment of public and semi-public uses. Accessory uses and structures include those incidental and subordinate to permitted uses including residential dwellings, daycares, fences, signs, parking, etc.

A limited amount of light industrial use (including research and development businesses associated manufacturing and production within a completely enclosed building and subject to building size limitations, etc.) and commercial retail uses (including restaurants, convenience stores without fuel pumps, etc.) associated with the primary office and service use may be included in these areas.

Commercial Retail - Regional

Purpose / Intent. This land use and development classification comprises an area within Camp Hill Borough generally bounded by major transportation routes including US 11/15, PA/SR-581 and PA/SR-641. It is currently and primarily made up of the Camp Hill Shopping Center and related corporate chain type or big box retail businesses (more intense automobile-oriented and automobile-dominated retail) within a concentrated area. This is different from the Commercial Retail land use and development classification, as Commercial Retail – Regional is a regional shopping destination and impacts not only Camp Hill Borough but the greater region, specifically regarding traffic. In addition to the Camp Hill Shopping Center, this land use / development classification accommodates coordinated and connected outparcels housing primarily larger, corporate chains or big box retail businesses. Unlike the Village / Mixed Used, Downtown, and Commercial areas, this classification specifically includes a wider variety of larger, more intense versions of automobile-oriented and automobile-dominated retail businesses that are in one concentrated commercial complex area with fully

coordinated exterior and interior traffic access, coordinated signs, and shared parking.

Design Characteristics. This land use and development classification has coordinated site design, access, parking, and visibility vital for both business and safety. Commercial Retail – Regional development should be shielded from nearby residential uses through the use of screening and open space or setback requirements that provide a well designed physical and/or visual buffer between adjacent non-compatible uses. Additional landscaping standards should also be required for the entire site of new developments to provide groundwater recharge and increase the attractiveness of the area.

Due to the heavy traffic volumes typically entering and exiting the property, businesses within this land use and development classification are usually adjacent to a highway or major road on wider lots with a limited number of coordinated and shared access points to increase safety and improve traffic flows. Designing commercial sites should allow businesses to locate around and share parking lots to maximize use of parking areas and minimize the distances patrons must walk to businesses. Finally, coordinating the types and location of signage is encouraged.

Use / Structures. Uses generally include a mixture of larger, more intense automobile-oriented and automobile-dominated businesses, including corporate chains or big box retail businesses; retail sales of a variety of goods for personal, home, and businesses; restaurants and retail uses with drive-in and drive-through facilities; automobile and vehicle sales; offices; hotels and motels; indoor and outdoor commercial recreation and entertainment facilities; commercial education facilities; along with an assortment of public and semi-public uses including hospitals and nursing homes.

Industrial

Purpose / Intent. This land use and development classification primarily accommodates a mixture of manufacturing, warehousing, industrial parks, and accessory office and commercial uses with adequate access to or in close proximity to major transportation routes including highways and rail lines. Industrial development is intended to accommodate the existing business operations while also providing for newer small scale sites for start-up businesses, high tech industrial parks, and industrial and business parks to help stabilize or broaden the community's tax base while not depredating the environment.

Design Characteristics. This land use and development classification has coordinated site design and access, which are vital for both business and safety. Industrial development should be shielded from nearby residential uses through the use of screening and open space or setback requirements that provide a well designed physical and/or visual buffer between adjacent non-compatible uses. Additional landscaping standards should also be required for the entire site of new developments to provide groundwater recharge and increase the attractiveness of the area.

Due to the nature of the use, which includes heavy truck traffic volumes typically entering and exiting the property, these types of businesses are usually adjacent to a highway or major road on wider lots and are provided with a limited number of coordinated or shared access points. Along the coordinated street access, the proximity and access to nearby railroads also help to increase safety and improve traffic flows as railroads provide an alternative product delivery method to the traditional motor vehicle and truck traffic that use nearby streets to access the site. Designing industrial sites should allow businesses to locate around and share parking lots and loading facilities to maximize use of parking and loading areas. Finally, coordinating the types and location of signage is encouraged.

Use / Structures. Uses permitted in the Industrial land use and development classification include manufacturing and production, warehousing and freight movement and servicing, wholesale

businesses, outdoor storage, more intense commercial operations, along with larger public and private service and utility structures and uses. Accessory uses and structures include those incidental and subordinate to permitted uses, including residential dwellings (caretakers), retail sales, offices, daycares, signs, parking, fences, etc.

Conservation / Natural Features Overlay

In addition to the future land use and development classifications that have been developed for the region, a Conservation / Natural Features overlay has been developed to protect the most sensitive environmental resources in the IWS region. The conservation overlay includes areas possessing floodplains, wetlands, stream corridors, and steep slopes that are 25% or greater. Environmental/natural features constraints in the region are shown on Map E.3.8 and are further discussed in the Natural and Historic Resources Plan Element and Profile.

In order to adequately reflect the importance of the natural resources in the IWS region, the conservation overlay was developed indicating that the lands in this district have unique natural features that mandate attention and require more stringent regulations. Overlay districts are often applied to municipal ordinances that regulate land use and development as a way to protect environmental features, and impose additional regulations or restrictions on the development and use of the land. As this classification is integrated into the future land use and development for the region, it can be applied as an overlay district in zoning ordinances or incorporated into site design standards and provisions of subdivision and land development ordinances to ensure conservation and protection of these unique areas.

As mentioned above, because the conservation classification is proposed as an overlay, it indicates areas which may require additional protection or restrictions on development, when considering the designated underlying district and/or use. For example, areas along the stream corridor require additional protection and may not be able to be developed in the same manner as other areas of the village that are located away from these sensitive areas. Minimum lot size and adequate siting recommendations for the underlying use may need to be expanded to account for these sensitive natural resources.

The Conservation / Natural Features overlay is graphically displayed on Map B.1.2 and represents special areas in the region that are considered sensitive because of steep slopes, floodplains or proximity to streams, or wetland areas. Each of these sensitive features is described below.

1. Slope Protection

The IWS region does have some hillside slope areas identified as very steep (generally greater than 25%). These steep slopes and hillsides are unique areas, which are fragile and susceptible to erosion, landslides, mudslides, and degradation of their natural vegetation, and can increase flooding. Conventional development practices increase these threats. By protecting this asset the region intends to:

- Guide development away from steep areas.
- Minimize grading and other site preparation in steep areas.
- Provide a safe means for ingress and egress while minimizing scaring from hillside construction.
- Preserve the natural conditions in steep areas.
- Prevent flooding and the deteriorating effects of erosion to streams and drainage areas.

Therefore, prohibitive slopes, those steep slopes 25% and greater, should be subject to regulations that will control the intensity of development that can occur on these sensitive areas. Areas of prohibitive slope are included in the conservation overlay. Additionally, regulations should be imposed on those areas of

cautionary slopes, those slopes 15% to 25%. Although cautionary slopes are not included in the Conservation / Natural Features overlay, their locations can be seen in Map E.3.8.

2. Waterway / Floodplain Protection

- Waterways, floodplains, and the natural areas around them are important hydrologic assets that support sensitive ecological habitats.

3. Wetland Protection

Wetland areas are identified as indispensable and fragile hydrological natural resources that provide:

- Habitat for fish, wildlife and vegetation.
- Water-quality maintenance and pollution control.
- Flood control.
- Erosion control.
- Open space.
- Scientific study opportunities.
- Recreational opportunities.

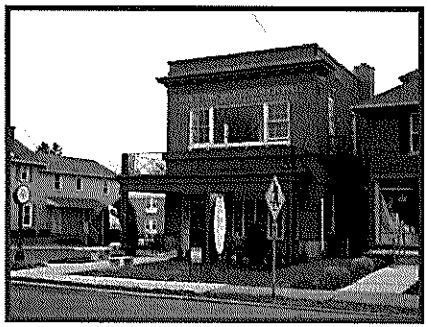
Damaging or destroying wetlands threatens public safety and the general welfare. Because of their importance, wetlands are to be protected from negative impacts of development and other activities. The intent of protecting wetland areas is to:

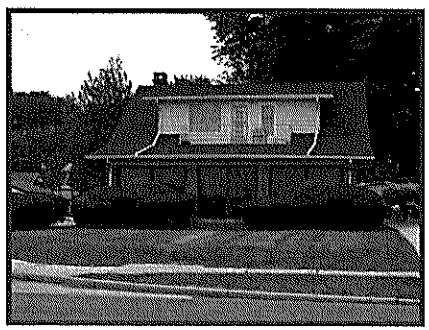
- Require planning to avoid and minimize damage of wetlands whenever prudent or feasible.
- Require that activities not dependent upon wetlands be located on other sites.
- Allow wetland losses only where all practical or legal measures have been applied to reduce these losses that are unavoidable and in the public interest.

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B.1 Future Land Use and Development

B.1.a Key Strategy: Consider pursuing a more coordinated and cooperative approach to implementing land use and development strategies for the IWS Region.






Summary:

Currently the three boroughs approach land use and development planning, regulations, and administration and enforcement individually, meaning there are:

- Three Planning Commissions – 21 total volunteer commission members.
- Three Zoning Hearing Boards – 14 total volunteer board members (regular and alternate members).
- Three Zoning and Codes Officers – 3 total paid zoning and codes officers.
- Three Zoning Ordinances - 27 total zoning districts and 3 total sets of related general and specific design standards related review and approval applications, timing, and fees.
- Three Subdivision and Land Development Ordinances – 3 total sets of site design and infrastructure improvement standards, related review and approval applications, timing, and fees.

Benefits of Multi-municipal (Joint) Planning[2]

10,000 Friends of Pennsylvania lists many benefits to multi-municipal planning. The following list includes a modified version of the items most relevant to the boroughs in the IWS region:

- Retain local control:

  The laws allow municipalities to retain local control over implementation and local issues so long as implementation is consistent with the multi-municipal framework plan.

- Provide funding incentives:

  The laws authorize state agencies to provide funding priority under state funding programs for multi-municipal (joint) planning and implementation.

- Require state agencies to incorporate local plans in decision-making:

  The laws require state agencies to consider, and they may rely upon the multi-municipal (joint) plan in making funding and permitting decisions.

- Address regional issues:

  The laws enable municipalities to identify and address issues that are regional in nature, such as sewer and water provisions, emergency services, transportation issues, and developments of regional scope. Planning for these issues together can eliminate duplication of efforts, encourage communication between municipalities and create opportunities for more efficient use of resources.

- Protect against curative amendment lawsuits:

  Municipalities within a multi-municipal planning area no longer necessarily have to provide for every use. The laws now direct the court in a zoning challenge to look at the availability of uses under the zoning ordinances of municipalities participating in a plan and not to limit its consideration to the zoning ordinance being challenged where all municipalities have adopted and are implementing a multi-municipal (joint) plan.

[2] Modified versions of benefits identified by 10,000 Friends of Pennsylvania
http://www.10000friends.org/downloads/Why_Municipalities_Should_Consider_Multi-Municipal_Planning.doc

- Allow tax-base sharing across municipal boundaries:

  The laws authorize agreements for the sharing of tax revenues and fees within the region of the plan. The tax and revenue sharing tools mean that the burdens and the benefits of such development are shared and contribute to the economic health of all the municipalities in the plan. For example, some percentage of the real estate tax from a large shopping mall or industrial park could be shared among municipalities in the plan based on a formula.

- Allow cost sharing:

  The laws allow sharing of the significant costs of a sound land use plan, and the ability to use the technical assistance and expertise of county planning departments, state, regional, and local agencies, and/or to share planning tasks among the participating municipalities.

- Promote development in older boroughs and suburbs:

  The laws give cities and boroughs the opportunity to plan with neighboring municipalities for more dense development in their municipalities, making use of and improving existing infrastructure, and providing for infill and traditional neighborhood development.

It has been noted that through this regional planning process, the three communities have begun to look beyond their individual borders, seeing commonalities and differences in their approaches to land use and development, as well as seeing how local decisions and actions affect the greater region. The three boroughs have indicated that they should continue working together in some fashion, in implementing this future land use and development plan. In doing so, they hope to maximize precious time, energy, and resources including volunteers, staff, and financial assistance from outside agencies by coordinating efforts to update regulations, reviews, and administration in efforts to retain and attract quality business and residential developments. Although this plan strategy does not suggest one approach over another, it does list the various regional planning and implementation opportunities, beginning with the most basic and progressing to the most advanced. It will be up to the municipalities to evaluate which approach is most appropriate, not only for each individual municipality, but more importantly, for the region as a whole.

It should be noted that the approaches provided for in this specific Key Strategy require a cooperative implementation agreement to provide the full legal authority and effect of a multi-municipal comprehensive plan as provided in Article XI Intergovernmental Cooperative Planning and Implementation Agreements of the Pennsylvania Municipalities Planning Code (MPC).

General Considerations:

Coordinated and Cooperative Implementation Approaches for Land Use and Development

- **Common zoning and development terms and definitions**

- This approach includes developing a similar or same set of zoning and development terms and definitions for the IWS region. Such an approach could be incorporated into each individual borough's zoning and development ordinances.

  i.e. Certain definitions and terms such as "buffering," "business sign," "fence,," "group homes," "industrial," "screening," "single-family detached dwelling," "two-family dwelling," etc. could be the same or similar across the region.

- **Common zoning districts**

  - This approach includes developing a similar or same set of zoning districts, which may include district names and/or specific use and design standards, for the IWS region based on land use and development classifications of the Future Land Use and Development Plan. Such an approach could be incorporated into each individual borough's zoning and development ordinances after a more specific intergovernmental cooperation agreement is executed.

    i.e. Certain (but not necessarily all) zoning districts such as the "Downtown" (central business district), "Conservation / Natural Features overlay, "Village / Mixed Use," "Industrial," "Commercial-retail," etc. could be the same or similar across the region, based on the Future Land Use and Development Plan.

- **Common zoning and development design provisions and standards**

  - This approach is similar to and can be part of the common zoning districts approach above, as it includes developing a similar or same set of zoning and development design standards and requirements for the IWS region. Such an approach could be incorporated into each individual borough's zoning and development ordinances after a more specific intergovernmental cooperation agreement is executed.

    i.e. Certain general zoning and development standards and requirements such as addressing "corner lots," "fences," "landscaping," "major plan," "minor plan," "parking lots," "screening and buffering," "signs," "street trees," "streets," "sidewalks," "tree lawns," "yards," etc. could be the same or similar across the region.

- **Common zoning and development review process and procedures and administration and enforcement**

  - This approach includes developing a similar or same set of procedures for processing zoning and development plans and applications as well as administration and enforcement for the ordinances for the IWS region. Such an approach could be incorporated into each individual borough's zoning and development ordinances after a more specific intergovernmental cooperation agreement is executed.

i.e. Certain standards and requirements relating to applying for and receiving approvals of zoning and development applications, including plan types, content of information required for various types of plans, application forms, etc. and fees, along with the timing provisions within the standards of MPC, etc., could be the same or similar across the region.

- **Sharing of land uses**

  - Although, Pennsylvania land use law generally provides that every municipality which adopts a zoning ordinance is to reasonably accommodate for every type of land use within the borders of the municipality, § 1103(a)(4) of the MPC provides, in part " . . . for the accommodation of all categories of uses within the area of the plan, provided, however, that all uses need not be provided in every municipality, but shall be planned and provided for within a reasonable geographic area of the plan." In furthering the concept of "sharing uses," this approach includes providing for or reasonably accommodating specific land uses within the planning area or region, which may not necessarily be incorporated into or provided for in each individual borough, as long as one of the boroughs in the planning area or region provides or reasonably accommodates for the specific uses. Such an approach could be incorporated into each individual borough's zoning and development ordinances after a more specific intergovernmental cooperation agreement is executed.

    i.e. Due to unique circumstances, such as vacant land, proximity to residential areas, access to major transportation corridors, natural features, etc., certain but not necessarily all uses, which may include large manufacturing facilities, mobile home parks, multi-family housing, "big box" regional retail businesses, etc., may be appropriate to be provided in only one municipality possessing the appropriate development factors and criteria rather than in each borough in the region.

- **Regional planning commission**

  - This approach includes two options:

    1. The first option provides that each individual borough keep its own individual municipal planning commission for the day-to-day planning and development related duties, but appoint representatives to one "regional" planning commission to convene as needed to review and make recommendations to the individual municipal planning commissions and borough councils on issues impacting the region.

       i.e. Certain regionally affected planning functions, including multi-municipal or joint planning and ordinance development efforts, larger land developments of regional impact, land developments occurring at or near municipal borders, land developments possessing significant traffic or environmental impacts, etc., could be reviewed and recommended by the "regional" planning commission to individual municipal planning commissions,

but keeping the final approval authority with the individual borough council(s) where the development is taking place.

2. The second option provides creating one "regional" planning commission made up of representatives appointed from each borough. This one commission would replace the individual municipal planning commissions as the review and recommending body for all multi-municipal planning and ordinance development efforts, as well as all the day-to-day planning and development considerations. The final approval authority is kept with the individual borough council(s) where the development is taking place.

   i.e. All local municipal and regional planning functions and duties could be performed by a "regional" planning commission with approval authority by the individual borough council(s).

   Both approaches could be pursued subsequent to a more specific intergovernmental cooperation agreement being executed.

- **Joint zoning and subdivision and land development ordinances**

  - This approach involves developing one zoning ordinance and one subdivision and land development ordinance for the entire region. The joint zoning and subdivision and land development ordinances would replace individual municipal ordinances. This approach also creates a regional zoning hearing board and regional planning commission but keeping the final approval authority with the individual borough council(s) where the development is taking place.

    i.e. Although this generally includes one set of terms and definitions; one set of zoning districts and regulations; one set of design standards for buildings, uses, and infrastructure; one set of application and review and administration and enforcement standards and procedures; and one regional zoning hearing board, they can be specifically tailored to meet local desires and unique local circumstances. One "regional" planning commission would review and recommend (or approve, if granted the authority), but the final approval authority would be with the individual borough council(s) where the development is taking place.

    This approach could be pursued subsequent to a more specific intergovernmental cooperation agreement being executed.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Neighborhood Association and Residents
- Developers, Builders, Realtors
- Cumberland County Planning Commission
- Pennsylvania Department of Community and Economic Development

B.2 Downtown

Introduction

The Downtown Plan element includes a set of themes, principles, key strategies, and standards relating to downtown enhancement and/or central business district revitalization within the IWS region, which were identified as priorities in each of the borough's revitalization organizations' strategic visioning and short term work programs. The work programs were developed with the assistance of the Cumberland County Housing and Redevelopment Authority and the Cumberland County Planning Commission in the summer of 2006. This plan component is organized within the framework of the National Trust for Historic Preservation's Four Point Main Street Approach, and details a series of specific key strategies including various policies, partnerships, projects, and programs to be pursued at the regional level. They may also, however, be implemented at the individual municipal and/or specific downtown or central business district level as appropriate. Finally, this plan element is not meant to discount the efforts of the Camp Hill Economic Development Group, Lemoyne Downtown Revitalization Committee, or the Wormleysburg Revitalization Committee. Rather, it is meant to indentify the commonalities and opportunities for these established downtown revitalization groups to work together as appropriate.

Key strategies relating to organization include opportunities for developing a set of plans or programs for management of the organization, fundraising, volunteer development and resource management, and communication.

Key strategies relating to design include opportunities for coordinating streetscaping projects, developing a comprehensive parking plan and management strategy, creating and maintaining sustainable public spaces and amenities, establishing a design improvement assistance and recognition program, and incorporating contextual design standards into zoning and other development codes.

Key strategies for downtown revitalization relating to promotions include opportunities for developing a marketing (image and branding) program, providing a coordinated advertising, visual merchandising, and other ground floor business enhancement assistance program, sponsoring events and programs promoting and celebrating local businesses and the community's revitalization efforts, and coordinating business promotional events with other special community events.

Economic restructuring key strategies for downtown revitalization include opportunities for conducting a market assessment and business cluster analysis and using the results to create a business recruitment, retention, and expansion strategy; developing an entrepreneurial and business assistance program, and partnering with developers and investors to rehabilitate key buildings and properties in the downtown.

Imagine West Shore Regional Downtown Revitalization Themes

Regional downtown themes for the IWS region/community include:

- Lack of undevelopable land – need to rehabilitate, reuse and redevelop. Build better and "up."
- Better connections between established walkable neighborhoods, downtowns, and communities.
- Business retention of existing businesses and recruitment of new businesses via incentives, programs, and services helping business owners.

- Coordinate downtown streetscaping, traffic calming, and multi-modal transportation improvements, including pedestrian and transit specifically along Market Street, Front Street, and 3rd Street.
- Regional partnerships, especially in marketing and promotion.
- Zoning and SALDO codes should allow infill and redevelopment in a consistent and compatible manner with existing development, but in a way that is "friendly" to desired businesses.
- Wi-Fi and other telecommunication improvements.
- Downtown aesthetics and attractiveness, including building façade improvements, utility relocation, lighting, sidewalks, and other amenities.
- Providing appropriate downtown living, working, and shopping opportunities.
- Reusing and rehabilitating older buildings and housing in prime commercial areas for businesses rather than demolished for parking or used for residential purposes.
- Make downtown a destination for residents and tourists.
- Community specific downtown niches.
  - Camp Hill - restaurants, shopping, antiques and art
  - Lemoyne – music
  - Wormleysburg – river/recreation & restaurants.
- Providing a diversity of "appropriate" businesses and other uses for serving residents and tourists.
- Providing more opportunities for coordinated and comprehensive parking facilities and management.
- Capitalizing and coordinating existing downtown revitalization efforts.
- Getting citizens more involved, building capacity, and recruiting more volunteers.
- Increased traffic congestion.
- Identifying funding opportunities.
- Residential rentals in the downtown.
- Gateways.

Overall Planning Principles and MPC provisions relating to downtown revitalization for the Imagine West Shore Region

1. The Pennsylvania Municipalities Planning Code (MPC) provides that communities should provide for and encourage the revitalization of established urban centers by:

    - Guiding the location, amount, intensity, character, and timing of land uses and structures for business and other community facilities to ensure that they are compatible with the surrounding land uses and that they will complement the historic community patterns and resources, as well as the existing land development;
    - Promoting small business development and foster a business friendly environment;
    - Minimizing the disruption of the economy and complement economic needs and encouraging innovations in commercial development via an increased variety in type, design and layout of structures;
    - Guiding and protecting amenity, convenience, economic, social and cultural facilities, development, and growth; and
    - Accommodating a variety of parking, pedestrian and bikeway public transit, and other transportation systems and facilities.

2. "Downtown" or Central Business District revitalization <u>should generally utilize</u> or include the National Trust for Historic Preservation's four point "Main Street" approach which includes:

    <u>Design</u>
    Design means getting Main Street into top physical shape. Capitalizing on its best assets, such as historic buildings and the traditional downtown layout, is just part of the story. An inviting atmosphere can be created through window displays, parking areas, signs, sidewalks, street lights, and landscaping; good design conveys a visual message about what Main Street is and what it has to offer.

    <u>Promotion</u>
    Promotion means selling the image and promise of Main Street to all prospects. By marketing the district's unique characteristics through advertising, retail promotional activities, special events, and marketing campaigns an effective promotion strategy forges a positive image to shoppers, investors, new businesses and visitors.

    <u>Organization</u>
    Organization means getting everyone working towards common goals. The common sense formula of a volunteer-driven program and an organizational structure of boards and committees assisting professional management can ease the difficult work

of building consensus and cooperation among the varied groups that have a stake in the district.

Economic Restructuring[1]
Economic Restructuring means finding new or better purposes for Main Street enterprises. Helping existing downtown businesses expand and recruiting new ones, a successful Main Street converts unused space into productive property and sharpens the competitiveness of its businesses.

[1] http://www.padowntown.org/programs/mainstreet/

Four Point Approach: A Matrix for Action Planning[2]

Design	Promotion	Organization	Economic Restructuring
Enhancing the physical appearance of the business district.	Marketing the unique characteristics to shoppers, investors, new business, tourists and others.	Building consensus and cooperation among the groups that play roles in the downtown.	Strengthening the existing economic base of the business district while diversifying it.
Building **Physical Improvements** • Streetscape • Banners • Signs • Trash Cans • Ornamental Decoration **Planning and Zoning** **Parking and Transportation** **Visual Merchandising** **Graphics**	**Retail Sales** • Cooperative • Cross-retail • Niche **Special Events** • Community Heritage • Special Holidays • Social Events **Image** • Image Advertising • Collateral Materials • Media Relations • Image-building Events	**Partnerships** **Volunteer Development** **Communications** **Funding**	**Business Retention** **Business Recruitment** **New Economic Uses** **Financial Incentives** **Market Information**

[2] http://www.padowntown.org/programs/mainstreet/

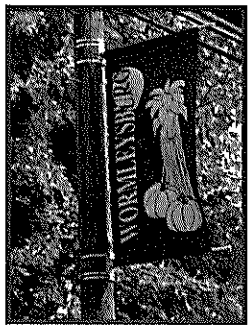
3. "Downtown" or Central Business District revitalization principles should:

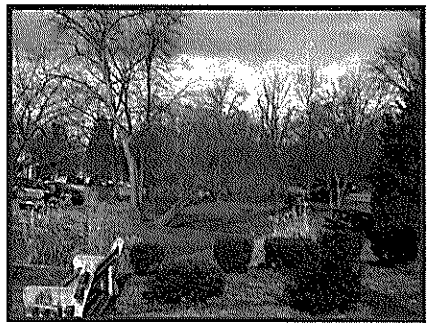
    a. Provide for the efficient use and reuse of buildings, land, and community facilities and services within the established downtown area or central business district;
    b. Provide for a mixture of buildings, land uses, and development patterns that encourage compatible and complementary non-residential and residential uses within the same building, upon the same lot, and within close proximity to one another;
    c. Provide formal and informal community gathering places and opportunities for socialization;
    d. Provide for pedestrian-oriented and pedestrian scaled development;
    e. Create or enhance a distinct storefront character at the ground floor level with residential or office uses located on upper floors;
    f. Provide for connections between the surrounding residential neighborhoods and other business areas, including those residential uses within the downtown area or central business district;
    g. Provide an attractive, inviting, and safe environment for residents, business owners, customers, and visitors;
    h. Discourage automobile-oriented and automobile-dominated uses;
    i. Provide for alternative modes of transportation (transit, pedestrian and bicycle) and coordinated access by reducing the reliance on the automobile and to minimize the need for off-street parking in the downtown area or central business district;
    j. Provide for quality design via general design guidelines and standards that help maintain and promote the downtown area or central business district principles mentioned above.
    k. Provide opportunities for energy efficiency in new construction to conserve energy and lower costs for businesses and property owners

B.2 Downtown – Organization

B.2.a Key Strategy: Develop a comprehensive, multi-year fundraising plan to support ongoing organizational expenses and implement specific downtown programs and projects.







Summary:

In order to ensure successful downtown revitalization, it will be essential that the organization consider its long term financial sustainability from the onset. The organization will need funds to implement specific programs and projects, as well as funds to support the ongoing operation of the organization. Developing a fundraising plan involves considering all potential funding sources, determining which of these sources will be most effective, following through and securing funds, and evaluating the process to determine where adjustments are needed.

General Considerations:

- **Short-term**
  - Determine the funds needed to enable the organization to effectively start up and function in its infancy.
  - Determine the cost to implement "quick win" projects: those that can be completed relatively quickly, with little effort and with a small amount of funds. These types of projects will show the community that things are happening and will allow the revitalization organization to taste success, cultivating the motivation to propel the revitalization effort forward.
  - Investigate potential funding sources for the sustainability of the organization (membership dues, special events, product sales, volunteer services) and for the projects (donations, grants, loans, support from foundations, volunteer services).
  - After a fundraiser is implemented, evaluate its success and potential for repeat or long-term success. Determine if changes could be made to increase its effectiveness and profitability. Also recognize when a fundraiser is unsuccessful and an idea needs to be abandoned.
  - Track the amount of funds raised through different mechanisms to aid in future financial planning.

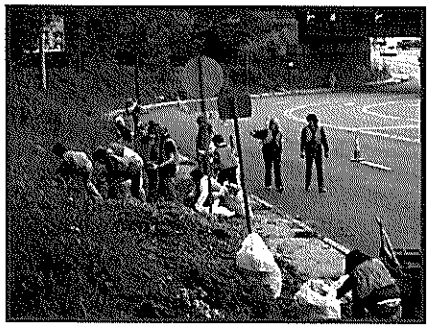
- **Mid-term**
  - Determine the funds needed to enable the organization to continue to function, and project the funds that will be able to be raised through established fundraisers, given the funds that were generated in the past. Promote the organization to prospective donors and members of the community and highlight its successes.
  - Determine the funds needed to implement key projects and/or programs. Also determine if there are long term projects that have several phases, such as a project that requires a master plan and several phases of development, and determine if it is possible to raise funds for the first phase of such a project.
  - Continue and expand successful fundraisers and look to add additional fundraisers as appropriate and feasible.
  - Seek out financial assistance in the form of grants, donated services, and monetary gifts. Solicit key partners and utilize volunteers whenever possible.
- **Long-term**
  - Develop a solid understanding of the funds needed to enable the organization to effectively function, and to expand the organization as necessary.
  - Accept donations, but rely on self-generated funds to sufficiently support the organization.
  - Continue to implement long term projects and programs, seeking financial and technical support from partners when available.

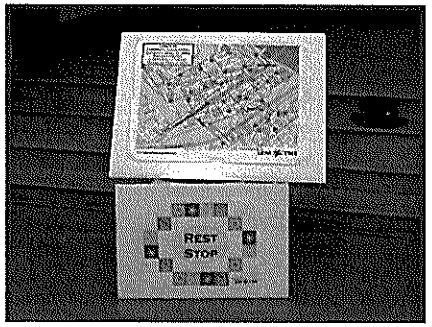
Stakeholders and Partners:

- Borough Council
- Revitalization Organization
- Foundations
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority
- Banks and Lending Institutions
- Business owners, property owners, and residents
- School District

B.2 Downtown – Organization

B.2.b Key Strategy: Coordinate, support, recognize, and manage volunteer and other resource development to ensure maximum benefits and effectiveness.







Summary:

Volunteers are often an overlooked component of downtown revitalization efforts. Volunteers provide much needed labor and/or resources through donated products, machinery, equipment, knowledge, or services. It is important that the revitalization organization consider where and how volunteers can help a project or program, and actively solicit people and/or resources to fill these needs. Successful coordination of available resources involves appropriately matching volunteers and resources with needs and making sure that people are placed in areas or on projects where their contributions will be most valuable. Having a coordinated system in place will demonstrate to the volunteers and to the community that the organization functions smoothly and that the revitalization effort is well planned and well thought out.

Once someone makes a commitment to become involved, it is important that the volunteer receives the support that he or she needs. The level of support needed may vary from volunteer to volunteer, but there are several things that the organization can do to ensure that support is available. The support system may include giving the volunteer a person that they can contact with any questions; confirming the volunteer's availability and expectations, or resource contribution prior to the time that it is needed; checking in with them, if possible, while they are volunteering; and following up with volunteers after their volunteer experience to ask for their feedback on the process and overall experience. Coordination and support also relate to making sure that volunteers are given appropriate tasks, not only seeing that they are not asked to do something that is impossible or that they are not able to do, but also making sure that they are not placed in a situation where they are not needed. Placing volunteers appropriately will help them to feel that they are making a valuable and meaningful contribution.

Just as important, if not more important than coordinating and supporting volunteers, is recognizing their contributions to let the volunteers know that their efforts are appreciated, and encouraging them to stay involved. Recognizing volunteer contributions can also help to keep up the momentum for the downtown revitalization effort and attract additional volunteers. There are a variety of ways to recognize volunteers, including saying "thank you," presenting awards or certificates for outstanding volunteers, making sure that media involvement includes highlights of not only the program or project but also the volunteer contributions, or publicly thanking the volunteers by listing their name or organization on a website or in a newsletter.

General Considerations:

- **Internship programs** – These programs involve agreements between local schools, colleges, or universities, local government, the revitalization organization, and/or downtown businesses, have the potential to benefit all parties involved and ultimately benefit the downtown revitalization effort. Interns provide a source of inexpensive labor that can be used to directly benefit the downtown. Involving business owners matches labor resources with business needs and educates students on local employment opportunities, helping to reverse the "brain drain". Throughout their internship, students are provided with valuable mentoring and real world work experience.
- **Awards** – Awards or certificates show volunteers that someone made the extra effort to formally say, "thank you." It also gives volunteers a way to document their contributions. Awards may be presented at an annual dinner that is held for all of the volunteers, at certain time intervals such as a "volunteer of the month" award, or following an event or project. Awards also encourage more people to become involved.
- **Media involvement** – When local papers or television stations report on an event, project, or program, suggest to the reporters that they also highlight the volunteer contributions. This is another way of recognizing volunteers; it also lets potential volunteers know that opportunities are available.
- **Build upon existing volunteers** – Encourage volunteers to invite their friends to volunteer. Maybe their church or another organization they are involved with is interested in volunteering. Perhaps they have children who are school students and may wish to volunteer with a group of their friends.

Stakeholders and Partners:

- Borough Council
- Revitalization Organization
- Business Owners
- School Clubs and Organizations
- Schools, Colleges, and Universities
- Neighborhood Association and Residents
- Garden Clubs
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority
- Civic, Service and Faith-Based Clubs and Organizations

B.2 Downtown – Organization

B.2.c Key Strategy: Develop a communication plan to ensure the consistent flow of accurate information, both internally within the downtown revitalization organization(s) and externally throughout the community and region.

Summary:

Effective communication will be necessary to ensure that all interested parties and the public are able to receive the information that is required for the organization to operate effectively, and for the downtown revitalization effort to move forward. In order to reach everyone, it will be necessary to consider a variety of mediums for communicating, connecting, and posting information, including the internet, e-mails, printed information that is distributed, printed information that is posted in a common location, and verbal communication.

The communication plan should identify who needs to receive what information, and how that information will be distributed. It will be necessary to distinguish between internal information that allows the organization to function and its members to stay connected, and external information that is publicized throughout the community. The latter is geared more towards marketing the organization and providing information about the organization to interested stakeholders, potential members, or funding organizations.

General Considerations:

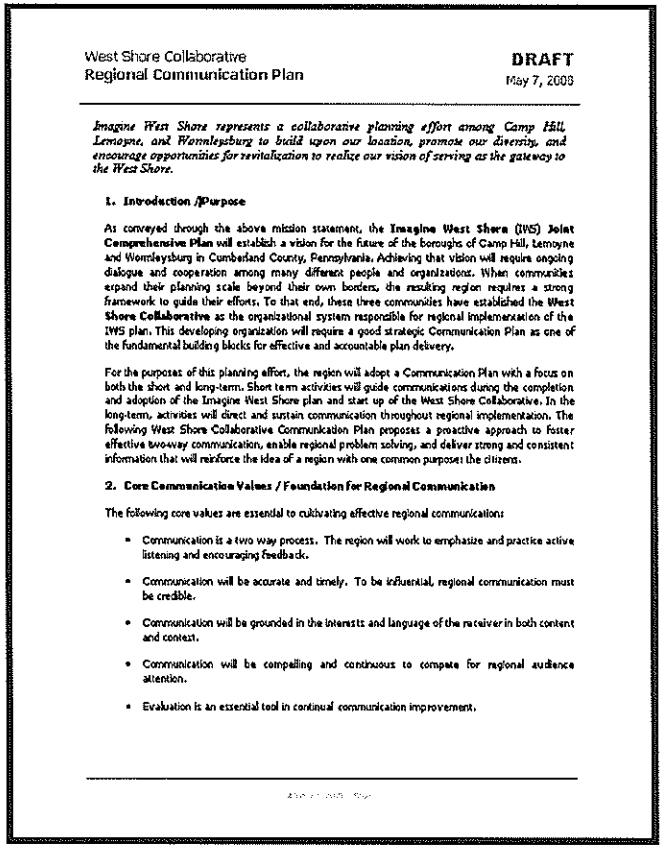
- **Short-term** – Focus on internal communication. Develop specific short-term programs and services needed to connect and support various community and civic organizations involved in downtown or central business district revitalization efforts.
  - Set up e-mail groups and phone trees to facilitate communication.
  - Establish guidelines for all members involved that indicate how the system is to function; i.e., specify when to "reply to all" in an e-mail, and how the phone tree is to operate.
  - Develop a community calendar to coordinate community and downtown events. Determine who will be responsible for populating the calendar and encourage as many groups as possible to contribute to the calendar. Reach out to interested parties to determine how the calendar should be made available (Web site, e-mail, printed material, etc.), and if a there should be separate calendars for internal and external use.
- **Short- to Mid-term** – Focus on refining internal connectedness and establishing a system for external communication.
  - Develop a comprehensive outreach and educational information packet to give to prospective donors, sponsors, businesses, and press about the downtown revitalization organization. This material should visually show what downtown revitalization is and what it will do in the community. It can be used as a take-along piece for marketing the organization.

- Educate contributors to the calendar on how to use it to their advantage. Schedule downtown promotional events when people are expected to already be downtown for another event. Allow events in the community to compliment one another, rather than compete with each other.

- **Mid- to Long-term** – Evaluate the communication plan and determine if changes should be made to improve communication. Update the plan as necessary to accommodate advances in technology and to reflect changes in the community and the success of the organization. Document what worked and what didn't work and why.
  - Showcase individual completed revitalization projects to increase pride among internal members of the organization and demonstrate to the external community that things are happening.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority
- School District
- Civic, Service and Faith-Based Clubs and Organizations
- Neighborhood Association and Residents
- Business Owners
- Recreation/Athletic Organizations
- Parks and Recreation Commission
- The City of Harrisburg and Other Surrounding Municipalities
- Parent-Teacher Organization



West Shore Collaborative
Regional Communication Plan

DRAFT
May 7, 2008

Imagine West Shore represents a collaborative planning effort among Camp Hill, Lemoyne, and Wormleysburg to build upon our location, promote our diversity, and encourage opportunities for revitalization to realize our vision of serving as the gateway to the West Shore.

1. Introduction /Purpose

As conveyed through the above mission statement, the **Imagine West Shore (IWS) Joint Comprehensive Plan** will establish a vision for the future of the boroughs of Camp Hill, Lemoyne and Wormleysburg in Cumberland County, Pennsylvania. Achieving that vision will require ongoing dialogue and cooperation among many different people and organizations. When communities expand their planning scale beyond their own borders, the resulting region requires a strong framework to guide their efforts. To that end, these three communities have established the **West Shore Collaborative** as the organizational system responsible for regional implementation of the IWS plan. This developing organization will require a good strategic Communication Plan as one of the fundamental building blocks for effective and accountable plan delivery.

For the purposes of this planning effort, the region will adopt a Communication Plan with a focus on both the short and long-term. Short term activities will guide communications during the completion and adoption of the Imagine West Shore plan and start up of the West Shore Collaborative. In the long-term, activities will direct and sustain communication throughout regional implementation. The following West Shore Collaborative Communication Plan proposes a proactive approach to foster effective two-way communication, enable regional problem solving, and deliver strong and consistent information that will reinforce the idea of a region with one common purpose: the citizens.

2. Core Communication Values / Foundation for Regional Communication

The following core values are essential to cultivating effective regional communication:

- Communication is a two way process. The region will work to emphasize and practice active listening and encouraging feedback.
- Communication will be accurate and timely. To be influential, regional communication must be credible.
- Communication will be grounded in the interests and language of the receiver in both content and context.
- Communication will be compelling and continuous to compete for regional audience attention.
- Evaluation is an essential tool in continual communication improvement.

B.2 Downtown – Organization

B.2.d Key Strategy: Develop a comprehensive management plan for the organization to ensure ongoing success and sustainability.

Summary:

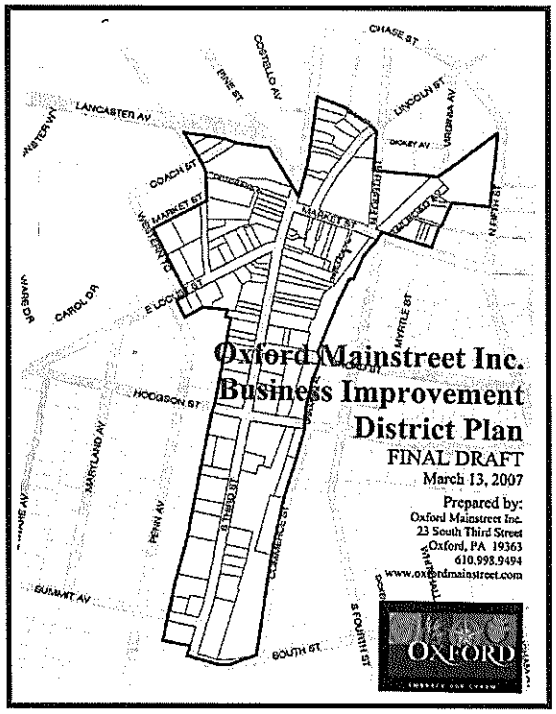
Immediately following the establishment of the organization, it is imperative to determine how it will operate and how it will be managed. Effective management includes aspects of communication, coordinating and organizing volunteers and resources, and funding. The management plan, however, should also involve making sure that these three aspects work together and that the revitalization effort, as a whole, is properly managed and planned for. In the case of the Imagine West Shore region, the management plan should also determine how the three boroughs will operate in relation to one another. It should determine how joint projects or programs will be undertaken, and how the individual efforts of each borough can be coordinated to benefit not only each individual borough, but also the region as a whole. In addition to determining how the boroughs will operate in a regional context, the management plan should identify what organizational tasks the region, or each individual borough, should undertake to further the revitalization effort. As with any successful planning effort, the management plan should involve data collection and analysis prior to the development of strategies; the plan should also be reviewed and updated periodically.

General Considerations:

- **Short-term** – Focus on determining how the organization will operate and on data collection and interpretation to understand the current state of the downtown.
  - Complete the Pennsylvania Downtown Center's downtown profile. This will help each community document existing conditions in the three downtowns and determine what "next steps" are appropriate.
- **Mid-term** – Determine what downtown revitalization approach the region will pursue, based on the data collected.
  - Investigate the level of local interest, support, and capacity for moving beyond the Main Street four- point approach and pursuing full Main Street Program designation. If the three boroughs determine that they want to pursue Main Street Program designation, funding and technical support may be available to help with the revitalization program, including the funding of a manager or coordinator.
- **Long-term** – Focus on long term sustainability of the organization. Determine the level of interest for creating a Business Improvement District (BID) for the downtown area.
  - A BID allows a modest fee to be assessed on all taxable property within the downtown. Generally, money generated through a BID may be used for improvements to the business district, allowing property owners to enjoy a safer and more attractive downtown. Possible improvements include street lighting, street cleaning, street maintenance, security service, improved recreational equipment, facilities, and public spaces, planting of trees and other landscaping, sidewalk maintenance, and the placement of waste receptacles or recycling bins.

