



Part III Partnerships for Implementation

UNION COUNTY, PA

Part III - Partnerships for Implementation

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11. Implementation

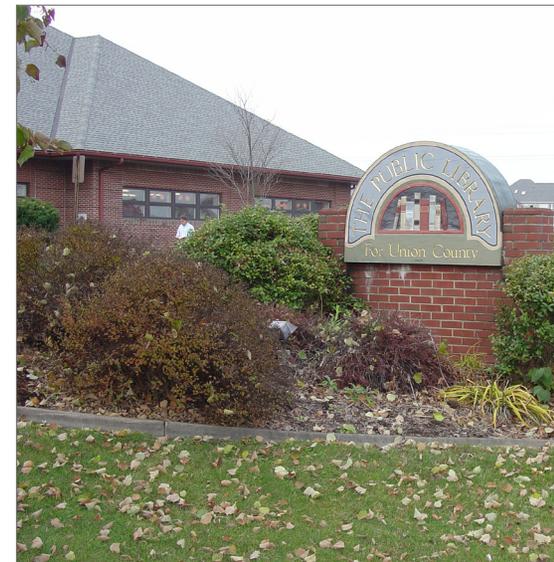
11.1 Overview

Plans are turned into reality by taking action. This chapter synthesizes the strategies from the plan elements (Chapters 4 to 10) into action plans at the multi-municipal (planning area) level.

Preparation of the three regional (planning area) plans as an integral part of the countywide Comprehensive Plan not only promotes multi-municipal cooperation in implementing the Plan, but also creates unique opportunities, and consistency, under the Pennsylvania Municipalities Planning Code (MPC). To take advantage of these opportunities, the municipalities in each planning area should enter into a cooperative implementation agreement pursuant to the provisions of Section 1104 of the MPC. Such agreements establish the processes to be used and the roles and responsibilities of the municipalities in implementing the plan. By formally committing to a cooperative implementation agreement, the participating municipalities will be eligible for benefits such as priority consideration for state financial or technical assistance for projects consistent with the plan, a regional transfer of development rights (TDR) program, and enhanced protection from exclusionary zoning challenges by developers.

It is readily apparent from the length and complexity of the action plans that they will stretch the available

resources for implementation of the municipalities and other responsible parties. Partnerships with key partners, such as Bucknell University, Union County, and the Commonwealth of Pennsylvania (DCED, DCNR, PennDOT, etc.), will be critical to successful implementation. Because it will be impossible to carry out all the proposed actions at once, priorities need to be set along with a program to phase plan implementation over time.



11.2 Plan Interrelationships



While the planning area actions presented at the end of Chapter 13 are organized according to the seven discrete plan elements, there are numerous interrelationships and synergies among the elements and the individual strategies and actions. The sustainability keys established in each element provide the basis for identifying these interrelationships and leveraging them in implementation. Table 11.1 summarizes the interrelationships among the different sustainability keys.