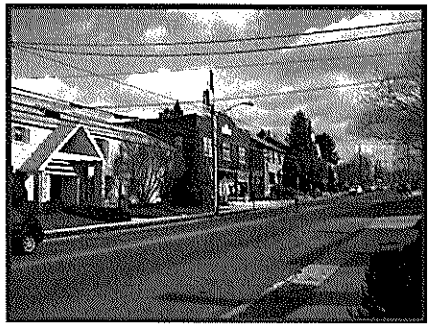
Stakeholders and Partners:

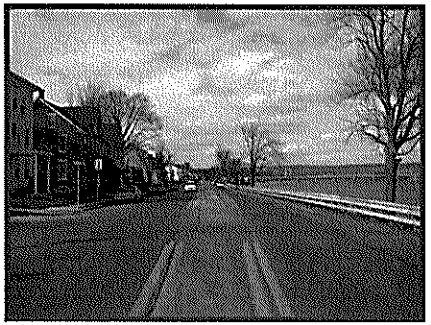
- Revitalization Organizations
- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Business Owners
- Civic, Service, and Faith Based Clubs and Organizations
- West Shore Council of Governments
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority



B.2 Downtown - Design

B.2.e Key Strategy: Pursue a coordinated streetscape improvement effort for Market Street, Front Street, 3rd Street, and other important corridors that either connect the three downtowns or exist within one or more of the areas adjacent to these core commercial areas.






Summary:

Streetscape projects typically involve a variety of aesthetic improvements designed to increase the appeal of the downtown or central business district. Such improvements may include decorative street lighting, brick or specialty paved sidewalks or accents, specialized crosswalks, on-street parking, street trees, landscaping, utility line relocation, and the placement of street furniture, such as benches and trash receptacles. Many of the physical improvements are designed at the scale of the pedestrian, as opposed to the scale of the automobile. This helps to create a pedestrian friendly environment and encourages additional pedestrian movement in the downtown. Traffic calming measures may also be included as part of a streetscape project, helping to decrease vehicle speeds and increase awareness of pedestrians in the downtown. Altogether, streetscape improvements can lead to increases in the real and perceived safety of the street for pedestrians and motorists, in addition to aesthetic improvements and an improved retail business environment.

General Considerations:

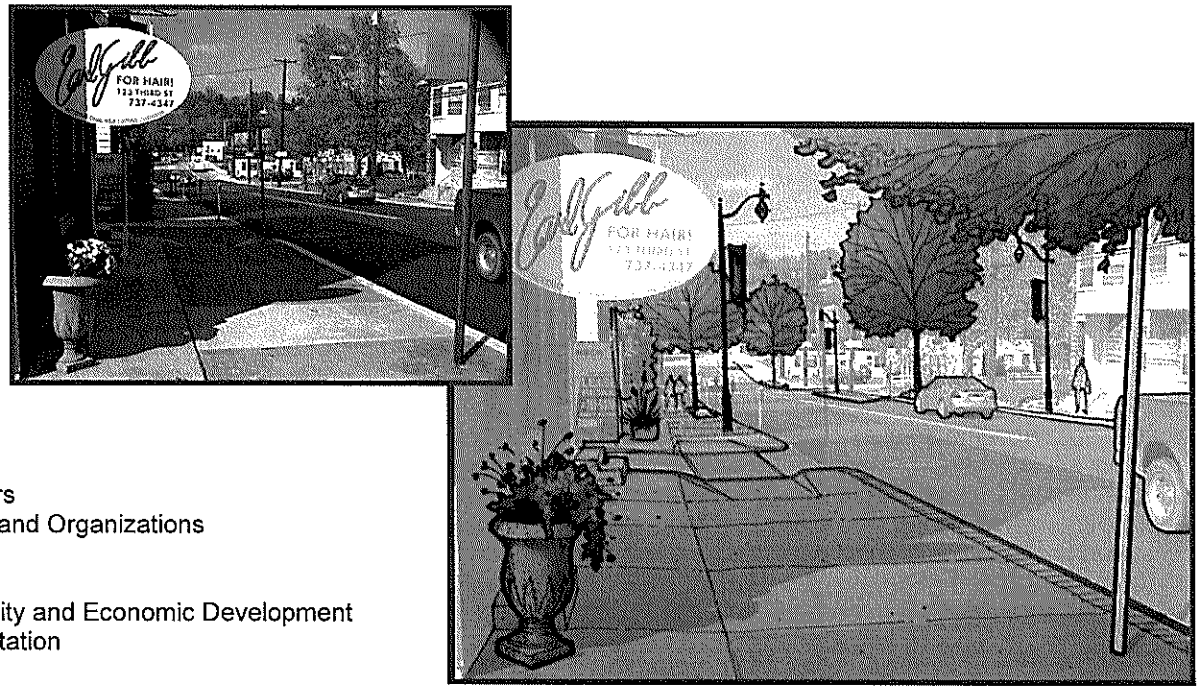
- **Short-term**
  - Determine which key corridors should be the focus of a streetscape improvement project.

- Develop a master plan for the streetscape, with heavy involvement from key stakeholders, business owners, property owners, and members of the public.

- **Mid-term**
  - Establish a phasing and funding plan for the implementation of streetscape improvements.
  - Implement streetscape improvements according to the phasing plan and funds available.
  - Weigh the importance of a specific "big ticket" improvement with items that are easily accomplished and can show short term success.
  - Consider the sequence of events to be implemented so that one project does not have adverse effects on another. For example, if utility lines are to be buried, which would require that the street be dug up, this should occur before decorative crosswalks are installed.
- **Long-term**
  - Develop a plan for the long-term maintenance of the streetscape.
  - Annually evaluate necessary or regular maintenance improvements to adequately plan for funding such improvements.
  - Coordinate volunteer efforts with work performed by borough staff.

General and/or Specific Location(s):

- ***Camp Hill***
  - Market Street
- ***Lemoyne***
  - Market Street
  - Third Street[3]
- ***Wormleysburg***
  - Front Street



Stakeholders & Partners:

- Borough Council
- Planning Commissions
- Revitalization Organizations
- Business Owners and Property Owners
- Civic, Service and Faith-Based Clubs and Organizations
- West Shore Council of Governments
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Department of Transportation

[3] Images by Kairos Design Group

B.2 Downtown – Design

B.2.f Key Strategy: Develop a comprehensive downtown parking strategy and management plan.






Summary:

Parking is often a topic that is highly debated in a downtown setting. One of the common misconceptions is that there is not enough parking available in the downtown, and that the lack of parking is prohibiting the downtown from being as vibrant and successful as it could be if additional parking were available. Often compounding the problem are stringent off-street parking requirements that are based on suburban parking standards and prohibit new businesses from locating downtown as lot sizes and configurations are unable to accommodate large amounts of off-street parking. In many cases, further analysis of parking in the downtown reveals that there are many parking opportunities available; it is just that the available parking is marked as private, or that people visiting the downtown are unaware of the location of available parking. Additionally, if business owners and their employees are parking on the street in front of their businesses, on-street parking will always be limited and may, in turn, hinder the level of business.

Often, the actual problem is not a lack of parking, but poor management of the existing parking resources. In order to successfully manage parking resources, it is necessary to evaluate existing conditions, implement short-term improvements, and develop a long-term plan for the management of parking facilities in the downtown.

General Considerations:

- **Short-term** – Evaluate all existing off-street and on-street parking that is available in the downtown. Note the status of existing parking:
  - Number of spaces
  - Public vs. private
  - Ownership/use regulations
  - Paid vs. free
  - Visual appeal and safety – is the parking area well lit, with pedestrian friendly lighting? If the parking area is off-street, does it have a well defined and safe entrance and exit? Are spaces delineated? Are there provisions for ADA accessibility?
  - Note the number of cars at different times of the day, and on different days of the week to compare the number of spaces needed with the amount of parking that is available.
- **Short- to Mid-term** – Pursue parking solutions that are easy to implement or are of low cost.
  - Encourage owners of private off-street parking to share parking with surrounding uses, especially if the parking lot is only heavily used during a certain time of the day, or on a certain day of the week. For example, encourage churches to share their parking on days when there are no services, and encourage banks to share their parking in the evening.
  - Educate business owners on the benefits of shared parking, and encourage them to park in areas that are not directly in front of their business.
  - Evaluate current ordinances to determine if off street parking requirements are excessive and update as necessary.
    - Require that parking be located in the rear of structures, and prohibit off-street parking to front on major corridors in the downtown including Market Street, Third Street, and Front Street.
- **Mid-term** – Incorporate parking strategies into other aspects of downtown revitalization.
  - If doing a streetscape project, delineate parking spaces. Consider angled parking on wider streets to accommodate more vehicles.
  - Increase awareness of public parking lots. Develop a system of directional signage in the downtown. Display the location of parking opportunities on a map of the downtown.
  - Promote public transit, walking, and biking opportunities within the downtown.
- **Mid- to Long-term** – Develop a long term parking facilities management plan.
  - Work to increase the appeal and safety of off-street parking facilities through landscaping, lighting, and visibility.
  - Evaluate the feasibility of permit parking, metered parking, or the expansion or coordination of public parking lots in the downtown.
  - Provide incentives for business owners to improve, maintain, and share parking, and keep their parking areas free from debris.
  - Determine if there are excess parking lots in the downtown that pose an opportunity for infill development.
  - Determine if there is a need for multi-level parking structures, in addition to existing off-street parking surface lots, if there is a determined need for additional parking in the downtown. Structured parking should be provided for ground floor commercial, office, and retail uses.
  - Identify who will be responsible for maintaining parking resources.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization

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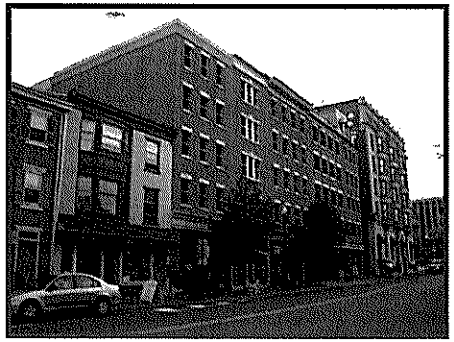
- Property Owners
- Business Owners
- Developers, Builders, Realtors
- Cumberland County Planning Commission









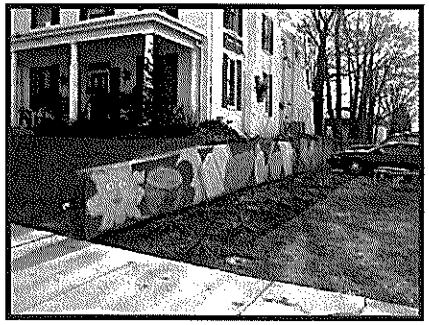


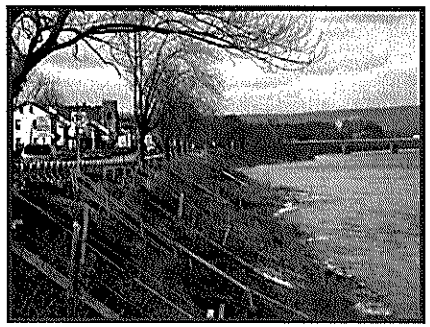
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B.2 Downtown – Design

B.2.g Key Strategy: Develop a plan to create, enhance, and maintain sustainable public spaces and public amenities in the downtown.



Summary:

Public spaces can take on a variety of forms. They may include courtyards, plazas, pocket parks, community gardens, and benches, among other things. Different public spaces may be used for different purposes in the downtown. Additionally, the same public space may be used for different purposes throughout the day. A public space gives a business owner or worker a place to go that is away from the business, but still downtown, for lunch or a break. A pocket park may be used by parents and their children when they frequent the downtown for shopping or other reasons. Plazas can serve as a venue for events or music. Community gardens allow residents to connect with each other and enhance the natural environment. Public spaces draw people, and places where people congregate are often perceived as being safe. This in turn draws more people downtown. It is important though, that adequate safety measures are incorporated into the design of public spaces. They should be welcoming and well lit to discourage improper use or delinquent behavior.

General Considerations:

- **Short-term** – Determine specific locations where it would be feasible to create or enhance public spaces.
  - Build upon existing programs, such as the Camp Hill community gardens program.
  - Determine specific locations in the downtown to locate new public spaces or amenities.
  - Plan for enhancements to existing public spaces and for the development of new public spaces. Include high levels of public input during the design phase, and develop a funding plan to construct the improvements.

- **Mid-term** – Enhance existing public spaces and develop new public spaces in planned locations.
  - Determine which public spaces can be enhanced quickly and require less funds, versus public spaces where land may need to be acquired, and those which require substantial improvements.
  - Incorporate natural vegetation to increase the sustainability of public spaces. Native vegetation can cut down on maintenance requirements, help with stormwater management, and provide green spaces in the downtown, softening the "urban edge".
  - Consider whether public spaces can be incorporated as part of a streetcape project.
- **Long-term** – Promote, showcase, and utilize public spaces. Ensure ongoing maintenance to sustain the appeal and safety of public spaces.
  - Encourage public spaces to be used during downtown and promotional events.
  - Develop a long-term maintenance plan, to be reviewed annually, to ensure that regular and scheduled maintenance is performed at each site.
  - Utilize volunteer efforts to beautify and maintain public spaces. For example, see if the garden club would be interested in maintaining landscaping at a public space. Involving volunteers will help to build a sense of pride, ownership, and belonging amongst members of the community.
  - Consider a coordinated murals project to enhance blank walls and further identify public spaces.

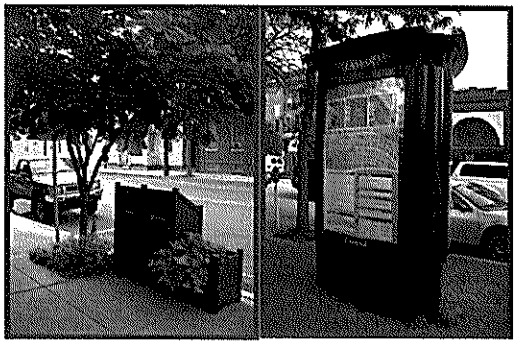
General and/or Specific Location(s):

- ***Lemoyne:***
  - Intersections of
    - 3rd and Market Streets
    - 3rd Street and Hummel Avenue
    - State and Market Streets
    - 12th and Market Streets
    - Space between Market Street and State Street, and Willow Street (by railroad tracks)
    - Underutilized portion of West Shore Plaza parking lot
    - Parklet between Woodside Avenue and 5th Street
    - Portion of parking lot of Susquehanna Bank at 3rd and Market Streets
- ***Wormleysburg:***
  - Riverbank -Riverwalk
  - Walnut Street Bridge Plaza
  - Area between Houck and Poplar Streets
  - Area between Market and Walnut Streets
  - Redesign the open space/playground behind the Borough Hall

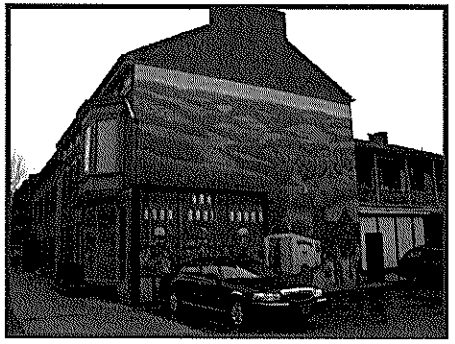
Stakeholders and Partners:

Imagine West Shore

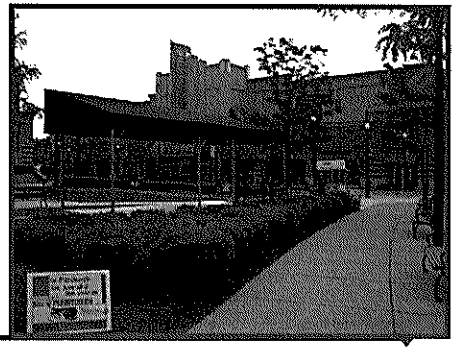
- Borough Council
- Planning Commission
- Revitalization Organization
- Neighborhood Association and Residents
- Business Owners and Property Owners
- Garden Club
- Civic, Service and Faith-Based Club and Organization
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development









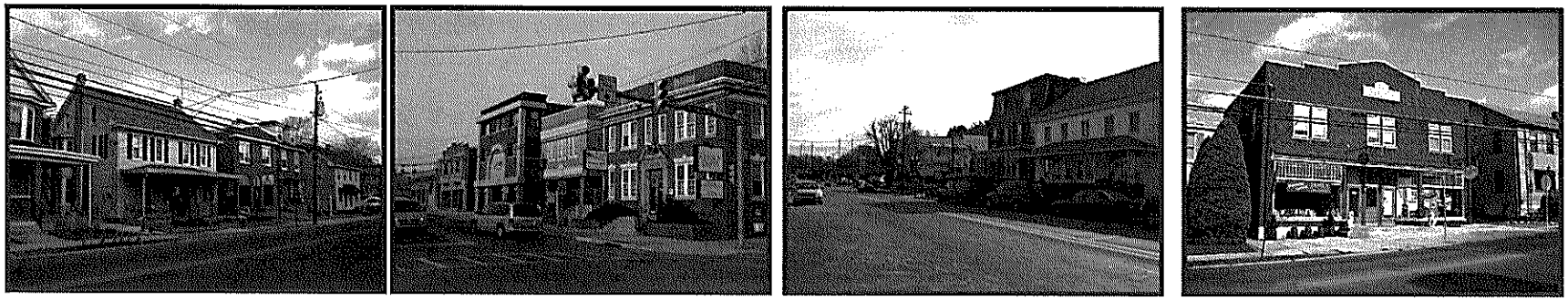


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B.2 Downtown – Design

B.2.h Key Strategy: Establish a design improvement program for enhancements to downtown properties, buildings, or businesses to include technical and financial assistance, incentives, and recognition.



Summary:

In addition to larger design projects, such as a streetscape project or projects that involve public spaces or public amenities, design enhancements to individual structures or buildings within the downtown can also help to improve the appearance of the downtown and further the revitalization effort. This type of design enhancement is dependent on the property owner, which is often a private individual or business owner. Establishing a design improvement program can encourage individuals to make improvements to properties in the downtown and build momentum for the revitalization effort.

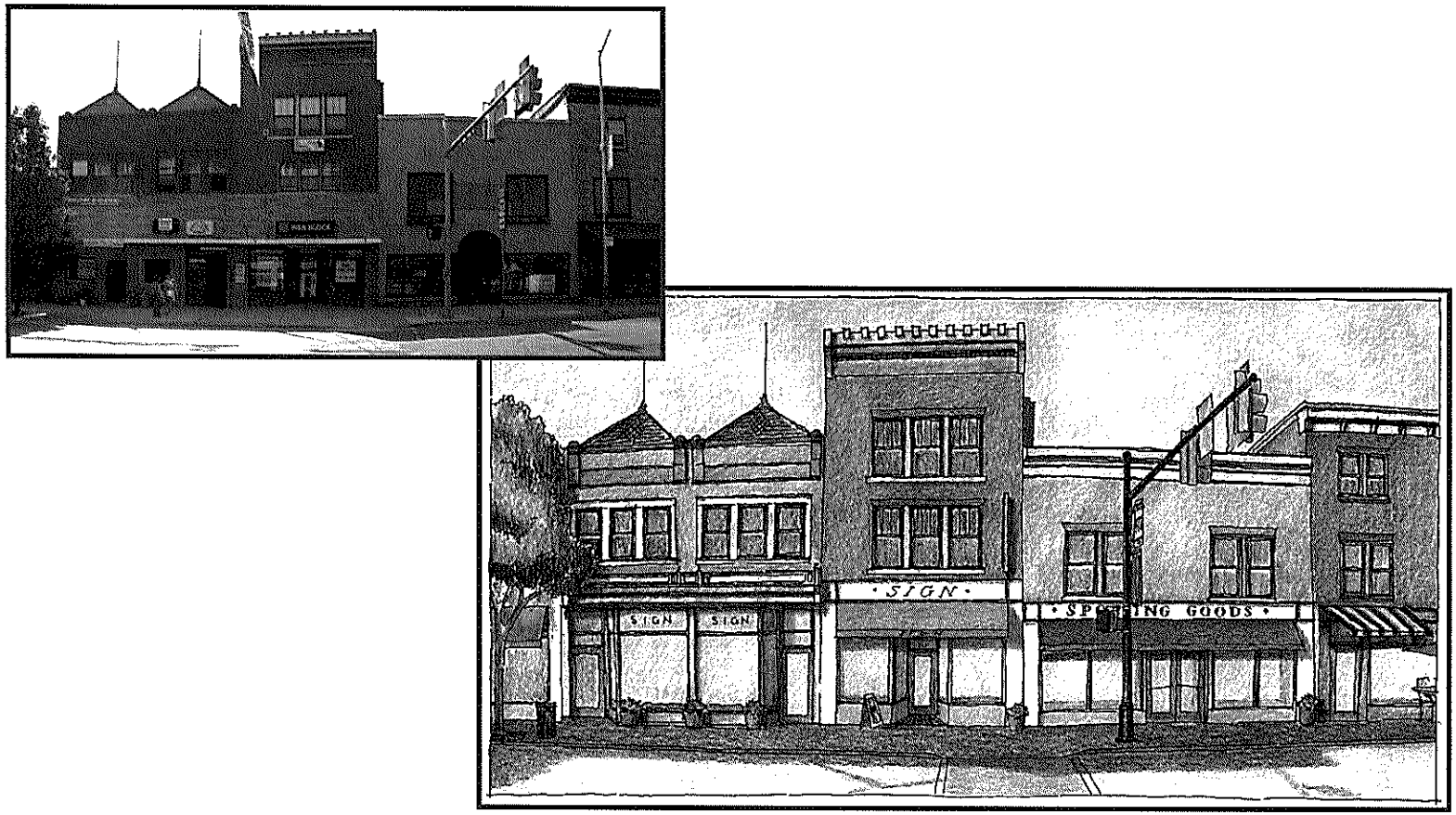
A design improvement program for enhancements to downtown properties, buildings, or businesses may include technical assistance, financial assistance, incentives, and recognition. Technical assistance may be in the form of suggestions for improvements, pairing property owners with contractors or other industry professionals, or a volunteer group of citizens that assists with improvements through donated labor or equipment. Financial assistance may be in the form of a tax abatement or similar program, or through grants or low interest loans. Incentives can be in the form of financial incentives, or by educating the property owner and/or business owner on the positive effects that design improvements can have on a business, thereby encouraging additional people to frequent the downtown and increasing the customer base. People appreciate being recognized for their hard work. After enhancements have been made, consider recognizing the business or property owner by holding a ribbon-cutting ceremony, involving the press, or presenting a plaque or certificate documenting the improvement.

General Considerations:

- **Technical Assistance** – Develop guidelines and programs for enhancing window displays, storefronts, commercial building facades, signage, and landscaping improvements.
  - Consider different types of programs or projects, such as a coordinated murals project. Murals enhance blank walls and create identifiable features in the downtown, adding to the sense of place. Encourage property owners or public entities to consider murals for buildings, walls, and other designated areas in the downtown and IWS region. Topics for murals may include historical events, notable people in local history, or defining features of the community.
  - Utilize professional technical assistance from architects, contractors, and other building and design professionals to provide examples of façade improvements, and demonstrate how building improvements can be designed such that they fit into the character of the downtown.
- **Financial Assistance** – Consider property tax relief, low interest loans, and grant programs.
  - Develop a program to provide some form of property tax relief on the value of any improvements to buildings in the downtown.
  - Provide property owners with a list of potential grants and low interest loans.
- **Incentives** – Educate business and property owners on the benefits of design enhancements in the downtown.
  - Utilize technical and financial assistance programs as an incentive for the property owner or business owner.
  - Educate the property owner or business owner on the potential benefits that he or she may realize following the improvements. Potential benefits for business owners include higher visibility and higher profit, while potential benefits for property owners include heightened appeal and desirability among business owners, and thus the ability to charge higher rents.
- **Recognition** – Develop downtown, property, building, and business pride, recognition and promotion programs.
  - Consider holding ribbon-cutting ceremonies for business owners that have made significant enhancements to the appearance of their business, and involve the media to increase exposure.
  - Consider prizes, gifts, and plaques to recognize business or property owners for their efforts.
  - Award a "downtown pride" award for enhancements to a business or property in the downtown. Develop press releases and encourage local papers to run an article highlighting the business.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Business Owners and Property Owners
- Civic, Service, and Faith-Based Clubs and Organizations
- Pennsylvania Department of Community and Economic Development

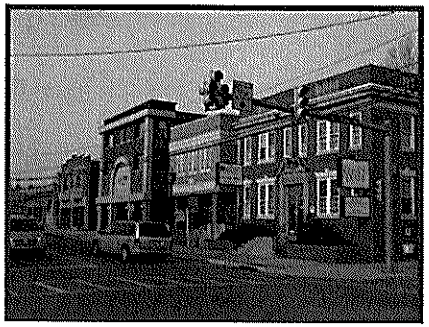
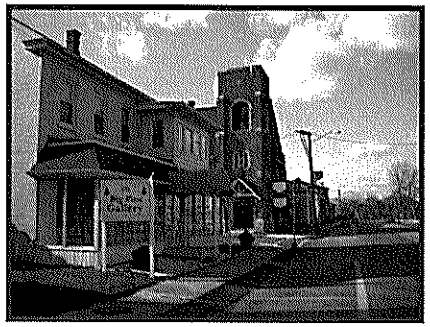
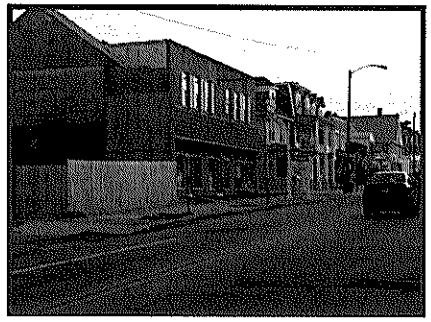


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B.2 Downtown – Design

B.2.i Key Strategy: Incorporate appropriate infill, replacement, and redevelopment design standards into zoning and subdivision and land development ordinances for buildings, uses, parking, signs, etc. for the downtown and central business district.

Summary:

- **in•fill** \'in-fill\ *noun* - development of vacant or remnant lands passed over by previous development in urban areas.
- **re•pla•ce•ment** \ri-pleys-muhnt\ *noun* - the act of remodeling or reusing a previously developed or improved lot, building or structure.
- **re•de•vel•op•ment** \ri-d-i-'vel-epment\ *noun* - the act or process of rehabilitating or rejuvenating a blighted area or accommodating new development within the context of existing streets and buildings.

Infill, replacement, and redevelopment within the downtown involves the siting and design of new buildings, uses, parking, signs, and other improvements on vacant or underutilized lots within an established area such as a downtown or central business district. New buildings and development in these areas should occur in a manner which is consistent, compatible, and reflects the uses and design of the surrounding built environment. Elements contributing to the character of these areas include the types and location of permitted uses; building types, heights, footprints, and orientation; parking supply and locations; sign sizes and lighting standards; sidewalks, street trees, other pedestrian improvements, etc. Municipalities can incorporate appropriate and contextually sensitive infill, replacement, and redevelopment principles and standards into local building and development plans and ordinances to ensure new development contributes to and enhances the existing character of these areas.

General Considerations:

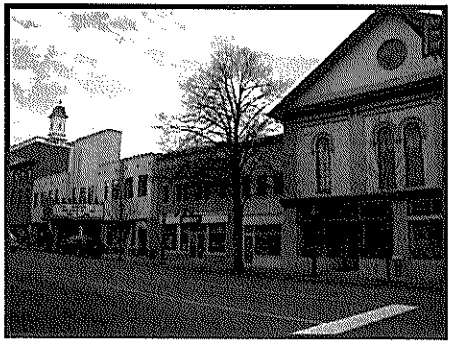
- Uses
  - Mixture of residential and non-residential uses within same building, on the same lot, or in close proximity
  - Mixture of pedestrian oriented and pedestrian dominated businesses
- Buildings
  - Oriented to and located near the street and/or sidewalk
  - Attached buildings or with narrow setbacks
  - At least two or more stories
  - Ground floor retail uses and upper floor office and/or residential units
  - Ground floor window space
  - Narrow widths, longer depths, and/or smaller footprints (unless façade treatments "break up" wide, blank walls)
  - Covering more of lot
- Signs
  - Attached to the building (hanging, perpendicular, parallel)
  - Externally lit and shielded
  - Smaller to reflect the slower traffic/pedestrian speeds
- Parking
  - Off-street
    - In lots to the rear of buildings (or side of screened/landscaped)
    - Shared parking lot areas (public and private)
    - Reduced requirements
    - In garages wrapped with ground floor businesses
  - On-street
    - Reduce off-street requirements for spaces on-street, along street frontage
- Outdoor dining areas, courtyards, plazas, and other pedestrian amenities, including benches
- Pedestrian scaled and styled lighting (height and fixtures)
- Street trees, tree lawns, or tree wells
- Sidewalks of at least 6 feet in width
- Driveways/curbcuts onto streets minimized (use alley access)
- Narrower, interconnected streets with crosswalks, streetscaping, and other traffic calming measures

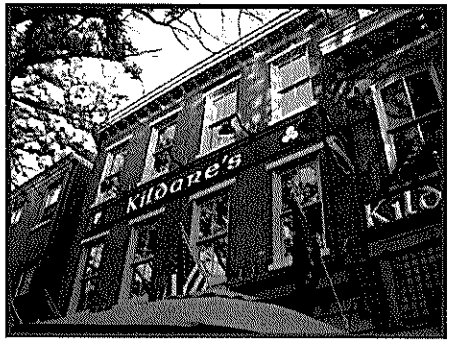
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Cumberland County Planning Commission

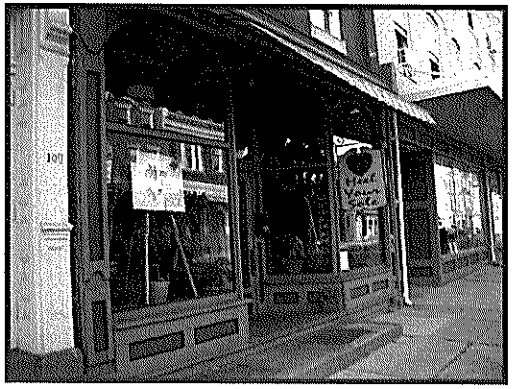
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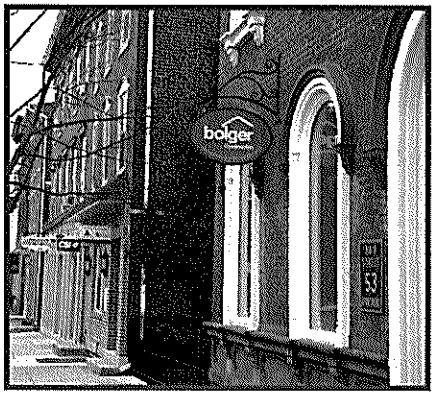
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development











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B.2 Downtown – Promotion

B.2.j Key Strategy: Develop a marketing program – to include image and brand development – that will promote the downtown as the "place to be" to live, work, shop, and play.

Summary:

A key component to any downtown revitalization program is marketing the downtown and its businesses and events to consumers and the public. Although marketing the downtown is closely related to marketing the revitalization organization, the two are distinctly different; this strategy refers to marketing the downtown. Marketing can be thought of as the ongoing process of moving people closer to making a decision to purchase, use, follow, or conform to someone else's products, services, or values. At the onset, the marketing program should focus on branding the downtown and enhancing its image. Branding includes creating a unique identity for the downtown, increasing awareness of the downtown, generating community preference, and developing customer loyalty. Aspects of branding include the development of a logo and slogan and incorporating these items into various published materials or products. Understanding the image that the downtown currently conveys, and that which is desired, is key to effectively developing the brand. In turn, the brand should be used to enhance the overall image of the downtown – the way that others perceive the downtown. Image building promotion should be an ongoing campaign that is designed to combat negative perceptions and build a positive image for the downtown.

In order to effectively market the downtown, it is necessary to have an understanding of market segments. The primary market refers to those who use the downtown businesses for convenience. For example, Starbucks focuses their business and their business locations on their appeal for being convenient for customers. The secondary market refers to people who are looking to comparison shop; these individuals typically frequent malls, jewelers, galleries, etc. The tertiary market refers to a destination market. This strategy focuses on making the downtown a destination and bringing outsiders in, as well as increasing awareness of the opportunities available downtown to residents in the community. The overall promotions strategy should focus on marketing the characteristics of the downtown to shoppers, investors, new businesses, tourists, and others, to capture each of the markets.

It is also important that the marketing program incorporate aspects of both advertising and public relations. Advertising is a paid message, and as such lets the purchaser control the content. Public relations involves seeking publicity or responding to media requests. Because public relations involves someone else writing about the downtown, it conveys a sense of truthfulness and credibility, and is more cost effective. With public relations it is not always possible, however, to control the content.

General Considerations:

- **Short-term** – Focus on developing the image and brand for the downtown.

- **Mid-term** – Focus on using the image and brand to reach out to residents (mostly primary and secondary market) and visitors (primarily tertiary market)
  - Create "welcome to the downtown" kits with community and downtown information for new residents and businesses. At first, these kits can be developed on a regional basis, with each borough contributing to the kit as it sees fit. The kits should be distributed to realtors in the area. The kits can include maps, promotional items or trinkets, incentives or coupons, flyers, and important information.
  - Design a map illustrating the downtown and local attractions as a stand-alone map, or as part of a brochure. Utilize business sponsorships and include information about the businesses as well as special or promotional events, and natural and historic resources. Incorporate plenty of pictures but not too much text.
- **Long-term** – the long term strategy should focus on continually improving and enhancing the image of the downtown.
  - Update the "welcome to the downtown" packets as necessary and include pictures from past events.
  - Incorporate the brand on other materials or in other places in the downtown.
  - Consider the feasibility of paid advertising. An example would be to advertise the downtown at a Senator's baseball game on City Island.

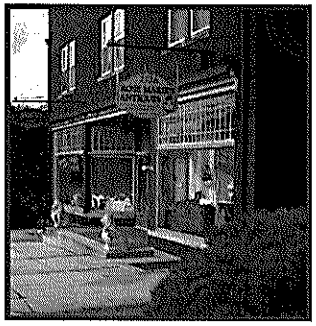
Stakeholders and Partners:

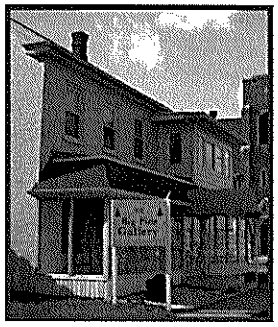
- Borough Council
- Planning Commission
- Revitalization Organization
- Business Owners
- Realtors
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority



B.2 Downtown – Promotion

B.2.k Key Strategy: Provide coordinated advertising, visual merchandising, and vacant store front enhancement assistance.






Summary:

This strategy focuses on promoting the downtown and enhancing its image through advertising and visual improvements to downtown windows and storefronts. Vacant buildings detract from the downtown, as do vacant or boarded storefront windows. These spaces contain an enormous amount of opportunity and will impact the image of the downtown, either positively or negatively. Developing a program to assist business or building owners with enhancing store front windows with displays, advertising, and visual merchandising will provide the mechanism for storefront enhancement that will add to the appeal of the downtown. The storefront window serves as a space to advertise the business inside or to advertise other aspects of the downtown or the community. Visual merchandising displays and good advertising can help to attract new customers and pull people in from the street. The window may also serve as a space for local works of art or seasonal decorating displays. Another key aspect to consider is lighting of storefront windows or window displays. Lit windows will make the downtown more inviting in the evening hours, even if the business is not open. A nicely decorated window will also add to the appeal of the street for pedestrians in the downtown.

General Considerations:

- **In a building occupied by a business,** encourage the business owner to utilize the storefront window space as much as possible, and offer design assistance.
  - The storefront can be used to advertise a tangible product that a business sells, or a certain service that the business provides.
  - In businesses that do not sell a product or service that is conducive to storefront advertising, work with these businesses to incorporate their name or aspects of the business into the design of the window as appropriate and to keep their windows decorated for the season or holiday.

- **In vacant buildings or vacant storefronts,** work with the business or property owner to decorate or enhance the window.
  - Consider if there is another business in the building that could utilize the advertising space, or if the property could advertise the downtown and the revitalization organization, rather than a business.
  - There may also be businesses in other locations that do not have a storefront but would be interested in utilizing the space for advertising or visual merchandising.
- **Utilize local artists and community organizations** to decorate windows. The window could serve as advertising space for a community or athletic organization or local artist, or these groups could just help to provide input on the design.
  - Involving local groups and organizations will provide a sense of ownership in the project and in the overall revitalization effort. Community groups may be interested in decorating a window for a season or holiday, or designing a theme that represents their organization.
  - Encourage artists to switch out their work, and encourage community groups to change the design seasonally or for different holidays.
- **Contact larger commercial organizations** or use a web-based service to purchase used window display material. Often, larger stores will purchase seasonal items annually. There may be an opportunity to purchase used materials at a discounted price.

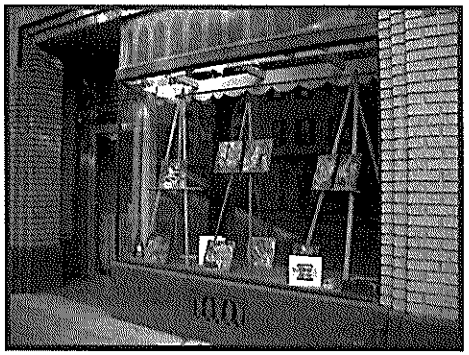


General and/or Specific Location(s):

- Consider designating key blocks for enhancement. These key locations would be areas that are in the downtown and have a lot of storefronts and/or vacant storefronts. The success of one area can be carried over to the next block.

Stakeholders and Partners:

- Revitalization Organization
- Borough Council
- Business Owners
- Property Owners
- Historical Society
- Civic, Service, and Faith-Based Clubs and Organizations, and Athletic and Student Organizations
- Local Artists
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority



B.2 Downtown – Promotion

B.2.1 Key Strategy: Sponsor business recognition and community pride events and activities to celebrate existing and new business in the downtown as well as the overall revitalization effort within the community and region.

Summary:

Recognizing people for their efforts and their contributions to the downtown revitalization effort will help to enhance pride in the downtown and the community, and keep up the momentum for downtown revitalization. This strategy involves highlighting new and existing businesses through various means including press releases, presenting of awards, ribbon cuttings, open house events, and announcements in publications or on a website. Welcome new businesses to the downtown and let the public know they are open for business by announcing their arrival or holding events such as an open house or a ribbon-cutting ceremony. Highlight existing businesses and increase awareness of the different types of businesses in the downtown, such as publishing a "business of the month" column in a newsletter or on a Web site. Also consider working with the local press to see if they will highlight downtown businesses through a "business of the month" column that is published on a regular day each month, (e.g. the first Friday).

In addition to highlighting new or existing businesses, recognize businesses for their efforts to contribute to the revitalization effort. This can be done through awards, or by publicly recognizing and thanking the business and/or business owner. Consider distributing small tokens of appreciation such as trophies, prizes, gifts, or special awards to acknowledge the contributions of specific businesses to the revitalization effort. Involving the media in the presentation of the award will also help to shine light on the business and the revitalization effort as a whole. Consider awards for expansions, renovations, building or design improvements, window enhancements, extended hours, or other contributions to the revitalization effort.

General Considerations:

- **Short-term** – Highlight existing businesses in a newsletter or on a Web site to increase awareness of what the downtown has to offer and encourage existing business owners to buy into the revitalization effort.
- **Mid-term** – Develop a program to welcome new businesses to the downtown. Highlight new businesses in a newsletter or on a Web site, involve the press, and hold ribbon-cutting ceremonies or open house events. This will help promote the new business and encourage the new business to support the revitalization effort.
- **Long-term** – Develop a program to recognize or award businesses for their contributions to the revitalization effort in the downtown. This will recognize people for their efforts and provide an incentive for additional businesses to contribute to the downtown revitalization effort.
  - Consider working with the borough council to pass a resolution that commemorates major milestones or anniversaries for a business, such as major additions or a five-year anniversary.

Stakeholders and Partners:

- Borough Council
- Business Owners
- Revitalization Organization
- Local media
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority



B.2 Downtown – Promotion

B.2.m Key Strategy: Coordinate the planning and execution of business promotional and community events to maximize resources and effectiveness, and minimize conflicts with other regional events.

Summary:

Community events and special events add to the character of the downtown and help to bring life to the community and the downtown revitalization effort by giving people a reason to come to the downtown. Coordinating downtown promotional events with community events will help to enhance the visitors' experiences by giving them additional things to do downtown. It will also help to increase awareness of the types of businesses that are downtown and generate additional sales for the businesses. Even if people choose not to purchase something while at a community event, the business has gained exposure, and there is a greater chance that the customer will return another time.

Promotional events may be coordinated with annual special events or with regular or seasonal events, such as high school football games that are held in a nearby neighborhood. By using the community calendar of events, businesses can plan promotional events that coincide with certain community or special events and design their promotions to appeal to the types of people that are expected to be traveling to the downtown for a certain community or special event. Additionally, if multiple businesses can be encouraged to hold promotional events at the same time, this increases the likelihood that people will travel downtown specifically for the promotions.

General Considerations:

- **Short-term** – Develop a community calendar of events. Work with local businesses to coordinate promotional events with the events that bring the most people downtown or close to the downtown.
  - Teach business owners to use the calendar, and explain how different types of community events have the potential to bring different types of customers to the downtown.
- **Mid-term** – Develop a promotional schedule to encourage multiple businesses in the downtown to hold promotional events on the same date and around the same time.
  - Consider a "Holiday Special" weekend during the winter shopping season, or a Valentine's Day Sweetheart Special, for example.
  - Consider coordinating and extending store hours, opening on Sundays, or staying open when a particular event is being held. For example, draw people from the local high school football games to the downtown for dining or ice cream after the game.
  - Work with community or special event coordinators to integrate advertising for promotional events into the community or special event. For example, if coordinating promotional events or business hours with a nearby high school football game, place an advertisement in a program or school newsletter that gives the details of the promotion, or ask for an announcement to be made during halftime. Tailor the promotion to the audience that is attending the event; for example, 10% off with a student I.D.

- **Long-term** – Work with business owners to increase, alter and/or coordinate store hours to attract more customers in the evenings and on the weekends.
  - Many people work during the week and set aside time for shopping on the weekend or in the evenings. If business owners can realize the benefits of extending store hours when events are taking place (e.g. a high school football game), business owners may consider staying open during other times.
  - Start small, if necessary, and encourage businesses to extend their hours one day a month, such as the first Friday, third Thursday, or on one day during the week. In this situation, the promotion becomes the event. If the extended hours are coordinated, advertised, and promoted, the businesses are more likely to see an increase in sales, and business owners will be more apt to extend hours on other days of the week, adding to the vibrancy of the downtown.

General and/or Specific Location(s):

- If there is initial resistance by business owners, consider businesses or locations that would benefit most from holding promotional events in conjunction with a special event or community event. This could depend on the location of the business in relation to the event and on the type of business. Target these businesses and the businesses in areas immediately surrounding these businesses. Once the beginning businesses see the benefits, extend the program to include all businesses in the downtown.

Stakeholders and Partners:

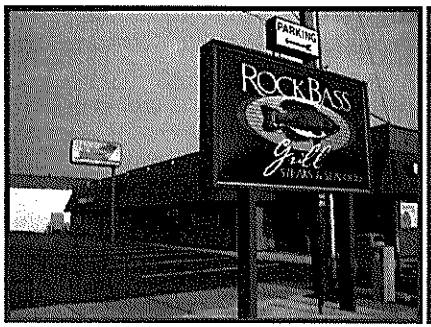
- Borough Council
- Revitalization Organization
- Business Owners
- Civic, Service, and Faith-Based Clubs and Organizations
- Youth and Adult Athletic Organizations
- School District
- Parks and Recreation Commission
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority

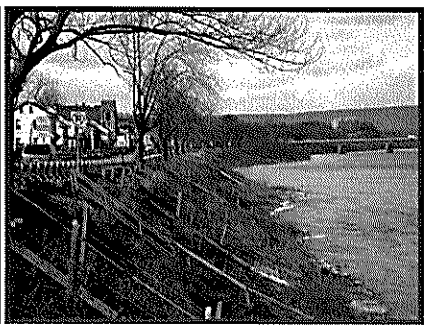
JOIN US FOR LEMOYNE'S
"COMMUNITY NIGHT"
FIRST WEDNESDAY OF EVERY MONTH!

B.2 Downtown – Economic Restructuring

B.2.n Key Strategy: Conduct a market assessment and cluster analysis of the business climate in the downtown.







Summary:

The market assessment and cluster analysis will help the revitalization organization, business owners, and all interested stakeholders gain a better understanding of how the downtown functions as a result of existing conditions. These tools are a mechanism for collecting and presenting data that, when interpreted, will help everyone better understand the type of people that frequent and make purchases in the downtown, where they are coming from, and when they shop. It will also help to provide insight on what the downtown can support versus what is desired. This information can also serve as a starting point for developing a brand and marketing the downtown.

A market assessment refers to the collection of data on the current business environment in a community, and the assembly of this information into a format that is understandable to the community. The components of a market assessment provide an indication of the existing downtown business climate. The next step, a market analysis, refers to the mathematical manipulation and interpretation of the data collected in the market assessment in a way that depicts the business opportunities and business needs of the downtown. The market analysis is a step towards developing a business plan for the downtown to deal with the identified needs and promote the opportunities to new and existing businesses.

Business clustering refers to the grouping together of a mix of businesses in a way that each business is put in a position to benefit from the others' sales, customers, and markets. Clustering provides customers with a broad selection and variety at a single, convenient location and enables them satisfy a number of shopping needs in one trip. It allows a business district to function as a single economic unit, instead of a series of unrelated destination businesses. It increases spending in the downtown, as the appropriate mix of businesses will offer more goods and services that appeal to target shoppers. It also increases impulse buying among clustered stores that offer complimentary goods. Following a

market assessment and analysis, a business clustering plan can be developed. The plan involves identifying existing businesses and available commercial space, the types of clusters and locations that might be appropriate for the downtown, and identifying specific types of businesses and their optimal placement, given the available space.

General Considerations:

- **A market assessment** consists of the following components:
  - **Property and building inventory,** which documents the size and the use of each floor of the building, the condition of the building, sale and rental amounts, ownership, alterations to the building, amenities such as kitchen facilities, and current and historical photos of the property. The property inventory should note which vacant buildings are most marketable, the location of uses that are considered inappropriate based on physical characteristics, and the location of severely blighted properties that may need to be rehabilitated or redeveloped.
  - **Business inventory,** which documents the name of the business, address, the owner's name, size and age of the business, type of merchandise, range of goods or services, number of employees, and NAICS code.
  - **Survey of business owners** to collect information about the business operation, a profile of the business's primary customers, the business owner's perception of the downtown as a place to do business, and what other businesses they feel are needed in the downtown.
  - **Customer survey to** collect information about customers' shopping habits and the goods and services they desire. The customer survey can be conducted through a telephone survey of people in the market area, or by questioning people while they are visiting the downtown.
  - **Trade area definition,** which involves determining the geographic area from which the downtown, as a whole, draws most of its traffic (typically 80%). This may be determined by a zip code survey, or by looking at a 1-, 3-, or 5-mile radius of the downtown.
    - Although the primary trade area should be defined for the downtown, it is important to recognize that the trade area will vary from business to business. Convenience goods purchases are generally confined to a nearby area, as are personal services and routine amusements. Larger purchases extend beyond the immediate area and are driven by price and quality. Other businesses, including restaurants and household furnishings, vary between these two extremes.
  - **Socioeconomic and Psychographic Profiles** provide information about the customer base. Socioeconomic characteristics include age, race, income, and occupation, while psychographic data compares lifestyle characteristics like shopping and dining preferences, leisure activities, and media choices.
- **A market analysis,** which involves identifying opportunities for businesses and determining the best mix of businesses for the downtown.
  - **Leakage/Surplus** – The market analysis compares the total potential retail sales with the actual sales to determine if there is a leakage or a surplus in expenditures.
  - **Business opportunities** are analyzed by comparing the type of business with several market conditions. The more market conditions a business meets, the stronger the likelihood of it succeeding. For example, a business has a greater chance of succeeding if it complements an existing business or an existing business cluster, serves a target customer group, or fills a gap.
- **A cluster analysis** can provide insight on the types of clusters that exist in the downtown and the potential to create or enhance a business cluster. There are three types of business clusters:
  - **Compatible clusters** share compatible markets but offer unrelated goods and services. Compatible clusters often include businesses that appeal to or serve one type of customer; for example, customers of similar incomes or elderly customers.

- **Complementary clusters** share the same or similar market and offer complementary goods and services. An example complementary cluster is department store type goods with jewelry stores, apparel, linen and bath, and children's stores.
- **Comparison clusters** appeal to a variety of markets. They share the same or similar markets and offer the same or similar goods and services. Examples include restaurant row, bridal stores, jewelry stores, or auto dealers.

General and/or Specific Location(s):

Each borough currently has some type of market that they feel helps to characterize their downtown. These types of businesses may represent an opportunity to build upon or create a cluster or niche market.

- Camp Hill - restaurants, shopping, antiques and art
- Lemoyne – music
- Wormleysburg – river/recreation and restaurants

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Business Owners
- Property Owners
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority

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B.2 Downtown – Economic Restructuring

B.2.0 Key Strategy: Create a business recruitment, retention, and expansion strategy (and corresponding marketing plan) based on current market assessment information.

Summary:

After collecting and analyzing data collected as part of a market assessment and market analysis, the next step is to create a strategy for business retention and business recruitment. Although business retention and business recruitment go hand in hand in the downtown revitalization effort, retaining existing businesses is thought to be more efficient, in terms of time and value, than recruiting new businesses. Attracting new businesses may seem more exciting, but getting the existing businesses to "buy in" to the revitalization effort and encouraging them to stay and/or expand will help to set the stage for improving the economic climate in the downtown and, in turn, will help with business recruitment.

The market assessment and cluster analysis should be used to determine the types of businesses that should be targeted for expansion or relocation within or into the downtown. The organization should also determine if a certain niche market exists in the downtown that can be capitalized upon in the revitalization effort. A niche refers to specialization that allows a business district to gain dominance in certain categories of the retail market. A niche can be based on a variety of things, including a particular group of customers, specific kinds of goods or services, a specific shopping environment, or a specific industry or corporation.

The strategy for recruiting new businesses should focus on capitalizing upon market opportunities. The types of businesses that are recruited should strengthen the economic base of the downtown by filling gaps in the existing business mix. In order to successfully recruit appropriate new businesses, it will be essential to develop a marketing plan to attract new businesses. In addition to printed materials, it is pertinent that someone is available to answer questions about the market in the downtown and about available locations.

General Considerations:

- **Developing a business retention program** is key to successful revitalization. A business retention program should provide businesses with support, information/education, and tools to help them improve their operation. Businesses may need assistance with:
  - **Store presentation**, merchandise presentation, and window display (as provided in Key Strategy B.2.k of the Downtown Element).
  - **Merchandise selection/market** – The market assessment will provide key information about the market characteristics. It is vital to understand current strengths and weaknesses of the downtown as well as customers' attitudes and potential barriers to sales.
  - **Customer service** – Improving the quality of customer service and business activity is an important part of increasing sales. This involves employing pleasant and polite staff and answering to consumers' need by offering, for example, hours that meet their needs.
  - **Developing/revising a business plan** – To improve their business record in terms of sales, profit, and operations.
  - **Improving advertising and promotion** – As provided in Key Strategies B.2.k and B.2.m of the Downtown Element.

- **Identifying and capturing new markets** – Keep businesses informed about local market conditions so that they can remain competitive.
- **Accounting and record keeping.**
- **Planning for business expansion** – Help current businesses expand by either relocating to a larger or more advantageous location or by identifying new sales opportunities.
- **Inventory control** – Assist businesses with expanding the range of products they currently have, or to replace an unsuccessful product line with something more attractive.
- **Using computers or other forms of technology** – Some business owners may be interested in learning how the internet can help their business, or learning how certain types of software can assist them with managing their business. More advanced businesses may be interested in E-commerce.
- **Personnel management and training.**
- **Financial assistance**
- **Complying with local, state, and federal regulations.**

- **Business recruitment** should focus on developing a strategy that recognizes opportunities for expansion and locating new businesses based on a cluster or niche market.
  - **Business recruitment** should involve the following steps:
    - Develop a list of qualified potential prospects.
    - Make a sales visit to the prospects.
    - Have the business prospect visit the downtown.
    - Assist with pre-opening needs.
    - Welcome the new business (as provided in Key Strategy B.2.l of the Downtown Element).
    - Follow up with the business to provided technical assistance, focused on retaining the business.
  - **Business Recruitment Package** – In addition to the "Welcome to the Downtown" kit as provided in Key Strategy B.2.j of the Downtown Element, this package should provide necessary information that markets the downtown to prospective businesses and be geared toward the types of businesses the downtown is trying to attract. The kit should include:
    - Maps of the trade area and downtown.
    - Target market demographics.
    - Existing retail mix in the business district.
    - Market strengths and opportunities.
    - Promotions calendar (as provided in Key Strategy B.2.m of the Downtown Element).
    - Business incentives and available assistance (as provided in Key Strategy B.2.h and B.2.p of the Downtown Element).
    - Available space.
    - Local revitalization program information.
    - Important amenities of the downtown/region and special features.
  - **Recruit businesses** that will enhance or help to develop a niche market. Conduct a niche analysis to determine the dominant areas of downtown, see how the businesses fit together, and identify ways to make the composition stronger.
    - **Identify the status of the market as a niche market** and seek to attract businesses to elevate the status
      - Potential niche market – The market opportunity exists, but the businesses have not emerged.
      - Existing unorganized niches – The businesses have emerged but do not act together.

- Existing organized niches – The businesses have emerged, and they have joined together on advertising, promotions, and business recruitment.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Business Owners
- Property Owners / Landlords
- Realtors
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority

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B.2 Downtown – Economic Restructuring

B.2.p Key Strategy: Develop an entrepreneurial and business development assistance system, both to provide direct technical and financial assistance and connect business owners with appropriate resources within the region's existing economic development network.

Summary:

To ensure successful revitalization, it will be essential that existing businesses and new businesses just starting up are able to receive the support they need to be successful. Businesses that are in different operational stages will need different types of assistance, and it is important that the revitalization organization be able to offer support to businesses in all stages.

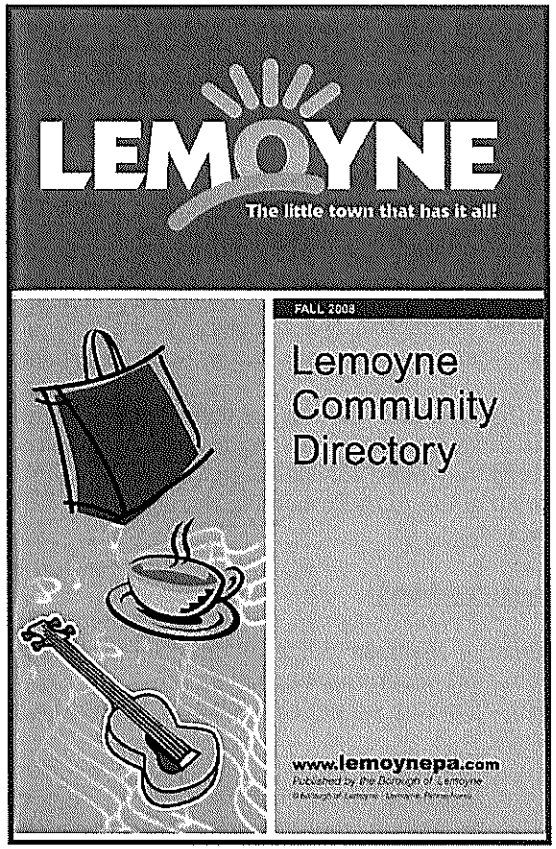
Businesses that are just starting up may need assistance with training employees or developing a business plan. Another business that has experienced success may be looking to expand its market or change its location to gain more space. Businesses that are struggling to keep up with the market may need assistance in identifying ways to improve their image, dip into a new product line, or recover from financial trouble. It will be necessary that the revitalization organization work with the businesses and offer them the support that they need to create a stable economy in the downtown.

General Considerations:

- **Short-term** – Maintain a list of financial assistance resources for local business owners. Include contact information for area lending institutions and government agencies.
- **Mid-term** – Develop an educational and technical support program for resource and information sharing that creates support networks among businesses.
    - Consider holding an educational seminar on a monthly basis, and make materials widely available following the seminar. Potential topics of focus include superior customer service and customer relations, visual merchandising, marketing tips, networking, managing inventory, internet sales and e-commerce, and effectively using a community calendar or promotional events calendar.
    - In addition to receiving helpful educational information, business owners will also get to know one another better.
- **Long-term** – Work with local financial institutions to offer attractive packages to assist downtown businesses with expansions or improvements to their business

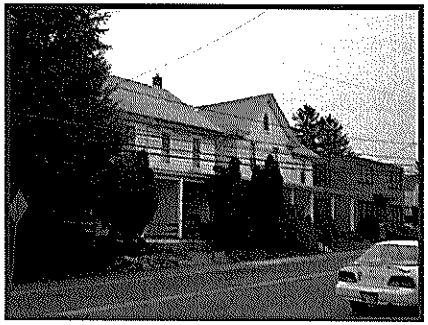
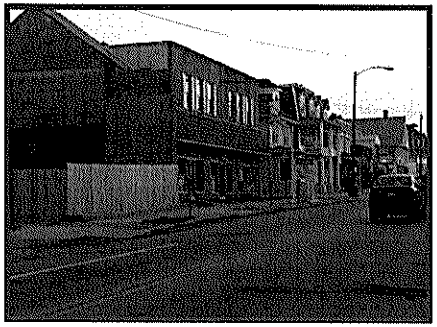
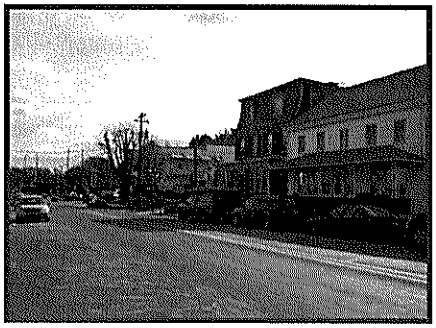
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Business Owners
- Lending Institutions
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority



B.2 Downtown – Economic Restructuring

B.2.q Key Strategy: Identify investment opportunities to engage interested developers and investors in rehabilitating key downtown properties.


Summary:

The market assessment and analysis will help to identify vacant properties in the downtown and properties in need of rehabilitation or redevelopment. This strategy involves further analysis of these properties to determine which properties hold the greatest potential for the downtown and the factors that contribute to their potential, whether it is a characteristic of the property or something in the surrounding environment. Each vacant or dilapidated structure poses an opportunity for the downtown, and each property is unique in the level of effort that is needed to maximize its benefit to the downtown. Some properties may need structural improvements, while others may just need a new coat of paint. Other properties may need to be demolished and replaced with appropriate infill or redevelopment. It is important to document the needs of each property, in addition to the opportunities that are presented by their location or built features. These opportunities should then be used to market these properties to developers and investors, to convince them that their investments in these properties will not only be beneficial for the downtown revitalization effort but will be profitable for them as well.

General Considerations:

- **Short-term** – Using market assessment data (as provided in Key Strategy B.2.n of the Downtown Element) collected for properties and businesses, isolate all properties in the downtown that have been noted as vacant or in need of rehabilitation or redevelopment.
  - For each property, indicate special features about the property including:
    - Physical characteristics of the property, such as size for the building, structural soundness, availability of kitchen facilities or other amenities, lot size, and lot configuration.

- Location in relation to other components of the downtown, including surrounding businesses, parking areas, public spaces, recreational opportunities, and other amenities.
- Location in relation to the revitalization effort, including recent or planned streetscape improvements, public space improvements, traffic calming improvements, etc., and the visual appeal of the street.
- Improvements that are needed to increase its potential benefit to the downtown. Be specific.
- The best use or uses of the building or property, based on market assessment and analysis data and the potential for business clustering.
- Determine the level of effort required to allow the property to reach its maximum potential.

- Target key properties for investment, based on the potential of the property to positively contribute to the downtown and the level of effort required.

- **Mid-term** – Develop a fact sheet for each property that states the opportunities for the property to be successful in the downtown. Include information about existing conditions and planned revitalization efforts.
  - Develop a list of available volunteer, technical, and financial assistance programs.
  - Solicit developer involvement in building rehabilitation, using property fact sheets and providing information about available assistance.
  - Work with the developer or investor to ensure that a common vision for the property exists that will enhance the appeal of the structure and contribute to the character of the downtown.
- **Long-term** – Work on getting the right businesses in the right buildings.
  - Continue to match people with resources, and focus on recruiting new businesses. Also realize which rehabilitated structures may be appropriate for an existing business that is looking to expand.
  - Document successes and use them as additional marketing materials to market the downtown revitalization effort to new developers, investors, and businesses.
  - Continuously update inventory of vacant properties and properties that are in need of some form of rehabilitation.

General and/or Specific Location(s):

- ***Lemoyne***
  - Area along the railroad tracks and Poplar Street to serve businesses along lower Market Street and Bosler Ave. (between 3rd Street and 5th Street)
  - Parking garage downtown
  - Properties and lots surrounding 435 Market Street
  - Bottleneck properties bounded by Market Street and railroad tracks; utilize riverfront, and incorporate pedestrians access through existing tunnel.
  - Firestone motors (already a highly lucrative local establishment) and the used car lot located opposite Firestone
- ***Wormleysburg***
  - Houck and Poplar Streets, rehabilitate them to allow for niche shops and/or mixed use (residential/retail space)

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Property Owners
- Business Owners
- Developers
- Lending Institutions
- Government Agencies
- Civic, Service, and Faith-Based Clubs and Organizations
- Landlords
- Pennsylvania Downtown Center
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority

B.3 Natural, Cultural, and Historic Resources

Introduction

The Natural, Cultural, and Historic Resources Plan element includes a set of themes, principles, key strategies, and standards relating to natural, cultural, and historic resources within the IWS region. This plan component details a series of specific key strategies, including various policies, partnerships, projects, and programs to be pursued at the regional level, but which may also be implemented at the individual municipal level and/or for specific areas or assets as appropriate. Region-wide natural resource related key strategies address enhancing important riparian corridors, including the Susquehanna River and Conodoguinet Creek ,and other important natural assets through education, strategic partnerships, and specific improvement projects; strengthening connections between the Susquehanna River and the downtowns via special events and programs and supporting projects; incorporating standards and techniques relating to "green building" and low impact development; as well as other important natural resource protection strategies. Additionally, historic and cultural resource related key strategies include developing a detailed historic resources plan for the region, implementing a wayfinding signage program, and development of a regional history museum.

Imagine West Shore Regional Natural, Cultural, and Historic Resources Themes

Regional natural, cultural, and historic resources themes for the IWS region/community include:

- History and heritage preservation of specific resources, areas, and neighborhoods, which is important.
- Tourism: pedestrian tours and driving tours.
- Civil War heritage theme. Link to other communities.
- Reusing or rehabilitating older buildings and housing for new uses.
- Preserving clusters of important architecture styles and characteristics.
    - Buildings should be maintained.
    - Buildings should be rehabilitated and reused.
    - Prohibit demolition of specific resources, areas, or neighborhoods.
- Identification and promotion of historical resources.
- Identification of areas and types of building/neighborhood character to retain.
- Better connections between neighborhoods, parks, areas, and communities using natural features.
- Connections to and identification with the community's heritage and past.
- Sense of community pride and stewardship.
- Community and neighborhood aesthetics and attractiveness.
- Green neighborhoods and softening of urban edge.
    - Street trees
    - Landscaping
    - Pocket parks.
- People's/Walnut Street Bridge is an important resource.
- The Susquehanna River, an important resource.

  - Access to, utilization of, and promotion of river is important.
- The Conodoguinet Creek, an important asset.
- Flooding and stormwater management (natural methods) are key considerations.
  - Small streams.
  - Specific areas.
- Providing for a varied range of active and passive recreation opportunities (services, program, and facilities). .
- Maintaining good, open school district and municipal relationships for additional parks and recreation opportunities.

Overall Planning Principles and MPC provisions relating to natural, cultural, and historic resources for the Imagine West Shore region:

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   The multi-municipal comprehensive plan shall include a plan for the protection of natural and historic resources to the extent not preempted by federal or state law. This clause includes, but is not limited to, wetlands and aquifer recharge zones, woodlands, steep slopes, prime agricultural land, flood plains, unique natural areas and historic sites. The plan shall be consistent with and may not exceed those requirements imposed under the following:

   - The Clean Streams Law
   - Surface Mining Conservation and Reclamation Act
   - The Bituminous Mine Subsidence and Land Conservation Act
   - Coal Refuse Disposal Act
   - Noncoal Surface Mining Conservation and Reclamation Act
   - Agricultural Area Security Law
   - An Act Protecting Agricultural Operations from Nuisance Suits and Ordinances Under Certain Circumstances
   - Nutrient Management Act

2. Preserve and enhance the quality of natural resources in the IWS region.

3. Support the identification of a greenway corridor that links prominent natural resources, such as the Susquehanna River and the Conodoguinet Creek, with other natural resources of regional significance.

4. Encourage green building techniques for new development.

5. Encourage low impact design in new development or public spaces to provide improved visual aesthetics and better stormwater management through the enhancement of natural features on the site.

6. Capitalize upon the linkage between the natural resource of the Susquehanna River, the riverfront properties, scenic views of the river, and the potential for economic growth in the IWS region.

7. Encourage historic resources identification, documentation, and preservation.

8. Encourage new development to be sensitive to the historical context of the region by taking into consideration details

such as building placement, building height, setbacks, color scheme, and façade characteristics.

9. Increase awareness of and support cultural diversity in the region.

10. Increase awareness of historic and cultural resources in the region through coordinated promotional and marketing efforts.

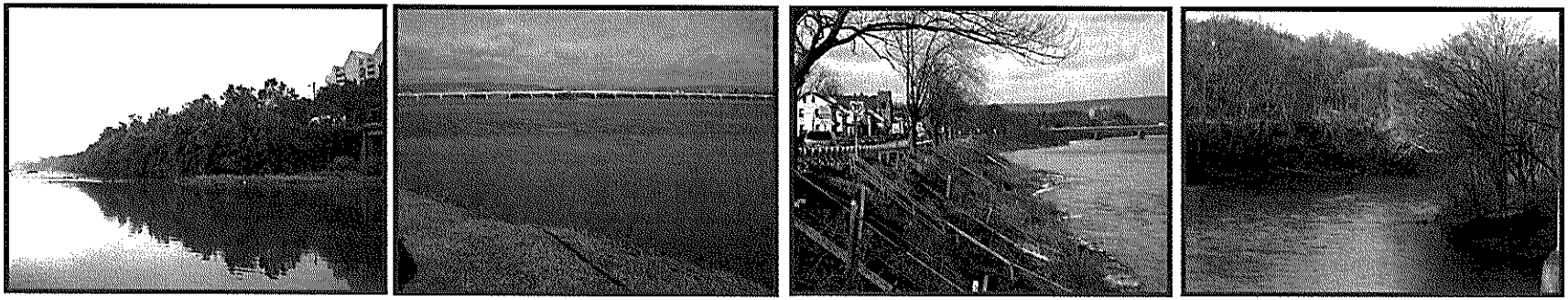
11. Encourage neighborhood greening through native wildflowers, plantings, and street trees.

12. Encourage the creation of sustainable community parks or pocket parks that balance natural resources conservation with recreation.

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B.3 Natural, Cultural, and Historic Resources

B.3.a Key Strategy: Support greenway and water trail development and river access along the Susquehanna River and Conodoguinet Creek.



Summary:

Greenways provide several benefits to the community. Not only do they provide a connected system of paths for pedestrians, bicyclists, and other non-motorized forms of transit, but they also help to preserve sensitive ecological and biological habitats and sustain wildlife migration corridors. Greenways offer a natural alternative to sidewalks and roadways, and both greenways and water trails have the potential to benefit the region economically by drawing in tourists and recreation enthusiasts.

Water trails are recreational waterways on a lake, river, or ocean between specific points, containing access points and day use and/or camping sites for the boating public. Typically, water trails emphasize low-impact use and promote stewardship of the resource. The Susquehanna River Water Trail has been designated by the Pennsylvania Fish and Boat Commission. The Lower Section of the Susquehanna River Water Trail is located between Harrisburg and the Mason Dixon Line. A map and guide for this stretch of the river has been developed by the Lancaster-York Heritage Region. The Middle Susquehanna River Trail runs from Sunbury to Harrisburg. The Susquehanna River Trail Association (SRTA) manages this portion of the river. There may be opportunities to work with these two organizations to promote the IWS region to water trail users on the middle and lower portions of the Susquehanna River.

In 2004, the Conodoguinet Water Trail was officially designated as a water trail by the Pennsylvania Fish and Boat Commission. The goal of the water trail is to highlight existing public recreation facilities and to encourage stewardship and recreation of the creek. Fishing opportunities, including Smallmouth Bass and Tiger Muskellunge, are available on the creek as are boating and paddling opportunities. The Conodoguinet Creek

is designated as a Class 1 stream on the International Whitewater Rating System, characterized by easy moving water with a few riffles suitable for a beginner. Several access points are available within the region and in proximity to the region including Siebert Park in Camp Hill, Rupley Park in Wormleysburg, and several locations in East Pennsboro Township. The Cumberland County Planning Commission developed a map and guide for the water trail. The Conodoguinet Creek Watershed Association (CCWA) is a nonprofit organization that wishes to protect the historical significance and natural character of the Conodoguinet Creek. CCWA works with and supports federal, state, and local authorities in developing programs for the protection and enhancement of the watershed. The Cumberland Valley Visitors Bureau (CVVB) provides tourism information for users of the water trail.

In order to maximize recreational experiences associated with greenway and water trail development, it is essential to first ensure that there are adequate public access points, and that these access points are kept safe, clean, and well maintained. Providing public access points along the Susquehanna River will help to draw in water trail enthusiasts by giving them a convenient way to exit the river prior to the dam at Harrisburg and visit the IWS communities. Retaining public access points along the Conodoguinet Creek will help to ensure that boating, recreation, and fishing opportunities are available.

General Considerations:

- **Pennsylvania water trails** embrace a "Leave No Trace" code of outdoor ethics that promotes the responsible use and enjoyment of the outdoors. The principles include:
  - Plan and prepare.
  - Dispose of waste properly.
  - Leave what you find.
  - Respect wildlife.
  - Be considerate of other visitors.
- **Identify corridors** in addition to the Susquehanna River and Conodoguinet Creek that would be appropriate for greenway or water trail development. Create a connected system of greenways throughout the community to connect these natural assets to the water trails and other destinations, for example, parks and recreational areas, neighborhoods, civic uses, and downtown.
- **Partner** with organizations such as CCWA, SRTA, and the CVVB to increase awareness of the water trails and other opportunities available in the IWS region.
- **Develop a system of signage** that appropriately marks river access points and lists rules and regulations as well as permitted uses.
  - The signage may be designed in such a way that it is consistent throughout the region. This will create an identifying feature; residents and visitors will begin to identify the type of sign and associate it with the IWS region, helping to create a sense of place.
  - To increase safety and limit conflicts, determine if certain types of uses should be restricted at certain locations; i.e. motorized watercraft, non-motorized watercraft, and if fishermen have the potential to conflict with one another.

General and/or Specific Location(s):

- Susquehanna River

- Conodoguinet Creek

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Parks and Recreation Commission
- Neighborhood Association, Residents, and Property Owners
- Revitalization Organization
- Environmental Advisory Council
- Conodoguinet Creek Watershed Association
- Cumberland County Planning Commission
- Susquehanna River Trail Association
- Adult and Student Environmental Clubs
- Civic, Service, and Faith Based Clubs and Organizations
- Pennsylvania Fish and Boat Commission
- Pennsylvania Department of Conservation and Natural Resources
- Pennsylvania Department of Community and Economic Development

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B.3.b Key Strategy: Encourage new construction, building renovations, or building rehabilitations to be constructed as green buildings.

Summary:

National and international trends indicate a move towards greater awareness of the environment, sustainable or low impact site design, and green building techniques. Green building techniques are being considered a smart solution because of their many benefits to the environment, the economy, and human and community health. Environmentally, green buildings enhance and protect ecosystems and biodiversity, improve air and water quality, reduce solid waste, and conserve natural resources. Economically, they reduce operating costs and enhance asset value and profits. They also contribute to the overall quality of life and health of the community by minimizing the strain on local infrastructure and enhancing occupant comfort and health. The Green Building Alliance, a non-profit organization located in Pittsburgh, states that a green building incorporates aspects of good design, high building performance, and enhanced financial performance. Overall, green buildings cost less to operate, are healthier, more productive environments for people, and help to preserve the natural environment.

A successful green building design should be tailored to the building's site, climate, uses, and budget. Green building design involves reducing the harm that the building does to the environment through practices such as carefully siting the building; using non-toxic, recycled or renewable materials; and reducing the waste generated during construction. Buildings that are placed on an east-west axis with the longest wall facing south will benefit from solar heat, natural shading, and natural lighting, thus reducing energy requirements. Energy efficient floor plans place the primary living spaces on the south side and lesser used rooms, such as storage and utility rooms, on the north side of the structure, which tends to be colder. High building performance refers to increasing efficiency of the systems and materials in the building. For example, reduce energy usage by relying on more natural light and ventilation. Integrate building systems to work together better, for example, use waste heat to heat water. Enhanced financial performance refers to efficiently using resources to lower operating costs. Much of the energy and water supplied to conventional buildings is wasted. Green buildings efficiently use resources and reduce energy to save money.

General Considerations:

- There are several rating systems or guidelines available to assist developers, builders, and homeowners in constructing a green building and evaluating how green or environmentally friendly an existing building is.
  - **Leadership in Energy and Environmental Design (LEED)** building rating system is the nationally accepted benchmark for the design, construction, and operation of high performance green buildings. LEED is administered by the U.S. Green Building Alliance.
    - LEED promotes a whole building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. A building's performance is scored by points that are awarded for meeting detailed LEED standards.

- There are different versions of the system for different types of construction; for example, type of use and new construction versus building renovations, but the structure can be awarded certification in one of four ratings: certified, silver, gold, and platinum. Platinum is the highest rating. In order to receive LEED Certification, a project must be registered with the U.S. Green Building Council.

- The **National Association of Home Builders Model Green Home Building Guidelines** is a toolkit for builders and home builder associations looking to engage in green building practices or launch their own local green building programs. The guidelines contain six primary sections:
  - Lot preparation and design – This section focuses on careful planning to reduce the home's impact on natural features, such as vegetation and soil, and enhance long term performance.
  - Resource efficiency – This section explains how advanced framing techniques and home designs can effectively optimize the use of building materials and discusses construction waste management concepts.
  - Energy efficiency – This section focuses on the building envelope and helping the builder incorporate more energy efficient mechanical systems, appliances, and lighting into a home.
  - Water efficiency/conservation – This section focuses on reducing water consumption and efficiently using available water resources.
  - Occupancy comfort and indoor environmental quality – This section discusses effectively managing moisture and ventilation within the home.
  - Operation, maintenance, and education – This section focuses on teaching builders how to educate homeowners on the features of their new green home and how to properly use and maintain them.
- **Green Globes** is an assessment and rating system that is used in the United States and Canada to evaluate how "green" new and existing buildings are. The assessment is conducted via an online questionnaire that utilizes layman's terms. Assessments are available in six categories:
  - Design of new buildings or significant renovations
  - Operation and maintenance of existing buildings
  - Homes
  - Building emergency management
  - Building intelligence – looks at systems and subsystems
  - Fit up – focuses on the design of commercial interiors
- The **Green Building Association of Central Pennsylvania** is a member-based organization whose mission is to promote environmentally responsible design, planning, construction, and operation of the built environment through education, outreach, and networking. The organization is an affiliate of the U.S. Green Building Council. In 2007, the organization held its first design awards program for public and private sector commercial and residential building projects, including new construction, interior fit-out, historic preservation, adaptive reuse, renovation, and restoration projects. Awards are given in six categories:
  - Sustainable sites
  - Water efficiency
  - Energy and atmosphere
  - Materials and resources
  - Indoor environmental quality
  - Innovative Design

- Several public buildings and commercial structures in Central Pennsylvania have been designed and constructed as green buildings. These structures may serve as a resource for builders looking to construct green buildings. Examples include:
  - Clearview Elementary School, Hanover PA
  - Lower Windsor Township Municipal Building, Wrightsville, PA
  - Olewine Nature Center at Wildwood, Harrisburg, PA
  - Pennsylvania Department of Environmental Protection South Central Regional Office Building, Harrisburg, PA
  - Southern York County Library, Shrewsbury, PA
- Students in the construction program at the Lancaster County Career and Technology Center are working to design and construct a green home with support from the National Association of Home Builders Research Center.
- There are a few items that may further excitement in and construction of green building which may include:
  - **Set the example** for residents, business owners, and property owners. Consider designing new public buildings or renovations to public buildings as green buildings.
  - **Educate the public** on simple things they can do to reduce energy and incorporate green building techniques into their personal and private renovation projects.

Internet Resources:

- Green Building Association of Central Pennsylvania: http://www.gbacpa.org/
- Toolbase Services: http://www.toolbase.org/index.aspx
- Green Building Alliance: http://www.gbapgh.org/
- Database of State Incentives for Renewables and Efficiency: http://www.dsireusa.org
- U.S. Green Building Council: http://www.usgbc.org
- National Association of Home Builders: http://www.nahb.org/
- Green Globes: http://www.greenglobes.com/

Stakeholders and Partners:

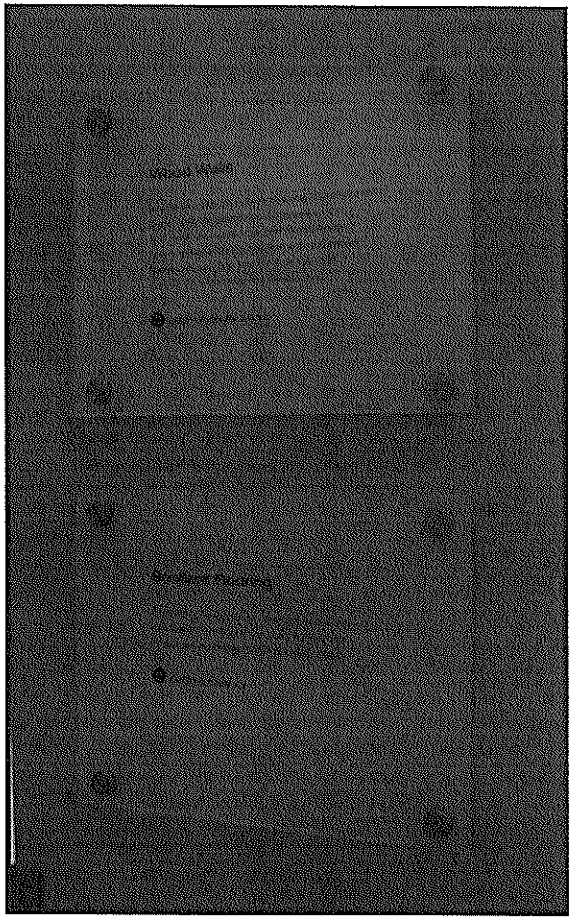
- Borough Council
- Planning Commission
- Shade Tree Commission
- Business Owners
- Property Owners
- Revitalization Organization
- Adult and Student Environmental Clubs
- Civic, Service, and Faith Based Clubs and Organizations
- Environmental Advisory Council
- Local Developers and Builders

- Pennsylvania Department of Environmental Protection
- State Departments depending on the activity and use of the building









B.3.c Key Strategy: Utilize concepts of Low Impact Development and stormwater Best Management Practices.

Summary:

Impervious surfaces, including roofs and pavement, prevent stormwater from naturally sinking into the ground. Instead, the stormwater is carried over the land surface and directly into small tributaries and larger streams, which are not suited to handle the increased water volume and flow. As a result, these water bodies may experience erosion of their banks, loss of habitat, degradation of quality, and increased flooding. In order to better manage stormwater in Pennsylvania, the Department of Environmental Protection (DEP) developed a Comprehensive Stormwater Management Policy. To assist with implementation of the policy, DEP is developing a Stormwater Best Management Practices Manual and Model Stormwater Ordinance to provide guidance for local governments. The goals of the policy are to improve water quality and quantity through the use of planning practices and Best Management Practices (BMP) that minimize the generation of stormwater runoff, provide groundwater recharge, and minimize the adverse effects of stormwater discharges on water resources.

The BMP Manual describes a stormwater management approach to land development that strives to prevent or reduce stormwater runoff volume through planning and development techniques and manage any impacts through structural and non-structural techniques. The BMP Manual is designed to support:

- Implementation of federal and state water quality programs and municipal ordinances (Act 167).
- Practices that encourage onsite stormwater management and increased groundwater infiltration as a means to minimize stormwater discharges.
- A mix of structural and non-structural techniques and technologies.
- The reuse/recycling of stormwater.
- Minimizing rates and volumes of surface water runoff from development activities during and following development.
- Limiting the amount of surface pollutants entering Pennsylvania's streams.

In addition to BMPs, Low Impact Development (LID) is a stormwater management approach that focuses on managing rainfall at the source, resulting in low impacts on natural resources. The goal is to mimic predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source. LID has numerous benefits and advantages over conventional stormwater management approaches. Simply put, it is a more environmentally sound and economically sustainable approach to reducing the adverse impacts of urbanization. The range of LID techniques allows property owners to implement one or many techniques to take a different approach to stormwater management. Many LID techniques are included in the BMP Manual.

Many boroughs and older urban environments were developed with stormwater management conveyance systems, which are now considered to be undersized, deteriorated, or even non-existent. To go back and redesign these systems is usually impractical and very costly. In these

situations, some facets of LID may be a practical approach to mediating stormwater problems. LID also helps to increase the amount of green areas in the community, which helps to soften the urban edge and decrease heating and cooling costs and energy consumption.

General Considerations:

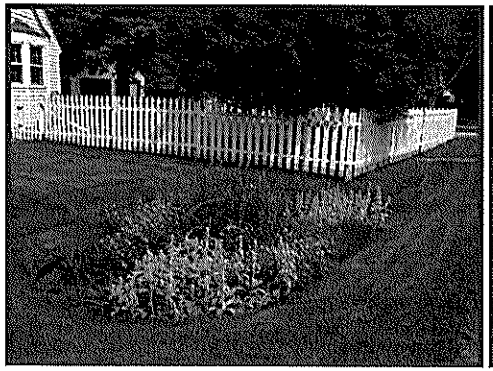
Short term goals should be to actively participate in the development of the county-wide stormwater management plan currently being undertaken by Cumberland County and consider exploring examples of Low Impact Development techniques including:

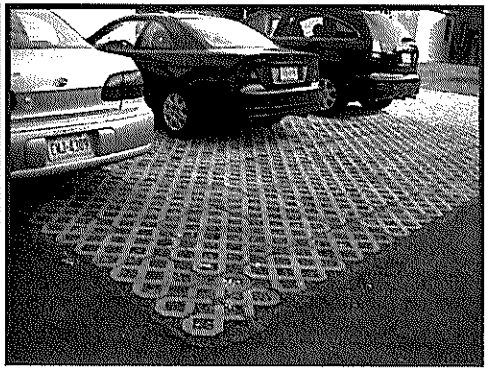
- **Bioretention** is a practice that uses landscaped areas on lots to hold and infiltrate stormwater. This method combines physical filtering and absorption with biological processes and can include the following components: a pretreatment filter strip of grass channel inlet area, a shallow surface water ponding area, a bioretention planting area, a soil zone, an underdrain system, and an overflow outlet structure.
  - **Tree box filters** are mini bioretention areas installed beneath trees. Runoff is directed to the tree box, where it is cleaned by vegetation and soil before entering a catch basin. The runoff collected in the tree boxes helps irrigate the trees. A similar system can be implemented in tree lawns as well.
- **Dry wells** are small excavated trenches, backfilled with stone, designed to hold and slowly release rooftop runoff.
- **Filter strips** are bands of close-growing vegetation, usually grass, planted between pollutant source areas and a downstream receiving waterbody. They can also be used as outlet or pretreatment devices for other stormwater control practices.
- **Vegetated buffers** are strips of vegetation, either natural or planted, located around sensitive areas such as waterbodies, wetlands, woodlands, or highly erodible soils. They help to reduce stormwater runoff impacts by trapping sediment and sediment-bound pollutants, providing some infiltration, and slowing and dispersing stormwater flows over a wide area.
- **Level speaders** are outlets designed to convert concentrated runoff to sheet flow and disperse it uniformly across a slope to prevent erosion.
- **Grassed swales** have traditionally served to transport stormwater runoff away from roadways and rights of ways, but these channels can be designed to optimize their performance with respect to the various hydrologic factors. Dry swales provide both volume and quality control by facilitating stormwater infiltration. Wet swales use residence time and natural growth to reduce peak discharge and provide water quality treatment before discharge to a downstream location.
- **Rain barrels** are low cost, effective, and easily maintainable retention devices that are applicable to residential, commercial, and industrial sites to manage rooftop runoff. For residential applications, a typical rain barrel design includes a hole at the top to receive inflow from a downspout, a sealed lid, an overflow pipe, and a spigot near the bottom. A screen is often included to control mosquitoes or other insects. The stormwater collected can then be gradually released, or stored for later reuse in lawn and garden watering.
- **Cisterns** are roof water management devices that provide retention storage volume in above or underground storage tanks. Typically they are larger than rain barrels; but like rain barrels, they can be applied to residential, commercial, or industrial uses.
- **Infiltration trenches** are excavated trenches that have been backfilled with stone to form a subsurface basin. Stormwater runoff is diverted into the trench and is stored until it can be infiltrated into the soil, usually over a period of several days.
- **Green roofs** use pre-cultivated vegetation mats to help mitigate the effects of urbanization on water quality by filtering, absorbing, or detaining rainfall. They are constructed of a lightweight soil media, underlain by a drainage layer, and a high-quality impermeable membrane that protects the building structure. Benefits include improved air quality, reduced urban heat island effect, reduced summer air conditioning costs, and reduced winter heat demand.

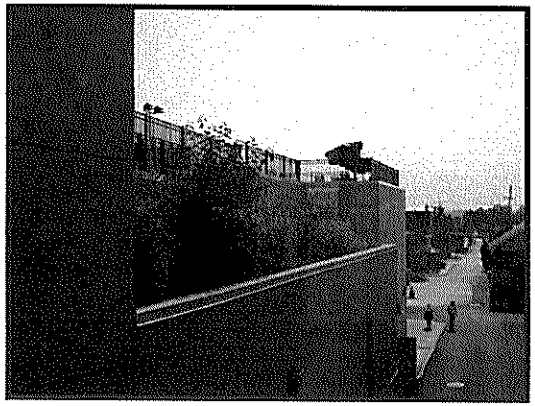
- **Permeable pavers** are alternative paving materials that can be used to infiltrate rainwater and reduce the runoff leaving a site. Use of these materials can also eliminate problems with standing water and allow for groundwater recharge.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Shade Tree Commission
- Neighborhood Association and Residents
- Garden Clubs
- Environmental Advisory Council
- Adult & Student Environmental Club & Organization
- Parks and Recreation Commission
- Civic, Service and Faith-Based Clubs & Organizations
- Department of Environmental Protection
- Pennsylvania Department of Conservation and Natural Resources
- Developers and Builders
- Property Owners
- Cumberland County Conservation District
- Cumberland County Planning Department







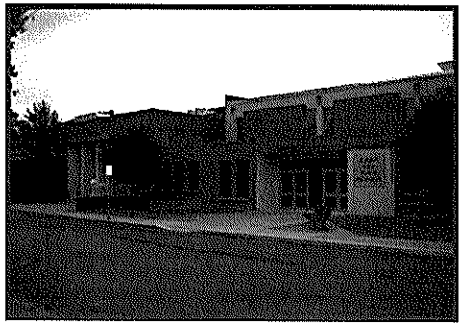




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B.3 Natural, Cultural, and Historic Resources

B.3.d Key Strategy: Work with local groups, schools, and organizations to apply environmental education initiatives to real world situations.






Summary:

This strategy focuses on involving students, civic organizations and volunteers in practical, hands-on experiences that improve environmental sustainability. This could include planting trees on Earth Day, maintaining landscaping in a local park or public space, or participating in a program to clean up litter or trash along a roadway or at a certain place in the community. Other examples include maintaining a plot in a community garden; participating in a recycling program, wetland remediation project, or rain garden; or participating in a storm drain stenciling program that posts storm drains with, "Don't Dump, Chesapeake Bay Drainage." Initiatives such as these help to give volunteers, students, and the general public a greater understanding of how these environmental education tools are applied in the real world. Directly involving members of the community in making a positive change in the community helps to enhance community pride and the quality of life for students and their families.

General Considerations:

- **Stream bank restoration** – involves youth and adult students and volunteers in programs that provide or preserve vegetative buffers in floodplains to protect water quality and stabilize stream banks.
- **Plant trees** and natural vegetation. Educate participants on the benefits of planting native landscaping and involves them in planting and maintaining trees and vegetation in local parks or public spaces.
- **The Conodoguinet Creek Watershed Association** sponsors cleanup projects in the creek and offers grants for educational projects in public schools.

- **Great PA Cleanup** – Encourage community organizations and schools to become involved with the Great PA Cleanup, an annual statewide initiative to remove litter and trash from Pennsylvania's roadways, parks, forests, riverbanks, neighborhoods, and open spaces. Also consider involving these groups in local community cleanup days.
- **Energy Conservation Awareness** – Encourage students and community youth to practice energy conservation in their daily lives. By encouraging the younger generation to abide by these practices at a young age, there is a greater chance that they will carry these practices into adulthood. Practice energy conservation within the schools and measure and demonstrate the energy saved. Demonstrate the decrease in negative impacts to the environment that results from using recycled materials, implementing low impact design techniques, or using alternative sources of energy by conducting experiments in the school environment.

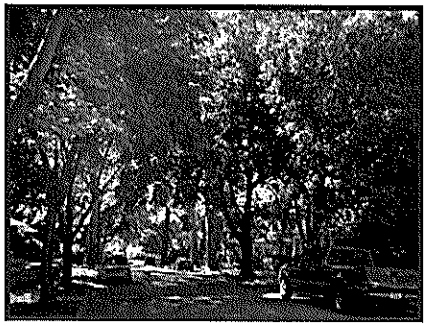
General and/or Specific Location(s):

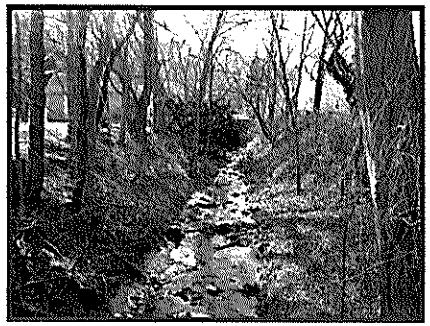
- Conodoguinet Creek
- Susquehanna River
- Local Parks and Recreational Facilities
- Leighton Nature Preserve

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Conodoguinet Creek Watershed Association
- School District
- Boy Scouts/Girl Scouts
- Civic, Service and Faith-Based Clubs & Organizations
- Garden Clubs
- Environmental Advisory Council
- Adult and Student Environmental Clubs and Organizations
- Parks and Recreation Commission
- Pennsylvania Department of Environmental Protection
- Neighborhood Association and Residents
- Revitalization Organization
- Recreation/Athletic Organizations
- Parks and Recreation Commission
- Parent-Teacher Organization

B.3.e Key Strategy: Identify key locations that would benefit from natural resources enhancements, and match needs with appropriate resources.






Summary:

Several locations in the IWS region have the potential to benefit from a variety of natural resources enhancements. Such enhancements may include stream bank restoration, cleaning up litter or debris from a natural area, planting trees and plants, establishing passive recreation areas that consist of open space and natural areas, and neighborhood greening. These practices improve the health of the natural environment and the community and add to the quality of life for residents and visitors.

Some of these enhancements are relatively easy and inexpensive and can be accomplished by members of the community. These initiatives, such as planting trees, or cleaning litter or debris, can be sponsored and completed by a local civic or service organization. Other initiatives, such as stream bank restoration, may require a professional or non profit organization to become involved to provide an educational component and guide the effort. In these instances, the potential may exist for members of the community to assist with the effort.

General Considerations:

- **Planting trees,** tree lawns, and landscaping within neighborhoods helps to improve air quality, decrease stormwater runoff, reduce heating and cooling costs, conserve energy, and beautify the neighborhood.
- **Native plants and grasses** are less costly to maintain and are better adapted to grow and prosper in the community, enhancing their sustainability. Consider including native plants and grasses in public spaces or community greening projects.
- **Work with watershed groups** to improve stream quality through projects such as stream bank restoration or stream bank stabilization.

- **Preserve and enhance vegetative buffers** in floodplain areas to improve stream quality and decrease the potential for property damage. Consider using these areas as open space or greenways.
- **Support community cleanup days,** such as the annual cleanup day that is held in Lemoyne, and encourage residents and the media to become involved in the effort.
- **Incorporate aspects of Low Impact Development** into site designs for new construction or improvements. Utilize tools such as permeable pavers and rain barrels in the community to better manage stormwater and decrease the impacts that the urban setting has on the natural environment.
- **Utilize volunteers** and human resources to implement projects. Consider working with the school district, various clubs and organizations, and juvenile and adult probation centers to gather people for different projects.
- **Document enhancements** to natural resources in the community to keep a record of improvements, measure benefits to the health of the natural environment, and as a reference for similar projects.

General and/or Specific Location(s):

- Wormleysburg Waterfront area
- Conodoguinet Creek and Susquehanna River
- Leighton Nature Preserve
- Small creeks and streams
- Neighborhoods
- Public spaces and parks
- Commercial, residential, and industrial development

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- School District
- Civic, Service and Faith-Based Clubs & Organizations
- Garden Clubs
- Environmental Advisory Council
- Adult and Student Environmental Clubs and Organizations
- Parks and Recreation Commission
- Pennsylvania Department of Environmental Protection
- Department of Conservation and Natural Resources
- Watershed Organizations

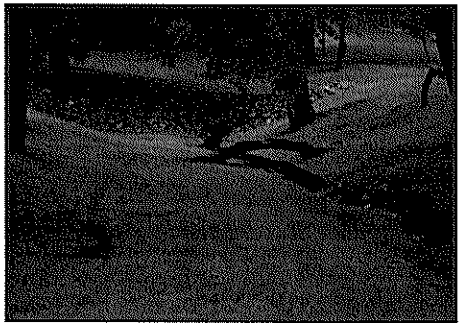
- Builders Association
- Juvenile and Adult Probation Centers

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B.3 Natural, Cultural, and Historic Resources

B.3.f Key Strategy: Review and update ordinances to ensure that natural resources are adequately protected.




Summary:

The IWS community is an established urban community, and there is not an abundance of land available for development. As such, there is not an abundance of natural resources in the community. The natural resources that do exist are in small quantities and tend to be scattered throughout the community. However, as the community matures, the potential exists for an increase in the number of infill and redevelopment projects. There are also areas of the community where subdivision and development are possibilities. As these projects move forward, it will be necessary to ensure that the sensitive natural features that do exist in the community are protected and enhanced.

It is possible to ensure that the natural features of a site are protected through local ordinance language. Potential features to protect include areas of steep slopes, floodplains, wetlands, large groupings of trees, and large trees. Additionally, individual site investigations can determine if the site is located on karst topography. In this case, additional measures may need to be taken to guard against the formation of sinkholes, such as proper stormwater management techniques to ensure that stormwater is being dispersed, rather than being concentrated at one location.

In addition to protecting natural resources, the boroughs should review their ordinances to see if they discourage or prohibit property owners from incorporating techniques into the site design that enhance natural features or limit the negative impacts to sensitive natural resources. Additionally, the boroughs should determine if the current ordinances limit or make it overly cumbersome for property owners to incorporate aspects of Low Impact Development or green building design into new construction or building renovations. Ordinances should support these improvements through initiatives such as a short review and permitting process rather than discourage them through excessive regulations and lengthy permitting and approval processes.

General Considerations:

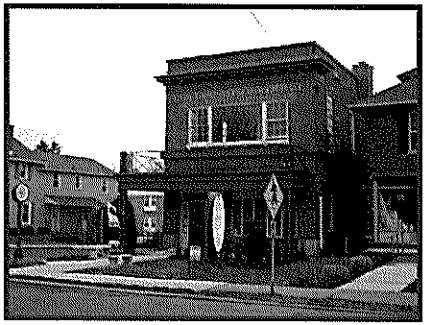
- **Conservation Overlay** – Consider incorporating a conservation overlay or similar tool into municipal ordinances to designate the location of sensitive natural features and specify regulations to conserve them. Include floodplains, wetlands, and steep slopes at a minimum.
- **Consider limiting** the amount of trees that can be removed in wooded or natural areas or require replacement in situations where removal is necessary. Encourage native vegetation to be retained when possible.
- **Ensure that floodplain regulations** are in compliance with revisions to the Floodplain Management Act and focus on enforcing such regulations.
- **Evaluate off-street parking requirements** to ensure that that they are appropriate. Excessive off-street parking requirements can lead to an increase in impervious surfaces and an increase in stormwater runoff.
- **In urban areas**, especially with infill and redevelopment projects, it is often difficult and in some cases infeasible, to create an environment where the stormwater generated by new construction mimics or is taken back to predevelopment or "meadow" conditions. In these cases, municipalities should consider reviewing stormwater in conjunction with landscaping and open space requirements, and ensuring that the development will not create additional stormwater runoff than that which currently exists at the site, rather than requiring that the future stormwater generated at the site emulate predevelopment conditions.
- **Karst topography** exists in the nearby region. Although the Pennsylvania Geological Survey map of karst topography features and sinkholes in Central Pennsylvania does not display an abundance of such features in the IWS region, there are instances where sinkholes have occurred or carbonate geology is located at the surface. Given the proximity of sinkhole incidences and the potential for carbonate geology to exist, individual site investigations should be encouraged to ensure that proper measures can be taken to mitigate the potential for sinkholes.

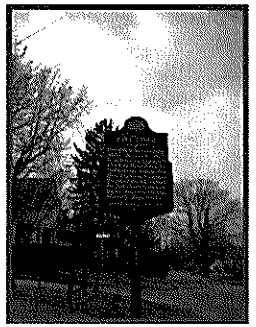
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Environmental Advisory Council
- Pennsylvania Department of Environmental Protection

B.3 Natural, Cultural, and Historic Resources

B.3.g Key Strategy: Develop a detailed historic resources plan to identify, document, promote, and preserve historic resources in the Imagine West Shore region.



Summary:

The three boroughs in the IWS region were all incorporated around 1900, although their history dates back to Native American inhabitants and pre-Revolutionary War settlement of the area by Europeans. This indicates a potential for a rich history in the region. In order to preserve the region's heritage through its culture and stories, and through its built or physical features, it is first necessary to identify such features and document their significance. Following this documentation, a detailed plan can be developed that is tailored to the unique features located in the region and identifies the most appropriate tools for preserving these features. In addition to planning for preservation, raising awareness of these unique and historical features will help to gain support in the community for the preservation movement. Raising awareness will also help to create a sense of identity for the community, helping residents to understand the community's past and identify how they fit into its present and future, creating a sense of belonging.

General Considerations:

- **Short-term** goals should involve the identification and documentation of historical features in the IWS region in addition to documenting the chronological history of the region through its significant events, people, and places. Consider using data and information made available via the Cumberland County Planning Commission as part of the historic resources preservation component update of the County Comprehensive Plan.

- **Identify** potentially historic features in the region, including physical features, architectural features, or archeological features. Document their historical significance, descriptive architectural features, date or period of construction, date and description of any additions or renovations, and any other unique qualities.
- **Document** the chronological history of the region including significant people, places, and events, as well as the region's role or relationship to state or national movements or events.
- **Identify** any existing historical preservation initiatives and determine their effectiveness.
- **Work with local, county, and state** specialists to pull in other resources.

- **Mid-term** - Educate the community and the general public on the history of the IWS region and its significant historical features, and determine if there are specific neighborhoods that should be targeted for historic preservation.
  - **Work with the school district** to educate faculty and students on the history of the region. Support field trips or after school clubs that teach students about local history.
  - **Utilize historical experts** or specialists in the region or in the county to educate the public. Publish materials and organize events to display artifacts or give lectures on historical events.
  - **Capitalize upon Civil War heritage** in the region by developing a walking or driving tour of sites of interest. Determine if there are opportunities to work with nearby communities to preserve Civil War heritage.
  - **Develop design guides** to assist residents in making context sensitive renovations to their historical structures or buildings that are located in an historical neighborhood.
  - **Develop a program** for the installation of plaques on significant historic buildings or resources.
- **Long-term** – Focus on preservation initiatives in the community through regulations, projects, and recognition programs.
  - **Utilize historical overlays** or design guidelines to encourage context sensitive design in the community to preserve the historical feel of the neighborhood or downtown.
  - **Review and revise** zoning and subdivision and land development ordinances to address any conflicts that are determined to exist between development objectives and maintaining historic resources, historic buildings, and the historic nature of neighborhoods.
    - Such conflicts may include excessively large setbacks, inappropriate building heights that do not conform to the pattern of buildings on the street, and off-street parking requirements.
    - Consider allowing adaptive reuse of structures that preserves unique historical attributes of the structure.
    - Consider requiring approval only by special exception or conditional use for demolitions of significant historical structures. Include approval of the new use and new building as part of the demolition review.
  - **Develop an awards or recognition program** for property owners who appropriately restore or rehabilitate exterior historic material and details on their building.
  - **Consider a coordinated murals project** that focuses on historic resources and historic events. Murals enhance blank walls and create identifiable features in the community, adding to the sense of place. Encourage property owners or public entities to consider murals for buildings, walls, and other designated areas in the downtown and IWS region. Topics for murals may include historical events, notable people in local history, or defining features of the community.

General and/or Specific Location(s):
A list of identified local historic resources is located in the Natural, Cultural, and Historic Resources profile. These resources are shown on Map E.3.9.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Neighborhood Association and Residents
- Developers, Builders, Realtors
- Pennsylvania Historical and Museum Commission
- Local and County Historical Societies
- School Districts
- Cumberland County Planning Commission

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B.3 Natural, Cultural, and Historic Resources

B.3.h Key Strategy: Develop appropriate and coordinated wayfinding signage to highlight area destinations and places of interest.

Summary:

Visitors, and sometimes residents, often come to the downtown or the IWS region for a specific purpose and may not realize that other opportunities or destinations are available to them within the region. They also might be in a situation where they have heard of a certain feature and are interested in visiting it, but may not know where this feature is located or the best way to get there. Appropriate and coordinated wayfinding signage, or directional signage, can be a tremendous asset to the region. It helps to enhance visitor experiences by making destinations easy to locate and promotes the destinations and unique places in the region by encouraging additional use of these assets. Wayfinding signage should highlight destinations and key places of interest and be placed in strategic locations so that motorists and pedestrians can follow the signs and reach their destination.

Coordinated wayfinding signage in itself also serves as a defining feature of the region; people will begin to associate the signs with the IWS region and consider them an indication that they are close to or have reached their destination. Well designed signs should be unique to the region and stand out, but not compromise the integrity of their surroundings. A well designed wayfinding sign should be easy to see, but not overbearing, and should not take away from the character of the neighborhood or place. It should be visible from an automobile but should create a comfortable pedestrian environment as well.

The Pennsylvania Department of Transportation has specific guidelines for creating wayfinding sign regions. The toolbox is meant to assist a signing region in establishing a systematic network of traffic directional signs. Additionally, the Tourist Oriented Destination Signing Policy establishes guidelines for the installation of signs within state highway rights-of-way to guide visitors to their destinations. These resources should be referenced when developing a local wayfinding signage program.

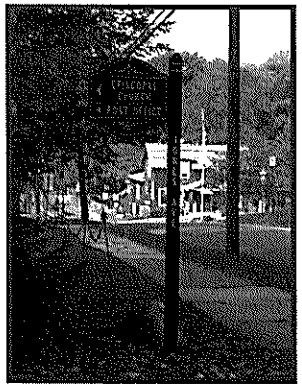
General Considerations:

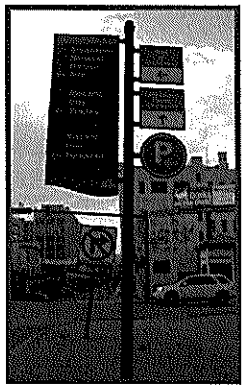
- **Short-term** – determine key locations in the region where wayfinding signs could enhance visitor experiences and encourage increased use. Determine appropriate locations to place wayfinding signs.
  - **Locations of interest** – Wayfinding signs may direct visitors to a variety of different destinations within the region. These destinations could include historical features, natural features, river access points, parks, public spaces, downtown, community facilities, and neighborhoods.
    - Consider grouping the features by type and designing signage to reflect the type of feature. A wayfinding sign that directs visitors to a park will be easily distinguishable from a sign that directs visitors to a historical feature, or the downtown.

- **Locations to place signage** – Determine the most appropriate locations to place the signage.
  - Consider main intersections, gateways, and downtown public spaces.
  - Develop a map of the sign and feature locations to ensure that the signs appropriately direct people to their destinations. A "missing link" may frustrate people and shorten the length of time they choose to spend in the community.
- **Mid-term** – Implement wayfinding signage program and construct signs.
  - **Design** – Develop an effective design for the signs that represents the character of the IWS region. Consider size, color, and whether the sign should be lit, or if it is appropriate to incorporate landscaping around the sign.
  - **Phasing** – Determine if the program will need to be implemented in phases, and if so, determine the order of importance for signs, and ensure that there will not be "missing links".
  - **Seek donations** from area businesses or residents in the form of monetary contributions or donated services.
  - **Develop a program** to highlight and recognize businesses or individuals that contribute to the sign system. Determine if their name can be incorporated into a list of sponsors somewhere on or near a sign, and publicly recognize contributors.
- **Long-term** – Determine effectiveness of the program and ways to effectively tie the wayfinding signage program into other aspects of the revitalization program through marketing and promotional efforts.
  - **Maintenance** – Determine who will be responsible for maintenance of the signs and budget for necessary maintenance and repair.
  - **Promote** destinations by tying the wayfinding signage into promotional material for the region, such as a map or brochure.
  - **Incorporate** the design of the wayfinding signs into identification signs that are located at the destinations or places of interest. For example, incorporate similar colors, icons, or fonts into the posted rules and regulations, or into a kiosk that tells the historical significance of a specific place or feature.
  - **Add additional locations** – If new places are developed within the region, add them to the list of places that people are directed to via the wayfinding signs.

General and/or Specific Location(s):

- ***Lemoyne:***
  - *Points of Interest*
    - Negley Park
    - Memorial Park
    - Farmer's Market
    - West Shore Plaza
    - Fredricksen Library
    - Susquehanna Riverfront
    - Lowther Street Soccer Field
  - *Corridors and Key Crossings*
    - 3rd Street
      - at Market Street
      - at Hummel Avenue



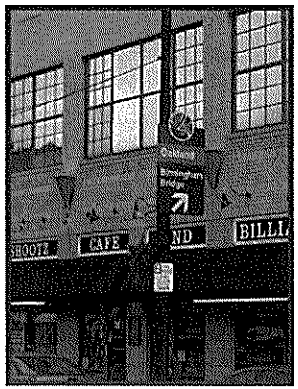


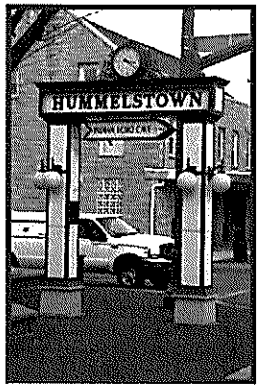
- at Lowther Street
- 10th Street
  - at Lowther Street
  - at Hummel Avenue
- 12th Street
  - at State Street
  - at Market Street
  - at West Walnut Street
- 17th Street
  - at State Street
  - at Hummel Avenue
- Market Street / S. Front Street (Wormleysburg)

- ***Wormleysburg:***
  - *Points of Interest*
    - John Wormley House
    - Susquehanna River highlighting the John Harris Ferry landing
- ***Corridors:***
    - S. Front St / Market Street (Lemoyne)

Other Points of Interest
- Olde Towne New Cumberland









Stakeholders and Partners:

- Borough Council
- Planning Commission
- Local Historians
- Local or County Historical Societies
- Revitalization Organization
- Civic, Service, and Faith-Based Clubs and Organizations
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Pennsylvania Historic and Museum Commission
- Parks and Recreation Commissions

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B.3 Natural, Cultural, and Historic Resources

B.3.i Key Strategy: Pursue the development of a regional history museum.

Summary:

Camp Hill, Lemoyne, and Wormleysburg were all incorporated around 1900, and as such, share a common history prior to their incorporations. The three communities were all a part of the Manor of Lowther in the 1700s and influenced by the Great Road and the Civil War. Additionally, their proximity to one another often results in the communities experiencing similar effects as a result of geographically influential events. Given their geographic connection and their common roots, it may be feasible for the three communities to join together for the development of a regional history museum. The museum would operate with the purpose of telling and displaying the history of the region through printed material, photographs, displays, and educational presentations.

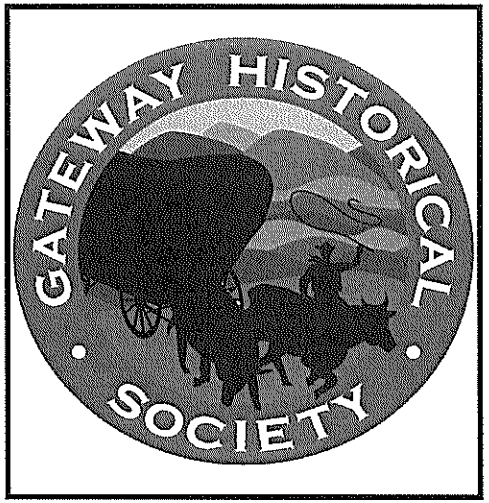
Although the Gateway Historical Society was formed in 2008 and represents a "multi-municipal" approach to local historic preservation and education for the communities of Lemoyne and Wormleysburg, Camp Hill continues to individually retain its well established historical society. Unfortunately, neither group has its own building or museum to house and display local artifacts and memorabilia. Therefore, there may be an opportunity for the three communities to work together to establish a regional history museum and possibility operate under one joint historical society.

General Considerations:

- **Encourage documentation** of the history of the region from those who know it best. Continue efforts by the Gateway and Camp Hill Historical Societies to effectively document and retain adequate local historic records.
- **Determine upfront** if there is an opportunity for the three boroughs to work together, or if historical resources and heritage preservation should be undertaken as a separate initiative by each borough.
- **Investigate potential sharing of resources and costs**, such as renting space for the museum, developing a brochure or other marketing materials, etc.
- **Continue to involve youth in the community** – The historical societies currently educates and gives tours to school children. This helps to teach the youth about the history of the community and gives them a greater understanding and appreciation of their community.
  - Work with the school districts to include sessions on the history of the IWS communities in elementary and middle school curriculum and in high school history classes or after school programs.
- **Increase awareness** of historical resources in the IWS region through the development of promotional material, events, and educational seminars.
  - Conduct community events that focus on the history of the IWS region or each community, such as a history based fair, speaker series, and old-time concerts in parks or downtown public spaces.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Local or County Historical Societies
- Local Historians
- Civic, Service, and Faith-Based Clubs and Organizations
- Pennsylvania Historical and Museum Commission
- Pennsylvania Department of Community and Economic Development
- School Districts



B.4 Transportation

Introduction

The Transportation Plan element includes a set of themes, principles, key strategies, and standards relating to transportation improvements and enhancements within the IWS region. This plan component details a series of specific key strategies including various policies, partnerships, projects, and programs to be pursued at the regional level. These strategies could also be implemented at the individual municipal level, for specific areas, or at the project level as appropriate. Region-wide transportation related key strategies include cooperatively prioritizing, planning, and implementing ongoing and future transportation improvement projects for the IWS region; developing traffic calming measures on specific roadways; conducting a Road Safety Audit Review; developing Capital Improvements Programs; and incorporating "right sized" transportation improvement criteria and standards into municipal ordinances and specifications. Additionally, pedestrian improvements include installing and maintaining sidewalks, exploring use of unopened alleys, providing lighting and other pedestrian improvements, and determining the feasibility and support for reestablishing the connection across the Susquehanna River via the Walnut Street/People's Bridge.

Imagine West Shore Regional Transportation Themes

Regional transportation themes for the IWS region/community include the following themes:

- Established, walkable neighborhoods.
- Noise and speed from train whistles.
- Traffic congestion increasing in the AM/PM "rush hour."
- Traffic speed issues on specific roadways.
- Pass-through and cut-through traffic on certain roads.
- People's/Walnut Street Bridge, which is an important resource.
- Location, proximity, and connections between boroughs, an asset for cooperating to provide transportation services/opportunities.
- Aging infrastructure, lack of funding, and deferred maintenance are important concerns.
- Coordination of transportation improvement projects within municipalities and among municipalities is important.
- Coordinate downtown streetscaping, traffic calming, and multi-modal transportation improvements. Specifically, include pedestrian and transit improvements along Market, Front, and 3rd Streets.
- Gateways.
- Corridor 1 is an opportunity.
- Bicycle and pedestrian facility installation and connections are important.
- Public transit facilities/services in general are important.
- Large surface parking lots and shuttles are opportunities.
- Transportation improvements, specifically widenings, should be sensitive and appropriate to the land use and community character due to removal or relocation of structures, etc.
- Signalization coordination.

- Enforcement (speeds, crosswalks, stops).
- Signage and redesignation of specific high-volume, pass-through routes.
- Better connections between established walkable neighborhoods, downtowns, and communities.
- Community and communities are divided by transportation routes/corridors:
  - Railroads
  - I-83
  - US 11/15
  - Harvey Taylor Bridge
- Problem Areas:
  - Market Street
  - 3rd Street
  - US 11/15
  - Front Street
  - Bottleneck
  - Trindle Road
  - 21st Street
  - Stella Street
  - 17th Street Bridge

Locally Identified Transportation Issues

Camp Hill Borough

1. 17th Street Bridge over the railroad is a choke point and not pedestrian friendly. This bridge was also identified by Lower Allen Township and Lemoyne Borough as a problem.
2. Representatives felt four-way stops located throughout the borough are not appropriate, plus there are existing intersections that do not have controls.
3. Traffic calming techniques should be considered as an option to control the speed and flow of traffic and cut-through traffic.
4. Sidewalk installation should be encouraged between residential areas, business corridors and public facilities.
5. Proper sidewalk maintenance must be a priority.
6. Sidewalks should be installed based upon a needs evaluation.
7. Consideration should be given to explore or develop a Regional Traffic Light Authority.
8. All new commercial and public facilities should have better connections via sidewalks or other methods.
9. Need to install a sidewalk along 21st Street because cross streets do not align and the new school, which is being constructed, will be a destination point.

10. Two pedestrian walkways under Routes 11/15, which access Siebert Park. The 24th Street walkway has direct access to the park, but the 27th Street walkway does not have direct access to the park. A trail could be developed to connect the walkway to the park along a small creek.

Lemoyne Borough

1. Lowther Street, Maple Ave, and I-83 ramps are very dangerous intersections where many accidents occur.
2. Lowther Street must remain open with proposed I-83 improvements.
3. Lowther Street is too wide.
4. Ayers Ave. needs a railroad crossing gate installed.
5. Copper Ridge Development has sight distance issues at the 12th Street and Indiana Ave. entrance.
6. Cut-through traffic is an issue at the bank and post office area and on Market Street.
7. Walton Street should not be opened to through traffic from the nearby office building.
8. A sidewalk may be desirable in the Negley Park neighborhood.
9. The railroad divides the community of Lemoyne. An additional crossing over the railroad to State Street would better connect the community.
10. Sidewalk is needed along portions of Routes 11/15.
11. Parking is limited on lower Market Street from east of the Farmer's Market to east of Third Street. Lemoyne is ideally located to benefit from the traffic that uses Market Street., but the lack of adequate parking detracts from the commercial viability of this area. Developing effective off-street parking strategies would enable Lemoyne to achieve its full economic potential.
12. Park and Ride lot at the Lemoyne Transfer Station is needed.

Wormleysburg Borough

1. Support the South Front Street Improvement Plan.
2. Walnut Street Bridge – reopening to pedestrians or possibly removing the bridge altogether if it is not replaced.
3. Provide at-grade crosswalks on Front Street to support the Path Project.
4. Provide pedestrian signals for crosswalks on Front Street.
5. Implement streetscape plan prepared for the waterfront area.
6. Provide additional off street parking, probably garage, for south Front Street area.
7. Provide North 2nd/Second Street and Stella Street intersection remediation.

Regionally Identified Transportation Issues

Camp Hill

1. Not enough public transit opportunities. Committee representatives from Camp Hill indicated that individuals do cannot get to where they want to go. Tri-County Regional Planning Commission is in the early stages of a CAT Service Study.

2. Intelligent Transportation System (ITS) should be coordinated to improve the flow of traffic. Work with PennDOT's District 8 Traffic Management Center to ensure coordinated efforts. Maximize ITS before adding capacity.

3. US Routes 11/15, where there is major traffic congestion and pedestrian signal phases, which disrupt the flow of traffic.

4. Redesign or redesignate US Routes 11/15 using the beltway and tie back into US 11/15 just south of Marysville.

5. Camp Hill/Lower Allen/Shiremanstown/Hampden (CLASH) Circulation Study – Signal timing recommendations in the US Route 11/15 Corridor.

6. Camp Hill School District may have information on walking routes to school.

Lemoyne Borough

1. State Street Bottleneck, caused by the 17th Street Bridge.

2. Lowther Street, Maple Ave, and I-83 ramps are very dangerous intersections where many accidents occur.

3. Market and 12th Streets need left turning phase on existing signals.

4. Sidewalk connections to businesses and public buildings are important. Connection from the retirement facility to the library and other senior related destinations is important.

5. Possible road connection from the Bottleneck to I-83 along the unused rail corridor. Connection must be grade separated over the CAT line.

6. Traffic signal at South 12th and State Streets. Traffic flow and safety at the "T" intersection of S. 12th and State Streets is heavy and may warrant a traffic signal. Feedback indicates that there are a lot of crashes at this location, which is heavily traveled by north-south traffic entering Lemoyne at the 17th Street Bridge over the railroad. This is a regional issue because most of the traffic is coming from outside Lemoyne. Additionally, this situation was identified by Lemoyne business owners at a series of economic development breakfasts held on January 16, 22, and 24, 2008. There was also an issue a few years ago when the Third Street Bridge, between Market Street and Bosler Avenue, was closed for reconstruction and traffic was diverted to the 17th Street crossing.

7. Sidewalks on Hummel Ave. A sidewalk is needed on Hummel Avenue between 10th and 17th Streets. This is a regional issue because it extends between Lemoyne and Camp Hill.

8. The Lemoyne Bottleneck (Market St. between the Susquehanna River and Third St.). The Lemoyne Bottleneck is an important regional transportation link because it provides direct access to the Market Street river bridge, City Island, and Harrisburg. It is a heavily traveled commuter route that becomes congested in the westbound direction

during the PM peak travel period. It is also poorly lit, narrow, and subject to periodic flooding. The narrow sidewalks at the two railroad bridges (midway between the river and Third Street) are a particular safety concern. At these points the roadway is on a curve, and the sidewalk on the outside of the curve on the south side of Market Street is only about 24 inches wide. On the north side, the sidewalk is slightly wider (about 48 inches) but still too narrow for pedestrian safety.

9. Better speed enforcement and traffic calming on South Third Street. South Third Street in Lemoyne is a heavily traveled link between I-83 and Market Street, providing access to Camp Hill, New Cumberland, and Harrisburg. It has a posted speed limit of 25 mph but is noted that a lot of speeding and "red light running" occurs at the traffic signal at Third Street and Hummel Avenue. The borough swimming pool and Memorial Park are located on Herman Ave. on the east side of Third Street. During the summer months these areas attract a lot of youth and children who walk across Third Street at Bosler Avenue, Hummel Avenue, and Herman Avenue. Business owners along South Third Street have noted that there have been many near mishaps involving pedestrians at Third Street and Herman Avenue. It was suggested that better speed enforcement / signing / traffic calming to alert motorists that they are entering a built-up "downtown" area with pedestrian traffic and need to slow down.

10. Norfolk Southern Lemoyne Connector. There needs to be a grade-separated overpass installed over the CAT line. Important for future public transit plans.

11. Corridor 1 in the long-term and should continue to be planned for. Consider Bus Rapid Transit (BRT) until rail use is ready.

Wormleysburg Borough

1. Choke point along Routes 11/15 due to the Harvey Taylor Bridge ramps (Pine Street to Edna Street)

2. Stella Street – Railroad crossing, Harvey Taylor Bridge ramps/Poplar Church Road are reported as regional issues. The reason for this suggested addition is as follows: The intersection is not intuitive and congested at the evening rush hour with commuters heading to Enola and other areas of Perry County. Perry County commuters have stated that the railroad is not the issue but rather the lack of signals at 2nd Street and Front Street. Wormleysburg's December 2007 Borough Council minutes indicate that funds are likely to be shifted from the Stella Street underpass concept to a traffic study in the vicinity of 2nd Street.

3. Consider ITS devices to inform drivers of blockages at a strategic point to allow them to use an alternative route.

4. A sidewalk needs to be installed needed along Routes 11/15.

5. Westbound traffic backing up on bridge during evening rush hour is an issue.

Overall Planning Principles and MPC provisions relating to transportation for IWS:

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   Communities must plan for movement of people and goods, which may include expressways, highways, local street

systems, parking facilities, pedestrian and bikeway systems, public transit routes, terminals, airfields, port facilities, railroad facilities, and other similar facilities or uses.

In doing so, communities should provide for multiple modes of transportation facilities and services helping promote, protect and facilitate the public health, safety, and the general welfare; coordinated and practical community development; emergency management preparedness and operations; airports; adequate vehicle parking and loading space; and transportation to prevent congestion in travel and transportation.

2. Provide for better coordination and linkage of land use, community and economic development, and transportation decisions.

3. Provide for safe and efficient movement of goods and people within and through the community that is sensitive to the existing built environment and development patterns.

4. Provide for a variety of interconnected, context sensitive transportation facilities, services, and modes.

5. Provide for the cost effective maintenance and rehabilitation of existing transportation facilities and services over construction of new facilities.

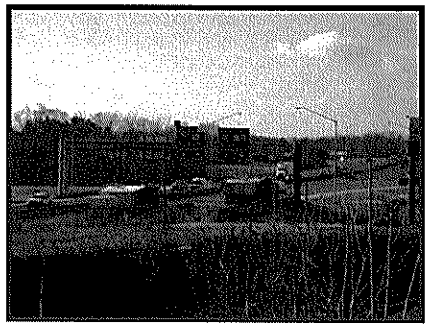
6. Provide opportunities to continue to foster relationships and partnerships with federal, state, county, and local entities, transportation providers, business owners and residents.

7. Provide for a balance of public and private support for transportation facilities, services, and modes.

8. Provide transportation facilities, services and, and modes that are energy efficient and improve air quality.

B.4 Transportation

B.4.a Key Strategy: Support implementation of transportation improvement planning efforts that have been completed or that are currently being undertaken.



Summary:

Although this Transportation Plan highlights various strategies, including plans and projects that the three boroughs of the IWS region should pursue to address local and regional transportation related issues identified during this IWS Joint Comprehensive Plan process, it is important to gain support for and implement previously developed transportation improvement plans and/or projects in a timely and efficient fashion. Sometimes planning projects drag on for long periods of time, during which participation and support wanes. Other times, completed planning projects are not implemented, usually attributed to a lack of financial support or other commitments by local and state entities. In an effort to maximize previously expended resources, capitalize on momentum, gain support, give legitimacy, and bring successful closure to these prior public planning efforts, they should generally be pursued before considering additional transportation planning efforts and projects.

General Considerations:

Previously completed or ongoing planning efforts or projects include the following (refer to Transportation Profile for additional information):

- Interstate 83 Master Plan
- US 15 / PA 581 Improvement Project
- The CLASH Circulation Study

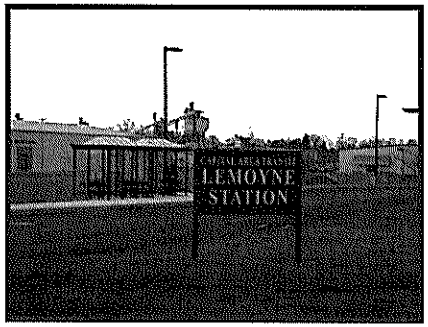
- Corridor One
- Camp Hill Market Street / US 11/15 Signal Preemption
- Camp Hill Safe Routes to School
- Lemoyne Streetscape Project
- Imagine Wormleysburg pedestrian walkways
- Wormlesyburg Stella Street Traffic Study

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Department of Community and Economic Development
- School District

B.4 Transportation

B.4.b Key Strategy: Consider pursuing a more coordinated and cooperative approach for identifying, prioritizing, planning, and implementing transportation improvement projects for the IWS region.




Summary:

As competition for limited financial resources grows, it becomes even more important for the IWS communities to use this comprehensive planning effort to continue working cooperatively in prioritizing and supporting important transportation improvements together as a region. Many county, state, and federal agencies look favorably on projects that are identified through a public planning process and benefit and have the support of multiple communities' public and private organizations. It is important, therefore, to have a solid, unified voice for the IWS region to provide a better chance of successfully securing support and funding for the planning, design, and/or construction of transportation projects benefiting the entire region.

General Considerations:

In considering future transportation planning projects to cooperatively support and pursue that would benefit the region, the three communities have identified the following as important regional transportation issues or potential projects:

- The *Norfolk Southern Lemoyne Connector* - Norfolk Southern railroad would like to have a direct connection between its Lurgan Branch and Enola Line in Lemoyne Borough. A direct connection would facilitate movements between the Enola Yard and locations southwest of Harrisburg along the I-81 corridor. Currently, trains using the Lurgan Branch must cross the Susquehanna River twice and pass through the Harrisburg Yard to travel the area between the proposed Lemoyne Connection and the Enola Yard. The Lemoyne Connection would enhance rail movements for goods that are shipped by train into the Enola Yard and help alleviate congestion in the Harrisburg Yard. It will be important for future freight movement plans and should be considered as a grade separated overpass over the CAT line. Grade separation would mitigate potential conflicts between future passenger rail services with freight rail at this connection. Some of the considerations of the increased railroad traffic generally include safety, congestion, and noise in the boroughs.

- *17th Street Bridge and State Street* – The 17th Street Bridge over the railroad was considered an issue by Camp Hill, Lemoyne, and Lower Allen Township.

    - The bridge itself is a choke point and is not pedestrian friendly. It also causes a bottleneck on State Street.
    - Traffic flow and safety at the T-intersection of South 12th Street and State Street is also impacted because State Street is heavily traveled by traffic entering Lemoyne at the 17th Street Bridge. This location may warrant a traffic signal.
    - There may also be a need for another crossing over the railroad to State Street.

- *Lemoyne Bottleneck* – Improvements to the Lemoyne Bottleneck are supported by the Harrisburg Area Transportation Study (HATS) plan that was previously discussed; however, specific impairments warrant further detail and investigation. The bottleneck is an important regional transportation link because it provides access to the Market Street Bridge, City Island, and Harrisburg. It is a heavily traveled commuter route that is congested in the westbound direction during the PM peak travel period, poorly lit, narrow, and subject to periodic flooding. The narrow sidewalks at the two railroad bridges are a particular safety concern. At these points, the roadway is on a curve and the sidewalk on the outside of the curve (south side of Market Street) is very narrow. While it is slightly wider on the north side of Market Street, it still poses a concern for pedestrian safety.

    - Also consider a possible road connection from the Lemoyne Bottleneck to I-83 along the unused rail. The connection must be grade separated over the CAT line.

- *US Routes 11/15* – Currently, US 11/15 carries among the heaviest traffic volumes in the region. Heavy volumes and increased flows lead to undesirable volumes of traffic and freight trucks in the boroughs. Major traffic congestion and pedestrian signal phases disrupt the flow of traffic. Major congestion in this area results in additional collisions and encourages cut-through traffic on local streets. Congestion on and the inherent design of US 11/15 as a major regional transportation corridor also divides Camp Hill Borough, creating two distinct communities to the east and west of the roadway.

    - *Cumberland and Perry Counties Safety and Congestion Management Plan* investigated the redesignation of US Routes 11/15 through Marysville as "Business 15." The plan supports a US Routes 11/15 route relocation study to examine the relocation of US Routes 11/15 between the PA 581 and US Routes 11/15 interchange in Camp Hill to the US 22/322 interchange near Clarks Ferry. Consider

the possibility of relocating US Routes 11/15 to follow PA 581 and I-81, to reconnect with US Routes 11/15 further north. This would not result in construction of roads but be accomplished through new signing along alternate routes.

- *Lowther Street, Maple Ave, and I-83 ramps* – This intersection was identified as being very dangerous and Lowther Street is thought to be too wide. There is also a concern of the impacts of the proposed I-83 improvements to Lowther Street. Although this stretch of Lowther Street requires some improvements, Lowther Street should not be closed or eliminated as a result of improvements to I-83.

- *Harvey Taylor Bridge Access and Vicinity* – In Wormleysburg Borough, there are a variety of issues related to the street network in the vicinity of the Harvey Taylor Bridge access points, including the Stella Street railroad crossing, the intersection of North 2nd and Stella Streets and North 2nd and Elm Streets, and the intersection of Elm and Front Streets. Problems in this area contribute to numerous accidents, cause westbound traffic to back up on the bridge during the evening rush hour, and result in a choke point on Front Street between Pine and Edna Streets.

- *Intelligent Transportation Systems (ITS)* – ITS is a congestion management systems related effort that addresses congestion and safety issues by making the existing transportation infrastructure work more efficiently. In the IWS region, an opportunity may exist to partner with PennDOT's District 8 Traffic Management Center to ensure coordinated efforts.

- *Expanding Public Transit Opportunities* – Although the Lemoyne Transfer Station is a new improvement to CAT service in the IWS region, it is generally felt that there are not enough public transit opportunities and that CAT service needs to be more convenient and accessible to the greater population. In the IWS region, the service needs to better connect people with their destinations. Tri-County Regional Planning Commission is in the early stages of a CAT Service Study.

    - A park and ride facility at the Lemoyne Transfer Station should also be considered to expand ridership.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Department of Community and Economic Development
- Capital Area Transit

- Adjacent / Neighboring Municipalities
- Norfolk Southern

B.4.c Key Strategy: Develop appropriate traffic calming measures for specific neighborhoods and areas to discourage high volumes of pass-through traffic and/or increased traffic speeds.

Summary:

Traffic calming measures are mainly used to address speeding and the volume of cut-through traffic. Addressing these issues can increase both the real and perceived safety of pedestrians, bicyclists, and other non-motorized traffic, and improve the quality of life in the neighborhood. Because of their purpose, traffic calming measures are typically used on local neighborhood streets, but they can be incorporated on collector streets with predominantly residential land use and on streets through downtown business districts; they are not appropriate for use on arterial streets. Traffic calming techniques can serve as an alternate to increasing police presence or reconstructing entire sections of roadway. The PennDOT developed a *Traffic Calming Handbook* to provide information on traffic calming and its place on the roadways of Pennsylvania. The handbook contains information on various traffic calming issues such as the legal authority, liability, funding, and impacts on emergency services. Traffic calming devices can be divided into three (3) classifications: horizontal deflection, vertical deflection, and physical obstruction.

General Considerations:

- **Horizontal Deflection**
  - *Curb extension / bulb-out* – This type of device creates a safer atmosphere for pedestrians by lessening the crossing distance at intersections and between opposite sides of the street. Narrowing the street width encourages motorists to slow down.
  - *Chicane* – Chicanes are curb extensions that alternate from one side of the street to the other, forming S-shaped curves that require motorists to slow down. Chicanes can also be artificially created by allowing parking on alternating sides of the street.
  - *Raised median / pedestrian refuge* – Constructing islands in the middle of a crosswalk or intersection bisects the distance pedestrians are required to walk and encourages decreased speeds.
  - *Modern Roundabout* – Roundabouts are raised islands, around which traffic circulates.
  - *Traffic Circles* – Raised islands, placed in intersections, around which traffic circulates.
- **Vertical Deflection**
  - *Textured* pavement – Textured and colored pavement highlights the presence of a crosswalk or intersection. Stamped pavement or alternating paving materials create an uneven surface for vehicles to traverse and may be used to emphasize an entire intersection, pedestrian crossing, or entire street block.
  - *Speed hump and speed table* – Speed humps are round raised areas placed across the roadway that are generally 10 to 14 feet long and 3 to 4 inches high. Speed tables are longer, flat-topped speed humps that are typically long enough for the entire wheelbase of a

passenger car to rest on the flat section. Speed humps reduce speeds more than speed tables, but speed tables are good for locations where low speeds are desired but a somewhat smooth ride is needed for larger vehicles.

- *Raised crosswalk* – Raised crosswalks are speed tables at a crosswalk location that slow traffic and make pedestrians more visible to motorists.
- *Raised intersection* – Flat, raised areas covering an entire intersection that can be marked with alternate paving materials. Raised intersections encourage decreased speeds and make the intersection safer for pedestrians and motorists by elevating pedestrians in the intersection and making them more visible.

- **Physical Obstruction**
  - *Diverters* - These are barriers that are placed diagonally through an intersection that create L-shaped streets and force traffic to turn. Diagonal diverters maintain full bicycle and pedestrian access while decreasing automobile traffic volumes on local streets.
  - *Full or partial street closure* – Barriers placed across one or both lanes of a street to completely or partially close the street to through traffic.
  - *Median barriers* – Islands located down the center of a street and continuing through an intersection, preventing through movement at a cross street. Some median barriers are landscaped with trees and grass.
  - *Triangular center island or forced turn island* – Raised islands that block certain movements on approaches to an intersection. They can force right turns or tighten a right turn, ensuring slowing or stopping before making the turn.

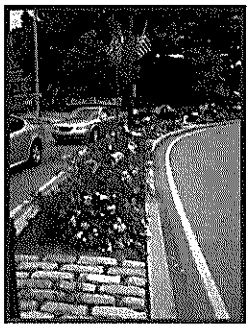
General and/or Specific Location(s):

- **Camp Hill**
  - Conodoguinet Drive between Oyster Mill Road and Fairview Road
  - Logan Street between North 36th and North 32nd Streets
  - South 34th Street between Chestnut Street and Trindle Road
  - Harvard Avenue between South 32nd Street and Deanhurst Avenue
  - North 21st Street between Camp Hill Bypass and Market Street
  - North 17th Street between Camp Hill Bypass and Market Street
  - South 17th Street between Market Street and State Road
- **Lemoyne**
  - Riverview Road between Walnut Street and Indiana Avenue
  - Indiana Avenue between North 12th Street and Frazier Road
  - Cumberland Road
  - Hummel Avenue between South 10th and South 3rd Streets
  - Lowther Street between I-83 ramp and South 3rd Street/Bridge Street
  - South 3rd Street/Bridge Street from I-83 to Clark Street
- **Wormleysburg**
  - Poplar Church Road between Yverdon Drive between West Crestwood Drive
  - North 2nd Street between Harvey Taylor Bridge and Stella Street
  - Walnut Street between Erford Road and the intersection with Front Street

- North Front Street between Stella and Elm Streets

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Department of Community and Economic Development

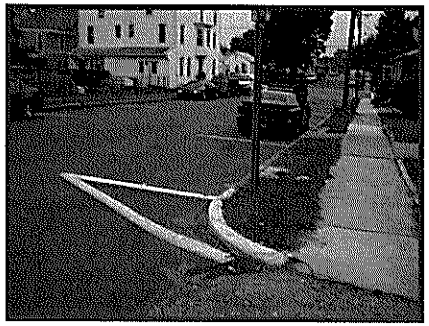


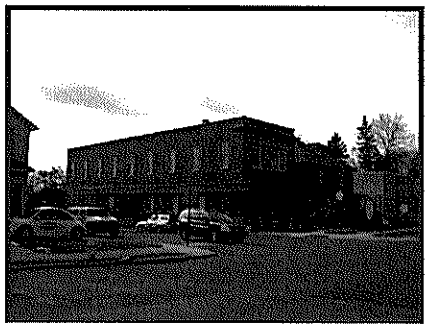



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B.4 Transportation

B.4.d Key Strategy: Conduct a Road Safety Audit Review (RSAR) to identify and prioritize safety issues.



Summary:

A Road Safety Audit Review (RSAR) is a useful transportation and roadway safety planning tool or program whereby local municipal officials partner with a team of individuals (usually 3 to 5) who are trained in various aspects of transportation and roadway safety to study the municipality's existing roadway conditions and related safety issues (audit), and develop specific recommendations for addressing identified roadway safety issues.

General Considerations:

- **RSAR Audit Review Team** may include:
  - Municipal Representatives:
    - Governing Body / Manager
    - Engineer
    - Road Crew / Public Works
    - Police Department
  - PennDOT representatives may include:
    - Municipal Services Division
    - District Engineer
  - Local Technical Assistance Program (LTAP) Engineers

- Adjacent / Neighboring Municipal officials or staff
- Citizens and special interest groups

- **General Steps in Pursuing a RSAR**

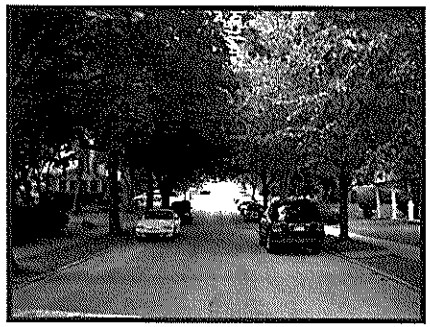
1. *Contact local PennDOT Municipal Services Representative*
    a. Provide roadway maps and crash data for specific roads/areas
    b. Schedule LTAP training on roadway safety and RSAR process
2. *Develop or review functional classification of specific local roads/areas*
3. *Select and host RSAR Team members*
    a. Provide roadway maps, including functional classifications, and crash data for specific roads/areas
    b. Provide LTAP training on roadway safety and RSAR process
    c. Provide work and meeting space in an uninterrupted and unbiased environment, office equipment, refreshments, and traffic control assurances for RSAR Team field views
4. *Meet with RSAR Team to review briefing which includes:*
    a. Summary of safety issues
    b. Suggested priority for identified issues
    c. Potential actions to be taken
    d. Overall evaluation of the specific roads/areas
5. *Develop a multi-year plan to respond to the RSAR*
    a. Identify funding sources and secure funding
    b. Can be included with any Capital Improvement Program or planning

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Pennsylvania Department of Transportation
- Local Technical Assistance Program
- Cumberland County Planning Commission

B.4 Transportation

B.4.e Key Strategy: Develop and/or revise Capital Improvements Programs ensuring transportation and other community facility and service improvement projects are adequately planned and budgeted for.






Summary:

Capital Improvements Programs (CIPs) are multi-year planning and budgeting efforts in which communities identify, prioritize, and make policy and financial commitments for various capital projects and and/or large equipment purchases, expected to meet some current and/or future community service and facility demand needs, over a period of five to six years. CIPs are more than a "wish list" of municipal projects and purchases and more than a "laundry list" of community planning objectives, as they serve as to link communities' comprehensive planning efforts with municipal operations/management and budgeting process. The CIP development process includes municipal officials, staff, and related organizations working together to discuss, compare and rank projects and purchases through a specific selection process using objective criteria and standards. Additionally, the process helps set forth an expenditure implementation schedule which helps municipal officials foresee large expenditures expected to occur in the near future. This allows officials to set monies aside and begin saving in advance, rather than being expected come up with the funding all at one time, in one budget year. It should be noted that the first year of CIPs is generally known as the capital budget, and is included as part of the next year's annual municipal operating budget. Ideally, projects and purchases included in subsequent years then move up on the list, with year two projects and purchases funded for the next year, and so on.

CIPs generally help to[1]:

- Facilitate coordination between capital needs and the operating budgets.
- Enhance the community's credit rating, control of its tax rate, and avoid sudden changes in its debt service requirements.
- Identify the most economical means of financing capital projects.
- Increase opportunities for obtaining federal and state aid.
- Relate public facilities to other public and private development and redevelopment policies and plans.
- Focus attention on community objectives and fiscal capacity.
- Keep the public informed about future needs and projects.
- Coordinate the activities of neighboring and overlapping units of local government to reduce duplication.
- Encourage careful project planning and design to avoid costly mistakes and to help a community reach desired goals.

General Considerations:

- **Capital Improvement** – A large, expensive (i.e. > $10,000 or $25,000), permanent or semi-permanent (i.e. use life of > 5 years), new or expanded physical facility or tangible asset. Projects may include municipal buildings or lands; roadway, sewer, water, and stormwater facilities; curb and sidewalk; parks facilities; etc. Purchases may include emergency, municipal, and construction vehicles and equipment; computer networks, etc.

- **Capital Improvement Ranking Criteria** – Generally, projects and purchases are ranked on issues relating to **purchasing, operating and maintenance** costs, funding availability, level of need to ensure public health, safety, and welfare, ability to execute, and coordination with other projects.

- **Sources of Funding** – Generally, capital improvement projects and purchases may be financed supported through a variety of means including public and private grants, bonds, taxes, user and impact fees, special assessments, etc.

- **General Steps in Developing a CIP**

    1. *Establish a Capital Planning Committee with bylaws*
    2. *Develop an inventory of the municipality's existing capital assets*
    3. *Evaluate previously approved, unimplemented or incomplete projects within the municipality*
    4. *Assess the municipality's financial capacity*
    5. *Solicit, compile and evaluate new project requests*

[1] Developing a Capital Improvements Program A Manual for Massachusetts Communities, Prepared by the Municipal Data Management and Technical Assistance Bureau March 1997

6. *Prioritize projects*
7. *Develop a financing plan and strategies*
8. *Adopt a Capital Improvements Program*
9. *Monitor and manage approved projects within the CIP*
10. *Update existing or ongoing capital programs*

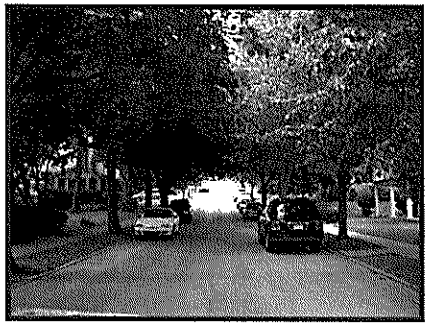
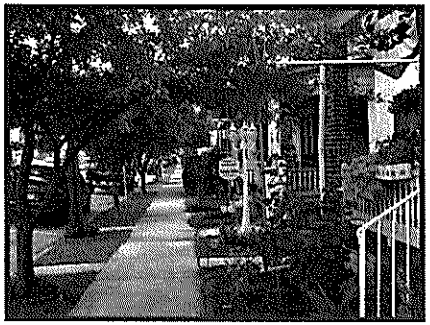
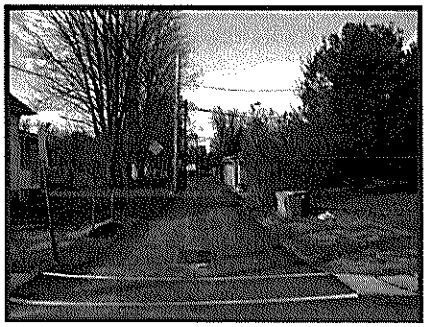
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Chairs of Borough Commissions
- Pennsylvania Department of Community and Economic Development

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B.4 Transportation

B.4.f Key Strategy: Review and revise municipal ordinances and specifications to ensure transportation improvement criteria and standards are appropriately scaled to protect and enhance the established built community.


Summary:

In order to help preserve and enhance important, well established transportation and community development related characteristics that make the core communities unique, the boroughs should reevaluate and revise their long standing, one size fits all transportation improvement and construction or development related standards and regulations to reflect the minimum criteria and specifications from the most recent street design and construction improvement standards set forth in PennDOT Publication 408, *Roadway Specifications*, and Publication 70, *Guidelines for Design of Local Roads and Streets* and any applicable newer roadway planning and design concepts and standards identified in the *Context Sensitive Solutions in Designing Major Urban Thoroughfares for Walkable Communities* developed by the Institute of Transportation Engineers.

Below is a comparison between various transportation and community development related characteristics for well established and unique communities such as the three boroughs in the IWS region and other newer, growing, rural and suburban communities.

Core Community Transportation / Development Characteristics	Rural / Suburban Community Transportation / Development Characteristics
Variety of transportation mode options including motor vehicle, bicycle, pedestrian, and mass transit	Primarily motor vehicles

Core Community Transportation / Development Characteristics	Rural / Suburban Community Transportation / Development Characteristics
Narrower streets with multiple interconnections with other streets and alleys	Wider streets, single access streets or dead-end streets and with numerous driveways
On-street parking using existing paved areas for vehicle storage and helping to buffer vehicular traffic from pedestrian traffic	Vast amounts of new pavement and valuable property required for new off-street parking lots in front of buildings
Alleys providing access to parking areas and garages located behind the main building	Streets with numerous driveways providing direct access between frontloaded garages and parking areas located in front of the main building
Accessible sidewalk and pedestrian facilities linking important areas and community facilities with neighborhoods	No sidewalks or sidewalks to "nowhere"

General Considerations:

Below are some generally accepted core community transportation and community development principle and guideline considerations which may be used as a framework to begin reviewing municipal ordinances and specifications. It should be noted these are merely suggestions and are provided for informational purposes only.

Transportation / Development Feature	General Considerations
Alleys	o Permit Two (2) way traffic o Pavement widths should generally be no less than sixteen (16) feet o Right-of-way width should generally be no less than twenty (20) feet o Parallel parking should generally be prohibited in the right-of-way of an alley. o Generally prohibit new driveway curb cuts onto existing roadways if the property is abutting an alley.

Transportation / Development Feature	General Considerations
Sidewalks, Crosswalks, Street Trees and Tree Lawns	o Sidewalks should be required along both sides of streets o Sidewalk widths should generally be no less than four (4) feet wide, but they should be wider in areas of higher pedestrian traffic or outdoor seating/dining areas on the sidewalk, specifically including the downtown area o Crosswalk widths should generally be no less than six (6) feet wide o Handicap-accessible/mountable curb cuts/ramps should be provided at all street intersections and crosswalk locations o Require sidewalks intersecting with existing driveways to be continued or delineated across the driveways through the use of material or colors similar to the sidewalks o Allow alternate surface materials, including rubber, crushed limestone, porous pavement, bricks, asphalt, etc., to be used in lieu of concrete for sidewalk/pedestrian improvements in specific areas o Ensure adequate lighting is provided in all pedestrian corridors o Street trees should be trimmed to have at least eight (8) foot clearance above sidewalks and higher over roadways o Tree lawns for street trees should be no less than four (4) feet wide, and tree wells should be no less than sixteen (16) square feet (4 feet by 4 feet)

Transportation / Development Feature	General Considerations
	o Permit metal street tree curb plates to be used in areas where large, established street trees are displacing concrete curbing o In areas where healthy, established street trees are present and sidewalk replacement is required, permit alternative sidewalk designs and materials to preserve healthy, mature street trees instead of removing the trees
Parking	o Permit on-street parallel parking spaces (22 feet of lot frontage) to count toward off-street parking requirements (excluding alleys) o Consider on-street angled parking where conditions permit o Ensure parking lots are located to the rear of buildings, or to the side when screened or landscaped o Permit shared parking lot areas (public and private) o Reduce parking in certain circumstances including developments accommodating mix of compatible uses, or providing bike and bus facilities o Restrict surface parking lots from locating on corner lots along frontages o Ensure parking garages and structures include ground-floor liner businesses o Consider limiting the siting and width of frontloaded garages for residences to de-emphasize the garage and motor vehicles. Discourage "snout" garages
Streets, Blocks	o Require existing interconnected street (alley) and block patterns be replicated and extended

Transportation / Development Feature	General Considerations
	o Require multiple street interconnections o Prohibit cul-de-sacs (except to avoid extreme topographic or natural features are present) o Limit block face length to not more than 600 feet – 800 feet without a mid block pedestrian connection o Limit speeds to 20 – 25 mph on local roads o If no on-street parking is to be permitted, cartways of around 20 feet should be considered as a minimum

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Cumberland County Planning Commission
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Department of Community and Economic Development

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B.4 Transportation

B.4.g Key Strategy: Maintain and/or install sidewalks in a safe and adequate manner within and between neighborhoods, neighborhood serving uses and activities, and the downtown central business district.

Summary:

The installation of new and maintenance of existing sidewalks in key areas increases safety for pedestrians and motorists by providing a safe, designated route for pedestrian traffic off of the busy street. Sidewalks that are safe and well maintained will be more inviting than poorly maintained sidewalks, and will encourage increased use equating to more "eyes on the street". Installing sidewalks within neighborhoods encourages increased pedestrian movement, adding to the neighborhood feel of the community. Sidewalks that link neighborhoods with nearby activity centers, including the downtown, neighborhood serving commercial uses, schools, and parks, help to increase connectivity and pedestrian accessibility between key destinations.

In order to ensure that sidewalks, specifically those in high pedestrian areas, are safe and adequate, undertake a multi-year sidewalk repair or replacement program, similar to a maintenance program or capital improvements program for roadways and other public infrastructure. In order to establish this program, officials should walk and catalogue the condition of the sidewalks. Once this is completed, a prioritized list of replacement needs on a block by block level, or along specific roadways, should be established and compared against any planned roadway improvement projects plan. Sidewalks coinciding with roadway improvement projects could be budgeted for as part of any roadway improvements. Other areas needing to be addressed should then be placed into a three to five year program. Residents should be made aware of the prioritized list so that the property owners can plan for and begin to secure finances to repair or replace their sidewalks three to five years out. The sidewalk survey and plan should then be revisited and completed on an annual basis.

General Considerations:

- **Sidewalk width** should be considered before constructing new sidewalk areas. Sidewalks that are five feet wide allow pedestrians to walk along side each other more comfortably than more narrow sidewalks. Wider sidewalks, typically six or more feet in width, are more appropriate where commercial uses are present.
- **Tree lawns** with street trees help to create a shaded sidewalk in the summer months, additional separation between the sidewalk and the street, provide additional natural snowstorage and stormwater management facilities, and are thought to be more aesthetically pleasing when well maintained and planted with trees. Generally, tree lawns should be a minimum of four feet in width and be located between the curbs and sidewalk. Tree grates and alternative curb design should be explored as methods to overcome obstacles to narrow tree lawns
- **Pedestrian oriented lighting** can increase the real and perceived safety of the street in addition to providing a neighborhood defining feature.
- **Property owner responsibility** Typically in most boroughs, the individual property owners are responsible for the installation, maintenance, replacement, and clearing of obstructions from sidewalk facilities on or in-front of their properties.

General and/or Specific Location(s):



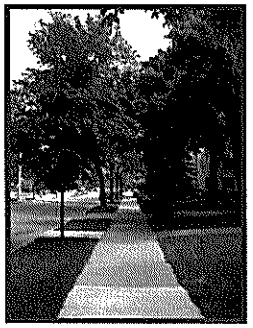
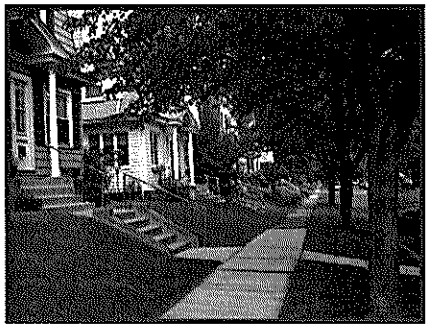


- ***Camp Hill***
  - Downtown to neighborhoods
  - Cornell Road to post office
  - Safe Routes to School Locations (as listed below)
    - 24th Street between Hoover Elementary School and the Bypass
    - Walnut Street between 21st Street and 28th Street
    - 29th Street between Walnut Street and Chestnut Street
    - Chestnut Street between 32nd Street and 21st Street
    - Market Street between 32nd Street and 29th Street
    - 32ndStreet between Chestnut Street and Market Street
    - Walnut Street between 28th Street and 30th Street
    - Willow Park between Market Street and Logan Street
    - Willow Park – path between 24th Street and 25th Street excluding the bridge
    - Logan Street between 28th Street and 30th Street
    - 28th Street between Walnut Street and Logan Street
    - 27th Street between Walnut Street and the Bypass
    - South corner of 23rd Street and Walnut Street
    - South corner of 26th Street and Walnut Street
    - Borough property along 29th Street and Walnut Street
- ***Lemoyne***
  - Downtown to neighborhoods
  - North 12th Street between Indiana Avenue and Market Street
  - North 12th Street. between Copper Ridge and W. Walnut St.
  - Hummel Avenue between 10th Street and 17th Street.
  - Market Street between 3rd Street (through the bottleneck) and Market Street Bridge.
  - Pedestrian connection along the proposed Lemoyne Connection between Memorial Park and Market Street. (at the bottleneck).
  - 7th Street approaching railroad pedestrian bridge.
- ***Wormleysburg***
  - Downtown to neighborhoods
  - Poplar Church Road from West Foxcroft Drive to Stella Street
  - Poplar Church Road between Hillside Drive and Stella Street
  - Poplar Church Road between Yverdon Drive and Hillside Drive
  - Yverdon Drive between West Crestwood Drive and Poplar Church Road
  - Stella Street between Hillside Drive and Front Street

- Walnut Street between Erford Road and Front Street
- Connect with the "lower" part
- Connect "upper" part of the borough including the Pennsboro Manor section with the "lower" part of the borough
- Connect the business area beyond Haldeman Street to the Borough line with the Village of West Fairview.

Stakeholders and Partners:

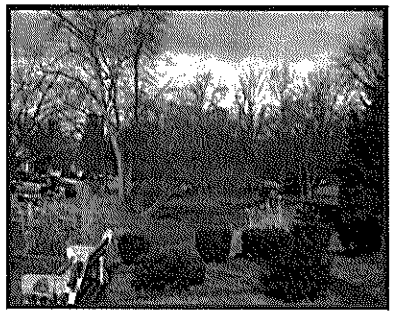
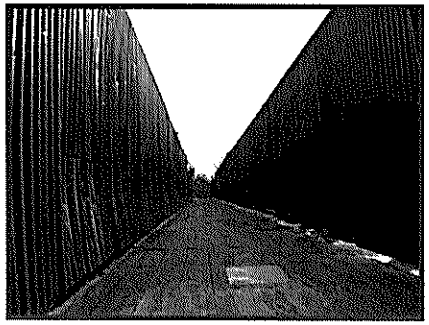
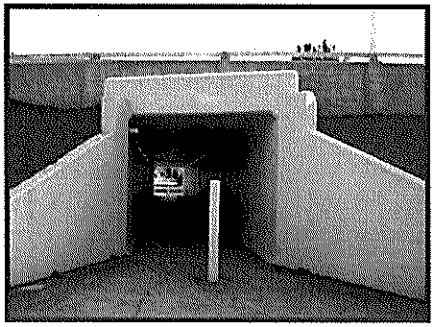
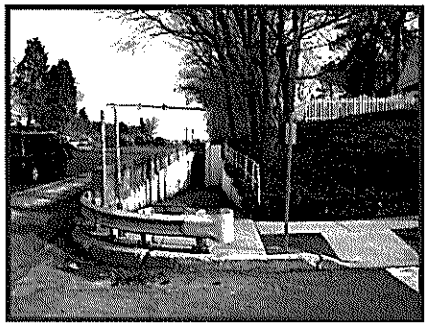
- Borough Council
- Planning Commission
- Shade Tree Commission
- Neighborhood Association and Residents
- Revitalization Organization
- School District
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Housing and Redevelopment Authority


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B.4 Transportation

B.4.h Key Strategy: Enhance existing and/or extend unopened alleys, trails, and other walkable corridors as alternative pedestrian corridors.

Summary:

Alternative pedestrian corridors help to increase the opportunities for pedestrian mobility within the community. They provide an alternate route for pedestrians to take to reach their destinations that may feel safer or more aesthetically pleasing than areas with high volumes of automobile traffic. Certain improvements such as pedestrian oriented lighting, signs, ramps, railings, vegetation removal, surface and other improvements to trails can also increase the amount of use in these corridor areas. Depending on their location, they may offer a more direct route between key destinations such as residential neighborhoods, commercial, educational, and civic uses, and the downtown.

General Considerations:

- **Natural trails** and permeable pavers in alleys can help to enhance the natural environment and aid with stormwater management.
- **Pedestrian trails** may be able to be incorporated into areas where retrofitting sidewalks is not feasible.
- **Pedestrian movement** may be stimulated if additional opportunities are available.
- **Improving trails** also results in increased recreational opportunities for residents and visitors. People often enjoy a leisurely stroll, but feel that safe and adequate trails are not available. Increased pedestrian movement may result in happier and healthier residents.

General and/or Specific Location(s):

- Camp Hill:
  - Access to Camp Hill Post Office.
  - Access through Willow Parka and Fiala Fields.
  - Access across 32nd Street
  - Access from 24th Street to Gettysburg Road (Lower Allen) under SR 581 & Norfolk Southern Railroad.
- Lemoyne:
  - Foot-bridge over Norfolk Southern railroad at 7th Street to Market Street
  - Consider adding a pedestrian bridge over the Railroad at 10th Street near the CAT transfer station.
  - Extend Oak Street along railroad track and under 3rd Street overpass to Market Street to create access to parking areas off of Market Street.
  - Wooded pedestrian/jogging trail through Harrisburg Academy property from bottom of Riverview Road up creek to ball fields and office parks.
- Wormleysburg:
  - Tunnel under Spur 770
  - Underpass walkways under the Harvey Taylor Bridge

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Shade Tree Commission
- Neighborhood Association and Residents
- Environmental Advisory Council
- Parks and Recreation Commission
- Pennsylvania Department of Transportation
- Pennsylvania Department of Conservation and Natural Resources
- Harrisburg Area Transportation Study

B.4 Transportation

B.4.i Key Strategy: Install pedestrian scaled lighting and other public improvements within neighborhoods and other key destinations.

Summary:

Pedestrian scaled lighting helps to increase the pedestrian friendliness and perceived safety of neighborhoods and other key pedestrian destinations including downtowns. When places feel safer and more inviting, there will be more people who choose to walk in these places, and places with high levels of pedestrian activity attract more pedestrians. Pedestrian scaled lighting is generally positioned over the sidewalk, rather than over the street. It is smaller and contains more intricate designs than large "cobra head" luminaries that are more appropriate for highways and arterial streets. Pedestrian scaled lighting creates a quaint feeling in a neighborhood and is considered more aesthetically pleasing than traditional street lights. In commercial areas, pedestrian scaled lighting encourages increased foot traffic and compliments storefront windows.

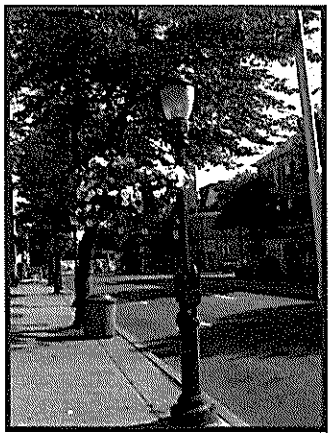
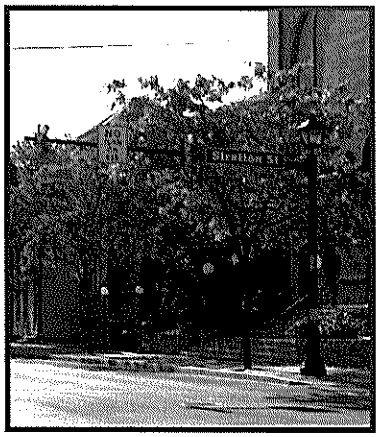
General Considerations:

- **Pedestrian scaled lighting** should be considered in downtown central business districts and in neighborhoods with a high level of foot traffic. They can beneficial to downtown businesses by encouraging increased foot traffic and increasing exposure of individual storefronts.
- **Parents of school students** may be more inclined to let their children walk to school if pedestrian scaled lighting is located along corridors that many neighborhood students use to walk to school. Lighting adds to the friendliness and appeal of the neighborhood and adds an additional element of safety when students are walking to school in the winter months when it is dark in the morning and the sun sets following after school activities.
- **Neighborhood serving destinations** including parks and recreational areas, schools, civic organizations, neighborhood commercial uses, and downtowns can be linked by a network of sidewalks or pedestrian paths. Installing pedestrian scaled lighting along these corridors will lead to increased use and nighttime use.

General and/or Specific Location(s):

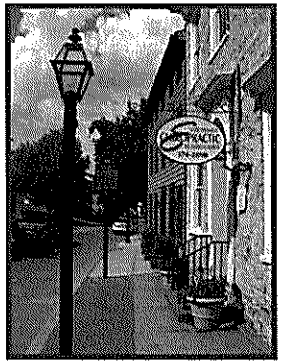
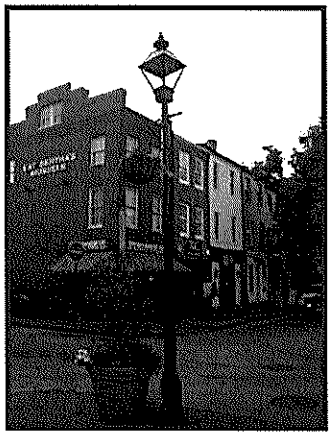
- Downtown Business Districts
- Along Safe Routes to School corridors
- Heavily traveled pedestrian corridors
- Pedestrian corridors that link destination points.
- Camp Hill:
    - Paths through Fiala Fields and Willow Park.
    - Market Street.
    - Paths to and from schools, especially the high school.

- Lemoyne:
  - Market Street
  - Herman Avenue
  - Hummel Avenue
  - Bosler Avenue
  - S. 3rd Street
  - 7th Street
  - 10th Street (Lowther Street to Hummel Avenue),
  - 12th Street. (Market Street to W. Walnut Street)
- Wormleysburg:
  - Front Street
  - Poplar Church Road between Hillside Drive and Stella Street
  - Haldeman Street to 1000 North Front Street
  - Walnut Street between Erford Road and North 2nd Street
  - Bottleneck to Walnut Street
    - Include each cross streets Poplar Street, Market Street, Ferry Street and Chestnut Street
    - 2nd Street from Poplar Street to Walnut Street


Stakeholders and Partners:

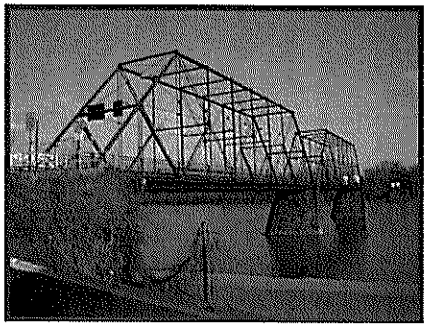
- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- School District
- Parks and Recreation Commission
- Pennsylvania Department of Transportation
- Harrisburg Area Transportation Study
- Cumberland County Housing and Redevelopment Authority



B.4 Transportation

B.4.j Key Strategy: Determine if there is interest and if it is feasible to repair the Walnut Street Bridge that links pedestrian and bicycle traffic in the IWS region to City Island and Harrisburg.






Summary:

Until 1996, the Walnut Street Bridge, also known as the People's Bridge, was the oldest bridge connecting Harrisburg with City Island and the West Shore. The truss bridge was constructed in 1890 by the Phoenix Bridge Company and supported vehicular traffic until it was closed to automobile traffic following the floods associated with Hurricane Agnes in 1972. Its use as a pedestrian bridge provided an important non-motorized connection between the IWS region, City Island, and the City of Harrisburg for residents, tourists, and downtown employees. The bridge was placed on the National Register of Historic Places in 1972, and is also recognized as an historic civil engineering landmark.

Ice jams in January of 1996 severely damaged the bridge and lifted a portion of the bridge off of its supports, carrying it down the river. The eastern span of the bridge was repaired and is now open to the public. The western portion, which links City Island to the IWS region, has not been repaired. There was initial interest in repairing or replacing the structure, but the topic remains a split issue. Some feel that the bridge would provide a safe, pedestrian link to events and activities on City Island and in Harrisburg, and open additional opportunities to draw visitors to the downtowns of the IWS region.

The Market Street Bridge provides a sidewalk connection but is not as pedestrian friendly. People do not feel safe walking on the Market Street Bridge, given the lack of separation between the sidewalks, traffic, and the river. Repairing the Walnut Street Bridge would provide a safer, more appealing pedestrian route.

Others feel that the Walnut Street Bridge, in its existing state, is an eyesore and should be torn down. There are also concerns regarding the potential traffic impacts that may be associated with repairing the bridge, as motorists may consider the IWS region a convenient, low cost parking area where they can leave their cars and walk to employment or events on City Island or in Harrisburg.

Additionally, the Central Pennsylvania Conservancy, and its ad hoc committee, the People's Bridge Coalition, are developing a beautification project for the western terminus of the Walnut Street Bridge. The project includes a planned plaza area, with decorative pavers, benches, and points of interest. Although this project involves pedestrian and aesthetic improvements to the terminus of the bridge, the IWS region should determine if there is still interest in repairing the bridge, or if the remaining components of the bridge should be torn down.

General Considerations:

- **Maintain and enhance relationships** with Cumberland County, Dauphin County, and the City of Harrisburg to determine if there is a potential to partner with any of these governments or local organizations within Dauphin or Cumberland County to repair the western span of the bridge.
- **The location** of the Walnut Street Bridge was key in that it provided an ideal connection for pedestrian and non-motorized traffic to both shores of the Susquehanna and to City Island.
- **Consider utilizing existing structures** if there is interest in providing another pedestrian connection from the IWS region to City Island. For example, the Waterville Bridge was moved to Swatara State Park after it was determined that it was too narrow for modern use in its original location over the Little Pine Creek in Lycoming County. The bridge was dismantled and reconstructed over the Swatara Creek in Swatara State Park to allow hikers on the Appalachian Trail to cross the creek.
- **If there is not interest in rebuilding the bridge** determine how the remaining portion of the bridge could be best used to preserve its history.
  - Consider utilizing a portion of the bridge as a public art sculpture to be included in the design of the plaza. Locate a kiosk near the sculpture that displays historical photos and information on the history of the bridge and its relationship to historical events in the area.
  - Consider incorporating a part of the bridge into a local historical museum for the region, whether it is used in a structural form, such as an entrance, or as part of a display inside the museum. Consider making small souvenirs from unused portions of the bridge.
- **Seek ways to increase safety** for pedestrians on the Market Street Bridge, if it is determined that there is currently no interest in repairing the bridge. The City of Harrisburg and events on City Island provide a large opportunity for the IWS region; connecting people to these resources directly, without requiring an automobile, will enhance the quality of life for people who live in the IWS region. Subsequently, pedestrians may be more apt to travel to the IWS region and frequent its shops and restaurants after the conclusion of events in the city or on the island, if a safe pedestrian route existed.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- People's Bridge Coalition
- Revitalization Organization

- City of Harrisburg
- Central Pennsylvania Conservancy
- Civic, Service and Faith-Based Clubs and Organizations
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Harrisburg Area Transportation Study
- Dauphin County Planning Commission
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Local and County Historic Societies

B.5 Housing and Neighborhoods

Introduction

The Housing and Neighborhoods Plan element includes a set of themes, principles, key strategies, and standards relating to housing and neighborhoods within the IWS region. This plan component details a series of specific key strategies including various policies, partnerships, projects, and programs to be pursued at the regional level, but which may also be implemented at the individual municipal or specific neighborhood level as appropriate. Region-wide key strategies include opportunities for maintaining and/or enhancing housing and neighborhood safety through infrastructure and related initiatives, greening, gateway, and other aesthetic treatments; administration of various public health, safety and welfare codes including building, housing, and zoning; as well as housing and neighborhood assistance, pride, promotion, and recognition programs.

Imagine West Shore Regional Housing and Neighborhood Themes

Regional housing and neighborhood themes for the IWS region/community include:

- Lack of undevelopable land – need to rehabilitate, reuse, replace, and redevelop. Build better and "up."
- Better connections between neighborhoods, areas, and communities.
- Better property maintenance and building codes through enforcement or regulations.
- Increasing trend of conversions of single-family homes into multi-unit residential units.
- Higher rental occupancy rates versus owner occupied housing rates than other area communities.
- Higher vacancy rates than other area communities.
- Small town atmosphere.
- High quality of life.
- Sense of community pride and stewardship.
- Community and neighborhood aesthetics and attractiveness.
- Clean, safe and green neighborhoods.
- Established, walkable neighborhoods.
- Older buildings and housing reused or rehabilitated for new uses.
- Zoning and SALDO codes should allow infill and redevelopment in a consistent and compatible manner with existing development.
- Noise from train whistles.
- Housing affordability.
- Diversity of housing.
- Seen as "bedroom communities" – easy commutes.
- Traffic congestion increasing.
- History and heritage preservation of specific resources, areas, and neighborhoods is important.

- Clusters of important architecture styles/characteristics should be preserved.
  - Buildings should be maintained.
  - Buildings should be rehabilitated and reused.
  - Prohibit demolition of specific resources, areas, or neighborhoods.
- Coordinate downtown streetscaping, traffic calming, and multi-modal transportation improvements including pedestrian and transit specifically along Market Street, Front Street and 3rd Street.
- Need to provide appropriate downtown living, working, and shopping opportunities.
- Older buildings and housing in prime commercial areas, reused or rehabilitated for businesses rather than demolished for parking or used for residential purposes.
- Make downtown a destination for residents and tourists.
- Diversity of "appropriate" businesses and other uses for serving residents and tourists.
- Capitalize and coordinate existing downtown revitalization efforts.
- Need to get folks more involved, build capacity, and grow volunteers.
- Funding opportunities.
- Residential rentals in the downtown.
- Gateways.
- Traffic speed issues on specific roadways.
- Pass-through and cut-through traffic on certain roads.
- Aging infrastructure, lack of funding, and deferred maintenance are important concerns
- Bicycle and pedestrian installation and connections are important.
- Public transit facilities and services in general area important.
- Transportation improvements, specifically widenings, should be sensitive and appropriate to the land use and community character due to removal/relocation of structures, etc.
- Enforcement of speeds, crosswalks, stop signs.
- Signage and redesignation of specific high volume, pass-through routes.
- Community and communities are divided by transportation routes and corridors
  - Railroads
  - I-83
  - US 11/15
  - Harvey Taylor Bridge
- Aging infrastructure, lack of funding, and deferred maintenance are important concerns.
- Taxes versus level of services and infrastructure.
- Above ground utilities detract from community aesthetics.

- Parks are important to attract families and maintain quality of life.
- Varied range of active and passive recreation opportunities including services, programs, and facilities should be provided for a range of users.

Overall Planning Principles and MPC provisions relating to housing and neighborhoods for the Imagine West Shore Region:

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   Communities must meet the housing needs of present residents and of those individuals and families anticipated to reside in the community, which may include the conservation of presently sound housing, rehabilitation of housing in declining neighborhoods, and the accommodation of expected new housing in different dwelling types and at appropriate densities for households of all income levels.

   Communities must provide for the use of land within the municipality for residential housing of various dwelling types, encompassing all basic forms of housing types, densities and price ranges, including single-family and two-family dwellings, and a reasonable range of multifamily dwellings in various arrangements, mobile homes and mobile home parks.

2. Provide for a variety of housing opportunities to accommodate existing and future residents:
   a. Within established residential neighborhoods upon existing undeveloped lots of record, in a consistent and compatible manner;
   b. Within established mixed residential neighborhoods in a consistent and compatible manner;
      i. Various price ranges, housing types, and densities within neighborhoods;
   c. Within mixed use, residential and non-residential, areas in a consistent and compatible manner;
      i. Downtown and other appropriate areas;
   d. On any larger, undeveloped tracts (subdivisions).
3. Provide for the maintenance, rehabilitation, and reasonable expansion of existing housing.
4. Provide for a variety of housing types for various price ranges.
5. Provide for housing opportunities that are consistent and compatible with existing housing within the surrounding neighborhood.
6. Provide for neighborhoods that are well kept, safe, and green.
7. Provide for connections within neighborhoods; between neighborhoods; and to a variety of neighborhood serving civic uses and businesses either within the neighborhood or close by.
8. Provide opportunities for neighbors to interact; and develop and promote neighborhood pride.

9. Provide opportunities for energy efficiency in new construction to conserve energy and lower costs for inhabitants.

B.5 Housing & Neighborhoods

B.5.a Key Strategy: Develop neighborhood greens and pocket parks to serve neighborhood residents.






Summary:

Neighborhood greens and pocket parks provide public access to community green space. Aside from being an aesthetically pleasing neighborhood amenity that helps to soften the urban edge, they support environmental sustainability, provide a venue for community interaction and cultural opportunities, and help to reduce stormwater runoff. Neighborhood greens, community gardens, and pocket parks may be used for a variety of uses, purposes, or functions throughout the day, such as a place for small events, play areas for children, gardening and growing locally produced food and flowers, a place to walk pets, and a place to sit and relax. Therefore, it is important that they are designed to accommodate this diversity.

General Considerations:

- **Native landscaping** that is incorporated into neighborhood greens and pocket parks will be less expensive and time consuming to maintain. Generally, parks that incorporate native landscaping are more sustainable than those which incorporate non-native species.
- **Location** – Community gardens and parks should be located in safe areas that are easily accessible by the public. The amount of sunlight and water resources that are present should be factored into decisions pertaining to the type of vegetation.
- **Vacant or underutilized lots** may be ideal locations for neighborhood greens or a small pocket park. Considering that much of the region is developed, these areas represent unique opportunities for the community.

General and/or Specific Location(s):

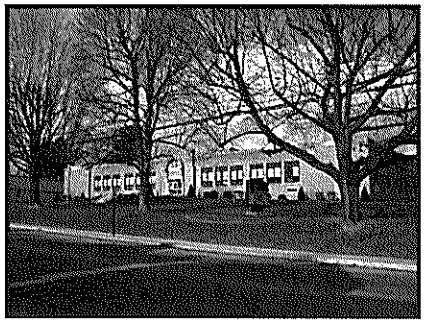
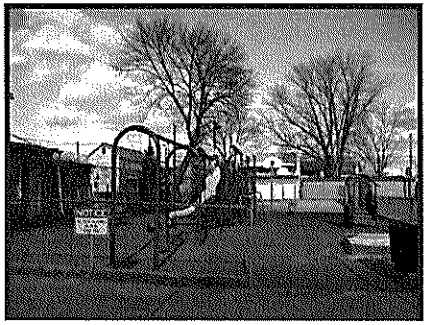
- **Lemoyne:**
  - North 5th Street between Frazier Road and Walnut Street
  - North 9th Street on the west side between Ohio Avenue and Pennsylvania Avenue
  - Herman Avenue between the southwest corner of South 6th Street and Herman Street.

Stakeholders & Partners:

- Borough Council
- Planning Commission
- Shade Tree Commission
- Neighborhood Association and Residents
- Garden Clubs
- Environmental Advisory Council
- Adult and Student Environmental Clubs and Organizations
- Parks and Recreation Commission
- Civic, Service and Faith-Based Clubs & Organizations
- Pennsylvania Department of Conservation and Natural Resources

B.5 Housing & Neighborhoods

B.5.b Key Strategy: Ensure existing schools, parks, and other neighborhood serving civic uses and amenities are retained and used by neighborhood residents.


Summary:

Public places serve as gathering spaces and help to create a sense of place and belonging among members of community. Parks may be used by many people for many different purposes. Increasing amenities available at park facilities and making sure that facilities are kept clean and well maintained will increase their prestige and level of use. School facilities and other civic uses have the opportunity to serve various sectors of the population. When school facilities are not being used for educational activities, there is a potential for use of these facilities by community groups and organizations. Increasing awareness of these facilities, their function in the community, and their availability for additional use, will help to increase their prominence and allow them to serve as defining features of the community.

General Considerations:

- **Agreements for use** may be beneficial for scheduling facilities, such as schools, when they are not being used for their primary functions. Municipalities should work with the school districts to determine if the districts have agreements in place for use of their facilities.
- **Awareness** If these uses have an agreement for use available, the next step is increasing awareness of these structures in the community. Holding municipal or community events at these locations will put them on display for other community groups and organizations that may be interested in using these spaces.
- **Community outreach** can also increase awareness and level of use at these facilities. Schools may consider sending a school newsletter to all members of the community, based on tax records. Teachers may consider involving their students in a project that could benefit the community as a whole, such as an environmental education or civic initiative.

- **Technological or aesthetic Improvements** can attract members of the community to structures and uses that they may have previously ignored. Aesthetic improvements can draw attention to the structure and technological advances can increase opportunities for use.

General and/or Specific Location(s):

- **Camp Hill**
  - Schaeffer School
- **Lemoyne**
  - Lemoyne Middle School
  - Washington Heights Elementary

Stakeholders and Partners:

- Borough Council
- Planning Commission
- School District
- Civic, Service and Faith-Based Clubs and Organizations
- Neighborhood Association and Residents
- Revitalization Organization
- Recreation/Athletic Organizations
- Parks and Recreation Commission
- Parent-Teacher Organization

B.5 Housing & Neighborhoods

B.5.c Key Strategy: Review, revise, and/or more systematically enforce the existing regulations for building and housing codes.

Summary:

Effective building and housing codes help to increase safety for the community and maintain or increase property values. However, building and housing codes are only as effective as their level of enforcement. The codes may regulate fire safety, sanitary living conditions, structural soundness, the electrical system, or accessibility. Although building and housing codes in the public eye may seem like a burden to the property owner, they will ultimately increase safety and longevity of the structure.

General Considerations:

- **Consistency and conformity** – Building and housing codes that are uniform are easier to administer and enforce and help to provide a greater understanding of what is required.
- **Joint administration** – Camp Hill, Lemoyne, and Wormleysburg Boroughs have indicated that there may be an opportunity to jointly administer building and housing codes. Ideal circumstances for joint administration would be if the three borough were to incorporate like regulations and similar language among their codes.
- **Joint enforcement** – Camp Hill, Lemoyne, and Wormleysburg Boroughs have indicated that there may be an opportunity to share resources through code enforcement. This situation would be ideal if the three boroughs were administering a common code. A common code could ease enforcement and maintain consistency. Joint enforcement would help to decrease costs for the three municipalities and ensure consistency on interpretation of the regulations.

General and/or Specific Location(s):

- N/A

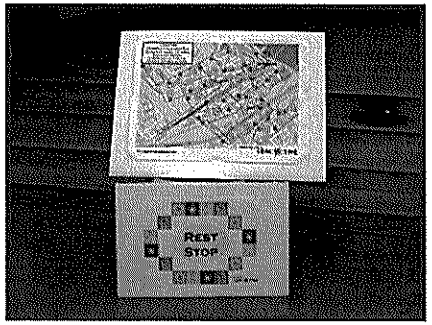
Stakeholders & Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Builders Association

- Codes Officials Association
- Fire personnel
- West Shore Council of Governments
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Department of Labor and Industry

B.5 Housing & Neighborhoods

B.5.d Key Strategy: Organize community cleanup events that include a program through which property owners submit their names to request assistance in performing minor housing repairs, property maintenance, or clearing trash, debris, and brush from a property or street block.




Summary:

Community cleanup events can be scheduled and promoted on a designated day or week, either annually or multiple times a year. Community cleanup days can engage residents of the community in improving their neighborhood, helping to instill a sense of ownership, belonging, and pride. Events such as these provide an opportunity for neighbors to meet and to get together to work towards a common goal. Thus, benefits include both significant aesthetic and safety improvements to the community, as well as emotional benefits for residents.

Incorporating a program through which property owners can ask for assistance to improve their properties will provide an easy way for people to ask for help in improving their property or cleaning up their block. It will help to identify target areas for clean up or repair, and give members of the community an opportunity to assist their neighbors and to provide a community service. The program and cleanup event may be unique to each borough, or it may be incorporated on a regional level.

General Considerations:

- **Community Cleanup Days** should be heavily marketed to encourage as many people as possible to participate. In addition to encouraging participation from individual residents, consider personally inviting schools and civic or service organizations to participate. Consider awarding

participation buttons or ribbons for participants, or giving awards for most improved property, block, or neighborhood. There are also opportunities to build upon existing programs, such as Lemoyne's community clean up day.

General and/or Specific Location(s):

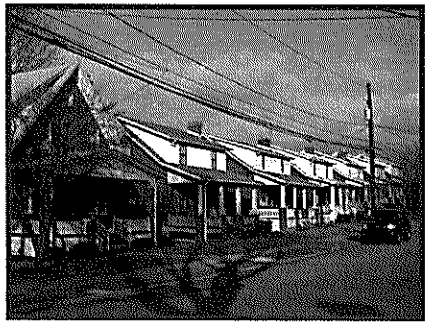
- Camp Hill:
  - 26th Street
  - 27th Street
  - Yale Avenue
- Lemoyne
  - Hummel Avenue
  - Bosler Avenue
  - Walton Street
- Wormleysburg:
  - Yverdon Drive
  - 2nd Street
  - Hillside Drive

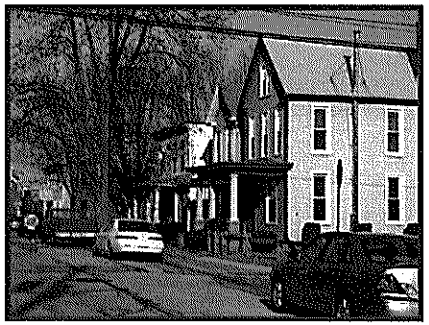
Stakeholders and Partners:

- Borough Council
- Neighborhood Association and Residents
- Garden Club
- Civic, Service and Faith-Based Clubs and Organizations
- Revitalization Organization

B.5 Housing & Neighborhoods

B.5.e Key Strategy: Incorporate neighborhood conservation, and context sensitive infill, replacement, and redevelopment design standards, into zoning and subdivision/land development ordinances for a consistent and compatible variety of housing within neighborhoods.






Summary:

Neighborhood conservation through traditional neighborhood development (TND) is one tool boroughs may use to help ensure new development is consistent and compatible with the surrounding neighborhood character. TNDs are appropriate for small scale infill and replacement projects on single lots or a few smaller lots to larger scale redevelopment projects on larger tracts of land. Principles of TND are generally consistent and compatible with historical development patterns in the boroughs. Therefore, they can be used as a tool to conserve notable historical features of a neighborhood, and allow for context sensitive infill and redevelopment. General TND principals include:

- Parks, schools, civic buildings, and neighborhood serving commercial establishments located within walking distance of homes to promote pedestrian movement and decrease dependency on the automobile
- Residences with shallow front setbacks, front porches, and detached rear garages or alley-loaded parking
- Network of streets and paths suitable for pedestrians, bicyclists, and vehicles
- Narrower, interconnected streets with crosswalks, streetscaping, and other traffic-calming measures
- Appropriately scaled buildings and development that fits the local neighborhood context (building height, size, etc.)
- Buildings oriented to the street with parking located in the rear.

General Considerations:

- **TND design standards** can be incorporated into zoning and subdivision/land development ordinances to promote a consistent and compatible variety of housing and other buildings within neighborhoods.
- **New building and infill development** should incorporate similar lot sizes and dimensions to remain consistent with the existing neighborhood. Uses should also consider existing development and desired uses.
- **Similar building heights, sizes, and setbacks** will help to create a continuous building pattern along the street, helping to form the "walls" of the "outdoor room" and define the neighborhood.

General and/or Specific Location(s):

- Lemoyne:
  - South Lemoyne neighborhoods along Herman Ave, Hummel Ave. and Bosler
  - Downtown district
- Wormleysburg:
  - Houck Street to Walnut Street.
  - Throughout the length of Front Street

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Neighborhood Association and Residents
- Developers, Builders, Realtors
- Cumberland County Planning Commission
- Pennsylvania Department of Community and Economic Development

B.5 Housing and Neighborhoods

B.5.f Key Strategy: Develop appropriate gateway treatments for transitions into specific neighborhoods and other areas of the community.

Summary:

A gateway refers to a point of entrance or exit of a place possessing similar distinct characteristics and common identifiable features. They provide not only a sense of welcoming, transition, and orientation for pedestrians and motorists, but also strengthen and reinforce edges between unique character areas. Developing aesthetically pleasing gateway treatments, through improvements such as signs, lighting, and landscaping, helps to alert residents and visitors that they have arrived at a defined place in the community, which helps to enhance community pride. Gateway treatments should be designed in a style that complements defining or distinct features of the neighborhood, incorporates predominant building materials or architectural styles, and natural elements such as trees, landscaping, or local historic persons or events. Neighborhood gateway treatments help to provide a sense of place among community members. Coordinated neighborhood gateway treatments can link individual neighborhoods together to unify the borough community. It alerts residents that they are a part of a specific neighborhood within the larger borough community. Typically gateway treatments are located at entrances or exits to a neighborhood or other unique place, or when transitioning from one identifiable community or neighborhood to another.

General Considerations:

- **The location** of gateway treatments should be determined based on the level of use (amount of pedestrian and vehicular traffic) and the level of significance of the entryway. Enhancements at primary gateways, where there is a high volume of vehicular traffic at a busy intersection, should be designed differently than enhancements at major and minor gateways. Major gateways refer to other well traveled corridors; minor gateways still represent a defined entrance to a place, but are much smaller in nature and convey less traffic.
- **Landscaping** can add to the attractiveness of a gateway treatment, but it is vital that it is continuously maintained, or else it risks having negative effects.
- **Gateway treatments** can include welcoming identification signage in addition to other notable features like textured paving, banners, or decorative lighting.
- **Lighted gateway signage** may be appropriate for a downtown area and can encourage increased activity and safety at night.

General and/or Specific Location(s):

- Lemoyne:
  - The 7th Street Pedestrian Bridge
  - South Lemoyne neighborhoods at intersections of

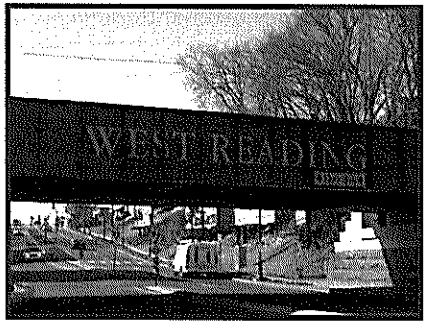
- 10th Street and Hummel Avenue
- 3rd Street and Herman Avenue
- 3rd Street and Bosler Avenue

- Bottleneck
- State Street at 15th Street
- Market Street at 15th Street
- I-83 ramps
- S. 3rd Street at 15th Street

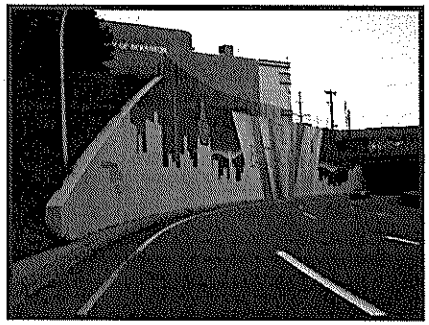
- Wormleysburg:
  - Bottleneck,
  - Walnut Street
  - Erford Road
  - 1000 block of North Front street just over the creek bridge going south from Village of West Fairview











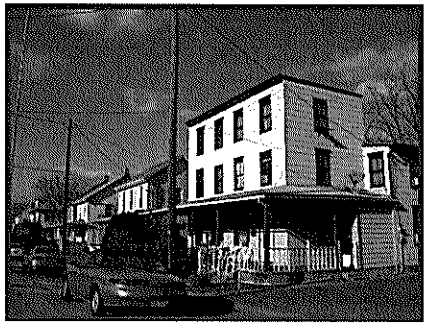


Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Garden Club
- Civic, Service and Faith-Based Clubs and Organizations
- Pennsylvania Department of Transportation
- Pennsylvania Department of Community and Economic Development
- Harrisburg Area Transportation Study
- Cumberland County Housing and Redevelopment Authority

B.5 Housing and Neighborhoods

B.5.g Key Strategy: Pursue Elm Street designation for specific neighborhoods surrounding downtown central business districts.



Summary:

The Elm Street Program was created in Pennsylvania in 2004 to strengthen and revitalize older, historic neighborhoods that surround traditional downtown central business districts. The Elm Street Program is a DCED funded program that seeks to integrate a Main Street or downtown revitalization program with a neighborhood renewal strategy. The program incorporates volunteer support, leveraging of private dollars, strategic planning, rehabilitation and reuse of existing buildings and streetscape improvements. Neighborhood involvement and a connection to the downtown revitalization program must be demonstrated, among other requirements of the program. Three types of grants are available through DCED for communities in the Elm Street Program: planning grants, operational grants, and residential reinvestments grants. All communities in the Elm Street Program are expected to follow the Elm Street Approach, which involves coordinated actions in five key focus areas. The five focus areas, or points, of the Elm Street Approach can also serve as a guide, and be applied to neighborhoods that are interested in making improvements to the community but may not qualify or be interested in state designation and acceptance into the Elm Street Program.

General Considerations: The Elm Street Approach

- **The Elm Street Approach** consists of five areas of focus, or five points, which are closely related and are meant to interact with one another. The five points are as follows:
  - **Sustainable Organization** – The goal of this point is to build consensus and cooperation among the different groups that play roles in the district. Activities include developing and monitoring a revitalization strategy; coordinating staff, volunteers, and projects; connecting people with resources; attracting resources; and ensuring effective communication within and outside of the neighborhood.

- **Clean, Safe and Green** – The goal of this point is to enhance the real and perceived level of safety, cleanliness and quality of passive and active recreational opportunities in the Elm Street District. Activities include tree planting, establishing parks and community gardens, block watches, and lighting, trash, and traffic along streets and alleys.
- **Neighbors and Economy** – The goal of this point is to strengthen the quality of existing residential housing stock while diversifying the type and income mix to ensure a balanced environment. This point focuses on developing partnerships between public, private, and non-profit entities; jobs and businesses; homeownership; housing options; community programs that appeal to residents of different ages; and addressing blighted properties through acquisition, rehabilitation, and reuse.
- **Image and Identity** – Image refers to how the neighborhood is viewed by non-residents, and identity describes how residents feel about their neighborhood, whether they view it as safe, friendly, and attractive. Activities include neighborhood events, awards, and a spotlight in the media on revitalization efforts.
- **Design** – This element strives to enhance the physical appearance of the neighborhood by capitalizing on its unique assets and traditional layout. Activities include streetscape enhancements, building rehabilitation, guidelines for rehabilitation through planning and zoning, and code enforcement.

- **Neighborhood Associations** and crime watch groups may be effective in addressing certain aspects of the Elm Street Approach, if a full fledged revitalization initiative does not seem appropriate in certain locations. These groups can address neighborhood issues such as planning, safety, property and housing maintenance, and neighborhood beautification.

General and/or Specific Location(s):

- Lemoyne:
  - South Lemoyne neighborhoods along Herman Avenue, Hummel Avenue. and Bosler Avenue
- Wormleysburg:
  - Areas along Poplar Street, Market Street, River Street
  - 2nd Street between Poplar and Walnut Streets

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Shade Tree Commission
- Civic, Service, and Faith-Based Clubs and Organizations
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority

B.5 Housing and Neighborhoods

B.5.hKey Strategy: Pursue developing Neighborhood Improvement Districts (NID) for specific neighborhoods or areas.

Summary:

A NID program allows a modest fee to be assessed on all taxable property within a specific neighborhood or area where improvements are desired and where the governing body and property owners support such a program. NIDS are generally administered by a municipal authority or non-profit economic development corporation established or authorized by the municipality. Generally, money generated through NIDS is used for improvements to the neighborhood for increasing the ability of property owners to enjoy a safer and more attractive neighborhood, as well as attracting potential new residents, businesses, and investment. Some possible improvements include street lighting, street cleaning, street maintenance, security services, improved recreational equipment or facilities, preservation of open space, trees and other foliage, sidewalk maintenance, trash receptacles, public relations, and group adverting programs.

General Considerations:

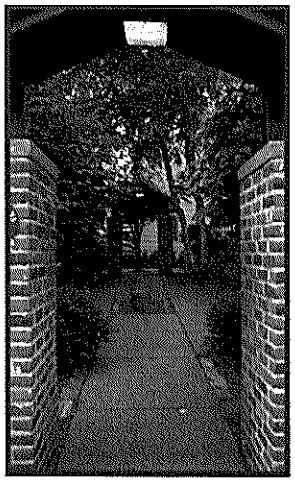
- **Possible projects include:**
  - Street lighting
  - Street cleaning
  - Street maintenance
  - Security services
  - Improved recreational equipment or facilities
  - Preservation of open space, trees, and other foliage
  - Sidewalk maintenance
  - Trash receptacles
  - Free or reduced fee for parking
  - Public relations & group advertising

General and/or Specific Location(s):

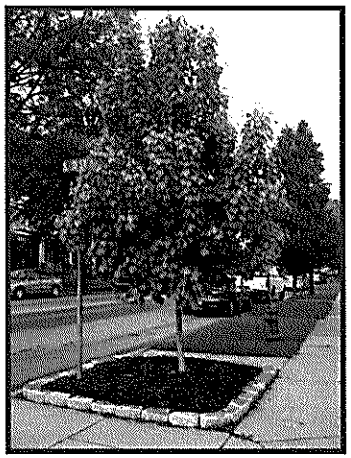
- Lemoyne:
  - South Lemoyne neighborhoods along Herman Avenue, Hummel Avenue and Bosler Avenue
- Wormleysburg:
  - Walnut Street to Houck Street

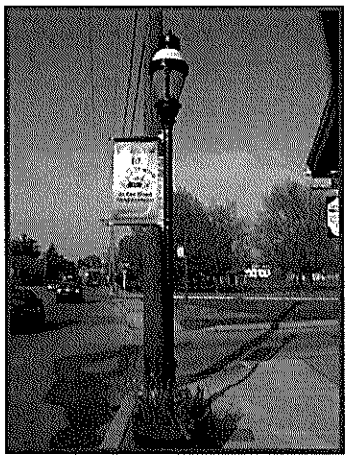
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Neighborhood Association and Residents
- Revitalization Organization
- Civic, Service, and Faith-Based Clubs and Organizations
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority













B.5 Housing and Neighborhoods

B.5.i Key Strategy: Create neighborhood, property, and housing pride, recognition, and promotion programs.

Summary:

Recognition programs can serve as the incentive that motivates people to start a project that they have been considering. People like to be recognized for their efforts, and this type of positive reinforcement highlights members of the community who are making a positive change in their neighborhood. When highly promoted, programs that recognize the efforts of residents in improving their house, property or neighborhood can act as a mechanism for healthy competition among neighbors that allows them to work towards an underlying common goal of community betterment and enhanced community pride. The programs can be formatted in a variety of ways, from general property and home improvements, to more specific gardening or landscaping programs. Recognition of neighborhood, property, and housing pride can help to unite neighborhoods and encourage further investments in the community.

General Considerations:

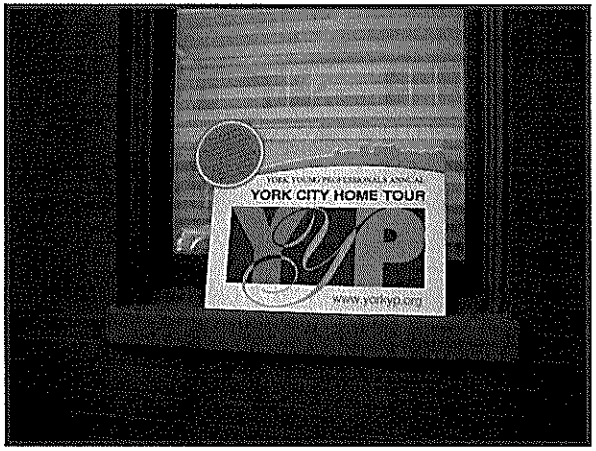
- **Garden of the Month** programs allow residents to showcase their gardening talents while encouraging maintained landscaping or plantings that increase the aesthetic appeal of the neighborhood. These programs can be run on a monthly basis during the growing season, or at other times throughout the year. A tour of unique or specialty gardens in the community can be used as a revenue generating community event.
- **Home Tours** allow people to showcase their historic or unique homes. Home tours can be organized around a certain holiday, and visitors can see the home decorated for the season and learn about the historic nature of the structure, and possibly some history of the community. It is common for refreshments to be served and admission to be charged for home tours, with the profits either going to a community group, or a charitable organization. When profits are put back into the community, home tours can serve as a revenue generator for the community.
- **Home Improvement** programs or façade improvement programs recognize residents' efforts to improve their home, buildings, and property. These programs can be run on an annual, quarterly, or monthly basis.

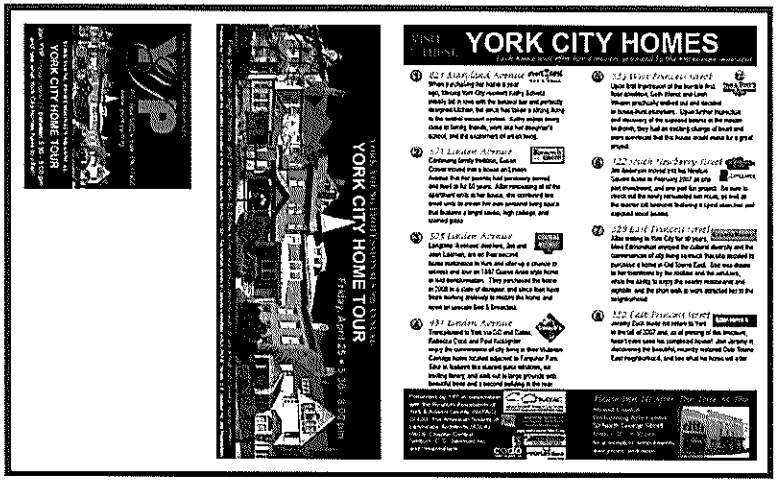
General and/or Specific Location(s):

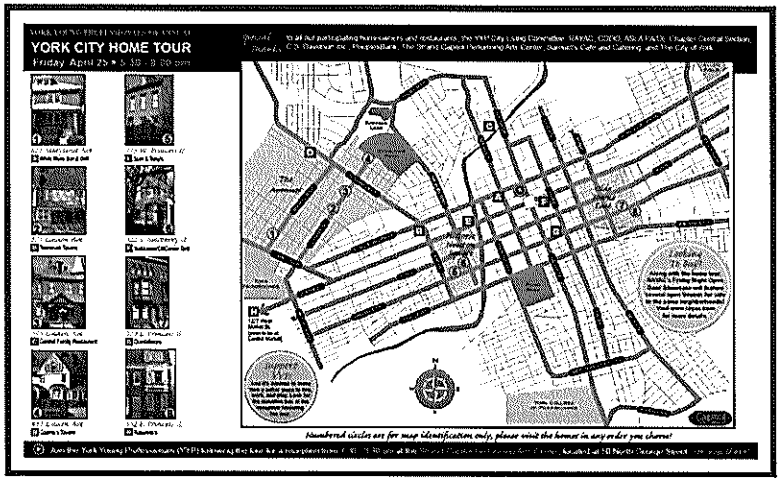
- Programs such as these can be held on a regional basis, by an individual municipality, or at the neighborhood level.
- Historical properties should be targeted to determine if the property owner is interested in conducting a home tour.
- Different programs may also be conducted by different organizations. For example, the garden club may conduct garden programs, and the historical society may approach property owners about a home tour.

Stakeholders and Partners:

- Neighborhood Association and Residents
- Garden Clubs
- Historical Society
- Civic, Service, and Faith-Based Clubs and Organizations
- Parks and Recreation Commission
- Revitalization Organization
- Realtors

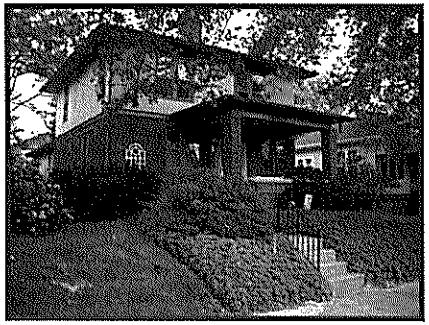


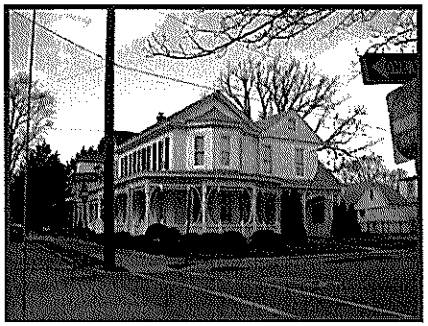
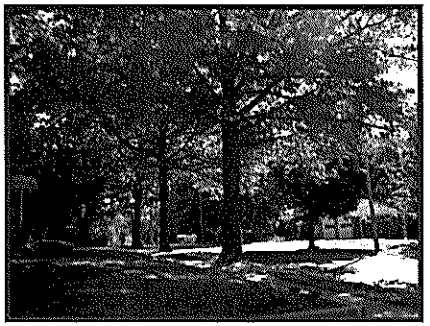




B.5 Housing and Neighborhoods

B.5.j Key Strategy: Work with realtors to promote and market positive neighborhood characteristics and amenities to attract new residents.



Summary:

This strategy deals with increasing the appeal of the community to outsiders and potential residents. It is possible that outsiders and residents have very different perceptions of certain neighborhoods and the community as a whole. If people have negative perceptions of one neighborhood, these perceptions may carry over into the entire community. Additionally, potential residents and business occupants may not know about the programs, and services that are available to the community and the projects that are currently being undertaken or planned for. The potential exists for a mutually beneficial relationship to exist between the community and realtors. By promoting and marketing positive aspects of the community, the region is likely to draw in more potential homeowners, and realtors are likely to sell more homes at higher values.

General Considerations:

- **Work with realtors** to ensure that community information posted on a website is accurate and highlights the most positive features of the community. Update this information as needed.
- **Ask the realtors** to consider providing a link on their website to the borough website or other sites of interest, such as the school district or civic organizations.
- **Consider providing realtors** with pamphlets and other printed material about the community that gives the prospective homeowner more information about the community as well as an avenue through which to seek further information.
- **Consider holding quarterly or annual** meetings with realtors to update them on new features of the community that can be used as selling points. These can include the current status of revitalization efforts in the community, and updates on planned community events, services available, and the latest information about the school district.

General and/or Specific Location(s):

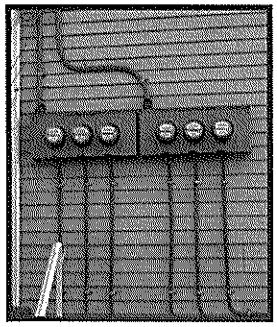
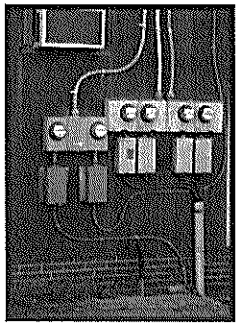
- This action can be applied to the region, each municipality, or on a neighborhood level.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Realtors
- Neighborhood Association and Residents
- School District
- Civic, Service, and Faith-Based Clubs and Organizations

B.5 Housing and Neighborhoods

B.5.k Key Strategy: Review, revise and/or more systematically enforce the existing regulations for the licensure and inspection of non-owner occupied dwelling units.



Summary:

Rental inspection ordinances can help to ensure that non-owner occupied housing units are being maintained in a safe and secure manner, providing tenants with some assurance that their housing and living conditions are acceptable and in line with the rent they pay to landlords, as well as properly accounting for tenants for taxing and safety purposes. Enforcement and inspection of rental units must be fairly, equitably and objectively conducted, focusing not on smaller cosmetic or minor issues such as peeling paint, but addressing larger and more intense deficiencies relating to structural, fire or sanitary issues. Ultimately, rental inspections can help to enhance not only a housing unit's safety and livability, but the safety of the entire community as well. Typically, it is assumed that most owner occupied dwellings tend to be maintained at a standard generally higher than non-owner occupied dwellings. This may be in part due to pride in ownership of the owner-occupant, or due to distance and time between the rental unit and the landlord. A rental inspection ordinance is geared specifically at non-owner occupied units to ensure that some level of objective minimum living condition standards are in place to protect the health and safety of the inhabitants of and visitors to the rental dwellings, encourage owner reinvestment in these properties, combat deteriorated or blighted conditions, and also to protect the surrounding residents and properties as well. When poor living conditions are not addressed, they can result in a threat to the occupant's safety, a threat to the structural integrity of the building, and they can be an eyesore in the community, resulting in a negative impact on the neighborhood.

General Considerations:

- **Rental inspection ordinances** may require that all rental units be inspected at specific time intervals, such as annually or every three or five years, or when the landlord rents to new tenants.
- **Objective Minimum Health and Safety Standards –** In general, rental inspections should review and determine compliance with minimum standards including:
  - Smoke detectors in operating order on every floor, including the basement.
  - Handrails and guardrails on all stairs exceeding three steps. Such handrails and guardrails shall be firmly fastened.
  - All doors must open from the inside without the use of a key.
  - The property address must be posted outside and be clearly visible by emergency personnel.
  - Regarding the exterior and interior of the building, all structures and equipment must be properly maintained. This would include foundation, beams and joists, roof, windows, gutters, and downspouts.
  - Kitchen: Sink with hot and cold running water; stove in safe working condition; floor in good repair.
  - Bathroom: All plumbing fixtures maintained in working order free from obstructions; leaks and defects; approved sewage disposal system; an operable window or ventilation system available.
  - Thermal standards: Heating facilities properly installed and capable of heating all habitable rooms. Kerosene or portable propane heaters are not permitted.
  - Electrical standards: Electric service available; properly installed and maintained.
  - General standards: Third floor units must have two (2) means of egress.
  - Common Halls in multiple unit buildings must be lit.

- **Requiring inspections** when the landlord rents to new tenants will also help to ensure that all residents are accounted for on tax rolls, and that the tenant moving into the unit is moving into a structure that is in safe and acceptable condition.
- **The IWS municipalities** may consider adopting rental inspection ordinances with common language and pulling together for joint administration and joint enforcement of such an ordinance.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Revitalization Organization
- Neighborhood Association and Residents
- Landlords

B.6 Community Facilities

Introduction

The Community Facilities Plan element documents the themes, planning principles, and key strategies of the services and utilities available to the IWS region, which make it a desirable place to live and operate a business. As was mentioned in the Housing and Neighborhood Plan element, this component also outlines specific key strategies, breaking them down into regional policies, partnerships, projects, and programs. It is important to keep in mind that these regional key strategies were selected because implementation will be through both regional and individual borough initiatives. These key strategies focus on achieving a high level of municipal services, identifying more cooperative opportunities between the boroughs and school districts, providing comprehensive law enforcement, maintaining appropriate fire and ambulance services, implementing sewage facilities plans, adopting consistent stormwater management regulations, mitigating current stormwater flooding, identifying cooperative opportunities between the public works departments, and exploring opportunities for joint solid waste and recycling programs.

Imagine West Shore Regional Community Facilities Themes

Regional community facilities themes for the IWS region/community include:

Cooperative Opportunities

- Location, proximity, and connections between boroughs are an asset for cooperating on providing community facilities.
- Significant inter-municipal cooperation, not competition, and a need for community services and infrastructure:
  - Fire
  - Police
  - Sewer
  - Stormwater
- West Shore Regional Police, West Shore Bureau of Fire Commission, and recreation organizations are examples of regional cooperation.
- Coordination of public improvement projects within municipalities and among municipalities is important.
- Solid, open relationships with the school district and municipalities are important.
- Duplication of municipal services.
- Need to get individuals more involved, build capacity, and grow volunteers.
- Funding opportunities.
- Enforcement of speeds, crosswalks, and stop signs.

Infrastructure Enhancements

- Aging infrastructure, lack of funding, and deferred maintenance are important concerns.
- Taxes versus level of services and infrastructure.

- Comprehensive flooding and stormwater management are key considerations.
  - Small streams.
  - Specific areas.
  - Susquehanna River.
- Above-ground utilities detract from community aesthetics.
- Wi-Fi and other telecommunication enhancements or devices.
- Community and neighborhood aesthetics and attractiveness.

Overall Planning Principles and MPC provisions relating to community facilities for the Imagine West Shore Region

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   The multimunicipal comprehensive plan shall include a plan for community facilities and utilities, which may include public and private education, recreation, municipal buildings, fire and police stations, libraries, hospitals, water supply and distribution, sewerage and waste treatment, solid waste management, storm drainage, and flood plain management, utility corridors and associated facilities, and other similar facilities or uses.

   As part of the water supply and distribution element listed above, provide a plan for the reliable supply of water, considering current and future water resources availability, uses and limitations, including provisions adequate to protect water supply sources. Any such plan shall be generally consistent with the State Water Plan and any applicable water resources plan adopted by a river basin commission. It shall also contain a statement recognizing that lawful activities such as extraction of minerals impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities. Additionally, commercial agriculture production impacts water supply sources.

2. Provide for complete and adequate community facilities and services to citizens in an efficient, cost-effective, and quality driven manner.

3. Develop a mechanism for coordinating community improvements and sharing equipment and facilities to avoid duplication of services and expenses.

4. Create a system by which citizens, community leaders, and businesses owners are part of the decision making process.

5. Consider alternative approaches before implementing the provision of community services.

6. Support waste reduction and recycling programs that are convenient and encourage citizens to participate.

7. Partner with watershed associations and the public water company to protect the water supply from degradation as a result of misuse or mismanagement.

8. Support cooperative agreements that increase the level of service to the community without the need for large capital or operating expenses.

9. Increase the public awareness of all the community facilities and services within an area, so that they are fully utilized and sustained through regular customer participation.

B.6 Community Facilities

B.6.a Key Strategy: Achieve a high level of borough services that meet the demands of the IWS region at a reasonable cost.



Summary:

When it comes to community facilities and services, the level of services provided by a municipality is extremely important to residents. The need for and provision of municipal services within a community are driven by the socioeconomic characteristics of its population, while the quality and extent of municipal facilities and services are limited to the amount of revenue that a municipality has at its disposal. Municipal revenue is generated primarily through property taxes and to a lesser degree earned income taxes, state and federal programs, user fees, and grants. Bridging the gap between the community's need for facilities and services and the amount of available public monies challenges every municipality in Pennsylvania. However, with careful planning, successful grant writing, and meaningful follow-through the boroughs may narrow the gap between the desired level of service and that for which residents are willing to pay.

In order to improve upon the existing quality of facilities and services provided by the boroughs, each should consider undertaking a comprehensive audit of its buildings and operations. Authorized by borough council, the audit can be conducted by a team of local officials and staff under the direction of the borough manager. An option for the Boroughs to consider is hiring a consultant to conduct the audit. The purpose of the audit is to look across all functions of borough operations for areas of improvement, where by an action plan could be formulated. The plan will establish how to allocate resources to increase operational efficiencies and decrease costs. The action plan should be monitored annually and updated every five years to ensure that borough services continue to be provided at high levels and at more reasonable costs.

General Considerations:

- **Staffing** can be evaluated to determine if it is sufficient to meet the projected needs of the community. Staffing capacities and efficiencies may be determined by understanding what needs are currently being overlooked or what tasks are being ignored, in addition to what staff is currently doing that can be improved upon.
- **Innovative methods** of improving the quality of services can be investigated. Implementing state-of-the-art technology is an excellent way to innovatively improve the quality of borough services for residents. However, consulting staff that are familiar with the existing policies and procedures can be most helpful when developing innovative methods to provide efficient and responsive municipal services.
- **Increased public participation** into the government process can be considered. To ensure that the levels of services being provided meet or exceed the expectations of residents, an environment that allows all facets of the community opportunities to offer public opinion may be explored.
- **Expanded Internet access** to borough information can increase communication between the borough and its residents and business owners. Each borough may consider providing a homepage on the World Wide Web that is easy to navigate, kept current with borough meetings and events, and provides access to borough plans, codes, ordinances, and other information regularly requested by the public. In addition, the capability of staff computers to access necessary information through the Internet may be evaluated and upgraded, if deemed appropriate.
- **Adequacy of borough buildings** to house their intended functions can be investigated. The allocation of space within a building and conditions of its internal systems are considerations of this type of investigation. The possibility of reorganizing space within a building, expanding or rehabbing a building or even relocating operations to another location may be considered.

General and/or Specific Location(s):

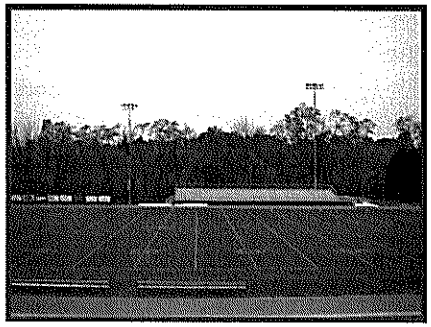
- Camp Hill Municipal Offices
- Lemoyne Borough Hall
- Wormleysburg Borough Hall

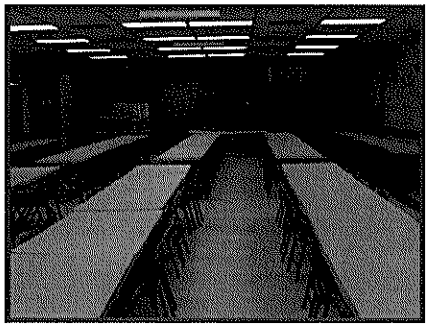
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Borough Staff
- West Shore Collaborative Task Force
- Neighborhood Association and Residents

B.6 Community Facilities

B.6.b Key Strategy: Identify more opportunities for the boroughs and the Camp Hill and West Shore School Districts to cooperatively provide facilities and programs that meet the needs of IWS region.



Summary:

The facilities and programs provided by the school districts are very important in the minds of residents. Given the valuable role that school districts play in the lives of families within the community, district facilities and programs provide the necessary educational, recreational, and cultural opportunities that compliment those being provided by the boroughs. Although an excellent working relationship already exists between the boroughs and school districts, more opportunities should be explored to strengthen and expand upon the partnerships among them. This has the potential of maximizing the use of the facilities and programs that each offers to the community.

In order to identify additional borough and school district cooperative opportunities, the boroughs and school districts may wish to consider establishing a joint committee for the sole purpose of understanding the full complement of facilities and programs available to the community. Through this interaction it may be possible that duplication of services, unnecessary expenses, unfulfilled community needs, and resources available or required to provide a full complement of facilities and programs can be identified. The joint committee may want to meet monthly to quickly build momentum and gain an understanding of the additional opportunities that exist for collaborating. Consideration should be given to making those opportunities that can be easily implemented the priority. After a prioritized list of opportunities to be pursued has been established, the number of joint committee meetings may be reduced to quarterly gatherings to monitor and guide implementation.

General Considerations:

- **School Districts' Strategic Plans** can be better implemented if the boroughs and school district work together. Strategic plans focus on constructing a strong basic infrastructure for the districts. Part of the infrastructure that could benefit from an increased partnership between the boroughs and school districts may be maintenance of existing facilities, providing safe routes for students to travel between home and school, and joint use of facilities to provide more opportunities for co-curricular activities, which help to develop the talents and character of students.
- **Increased public access** to school district facilities when not in use. District indoor and outdoor facilities represent a wealth of resources that may be utilized by the larger community when not in use by the district. Increasing access to and use of school buildings and grounds by community residents and organizations should be considered. Sharing the physical resources of the districts can provide additional meeting, recreational, and civic spaces, thereby strengthening the bond between the boroughs, school districts, and the community.
- **Shared maintenance** of district facilities that are made available to the larger community can improve efficiencies for both the boroughs and school districts. Efficiencies may include sharing underutilized equipment and personnel with each other to avoid duplication of costs and duplicate meeting, recreational, or civic spaces, if they are already available through the other party.

General and/or Specific Location(s):

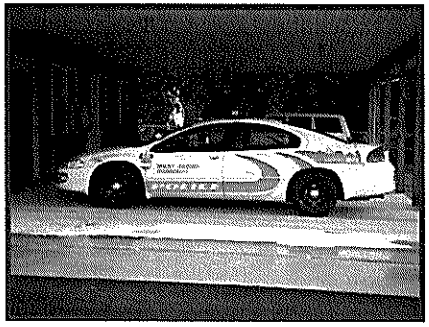
- Camp Hill Borough
- Lemoyne Borough
- Wormleysburg Borough

Stakeholders and Partners:

- Borough Council
- School District
- Police Department
- Public Works
- Planning Commission
- Park and Recreation Board/Commission
- West Shore Collaborative Task Force
- Neighborhood Associations and Residents
- Civic, Service and Faith-Based Clubs and Organization

B.6 Community Facilities

B.6.c Key Strategy: Provide comprehensive police protection services within the IWS region at a reasonable cost.







Summary:

Providing law enforcement services to a community is a fundamental responsibility of municipalities. Law enforcement services are vital to ensuring the health, safety, and welfare of a community and its inhabitants. Traditionally, the costs for providing police protection are one of the largest—if not the largest—budgetary item for municipalities. It is for these reasons that municipalities should explore all conceivable options to provide its constituents with comprehensive police protection at a reasonable cost. Consolidating police departments and coordinating police operations are two examples of ways to increase law enforcement activities and either lower or maintain existing levels of funding.

The boroughs have already made significant strides toward increasing law enforcement efficiencies within the region by consolidating two municipal police forces in one regional department and by establishing mutual aid agreements with neighboring jurisdictions. However, more can be done to expand upon the current level of service with an eye toward reducing expenses. To accomplish this, the police department and commission should continue working together to identify impediments to service, duplication of service, and additional opportunities for regional cooperation.

General Considerations:

- **Strategic plans** for the police department and commission can help to streamline existing law enforcement services within an area to reduce overall capital and operating costs. More specifically, strategic plans identify impediments to existing service, anticipate the need for future

police services, and establish funding strategies to ensure that money will be available when the service enhancements are needed. Through this strategic planning process, the police departments and commission will be able to establish a five-year plan with goals, policies, and recommended strategies for each administrative and operational service provided by law enforcement. The plan can be accomplished for a single jurisdiction or in partnership with neighboring communities to help offset the cost.

- **Additional regional opportunities** can be pursued to increase the general efficiency of the police department and commission. Regular meetings between police chiefs can build upon the existing level of communication, help identify opportunities to jointly purchase and/or coordinate the use of specialized equipment and personnel, or just provide an environment to exchange ideas on what worked and what did not. Consideration of establishing a central booking center may be an example of an additional opportunity for regional cooperation.

General and/or Specific Location(s):

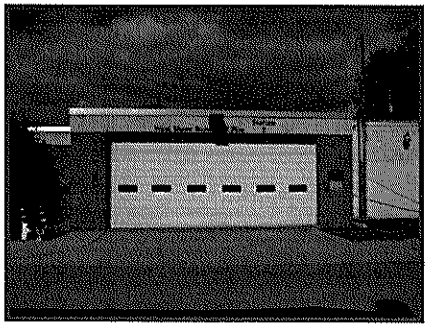
- Camp Hill Municipal Offices
- Lemoyne Borough Hall

Stakeholders and Partners:

- Borough Council
- Police Department and Commission
- Planning Commission
- West Shore Collaborative Task Force
- Neighborhood Association and Residents

B.6 Community Facilities

B.6.d Key Strategy: Maintain a sufficient level of fire prevention and ambulance services to meet the needs of the IWS region.






Summary:

Non-profit volunteer fire companies and commissions traditionally provide fire prevention and ambulance services within municipalities. It has become increasingly difficult for fire companies and commissions to staff fire stations because volunteerism has been trending downward over the years. To offset this shortage, some fire companies and commissions now offer paid positions, such as for emergency medical technicians.

Funding for fire companies and commissions is provided in many ways. The most common funding streams are grants from county and state government, municipal contributions, general donations, ambulance user fees, and fundraising drives. With the downturn in the economy and high fuel cost, the staffing and funding challenges that face fire companies and commissions may become exacerbated. Consequently, it has never been more important for fire companies and commissions to plan for their future needs and increase efforts to engage their communities to help sustain fire prevention and ambulance services through the coming years.

General Considerations:

- **Strategic plans** for the fire companies and commissions can help streamline existing fire prevention and ambulance services within an area as well as reduce overall capital and operating costs. More specifically, strategic plans identify impediments to existing service, anticipate the need for future services, and establish funding strategies to ensure that money will be available when the service enhancements are needed.

Through this strategic planning process, the fire company and commission will be able to establish a five-year plan with goals, policies, and recommended strategies for each administrative and operational service provided by the fire service provider. Consideration should be given to hiring professional staff during the planning process. The plan may be accomplished for a single jurisdiction or in partnership with neighboring fire prevention providers, such as those participating in the Battalion 1 Consortium.

- **Additional regional opportunities** can be pursued to increase the general efficiency of the fire companies and commissions. Regular meetings of the Battalion 1 Consortium provide an excellent environment for the fire companies and commissions to build upon their existing level of communication, help identify opportunities to jointly purchase and/or coordinate the use of specialized equipment and personnel, and strategize on new ways to encourage donations through fundraising and promotions to recruit new volunteers.
- **Adequacy of fire stations** to house their equipment and operations can be investigated. The availability of space within the station and conditions of its internal systems are considerations of this type of investigation. The possibility of new, strategically located fire stations may also be necessary for maintaining a sufficient level of fire prevention and ambulance services. Consideration of relocating Bureau Fire Station #2 from the Wormleysburg Borough Hall Building to a more centralized area and providing a new facility for Bureau Fire Station #1 in Lemoyne may also be appropriate.

General and/or Specific Location(s):

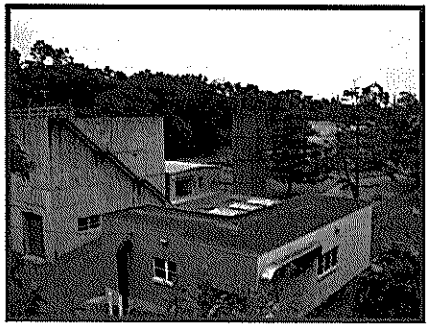
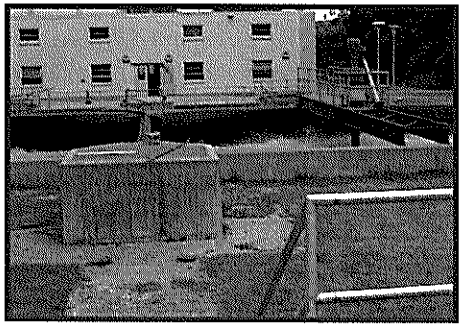
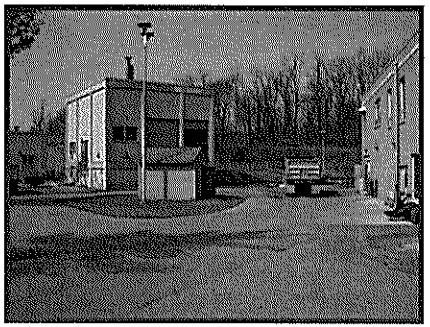
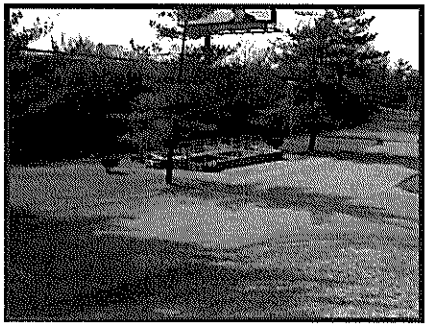
- Camp Hill Fire Company
- West Shore Bureau of Fire Commission

Stakeholders and Partners:

- Borough Council
- Fire Company and Commission
- Planning Commission
- Battalion 1 Consortium
- West Shore Collaborative Task Force
- Neighborhood Association and Residents

B.6 Community Facilities

B.6.e Key Strategy: Adopt and implement the updated Act 537 Sewage Facilities Plans currently being drafted.

Summary:

Most communities operate a municipal wastewater treatment plant to clean wastewater created by homes and businesses. Prior to entering the treatment plant, wastewater is collected and conveyed through a network of underground sewer pipes by gravity or with the use of pumping stations. The ability of a community to effectively treat and dispose of wastewater is not only an environmental health issue but also an economic development/redevelopment consideration. The Pennsylvania Department of Environmental Protection (PADEP) regulates the operations of municipal wastewater treatment systems to ensure that the systems will not degrade the environment through illicit discharges. PADEP regulations also ensure municipal wastewater treatment systems have sufficient capacity for connecting additional homes and businesses to the public sewers without overtaxing the system.

In 2006, the boroughs signed a resolution with the PADEP to undergo an update of their Act 537 sewage facilities plans. Since then, Camp Hill Borough has completed and adopted its Act 537 plan, and Lemoyne and Wormleysburg Boroughs are moving forward with updates to their individual Act 537 plans. Because the three boroughs are part of the same wastewater treatment system, each should aggressively adopt and implement the recommendations of their individual Act 537 plans as appropriate.

General Considerations:

- **Adopting Act 537 plans** should be a priority for Lemoyne and Wormleysburg Boroughs. This can ensure that the network of sewers and related facilities within each borough are being maintained, repaired, and upgraded simultaneously for maximum benefit to the system and economic efficiencies for the boroughs. Consideration should be given to coordinating projects among the boroughs with emphasis on upgrading the Lemoyne Wastewater Treatment Plant to meet the discharge limits of PADEP and comply with the Pennsylvania Chesapeake Bay Tributary Strategy. The treatment plant's upgrade will be a cooperative effort among the three boroughs and further defined in a Phase II Needs Assessment of the Act 537 plan.
- **Encourage sewage planning** with municipalities adjacent to the region, as the Lemoyne Wastewater Treatment Plant is not operating at capacity. With excess treatment capacity available, there exists the possibility of extending sewer service into neighboring communities, thereby bringing additional financial resources to fund repairs and upgrades to the wastewater system.

General and/or Specific Location(s):

- ***Camp Hill***
  - Place inserts in all manholes to reduce inflow and infiltration.
  - Televise the remainder of sewer mains to identify areas for correction of inflow and infiltration.
  - Install permanent wastewater flow meters at appropriate locations within sewer mains.
  - Expand the Spangler Road Pumping Station's peak flow capacity to a minimum of 4.5 million gallons per day.
- ***Lemoyne***
  - Redirect flows from Lemoyne that are currently conveyed through the Wormleysburg Sewage System to the North Side Pump Station in the Lemoyne Sewage System.
  - Repair structurally failing portions of the system to reduce inflow and infiltration.
  - Increase line sizes identified through hydraulic modeling as being deficient for conveying peak flows by gravity.
  - Address peak 2025 system flows that are projected to overflow during wet weather events.
  - Identify through the Act 537 Phase II planning process those areas that will require expansion or diversion to handle increased flows from adjoining municipalities.
  - Upgrade the treatment plant to enable the facility to comply with nitrogen and phosphorous discharge limits as part of the Pennsylvania Chesapeake Bay Tributary Strategy.

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Lemoyne Borough Municipal Authority

- West Shore Collaborative Task Force
- Neighborhood Association and Residents
- PADEP
- Chesapeake Bay Commission

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B.6.f Key Strategy: Adopt stormwater management provisions that are consistent with the countywide stormwater management plan when completed.






Summary:

A complex network of public and private stormwater facilities typically conveys stormwater within and through a community. Management of this stormwater system is typically the responsibility of local municipalities, the state, and private property owners. Although stormwater runoff occurs naturally, if not managed correctly the quality, quantity, and velocity of stormwater is negatively impacted by the built environment. Left unchecked, stormwater can carry oil, gasoline, pesticides, road salts, and litter into waterways, degrading water quality and threatening aquatic ecosystems. Additionally, stormwater that is not detained for gradual release into waterways or retained to percolate into the ground flows freely into the storm system, thereby increasing the frequency of floods and damaging property.

The Pennsylvania Storm Water Management Act (Act 167) requires counties to prepare a stormwater management plan for each watershed within their respective jurisdictions. Act 167 also requires municipalities within those watersheds to adopt stormwater regulations consistent with the stormwater management plans. One county stormwater management plan is currently in effect for the Cedar Run Watershed within Camp Hill Borough. Once the county completes its countywide stormwater management plan for all nine of its watersheds, Lemoyne and Wormleysburg Boroughs will be required to enact watershed management regulations consistent with the county plan.

General Considerations:

- **Enact watershed management regulations** consistent with the countywide stormwater management plan. Lemoyne and Wormleysburg Boroughs will be required to enact new watershed management regulations consistent with the county plan once it is adopted. Camp Hill Borough should review the countywide regulations for enhancements to the existing Cedar Run Stormwater Management Plan to add general consistency among the municipal stormwater regulations throughout the region.
- Televising stormwater systems of the Boroughs can be undertaken to ensure that the systems are functioning as intended. Wormleysburg Borough has instituted such a program, which can be used as a model for the IWS region.

General and/or Specific Location(s):

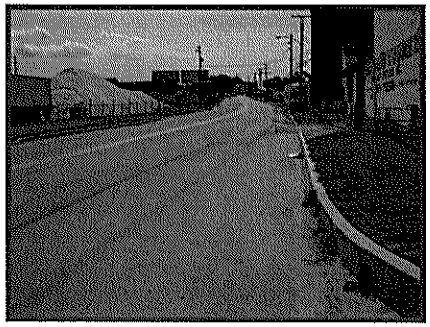
- Camp Hill Borough
- Lemoyne Borough
- Wormleysburg Borough

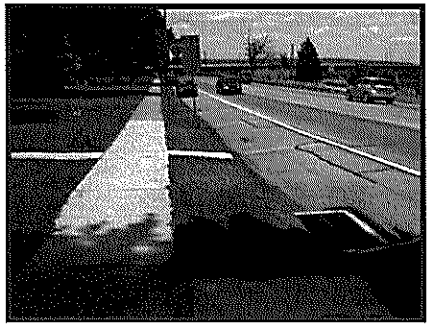
Stakeholders and Partners:

- Borough Council
- Planning Commission
- West Shore Collaborative Task Force
- Neighborhood Association and Residents
- Cumberland County Planning Commission
- PADEP

B.6 Community Facilities

B.6.g Key Strategy: Address areas experiencing stormwater runoff and flooding problems through a comprehensive stormwater and flood management program.



Summary:

The federal Clean Water Act regulates discharges into waterways through National Pollutant Discharge Elimination System (NPDES) permits. Under the federal NPDES Phase II regulations, each borough must apply for a Municipal Separate Stormwater Sewer System (MS4) permit. The permit application requires the boroughs to implement a stormwater program that includes public education and participation, illicit discharge detection and elimination, construction site stormwater runoff control, post-construction stormwater management in new development and redevelopment, and pollution prevention for municipal operations maintenance. Lemoyne Borough has completed its MS4 obligations.

General Considerations:

- **MS4 Programs** should be prepared for Camp Hill and Wormleysburg Boroughs. To expedite the process and increase efficiencies, Camp Hill and Wormleysburg Boroughs should pattern their programs after Lemoyne Borough's MS4 program.
- **Localized street flooding** should be systematically mitigated though a coordinated effort of the three boroughs, neighboring municipalities, and PennDOT. The boroughs have identified 17 road segments that experience frequent and problematic street flooding. These locations are listed below.

General and/or Specific Location(s):

- ***Camp Hill***
  - 2000 Block of Market Street
  - 3100 Block of Market Street
  - Market Street at 33rd Street
  - South 32nd Street at Bramar Road
  - State Street and Schaffer Alley between 15th and 16th Streets
  - Creek Road
- ***Lemoyne***
  - 800 Block of Peach Road
  - Hummel Avenue at 9th Street
  - 1200 Block of Hummel Road
  - Hummel Avenue at 10th Street
  - Market Street at 10th Street
  - Market Street at 12th Street
  - Arnold Street at Oak Street
- ***Wormleysburg***
  - 300 Block of North Front Street
  - 500 Block of North 2nd Street
  - Spur 770 at North 2nd Street
  - 500 Block of River Street

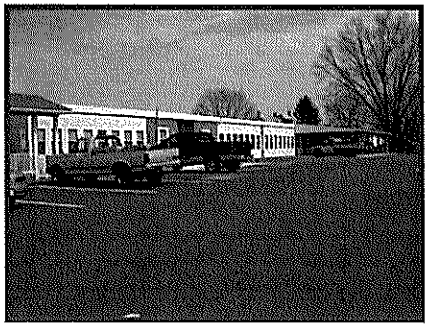
Stakeholders and Partners:

- Borough Council
- Planning Commission
- Public Works Department
- Highway Department
- Neighborhood Association and Residents
- Adjacent Municipalities
- PennDOT
- PADEP

B.6 Community Facilities

B.6.hKey Strategy: Identify opportunities for the public works departments to undertake more cooperative initiatives both within and outside the IWS Region.






Summary:

Pubic works departments are responsible for the management, coordination, and maintenance of a community's infrastructure and facilities. These departments are charged with a large spectrum of duties that may include road maintenance and construction, park maintenance, municipal building maintenance, graffiti removal, traffic control signal and sign maintenance, street wastewater sewer maintenance, street tree trimming and removal, sidewalk repair, curb and gutter repair, street sweeping, and storm drain cleaning. Without these services being provided on a daily basis by pubic works, community infrastructure and facilities would rapidly fall into a state of disrepair, making neighborhoods unsafe, unhealthy, and aesthetically displeasing.

The necessary resources available to public works in accomplishing its duties sometimes falls short in the areas of manpower and specialized equipment. A possible solution to this shortfall is for public works and highway department directors to consult with each other during the boroughs' annual budget process about planned projects and equipment purchases for the upcoming year. The consultation is also of benefit when unexpected projects arise during the fiscal year.

General Considerations:

- **Synchronize improvement project schedules** with neighboring municipalities and PennDOT to avoid unnecessary construction costs and commuter inconveniences. Consideration can be given to coordinating road repair among the boroughs and with utility companies needing to maintain or upgrade infrastructure under borough streets.

- **Cooperatively purchase and/or use** of specialized equipment. Economies of scale can be achieved when neighboring public works and highway departments can formalize a program and process for the purchase and use of equipment for mutual benefit.

General and/or Specific Location(s):

- Camp Hill Borough
- Lemoyne Borough
- Wormleysburg Borough

Stakeholders and Partners:

- Borough Council
- Planning Commission
- Public Works Department
- Highway Department
- West Shore Collaborative Task Force
- Adjacent Municipalities
- Neighborhood Association and Residents
- PennDOT

B.6 Community Facilities

B.6.i Key Strategy: Explore opportunities for joint solid waste and recycling programs within the IWS Region.







Summary:

Under Act 101, the Municipal Waste Planning, Recycling, and Waste Reduction Act, municipalities are responsible for providing solid waste and recycling services to their residents. Per Act 101, Camp Hill Borough is required to have a curbside recycling program, while Lemoyne and Wormleysburg Boroughs voluntarily offer curbside recycling to their residents. The types of recycled materials are aluminum, steel, glass, plastics (#1 and #2), and newsprint including paper, magazines, and junk mail. The goal of solid waste and recycling programs is to reduce the amount of solid waste that is discarded by removing the maximum amount of reusable waste materials through recycling.

Presently, each borough contracts independently with Penn Waste Inc. for residential refuse collection and disposal as well as curbside recycling. Increased solid waste services and cost savings could be realized if the boroughs consider jointly putting their solid waste and recycling service needs out to bid under one contract.

General Considerations:

- **A joint municipal solid waste and recycling contract** should be considered to reduce costs and increase services. In combining forces, the boroughs may enjoy a stronger position when negotiating with solid waste providers for desired services within a defined budget. Consideration may be given to increasing container size to facilitate increased recycling throughout the region.

- **Recycling educational efforts** for residents should be expanded, with special attention on Lemoyne and Wormleysburg Boroughs' volunteer program. Educational materials or articles included in municipal mailings, newsletters, websites, and newspapers are proven methods of elevating a community's awareness about benefits of recycling.

General and/or Specific Location(s):

- Camp Hill Borough
- Lemoyne Borough
- Wormleysburg Borough

Stakeholders and Partners:

- Borough Council
- Planning Commission
- West Shore Collaborative Task Force
- Neighborhood Association and Residents
- Penn Waste Inc.

B.7 Economic Development

Introduction

The Economic Development Plan element includes a set of themes, principles, key strategies, and standards relating to economic development within the IWS region. This plan component details a series of specific key strategies, including various policies, partnerships, projects, and programs to be pursued at the regional level but which may also be implemented at the individual municipal level as appropriate. It should be noted that there are specific economic development and restructuring strategies identified in the Downtown Plan Element. Although there have been specific key strategies set forth for revitalizing the business climate in the borough's downtown or central business district areas, those key strategies should be reviewed and coordinated when pursuing any of these general economic development strategies in this plan element. Region-wide key strategies include opportunities for supporting and retaining existing businesses and attracting new and diversified businesses through developing a specific regional economic development strategy for the three boroughs. Items that the strategies should address include cultivating public, private, and professional relationships and partnerships for a sustainable business climate; identifying core business clusters; developing service and infrastructure improvement projects, providing financial and non-financial incentives; participating in existing workforce related programs to support existing business retention and expansion and attracting new businesses; and marketing the region and individual boroughs as a cultural, tourist, and commercial destination and "Gateway to the West Shore".

Imagine West Shore Regional Economic Development Themes

Regional economic development themes for the IWS region/community include:

- Redevelopment is inconsistent
- Rising taxes and lack of tax base growth
- Restaurant Row is good
- Low unemployment
- Attractive redevelopment opportunities
- Economic subcommittee is doing a good job
- Competition exists between communities to attract businesses
- Quality vs. quantity of businesses
- Retention of existing businesses and recruitment of new businesses via incentives, programs, and services helping business owners
- Limited funding opportunities
- Lack of parking to support future business growth
- Too many important buildings are being torn down for parking lots, which results in a loss of tax revenue
- Regional partnerships, especially in marketing and promotion

- Zoning and SALDO, and codes should allow infill and redevelopment in a consistent and compatible manner with existing development but "friendly" to desired businesses
- Wi-Fi and other telecommunication improvements
- Need to provide appropriate downtown living, working, and shopping opportunities
- Community specific downtown niches
    - Camp Hill – Restaurants, shopping, antiques and art
    - Lemoyne – Music
    - Wormleysburg – River, recreation, and restaurants
- Diversity of "appropriate" businesses and other uses to serve residents and tourists
- Capitalize on and coordinate existing downtown revitalization efforts
- Traffic congestion and lack of parking causes visitors to avoid the area
- Lack of land to expand geographically
- Good building stock for redevelopment
- Tourism
- Aging infrastructure, lack of funding, and deferred maintenance are important concerns
- Higher rental occupancy rates versus owner occupied housing rates
- Higher vacancy rates
- Small town atmosphere
- High quality of life
- Sense of community pride and stewardship
- Community and neighborhood aesthetics and attractiveness.
- Clean, safe and green neighborhoods
- Established, walkable neighborhoods
- Housing affordability
- Diversity of housing
- Seen as "bedroom communities" – easy commutes.

Overall Planning Principles and MPC provisions relating to economic development for the Imagine West Shore Region:

1. The Pennsylvania Municipalities Planning Code (MPC) provides that:

   Communities must provide a statement of the interrelationships among the various plan components, which may include an estimate of the environmental, energy conservation, fiscal, economic development and social consequences on the municipality.

2. Economic development refers to a "qualitative change, which entails changes in the structure of the economy, including innovations in institutions, behavior, and technology." (Bearse and Vaughan, EDA Report) Economic development allows an economy to increase its effectiveness and productivity, enabling more outputs with fewer inputs over time. The measures of success for both community and economic development have to do with such things as effective utilization of scarce natural resources, reduction and prevention of pollution, material improvements such as income and opportunities for personal

growth, and the overall sense of safety and well-being experienced by *all* the inhabitants of a place.

3. Sound economic development policies must be compatible with protecting environmental assets while providing earnings from jobs, revenue and tax base needed for further investments in education, services, amenities, infrastructure and quality of life.

4. Economic development and broader community development goals and strategies should strive toward an integration of local and regional planning initiatives to incorporate different viewpoints and strategically piece together components of multiple efforts and resources. This calls for capacity building across a wide spectrum of participants, building and supporting cooperative relationships.

5. Additional planning principles coming out of the *Ahwahnee Principles for Economic Development* offer that community prosperity will be based on creating and maintaining a sustainable standard of living and a high quality of life for all. While each community and region has unique challenges and opportunities, the following common principles – embracing economic, social, and environmental responsibility – can guide an integrated approach by all sectors to promoting economic vitality within their communities, and in collaboration with their neighbors in the larger region.

    a. Integrated Approach: Government, business, education, and the community should work together to create a vibrant local/regional economy, through a long-term investment strategy that:

        i. encourages local/regional enterprise;
        ii. serves the needs of local/regional residents, workers, and businesses;
        iii. promotes stable employment and revenues by building on local/regional competitive advantages;
        iv. protects the natural environment;
        v. increases social equity; and,
        vi. is capable of succeeding in the global marketplace.

    b. Vision and Inclusion: Communities and regions need a vision and strategy for economic development. Visioning, planning and implementation efforts should continually involve all sectors, including the voluntary civic sector and those traditionally left out of the public planning process.

    c. Poverty Reduction: Local/regional economic development efforts should be targeted to reducing poverty, promoting jobs that match the skills of existing residents, improving the skills of low-income individuals, addressing the needs of families moving off welfare, and insuring the availability in all communities of quality affordable child care, transportation, and housing.

    d. Local Focus: Because each community's most valuable assets are the ones they already have and existing businesses are already contributing to their home communities, economic development efforts should give first priority to supporting existing enterprises as the best source of business expansion and local/regional job growth. Luring businesses away from neighboring communities is a zero-sum game that doesn't create new wealth in the regional economy. Community economic development should focus instead on promoting local entrepreneurship to build locally based industries and businesses that can succeed among national and international competitors.

    e. Business Clusters: Communities and regions should identify specific gaps and niches their economies

can fill and promote a diversified range of specialized business clusters, drawing on local advantages to serve local/regional and international markets.

f. Wired Communities: Communities should use and invest in technology that supports the ability of local enterprises to succeed, improves civic life, and provides open access to information and resources.

g. Long-Term Investment: Evaluate publicly supported economic development programs, investments, and subsidies on their long-term benefits and community-wide impacts, not on short-term job or revenue increases. Public investments and subsidies should be equitable and targeted, support environmental and social goals, and prioritize infrastructure and supportive services that promote the vitality of all local/regional enterprises instead of individual firms.

h. Human Investment: Because human resources are so valuable in the information age, communities should provide life-long skills and learning opportunities by investing in excellent schools, post-secondary institutions, and opportunities for continuous education and training available to all.

i. Environmental Responsibility: Communities should support and pursue economic development that maintains or improves, not harms, the environmental and public health.

j. Corporate Responsibility: Enterprises should work as civic partners, contributing to the communities and regions where they operate, protecting the natural environment, and providing workers with good pay, benefits, opportunities for upward mobility, and a healthful work environment.

k. Compact Development: To minimize economic, social, and environmental costs and efficiently use resources and infrastructure, the maintenance, rehabilitation, reuse and reasonable expansion of existing buildings and land should be encouraged and supported, as well as new development should take place in the form of infill/redevelopment in areas previously developed, before expanding onto lands previously undeveloped .

l. Livable Communities: To protect the natural environment and increase quality of life, neighborhoods, communities and regions should have compact, multi-dimensional land use patterns that ensure a mix of uses, minimize the impact of cars, and promote walking, bicycling, and transit access to employment, education, recreation, entertainment, shopping, and services. Economic development and transportation investments should reinforce these land use patterns, and the ability to move people and goods by non-automobile alternatives wherever possible.

m. Center Focus: Communities should have an appropriately scaled and economically healthy center focus. At the community level, a wide range of commercial, residential, cultural, civic, and recreational uses should be located in the town center or downtown. At the neighborhood level, neighborhood centers should contain local businesses that serve the daily needs of nearby residents. At the regional level, regional facilities should be located in urban centers that are accessible by transit throughout the metropolitan area.

n. Distinctive Communities: Having a distinctive identity will help communities create a quality of life that is attractive for business retention and future residents and private investment. Community economic development efforts should help to create and preserve each community's sense of uniqueness, attractiveness, history, and cultural and social diversity, and include public gathering places and a strong local sense of place.

o. Regional Collaboration: Since business and industry, transportation, land uses, natural resources, and other key elements of a healthy economy are regional in scope, communities and the private sector should cooperate to create regional structures that promote a coherent metropolitan whole that respects local character and identity.

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B.7 Economic Development

B.7.a Key Strategy: Develop a local economic development strategy (EDS) to meet the specific needs of the IWS region.

Summary:

The purpose of a local EDS for the IWS region is to build up the economic capacity of the three-borough area to improve its economic future and the quality of life for all. The development of a local EDS would involve a process by which the local governments, the private sector, the not-for-profit sectors, and the local community could work collectively to create better conditions for economic growth and employment generation. The strategy would aim to enhance competitiveness and thus encourage growth that is inclusive and sustainable. A local EDS is based on an understanding of the existing capacities and strengths of the local economy upon which the region can build future prosperity. The strategy also identifies the main concerns and constraints that will require resolution or contingency planning. While the emphasis is on strategies that lead to increased prosperity for residents and business, there is recognition of the individual roles of the boroughs in the regional, national and global context.

General Considerations / Approach:

- Develop a framework for thinking about what economic development is and should be for the IWS region, and what types of policies will lead most effectively to its achievement.
- Creation of a viable EDS will require a collaborative approach among the boroughs, within the county, and with regional partners.
- Consider a creative and interactive approach that combines a vision-based process with strong stakeholder participation, economic analysis, strategic thinking, and leadership/partnership development to produce a viable EDS.
- Ensure the EDS not only includes economic actions but also connects those actions to other community initiatives, provides a structure for effective implementation, and measures outcomes and impact.
- Development of an EDS may include the following steps:
  - Reviewing existing strategies and policies
  - Reviewing best practices of economic development activities and strategies undertaken elsewhere
  - Analyzing key economic indicators (e.g., taxes, spending, government debt, employment, job/business creation and retention, business sales, household income) and preparing profiles of key sectors (e.g., manufacturing, service, retail, banking and insurance, construction, information), which includes identifying key issues and opportunities
  - Benchmarking analysis of key economic indicators against other regional locations

- Consulting major stakeholders, including workshops undertaken with key industry, business and community service representatives, and individual interviews with a range of major stakeholders
- Analyzing the main issues affecting the potential for economic development
- Preparing the EDS and incorporating:
  - A vision for economic development
  - Strategic objectives to direct the efforts of all stakeholders
  - Action plans, strategic support measures and an implementation framework
- Making recommendations on structural elements of implementation and identifying key performance indicators for monitoring and review

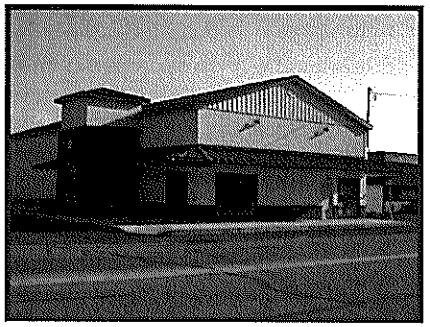
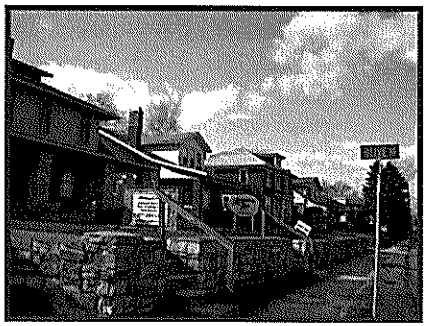
Stakeholders and Partners:

- Borough Council
- West Shore Collaborative
- Revitalization Organizations
- Cumberland County Economic Development
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capitol Region Economic Development Corporation
- Business owners, property owners, and residents

B.7 Economic Development

B.7.b Key Strategy: Support existing local business, with a focus on small business retention, development, and expansion.



Summary:

Locally grown businesses will always be the region's best job creators, so supporting those businesses should be a top priority. Furthermore, keeping an existing business is often easier than recruiting new firms. A well-developed business retention and expansion (BRE) program could help IWS community leaders work together to identify barriers that local businesses face as they try to survive and grow. A successful BRE program should satisfy the following goals: (1) stabilizing or increasing job opportunities; (2) identifying business climate strengths to enhance and weaknesses to address; and (3) creating an environment for local businesses to succeed and the community to prosper.

General Considerations:

- Each community is unique in terms of types of business and their business climate. Some variations may be necessary in the type of retention and expansion program used. Nevertheless, there are some program objectives that apply to all communities. They are:
  - Establish a pro-business attitude
  - Build an effective communication system between employers and community leaders
  - Clarify the contribution these firms make to the local economy
  - Identify the business climate strengths and weaknesses

- Detect as early as possible business expansion, contraction and closure plans which have a community wide impact

- Retention programs can be challenging to implement. As "one of the best kept secrets in economic development," retention and expansion efforts often do not get the same attention as recruiting a company to the community; however, the short-term and long-term effect will usually have a greater overall impact. The direct benefits of a BRE program can eliminate potential lost jobs and the detrimental effect of the lost payroll from those jobs. As well, retained businesses may have greater potential for expansion, and employees from retained companies are ideal candidates for start-up businesses.
- One method that could be used to achieve the goals and objectives of a BRE program is to implement a business calling program and/or visitation system through a local BRE team.
- A key ingredient to forming a BRE team is having respected community leaders who are willing to serve, take an active part, and make a long-term commitment. Once a BRE team is in place, they will develop and follow a process for interviewing local businesses to determine problems or concerns, plans or potential for expansion, and the unique needs of the firm.
- While many retention and expansion programs are often used only with the larger firms of a community, small firms have a high potential for generating jobs. It is important that the BRE program offers the small firms the same services it offers to larger firms.
- To avoid letting entrepreneurs take their business development ideas elsewhere (or worse yet, not doing anything) the BRE program might want to co-sponsor a series of educational opportunities with the Small Business Administration in partnership with the local/regional economic development providers and/or with a local institution of higher education.
- Young or new firms often have problems in raising venture capital. The BRE team should become familiar with available funding resources and develop connections to federal agencies, state development agencies, regional economic development providers, and local bankers. Understanding that most entrepreneurs are independent and will try to finance their start-up business by personal means rather than seek community assistance, the BRE Team should be prepared to provide assistance with the management, financing, or marketing aspects of operating a business.

Stakeholders and Partners:

- Cumberland County Economic Development
- Cumberland County Housing and Redevelopment Authority
- Pennsylvania Downtown Center
- West Shore Collaborative
- Revitalization Organizations
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber / CREDC
- Business and community leaders

B.7 Economic Development

B.7.c Key Strategy: Provide public parking in support of business creation, retention and expansion by means that meet the needs of the existing communities, while not detracting from the function or character of those communities or the overall IWS region.

Summary:

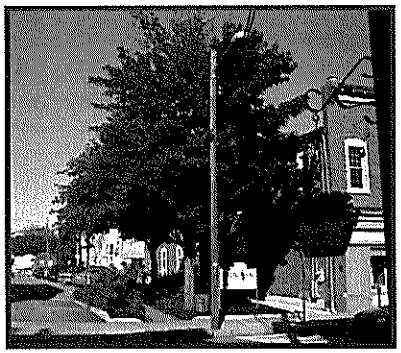
There is power in parking. Undoubtedly, the ability to provide growing or prospective businesses with adequate parking puts a community that wants to attract economic development in a position of power. Easy accessibility, high visibility, a sense of personal security, and adequate, convenient parking are all preconditions for successful business districts. Parking, however, is arguably the most important requirement within this list because today's consumers, conditioned by their suburban shopping experience, expect nothing less than a guaranteed space close to their destination.

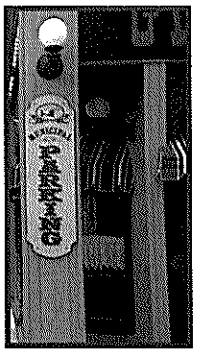
General Considerations:

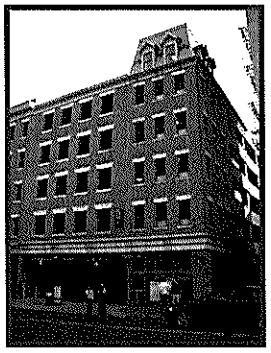
- Meeting existing and future parking needs will require creative and collaborative solutions as well as an understanding that parking needs will change over time. If a community improves its transit service, parking needs may decline. On the other hand, the introduction of new anchor businesses or an increase in the critical mass of retail in a particular area can act to increase the need for additional parking.
- Understand the correlation between on-street parking and commercial district viability. Especially critical is the need for convenience and "stop-and-go" retailers, such as coffee shops and dry cleaners, to have accessible and available on-street parking.
- Design metered parking in a way that encourages people to use it. Establish and enforce reasonable time limits to enable good turnover.
- Off-street parking should be visible from the main thoroughfares—but not overshadow the landscape/viewshed, break up the commercial district, or be located farther than one block from the critical mass of stores.
- Strive for user-friendly parking, including clear directional signage and designs that engenders a feeling of personal security and comfort.
- Minimize the use of surface lots and incorporate innovative parking design where possible. For example, parking should be provided behind a building or in the interior or blocks or within structures above or below existing businesses and buildings. Innovative design is especially critical in dense commercial areas.
- Plan for and accommodate shared parking where possible.
- Remember to plan and provide for bicycle parking.
- See also Key Strategy B.2.F of the Downtown Element.

Stakeholders and Partners:

- Borough Council
- Revitalization Organization
- Pennsylvania Downtown Center
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Business owners, property owners, and residents



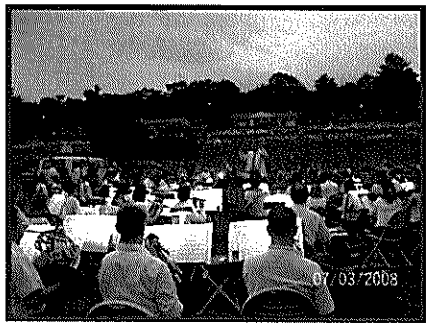



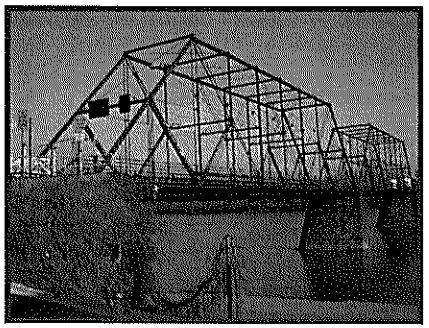
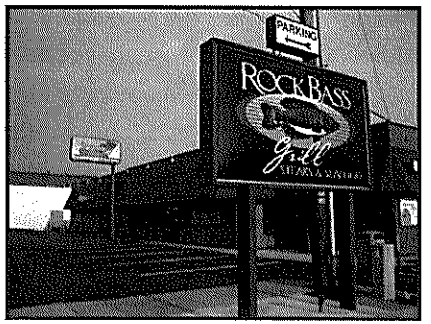

Imagine West Shore represents a collaborative planning effort among Camp Hill, Lemoyne, and Wormleysburg to build upon our location, promote our diversity, and encourage opportunities for revitalization to realize our vision of serving as the gateway to the West Shore.

B.7 Economic Development

B.7.d Key Strategy: Market the IWS region as a cultural, tourist, and commercial destination.





Summary:

The IWS region features good concentrations of commercial activities (largely residing within intact traditional downtown cores) and an assortment of cultural and historic venues. As part of an overall EDS, the region should capitalize on these assets (e.g., River Walk and Farmers Market) by marketing the West Shore as both a commercial and cultural tourism destination. One generally accepted cultural tourism definition reads: "*Visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, scientific or lifestyle/heritage offerings of a community, region, group or institution*[1]." The prevalence of cultural tourism is influenced by several marketplace trends, including, (1) rising education levels, (2) aging population, and, (3) increasing economic and decision-making role of women. A focus on this region as a destination for shopping as well as cultural attractions provides an opportunity for economic development through showcasing the region's historic, heritage and natural assets. Additionally, economic development occurs by capturing some of the existing market that is already travelling to this and neighboring regions of the Commonwealth. Also, it will be important to consider cultural tourism and commercial destination marketing efforts in the context of expectations held by the visitor. For example, cultural tourism involves creating a desire for and expectation of *experiences* rather than objects, *authenticity* rather than manufactured attractions, and invoking individuals' desires to contribute to a *sustainable environment*.

[1] Ted Silberberg, Cultural tourism and business opportunities for museums and heritage sites; Tourism Management Volume 16, Issue 5, August 1995

General Considerations:

- **Short-term**
  - Identify existing venues and activities within the region that may interest visitors:
    - Festivals or fairs (music, dance, comedy, visual arts, multi-arts and heritage)
    - Performing arts or concerts (theater, opera, ballet, classical and contemporary music)
    - Museums or art galleries
    - Historic or heritage buildings, sites, monuments
    - Art or craft workshops or studios
    - Shopping and dining districts
  - Seek strong support and leadership from key elected officials, business leaders, cultural organizations, and county or regional business organizations.
  - Develop an understanding of current and projected trends that may help the region maximize the power of tourism:
    - A dramatic increase in short, get-away trips, which means that people are trying to pack more activities into more frequent trips of shorter duration. Convenience and quality are key.
    - While the aging baby-boomer market is still critical, the younger "Gen-X and Gen-Y" market is impacting tourism. They are independent travelers, mobile, highly educated and looking for authenticity and adventure.
    - People are searching for meaning and many find meaning in nature, heritage and culture. This is one of the key things that differentiate cultural and heritage-based activities from "theme park" type activities.
    - Concern about the environment among more educated people means that cultural tourists expect and demand the tourism industry to contribute to the overall sustainability of communities and the natural environment.
  - Develop and project an appealing and distinctive image drawn from what makes the West Shore unique or special, to successfully compete with other destinations.

- **Mid-term**
  - Facilitate the growth and development of the arts and cultural sector of the region's economy with an understanding of how arts organizations can serve as a local economic generator. Build the capacity of arts councils and arts groups to operate independently as an economic force.
  - Encourage collaboration among the business community, tourism groups, and arts groups to attract investment in the arts from private sector resources.

- Harness the power of the internet for marketing the region. It is crucial that the downtowns as well as heritage and cultural players have good Web sites with links to the regional and state tourism Web sites.

- **Long-term**
  - Develop well-coordinated, cooperative efforts involving such things as the marketing of a group of regional sites and museums, a standard set of brochures or themed publications.
  - Ensure the development and maintenance of accurate, high quality information for visitors to be aware of the region's tourism and shopping opportunities.
  - Investigate strategic partnerships and destination packaging opportunities among cultural and non-cultural products. Examples of this might be packaging based on the day of the week, such as a weekend package where a resort or camping grounds include free or discounted tickets to cultural attractions or events. This type of cross-marketing strategy will allow the region to maximize the high-end benefits of cultural tourism without incurring huge marketing costs.

Stakeholders and Partners:

- Revitalization Organization
- West Shore Collaborative
- Historic, Arts, and/or Cultural Organizations
- Cumberland County Economic Development
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capitol Region Economic Development Corporation
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Business and Community Leaders

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B.7 Economic Development

B.7.e Key Strategy: Develop incentives to attract new diversified businesses and bring economic investment to the IWS region.

Summary:

The most effective methods to promote economic development and attract new businesses to a region are widely debated. Some advocate targeted tax breaks, government subsidies, and other incentive policies, while others say that low overall taxes, reasonable regulations, and good public services are the right approach. What is not debated is that community and economic development does not often, if ever, happen spontaneously. In many communities, the market conditions that have led to real or perceived decline are still in place, and it will take commitment by the public sector in partnership with private stakeholders to address negative influences before sustainable economic growth will occur. Communities have powerful financial and regulatory tools to attract desired businesses and investment. Some tools are "carrots" that can help to create a positive business and investment climate and others are "sticks," which are usually employed when the carrots are not effective Communities and regions need to understand what tools they have and possess the political will and leadership to use them to effect positive economic growth and development for their community.

General Considerations:

- **Short-term**
  - Promote a positive climate for business attraction and economic development investment.
  - Ensure that complete and consistent information is available for businesses at borough and county offices.
  - Research and understand what incentives (public regulatory, financial and non-financial) and other tools exist for use within the boroughs and region.
    - Financial incentives can be quantitatively measured in terms of recurring and non-recurring cost reductions. These include but are not limited to cash, tax abatements, credits, subsidized loans, land, in-kind services, training, credit enhancements, bonds, and others.
    - Non-financial incentives are a bit more difficult to measure but are considered of benefit nonetheless. These include geography, leadership, business climate, economic stability, quality of life, natural environment factors, and many others.
  - Cultivate strong relationships with local banks and other financial institutions, non-profit organizations, and the local/regional economic development network. Use those relationships to secure the best deals for the region's economic development projects.

- **Mid-term**
  - Show commitment to reducing the roadblocks and paperwork that stand in the way of private investment projects. Consider the implementation of a streamlined permitting process. Work with county and regional planning agencies to develop a coordinated and concurrent review process to expedite the regulatory permitting and land development process.
  - Investigate the use of a regional business incubator for entrepreneurial development, attraction of small business start ups and general economic investment. As part of a planned EDS, incubators can increase the number of local businesses, diversify the local economy, and lay the groundwork to support the region's three commercial and industrial districts.

- **Ongoing / Long-term**
  - Develop, implement and maintain a system to work with existing and new companies to ensure that they take advantage of the many existing programs that can save time and money. Maintain reliable connections to the county, regional and state economic development network for the benefit of this assistance.

Stakeholders and Partners:

- Borough Council
- West Shore Collaborative
- Revitalization Organization
- Cumberland County Planning Commission
- Cumberland County Housing and Redevelopment Authority
- Cumberland County Economic Development
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capitol Region Economic Development Corporation
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center

B.7 Economic Development

B.7.f Key Strategy: Create and maintain a database of sites in the IWS region for business development opportunities.









Summary:

Information is key to successful economic development. This is especially true when it comes to understanding the inventory of land and buildings available for business attraction, expansion and development. The development of a site database to assist in business attraction activities can be a very involved process. If the goal is a real-time, on-line economic development/GIS-enhanced site selection engine, the effort will require not only considerable upfront investment but also long-term resources toward the maintenance of the system to ensure complete, consistent and current site information.

General Considerations:

- Investigate partnership opportunities with both Cumberland County Economic Development and the Commonwealth of Pennsylvania (PA SiteSearch) or Capital Region Economic Development Corporation (CREDC) for the inclusion within their existing site location technology / capabilities.
- As noted in the Downtown Plan, consider developing a database for a defined geographical area of each borough (e.g. the downtown districts).
- Work with property owners to prepare existing vacant sites for new occupancy.
- Study each existing site, identify site constraints and opportunities, and work to generate confidence about the development process (e.g. infrastructure needed, zoning, environmental studies) for potential businesses.

Stakeholders and Partners:

- Borough Council
- Revitalization Organization
- West Shore Collaborative
- West Shore Chamber of Commerce
- Cumberland County Economic Development
- Harrisburg Regional Chamber
- Capital Region Economic Development Corporation
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center
- Cumberland County Housing and Redevelopment Authority
- Property owners

B.7 Economic Development

B.7.g Key Strategy: Participate in workforce development opportunities.

Summary:

Workforce development is an essential component of community and economic development. With effective implementation, it can lead the region to the creation and retention of a viable workforce, one that can support current and future business and industry. Today's global economy has created the need for a workforce with strong academic, workplace, and technical skills. Cumberland County and the Commonwealth of PA have a well developed and active network of workforce development partner organizations. The IWS region should become familiar with and actively participate in this network to benefit both businesses and residents seeking employment or training. By taking advantage of available resources, the boroughs will be able to help their residents acquire the education and training necessary to secure good-paying jobs. Moreover, the region will benefit from a focus on establishing a workforce development culture that's efficient and responsive to both worker and employer needs.

General Considerations:

- Educate local community and business leaders about the network of workforce development organizations and professionals in Cumberland County and the larger Capital Region.
- Increase the capacity of local leaders, organizations, and schools to utilize the existing workforce development system toward creating, recruiting, and retaining businesses and industries.
- As part of the overall EDS, identify key stakeholders and work regionally to determine existing and needed community assets to solve workforce-related problems.
- Develop a system to easily connect residents to the workforce development system to strengthen their capacity to (a) secure employment, (b) re-enter the workforce, and (c) remain employed.
- Support the efforts of schools and businesses as they work together to provide career exploration opportunities for young people preparing to enter the workforce.

Stakeholders and Partners:

- Borough Council
- West Shore Collaborative
- Revitalization Organization
- Cumberland County Economic Development
- Cumberland County CareerLink

- Cumberland County Young Professionals
- South Central Workforce Investment Board (WIB),
- Junior Achievement of South Central Pennsylvania (JASCPA)
- Pennsylvania Department of Community and Economic Development
- Cumberland County Housing and Redevelopment Authority
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capital Region Economic Development Corporation
- School District and all other educational institutions (including adult education and literacy providers)
- Residents

B.7 Economic Development

B.7.h Key Strategy: Actively pursue public-private partnerships (PPPs) during the development process to fund infrastructure improvements.

Summary:

Traditionally, local governments have had two main options for financing their infrastructure needs: 1.) pay-as-you-go financing and 2.) debt financing (also known as public bonding). With pay-as-you-go financing, government accumulates revenues sufficient to pay for the new infrastructure before beginning construction (or as construction occurs, thereby lengthening the construction period). Given the challenges associated with generating such savings and securing approvals (from multiple regulatory agencies), there can be considerable lag between the time identifying an infrastructure need and actually implementing the solution. Public bonding (obtaining a loan to pay for infrastructure), on the other hand, allows infrastructure needs to be met when sufficient public funds aren't immediately available. Each option comes with its own set of pros and cons.

Over the last decade or so, private-sector financing through PPPs has become increasingly popular around the world as a way of procuring and maintaining public-sector infrastructure. PPPs have been used in sectors such as transportation (roads, bridges, tunnels, railways, ports, airports), social infrastructure (hospitals, schools, prisons, social housing), public utilities (water supply, waste water treatment, waste disposal), government offices and other accommodation, and other services (communications networks or defense equipment). These more formalized partnerships are long-term contractual agreements between a government agency and a private partner for the delivery of goods or services. As partners, each party shares in the potential risks and rewards inherent in the delivery of the goods or service, including financial risks and responsibilities and quality assurances for the taxpayer. PPPs are not privatizations because the government entity involved in the agreement retains control and ownership of the project. PPPs alone are not the total answer; rather, they are *one tool* that states, counties, boroughs, cities, townships and federal agencies have at their disposal for infrastructure delivery. This tool, however, requires careful application because of its inherently complex structure.

General Considerations:

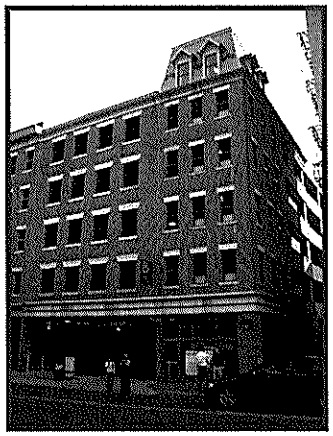
- There are a variety of ways that the public sector can engage and partner with the private sector to achieve community and economic development goals. In the case of redevelopment opportunities for the IWS region, the government and community leaders should both be open to and actively pursuing partnerships with developers and investors. These partnerships will allow the community to take advantage of state and/or federal funding resources to leverage the private investment of a redevelopment project toward related infrastructure projects. Local leaders can also partner with existing businesses undertaking expansion projects to secure funding assistance for related infrastructure improvements (e.g. sewer, stormwater, and transportation).

- In the longer term, leaders from the region can learn more about the emerging financing opportunities of PPPs and work to build their capacity to execute and manage these innovative infrastructure solutions.

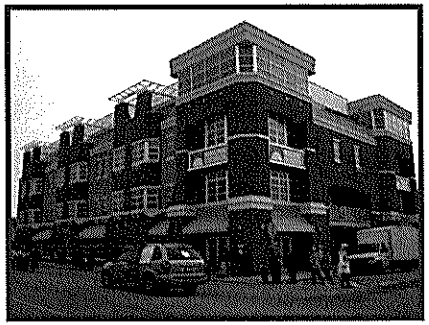
Stakeholders and Partners:

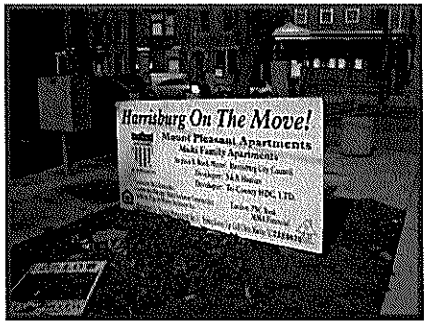
- Borough Council
- Revitalization Organization
- West Shore Collaborative
- Pennsylvania Department of Community and Economic Development
- Cumberland County Economic Development
- Cumberland County Housing and Redevelopment Authority
- Capital Region Economic Development Corporation
- Banks and Lending Institutions
- Business owners, Property owners
-

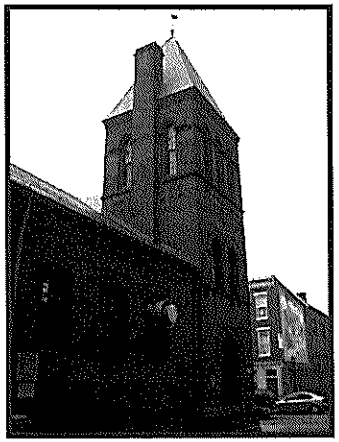












B.7 Economic Development

B.7.i Key Strategy: Cultivate relationships with the economic development professionals within Cumberland County and the greater region.

Summary:

Increasingly, regions are emerging as the principal unit of economic competition and strategy in America. The real economy is not bound by conventional government jurisdictions; rather, production, consumption, communication and commerce flow across borough, county and state lines. Regional and local development practitioners and institutions have an important role to play in framing the economic futures of their regions and ensuring that economic benefits are truly inclusive. Cumberland County and the larger Capital Region of Pennsylvania have a well-developed and high capacity network of economic development professionals in place to assist sub-regional community and economic development efforts like IWS.

General Considerations:

- Align the community and economic development goals and strategies of the IWS region with the goals set forth in the county's economic development plan.
- Become an active and visible partner in economic development at the county, regional and state level.
- Communicate the project and programming needs of IWS efforts to the economic development professionals and work to secure their active participation and assistance throughout implementation.

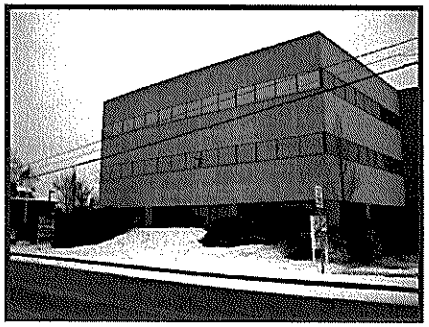
Stakeholders and Partners:

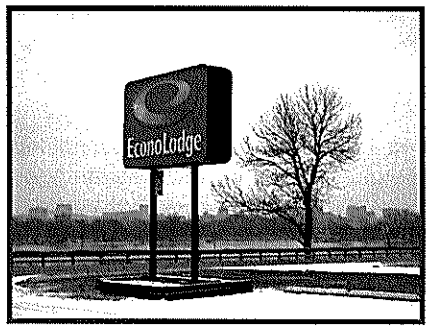
- Borough Council
- West Shore Collaborative
- Revitalization Organizations & Local Chambers of Commerce
- Cumberland County Economic Development
- Cumberland County Housing and Redevelopment Authority
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capital Region Economic Development Corporation
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Downtown Center

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B.7 Economic Development

B.7.j Key Strategy: Identify, promote, and strengthen the core business sectors (clusters) within the Imagine West Shore region, based on the 2004 Cumberland County Economic Development Performance Management Plan.





Summary:

In 2004 the Cumberland County Economic Development Council (CCEDC) developed a comprehensive and aggressive program of work that provides "targeted services to specific core industry sectors that are uniquely critical to the Cumberland County economy." CCEDC has created specific programs and services to target to the following core industry sectors, which they divided into three groupings:

Group 1: Protect/Revitalize/ Strengthen

- Agribusiness
- Advanced Manufacturing
- Community Institutions
- Technology Solutions

Group 2: Enhance/Develop

- Healthcare
- Travel and Tourism

Group 3: Leverage/Integrate

- Transportation and Logistics
- Business Services

An industry cluster is a group of companies that relies on an active set of relationships among themselves for efficiency ad competitiveness. These relationships fall into three categories: 1.) Buyer-Supplier Relationships, 2.) Competitor and Collaborator Relationships, and 3.) Shared Resource Relationships. The common factor in all these relationships is the premise that such relationships benefit from geographical proximity. The idea is that the relationship is stronger if the distances separating participants in the cluster are as short as possible. The use of industry clusters readily

captures the economic relationships among specific industry sectors. This can be a rich source of information about regional dynamics – far more so than the past use of the Standard Industrial Classification (SIC, now called North American Industrial Classification System) system. The use of industry cluster information can be a powerful tool for analysis, policy development, and regional organization and implementation to increase the effectiveness of economic development strategies.

General Considerations:

The concept of industry clusters supports achievement of a variety of economic development goals. The IWS region will need to commit resources to understanding the county's industry cluster framework and its relation to that system. Potential applications of industry clustering and their benefits for economic development can be categorized in terms of their time horizon.

- **Short-term (Attraction Efforts)**
  - Balanced with strategies to retain and expand existing industry, develop a business attraction and recruitment campaign using the county's framework to highlight the comparative advantages the IWS region can offer industry cluster target businesses that could re-locate to the region.
- **Mid-term (Development Strategies)**
  - Over a longer period, the region can strengthen its economy and create new employment opportunities by helping new companies to become established, either to fill gaps in existing industry clusters or to extend the existing industry clusters into new markets.
- **Long-term (Economic Development Goals)**
  - Over a long period (decades), the region can work to shape a completely new set of industry clusters and can significantly change its economic base (think Silicon Valley or the Research Triangle). The IWS region would begin this long-term endeavor within the existing clusters and then work to develop high-functioning collaborations of government and industry to assess the current situation, define goals and achieve implementation.

Stakeholders and Partners:

- Borough Council
- West Shore Collaborative
- Revitalization Organizations and Local Chambers of Commerce
- Cumberland County Economic Development
- Cumberland County Housing and Redevelopment Authority
- West Shore Chamber of Commerce
- Harrisburg Regional Chamber
- Capital Region Economic Development Corporation
- Pennsylvania Department of Community and Economic Development

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B.8 Additional Strategies

Introduction

The following table includes a set of additional strategies that the three boroughs reviewed and considered during the IWS planning process. Please note that although these strategies were determined to be appropriate to address specific and/or general issues within the IWS region, some were developed to address localized issues unique to one community, while others, although important, were not identified as one of the top key priorities (strategies) for the three boroughs to cooperatively undertake immediately or in the near future. Please also note that because the following strategies are listed in this table and not within a specific plan element chapters, this does not preclude any or all of these strategies from being undertaken and implemented locally or regionally, either immediately or in the near future. During subsequent annual reviews of this plan or when other key strategies are implemented, these strategies should be considered before developing new strategies.

Additional Future Land Use / Development Strategies
Amend/update zoning ordinances to reflect to goals, objectives, principles, and strategies of this plan.
Amend/update subdivision and land ordinances to reflect to goals, objectives, principles, and strategies of this plan.
Develop and/or amend/update official map ordinances to reflect to goals, objectives, principles, and strategies of this plan.
Identify special or unique "character" areas/neighborhoods and develop specific standards and guidelines to protect the area/neighborhood by ensuring new infill, replacement, and redevelopment incorporates important design and use characteristics of the area/neighborhood.
Amend/update zoning ordinances to include a standard procedure and set of objective criteria for applicants to demonstrate compliance with when planning commissions and borough councils consider future rezoning requests.
Additional Downtown Strategies
Require all new buildings within the downtown meet minimum safety requirements set forth by the Uniform Construction Code, including fire resistant materials and fire protection systems.
Develop a process to create a coordinated and streamlined land development review and approval for development projects within the downtown.
Install informational kiosks with store location map and promotional brochures.
Work with telecommunication and utility providers to develop Wi-Fi opportunities and ensure reliable high-speed internet service in the downtown.
Develop and maintain a community switchboard of contacts and other relevant information for all community organizations and groups responsible for special events, cultural programming, and entertainment within the IWS region.
Establish and/or enhance strong working relationships with major property owners, business owners, community groups, realtors and government entities to help plan, coordinate, and implement downtown revitalization programs and projects.

Additional Natural, Cultural, and Historic Resources Strategies
Develop a regional approach to promotion and marketing of the IWS region geared towards users of the Susquehanna River.
Develop a system of signage that appropriately marks river access points and lists rules and regulations, as well as permitted uses.
Support cultural diversity and cultural heritage through an annual cultural heritage festival in the region.
Develop the creation of new and/or support existing commissions/boards focusing on natural features within the community, such as environmental advisory councils, shade tree commissions, adult environmental clubs, etc.
Continue to utilize the county's household hazardous waste programs and work with the county to educate residents on the importance of removing harmful substances from the waste stream.
Implement the recommendations provided in the Cedar Run Clean Water Heritage Study.
Convene a meeting with local officials, emergency responders, and water company officials to fully understand roles and responsibilities in case of a hazardous material spill.
Develop a Water Resources Protection Plan.

Additional Transportation Strategies
Conduct a more detailed comprehensive transportation mobility plan.
Pursue developing a traffic signal authority.
Pursue developing alternative routes within the IWS region in concert with ITS improvements/facilities on regional highway and roadway corridors.
Develop a coordinated street name sign program uniquely identifying/differentiating streets within specific boroughs.
Develop a cooperative agreement for a courtesy notification and review of new land development plans considered regional traffic generators.
Support appropriate regional transit options for Corridor One.
Work to reduce the impact of noise from trains within the community
Work the area service providers to promote and improve ridesharing opportunities for businesses and individuals.
Ensure traffic regulations, including speed limits, pedestrian crossings, school zones, and traffic control devices are enforced within the community to promote pedestrian movement.
Develop and/or revise official maps to implement elements of the comprehensive plan.
Incorporate a "connections" policy for new and existing private development and public infrastructure improvements. Ensure school zones and other areas where children congregate including park areas are designed, maintained and enforced in a safe manner.
Upgrade and/or install other transportation signing using PennDOT and Manual on Uniform Traffic Control Devices (MUTCD) Standards.
Increase density along proposed rail and bus lines.
Develop a detailed bike and pedestrian master plan.

Additional Housing and Neighborhoods Strategies
Designate specific properties, blocks, or neighborhoods for targeted cleanup during community cleanup days.
Identify priority areas/neighborhoods within the community targeted for conservation, rehabilitation, and redevelopment opportunities to focus energy and resources for improvement.
Incorporate appropriate home occupation standards for specific and compatible low-customer uses in specific neighborhoods into zoning ordinances.
Incorporate appropriate bed and breakfast standards for specific neighborhoods.
Incorporate appropriate accessory/secondary dwelling unit standards for owner occupied properties in specific neighborhoods into zoning ordinances.
Allow for adaptive reuse of non-residential structures within residential areas for new residential uses.
Develop and/or promote a home improvement educational program for local residents.
Work with the Cumberland County Housing and Redevelopment Authority to educate and promote programs for purchasing, maintaining and rehabilitating housing.
Work with local taxing entities to develop financial incentives to encourage new homeownership and home improvements.
Create or support neighborhood associations and/or crime watch groups to address neighborhood-scale issues, such as planning, safety, property and housing maintenance and neighborhood beautification.
Develop a program to educate and assist owners in the "deconversion" of multi-unit residential conversions.
Review, revise, and incorporate standards into zoning ordinances to allow for accessory apartments above businesses and live/work units within the "downtown central business districts."
Incorporate appropriate ECHO housing or accessory relative care unit standards for owner occupied properties in specific neighborhoods into

Additional Housing and Neighborhoods Strategies
zoning ordinances.
Incorporate appropriate senior housing standards in specific neighborhoods into zoning ordinances.
Develop neighborhood/crime watch programs for specific neighborhood areas of concern.
Consider supporting self-regulations of the residential rental housing market by landlords, property owners, and property managers.
Consider developing educational programs for owners and renters regarding rights and responsibilities.

C. Implementation

C.1 Implementation Summary

As conveyed through its mission statement, the IWS Joint Comprehensive Plan establishes a vision for the future of the boroughs of Camp Hill, Lemoyne, and Wormleysburg. Achieving that vision will require ongoing dialogue and cooperation among many different people and organizations in the region. The IWS Steering Committee guided this important regional comprehensive planning process and determined the most appropriate strategies for addressing important issues.

From the outset, they identified several themes relating to the need for regional cooperation and implementation; most notably, the need for increased coordination of public improvement projects within and among municipalities and the need to get more citizens involved, build capacity, and grow the regional volunteer base. With those directives, the Steering Committee completed their work with a focus toward regional implementation of the plan's many key strategies, while still allowing each borough the ability to implement strategies within their own community.

While the IWS Steering Committee had primary responsibility for the planning process, another group, the West Shore Collaborative Task Force (WSCTF), was tasked with developing an effective organizational system (tentatively called the *West Shore Collaborative*) to get the region on a path to implementation. Task Force representatives from each community met over the course of several months to learn about other successful community and regional implementation systems; discuss viable organizational options for structure, operations, oversight, etc.; and determine a preferred implementation system for pursing and successfully completing larger, more regional types of projects.

Based on their own community knowledge and experience—and most importantly their strong desire to "get moving and working on regional projects"—the WSCTF reached general consensus on the development of a simple system of regional coordinating committees to implement the IWS Joint Comprehensive Plan. Although not as strictly prescribed as a formalized Intergovernmental Cooperation Agreement (ICA), Task Force members concluded that this type of organizational structure will provide a viable framework to establish and cultivate strong working relationships among the three communities. In the immediate term and over the long run, the West Shore Collaborative (WSC or Collaborative), as proposed, can establish a positive track record of implementation. Further, the three boroughs will be in a much better position to investigate a more formalized organization for regional planning, policy development, and project execution.

With the adoption of the IWS Joint Comprehensive Plan, the three communities have the opportunity to finalize the details of this implementation system, secure their respective borough's sign-off on the West Shore Collaborative model, and finally, begin implementation. The Task Force is proposing that the West Shore Collaborative be structured as a committee system with representation from each of the three participating boroughs. Oversight of the organization/implementation system will be provided by a "Regional Coordinating Committee". A series of "Functional Committees" will each be responsible for the implementation of regional initiatives in the following fairly broadly defined areas: Community Infrastructure, Economic Development, and Quality of Life. The Task Force envisions that the functional committees will each take responsibility for fairly broad functional areas. An example of the types of issue/project areas is shown below:

Functional Committees		
Economic Development	**Community Infrastructure**	**Quality of Life**
Downtown Revitalization	Roads	Housing
Commercial / Industrial Redevelopment	Bridges	Public Safety
Workforce Development	Sidewalks	Open Space / Recreation
Historic and Cultural Assets	Water	Municipal Services / Planning / Code Enforcement
	Sewer	Schools
	Stormwater	
	Transit	
	Streetscapes	

The individuals initially appointed by their respective communities to serve on the proposed West Shore Collaborative Coordinating Committee will have the responsibility of prioritizing the key regional strategies identified in the IWS Joint Comprehensive Plan (Section B) and assigning them to one of the functional committees for implementation. The functional committees will then be tasked with undertaking the work of selected high priority regional projects/programs. It will be important that none of the functional committees take on more work than their current level of resources (financial, volunteer, and community partnerships) will allow them to complete successfully.

There is a great deal of work to be done to get the region from the point of agreeing to an organizational structure to actually getting down to business. Cumberland County is committed to partnering with the region. They are working to ensure that these three communities have the resources and assistance needed to bridge the gap between the intense planning process and the creation of a viable and sustainable organization with the capacity to proceed with regional implementation.

To Keep Moving Forward: Focus on Organizational Development

Organizational development is the process through which an organization develops the internal capacity to be the most effective it can be in working towards its mission and sustaining itself over the long term. The individuals representing the three boroughs on the WSC will need to be both motivated to tackle the hard work of organizational development and appreciative of the importance of the connection between achievement of the region's vision and the strengths of the organization.

The proposed WSC will be comprised of a diverse set of components that will define its effectiveness and sustainability over time. In addition to launching the exciting work of implementing regional projects, the boroughs of Camp Hill, Lemoyne, and Wormleysburg must also keep their focus on the overall growth and development of the regional organizational structure. While perhaps not as exciting as rolling up their sleeves to start working on actual projects, these efforts will ensure that the WSC will remain in alignment with the IWS mission and that the Collaborative is set up for success going forward. Moving forward together, these communities will further define and refine the following core components of the WSC organization:

Governance and Structure

The WSC will need to ensure they have a viable organizational structure and policies for decision making. They will need to work toward seamless relationships among committees and borough

elected and appointed officials and staff members, as well as establish clear committee roles and responsibilities, governance systems and structures. Finally, they will benefit greatly from the development of individual committee members' skills and capacity and from planning for leadership development and transitions.

Strategic Thinking and Planning

Using the IWS Joint Comprehensive Plan as their strategic road map, the Collaborative's work will have clear priorities and be able to focus on a reasonable number of regional initiatives and key strategies. Periodically, the organization will need to take stock of their strengths and weaknesses and the environment in which they work in order to (re)set clear goals, objectives, strategies, and tactics. Additionally, the organization should recognize the importance of adapting to change, internally and externally, to keep regional initiatives on track.

Program and Project Development and Implementation

The WSC will need to pay careful attention to identifying desired outcomes, developing appropriate activities, and giving staff and/or volunteers the necessary resources. Likewise, the organization will not remain effective if they do not monitor their results and adapt the program to new information and lessons learned from evaluation.

Evaluation, Learning and Accountability

To be effective, the WSC must be accountable to its constituents, including funders, their own committees, and respective communities. They will need to be active in evaluating their work and learning from success and failure. The organization will need to make a commitment to documenting their work, reporting and communicating in timely and appropriate ways, and aspiring to be transparent to their internal and external publics (**See Model Regional Communication Plan**). Being a learning organization means having the systems in place to evaluate progress and having an organizational culture that is willing to learn and open to change.

Human Resource Management

People are the most valuable resource an organization has. How the Collaborative develops and manages people will be critical to their productivity and success. The organization should strive to develop volunteers that embrace and support the organization's values, vision, and mission. They should also embrace their role in providing individuals with avenues of service and opportunities for personal development that match their skills and interests. Furthermore, the WSC will need to appreciate that their volunteers must take care of themselves and not be overwhelmed or exhausted by the work.

Organizational Culture

Organizational culture includes written and unwritten rules that shape and reflect the way an organization operates. In short, it is how people do the work of the organization. It is the environment in which decisions are made and conflicts are resolved. The management structure, tone, and appearance of publications of the West Shore Collaborative will be true expressions of the organization's culture.

Management Systems and Structures

If organizational culture is the informal, invisible way the organization works, the management systems and structures are the formal and visible ways the Collaborative will complete its work. In effective organizations, these systems and structures are aligned with the organization's vision, values, and mission. They are reviewed and adapted regularly so that they stay responsive to the current needs of the organization. Policies and procedures are documented in writing, as appropriate and understood by the people most affected by them.

Resource Development

Organizations that have all the other core components in place cannot be successful without resources to do the work. To be effective, the WSC must have clear plans for resource development

and the human capacity to implement those plans. Sustainable resource development requires clear understanding of each committee's regional priorities, programs, and financial objectives, as well as a long-range plan and an annual plan for funding.

Model Regional Communication Plan

Introduction / Purpose

As conveyed through the adopted mission statement, the IWS Joint Comprehensive Plan will establish a vision for the future of the participating communities. Achieving that vision will require ongoing dialogue and cooperation among many different people and organizations. When communities expand their planning scale beyond their own borders, the resulting region requires a strong framework to guide their efforts. To that end, these communities have proposed establishing a system responsible for implementation of the plan called the West Shore Collaborative. This proposed organization will require a good strategic Regional Communication Plan as one of the fundamental building blocks for effective and accountable plan delivery.

For the purposes of this regional planning effort, the region should adopt a Regional Communication Plan with a focus on both the short and long term. Short-term activities will guide communications during the completion and adoption of the plan and start up of the implementation effort. In the long term, activities will direct and sustain communication throughout regional implementation. The following Model Regional Communication Plan proposes a proactive approach to foster effective two-way communication, enable regional problem solving, and deliver strong and consistent information that will reinforce the idea of a region with one common purpose: the citizens.

Model Regional Communication Plan

1. Core Communication Values / Foundation for Regional Communication

The following core values are essential to cultivating effective regional communication:

- Communication is a two way process. The region will work to emphasize and practice active listening and encouraging feedback.
- Communication will be accurate and timely. To be influential, regional communication must be credible.
- Communication will be grounded in the interests and language of the receiver in both content and context.
- Communication will be compelling and continuous to compete for regional audience attention.
- Evaluation is an essential tool in continual communication improvement.

Through commitment to the above core values, the region will be able to build and maintain a strategic communication system based on a strong foundation, including the following principles:

- Participating communities are committed to making a good start in the regional planning effort and then turning that momentum into an established pattern for communication. Early and continual communications will be key to developing a long-term regional communication system.
- No one community will dominate regional communication. As in the planning process, all must participate equally.
- Although the Regional Communication Plan has an overall regional goal (objectives, initiatives, and actions), it will respect local and regional differences.
- The success of the regional communication effort will require that the region invest in it. Communication, like all aspects of inter-municipal cooperation, takes resources. The region will address, at the earliest possible time, where such resources will come from and how they will manage them over the long term.
- For the Plan to achieve sustainable implementation, the communication system needs to come from a stable institutional base. The strategy requires both strong leadership and accountability to ensure the consistent delivery of communication activities.

2. Communication Ground Rules

It is important to agree to a set of ground rules for communication at the initial stages of the planning process. They are an important basis for valuing and respecting the individuals and organizations from the participating communities as

well as the communities themselves. The ground rules define a behavioral model which addresses how individuals work together, communicate, participate, cooperate, and support each other. They may be used to define and standardize procedures, use of time, work assignments, meeting logistics, preparation, minutes, discussion, reporting, respect, and courtesy. To be effective, ground rules must be clear, consistent, agreed to, and followed; furthermore, they should be added to and revised as needed.

Meeting Logistics

- The Coordinating and Functional Committees will each establish a schedule of regular meetings based on the scope of their current initiatives on a date and time as agreed to by the communities. Location of the meeting will rotate among the communities.
- All meetings will have an agenda. The agenda and any additional materials to be discussed at the meeting will be developed by the respective Committee Chair or their designee and distributed to committee members ahead of the meeting in enough time to absorb the information.
- Committee members are responsible for contacting the Committee Chairperson(s) with any agenda items they want to include at least two weeks prior to each meeting. Agenda items can be added at the meeting with the concurrence of the committee members present.
- All Committee members are expected to attend regularly scheduled meetings unless they are out of town, on vacation, or sick. If a Committee member is unavailable, he or she may have a designated, empowered representative attend in his or her place.
- Meetings will start promptly. All members are expected to be on time. If, for extenuating circumstances a member is late, he/she must catch-up on his/her own.
- Each Committee will designate an individual responsible for taking and distributing meeting minutes, including an action item list identifying deadlines and responsible individuals.
- Meeting minutes will be distributed within a reasonable timeframe following each meeting.

Regarding individual rules of engagement, all Committee Members will:

- Emphasize collaboration and use consensus for important decisions and issues. For less important issues, committees will rely on a subject matter expert with input from others. When the committee cannot reach consensus, an agreed upon alternative method for reaching a final agreement is implemented.
- Practice both active and reflective listening. Before making a point, members will confirm to the group that they appreciate the views of others by restating their point and seeking agreement that they truly understand the prior points.
- Practice self respect and mutual respect.

- Avoid finger pointing—address the process not the individual. Criticize only ideas, not people.
- Focus on the future, instead of getting stuck in the past.
- Watch for "trigger" words – remembering that language IS important.
- Be open to new concepts and to concepts presented in new ways. Keep an open mind. Appreciate other points of view.
- Agree to disagree, when necessary.
- Participate enthusiastically.

Regarding Committee rules of engagement, all Committees will:

- Include everyone in the discussion. Allow each participant to speak on an issue once before anyone gets to speak twice on the same issue.
- Handle differences or conflicts openly and positively. Differing perspectives about issues and approaches will be regarded as *problems to be solved* rather than as *battles to be won.*
- Ensure only one person talks at a time. Allow the person speaking to finish his/her statements. Don't interrupt someone while he/she is talking.
- Avoid the use of "killer" statements; don't shoot down ideas.
- Participate in "one" meeting and discuss items being handled by the entire group. Questions, ideas, and thoughts are shared with the whole group – rather than in sidebar conversations.
- Share the responsibility for keeping each meeting on track (and, when necessary, call for a review of the ground rules).

3. Overall Goal

The primary goal of the plan is to create a common framework for the effective development and delivery of regional communication both throughout the planning process and following plan adoption. Each community accepts their role in the course of the planning process to create an environment that will produce positive and constructive communication. Moreover, the region accepts responsibility for working together to achieve consistent, efficient, and high impact regional communication toward the long term visibility and viability of the effort.

4. Focus on Short- and Long-Term Communication

For the immediate timeframe, the communities will spend the coming months completing the plan and finalizing the details of the implementation system, securing their respective community's sign-off on the regional committee model

and finally, beginning implementation. In the short term, the Regional Communication Plan will provide an internal structure to define how all involved communicate:

- with the County and any professional advisors;
- among its members; and,
- back to each municipality's elected and appointed officials.

Over the long term, the Regional Communication Plan will ensure that the implementing organization delivers timely, clear, and consistent communication to its stakeholder audiences. The established organizational framework – based on strong leadership – will ensure that the communication activities keep pace with plan implementation and remain focused on the relevant issues of the region.

Most importantly, the Regional Communication Plan will serve as a guide to managing the involvement and, when necessary, conflicting viewpoints of a wide range of stakeholders. Understandably, the participating communities do not all have the same interests, agendas, or priorities. The communication system provides a process to account for and respectfully accommodate these differences so that the region can take the resulting recommendations seriously. The process will also ensure that the region is ready to take advantage of all opportunities both while developing the plan and as implementation gets underway.

5. Objectives

The following objectives define what the region wants to achieve through communication.

- Engage all key internal and external audiences impacted by the regional comprehensive plan.
- Ensure that both internal and external stakeholders understand the goals, objectives, and expected outcomes of the regional comprehensive plan.
- Exploit innovative and existing communication channels and techniques to maximize awareness and understanding of both the regional plan and the regional implementation effort.
- Establish an element as part of the implementation effort (e.g., Regional Communication Team) to ensure an integrated and consistent approach to sustainable communications within the region and beyond.

6. Key Audiences

- Regional Plan Steering Committee
- Implementation/Organizational Committee
- Municipal Staff

- Local Elected Officials
- Planning Commissions
- Zoning Hearing Boards
- Parks/Recreation Commission
- Shade Tree Commission
- Environmental Advisory Council
- Public Safety and Emergency Service Providers
- Residents
- Property Owners
- Community Development Organizations (Local / County)
- Economic Development Organizations (Local / County)
- Civic Associations (Local / County)
- Educational Institutions
- Business Sector (Industrial/Commercial) Partners
- Neighboring Municipalities
- County Officials and Agencies
- State Officials and Agencies
- Federal Officials and Agencies

7. Key Message

In the short term, the Regional Communication Plan will establish a simple yet clear and effective key message for external communication:

EXAMPLE: The participating communities have joined forces to plan for the future of the region. Through the efforts of the implementation effort/organization, these communities will work to advance the quality of life in region by identifying, evaluating, and implementing community and economic development strategies consistent with the Regional Comprehensive Plan. There is great strength in unity, and by coming together to develop and implement a regional comprehensive plan, these communities are greatly enhancing their ability to get things done.

8. Critical Initiatives

The following critical initiatives will enable the participating communities to operate both during the process to create the plan as well as going forward with implementation.

- Develop and commit to implement both short-term and long-term regional communication plans.
- Establish roles, responsibilities, and expectations of committee members as well as any professional advisors.
- Agree upon the approach for dealing with conflicts before they arise. Set up a structure specifically to deal with potential conflicts – such as a Regional Communication Team (RCT) – so that if a situation does occur, there is a neutral path that individual participants, organizations, and/or the region can take to mitigate the negative effects. A RCT could use a convener to guide the team. The convener role may be better played by a regional business or nonprofit partner.

9. Communication Tools

Methods to carry out the Region's communications initiatives will include:

Media Statements / Press Releases	Annual Regional Meeting/Event
Annual Reports	Newsletters
Website	Q&A / FAQ Sheets
Fliers / Brochures	Background Papers
Letters / Memos	Speakers Bureau
PowerPoint Presentations	Videos
Personal Communication	

10. Specific Actions: Short-Term

In the short term, communication activities will focus on developing and managing an internal system for both the Regional Plan Steering Committee and the group considering the implementation framework under which to operate during the regional planning and capacity building process.

Activity / Message / Method	Audience	Timing / Frequency	Responsibility

11. Specific Actions: Long-Term

Over the long term, the Regional Communication Plan will ensure that the region works proactively to deliver timely, clear, and consistent communications to its stakeholder audiences. Once the Coordinating Committee is in place, they will establish a communication team and/or subcommittee with responsibility for developing, implementing and reviewing all communication activities. This committee – based on supportive leadership and strong accountability – will ensure that communication activities keep pace with plan implementation and remain focused on the relevant issues of this region. Recommended long-term communication activities include regular reporting to the communities, regular updates or inserts in each of the three community newsletters, development and maintenance of a regional website, annual event and related document to report on and celebrate regional accomplishments.

12. Evaluation and Improvement

The region will measure the success of the Regional Communication Plan by the extent to which they achieve both their communication and plan implementation objectives. Ongoing evaluation, review and improvements will ensure that communications activities keep pace with the implementation of plan and remain focused on the relevant regional issues.

Future Consideration: Intergovernmental Cooperation Agreement

Should the region wish to investigate a formal Intergovernmental Cooperation Agreement (ICA) at a later date, there are a number of issues to consider:

Basic Provisions of the Intergovernmental Cooperation Act
The Pennsylvania legislature enacted the Intergovernmental Cooperation Act of July 12, 1972, P.L. 762, which is now codified as *53 Pa.C.S. §§ 2301 to 2315.* The Act authorizes two or more "local governments" to "...jointly cooperate...in the exercise or in the performance of their respective governmental functions, powers or responsibilities." *53 Pa.C.S. § 2303(a).* In order to do so the local governments are required to enter into "...any joint agreements as may be deemed appropriate for such purposes."

A local government may institute intergovernmental cooperation by an ordinance of its governing body, and also it may be required to take such action if so directed by voter approved initiative or referendum. *53 Pa.C.S. § 2305.* Ordinances approving inter-municipal cooperation must specify the conditions of the agreement, the duration, the purposes, the manner and extent of any financing, the organizational structure necessary to implement the agreement and the manner in which any property, real or personal, shall be acquired, managed or disposed of. *53 Pa.C.S. § 2307.*

Other Issues of Intergovernmental Cooperation Agreements:

In addition to the basic provisions of ICAs set forth above, the following are additional issues that municipalities should consider in pursuing more formalized ICAs:

- Drafting the ordinance to allow modifications to the agreement after the ordinance is enacted. If the ordinance approves a specific draft of an agreement, there has to be a new ordinance enacted to approve a modification to the agreement.
- Adding general language authorizing municipal officials to take all actions such as "Borough Council is authorized to take such other action as may be necessary to carry out the purposes of this Ordinance in connection with the implementation of the Agreement."
- Ensure the ordinance for each local government has similar provisions concerning modification of the agreement and authorization to take all necessary action.
- Consider a joint legal advertisement for the proposed ordinance for all three boroughs to lessen advertising costs.
- No borough should enact the ordinance before the language of the Intergovernmental Cooperation Agreement is finalized.
- Determine who will draft the agreement and how the three boroughs will allocate initial costs.
- Make sure the agreement spells everything out. Accept no assumptions and force each governing body to consider all issues.
- Address the procedure for making and communicating future decisions regarding the agreement.
- Ensure that if any other statute (e.g. the PA Municipalities Planning Code) is involved, the terms of the agreement comply with that statute.
- Clearly address how any costs are going to be allocated or shared.
- Address whether other local governments can join into the agreement, withdrawal of a participating local government, complete termination of the agreement, and dispute resolution procedures, such as mediation.

In Closing…

In closing, adoption of the IWS Joint Comprehensive Plan or development of any regional implementation organizational structure should not be interpreted to suggest that the regional planning program and collaboration process for the IWS region is complete. Actually, adoption of the joint comprehensive plan signifies the region's future planning, collaboration, and implementation activities are just beginning. Strategies and recommendations have been established for the future of the IWS region in a number of social, environmental, and physical areas. It will be up to each community along with its leadership, residents, and volunteers to continue communicating and collaborating on local and regional implementation projects to attain the IWS vision.