Table 11.1 Plan Interrelationships: Sustainability Keys

Sustainability Key (Plan Element)	System Integrity	Mixed Use	Housing Diversity	Building Local Assets	Multi-Modal Choices	Adaptive Reuse	Energy Conservation
System Integrity <i>(Natural and Agricultural Resources)</i>		Natural / agricultural resource preservation supports mixed-use development in growth areas.	Natural / agricultural resource preservation supports diverse housing types in growth areas.	Conservation and sustainable use of natural / agricultural resources promotes asset-based economic development.	Natural / agricultural resource preservation supports compact development and use of alternatives to the automobile.	Natural / agricultural resource preservation encourages building reuse as opposed to new "greenfield" development.	Natural / agricultural resource preservation encourages compact development patterns that conserve energy.
Mixed Use <i>(Land Use)</i>	Mixed-use development in growth areas helps maintain the integrity of natural / agricultural systems.		Mixed use development supports diverse housing types.	Mixed-use development in growth areas supports asset-based economic development and revitalization.	Mixed-use development reduces automobile dependency.	Mixed-use development in growth areas encourages adaptive reuse of older properties.	Compact, mixed-use development patterns provide significant energy savings compared to spread out, separated land uses.
Housing Diversity <i>(Housing)</i>	Diverse housing types reduce land consumption and impacts on natural / agricultural resources.	Diverse housing types are an integral feature of mixed-use development.		Housing diversity supports asset-based economic development through compact development that maintains and reuses existing resources.	Diverse housing types in compact land use patterns with access to services and employment reduce reliance on automobiles.	Housing diversity supports adaptive reuse projects with residential components.	Diverse housing types in compact land use patterns reduce energy use compared to larger lot residential development outside growth areas.
Building Local Assets <i>(Economic Development)</i>	Asset-based economic development encourages agricultural / natural resource conservation.	Asset-based economic development encourages traditional mixed-use development as a revitalization strategy.	Asset-based economic development encourages diverse housing as a resource preservation and revitalization strategy.		Asset-based economic development supports provision of alternatives to automobile use such as recreational (hiking and biking) trails.	Asset-based economic development encourages reuse of existing buildings.	Asset-based economic development encourages activities and uses that reduce reliance on imported fossil fuels and their costs to businesses.
Multi-Modal Choices <i>(Transportation)</i>	Multi-modal choices reduce the impacts of automobiles and roads on natural / agricultural systems.	Multi-modal choices support mixed-use development.	Multi-modal choices support housing diversity and affordability.	Multi-modal choices provide asset-based economic development opportunities such as recreational (hiking and biking) trail use.		Multi-modal choices support compact development patterns incorporating reuse of existing buildings in growth areas.	Multi-modal choices reduce automobile use and associated energy consumption.
Adaptive Reuse <i>(Cultural, Historic, and Recreational Resources)</i>	Adaptive reuse reduces new construction impacts on natural / agricultural systems.	Adaptive reuse strengthens traditional mixed-use development patterns.	Adaptive reuse of existing properties creates diverse housing choices.	Adaptive reuse of local resources is an asset-based economic opportunity.	Adaptive reuse promotes compact development patterns that support multi-modal choices.		Adaptive reuse of existing buildings provides significant energy savings over new construction.
Energy Conservation <i>(Community Facilities, Utilities, and Energy Conservation)</i>	Conservation encourages sustainable use of natural / agricultural resources for alternative energy.	Energy conservation encourages compact, mixed-use development patterns.	Energy conservation reduces housing costs and encourages compact housing types.	Energy conservation reduces reliance on imported fossil fuels and their costs to local businesses.	Energy conservation supports travel modes (walking, biking, transit) that use less energy.	Energy conservation encourages "embodied energy" savings from adaptive reuse of existing buildings.	

12. Plan Monitoring

If the *Cultivating Community* Comprehensive Plan is to have maximum value and use over its 10-year timeframe, it is important to establish ways to monitor progress in achieving the many initiatives it calls for, measuring success in achieving its vision and goals, and keeping it current as new information becomes available and conditions change. For these reasons, the Comprehensive Plan should be thought of as an ongoing process and the foundation to build more detailed planning and implementation rather than as a static, “one-time” document. Components of the plan monitoring process should include the following:

- Annual reports prepared by the Union County Planning Commission indicating actions taken and progress made towards plan implementation during the previous year and establishing a new action plan for the upcoming year. These reports should be coordinated with the County’s budgeting and capital improvements processes to ensure that the latter reflect the priorities set by the Comprehensive Plan.
- Use of measures of success to help evaluate the effectiveness of implementation efforts and adherence to the Plan. As described below, these measures of success (or sustainability indicators) should be tied to the sustainability keys established for the plan elements.

- Complete plan updates, ten year intervals.

The sustainability keys provide a framework for developing a set of indicators to be used to measure implementation success. By definition, indicators are measurements of particular conditions or specific actions that reflect the status of a larger system’s operation. They are commonly used in sustainable community initiatives around the country to monitor progress in achieving sustainable development objectives. The Comprehensive Plan proposes that Union County Planning Commission partner with the Bucknell University Environmental Center to establish indicators tied to the sustainability keys, along with responsibilities for measuring and updating them on an ongoing basis (yearly), as part of the Comprehensive Plan monitoring process. (Bucknell has undertaken a similar initiative for its campus called the Bucknell University Environmental Assessment.) Table 12.1 provides a list of potential indicators as a starting point for this initiative. This list should be reviewed and refined based on available data sources, ease of monitoring, and importance to the relevant sustainability keys. The final set should consist of a basic set of indicators that can be readily monitored using existing resources. In addition to Bucknell University and Union County, outside partners should participate in monitoring indicators related to their areas of expertise (e.g., housing, economic development, etc.).

Bucknell University Environmental Assessment

In September 2007 The Bucknell University Environmental Center initiated a project to assess the University’s environmental impacts using sustainability indicators in ten areas: administration and policy, education, energy, water, solid waste, hazardous materials, purchasing, dining, built environment, and landscape. This project is part of Bucknell’s larger “Campus Greening” initiative. Assessment groups comprised of a mix of faculty, students, and staff were formed for each of the ten areas and met regularly over a one-year period. The results of the assessment will be used as a baseline for ongoing efforts to increase the sustainability of Bucknell’s campus and operations.

Table 12.1 Sample Sustainability Indicators	
Sustainability Key (Plan Element)	Potential Indicators
System Integrity <i>(Natural and Agricultural Resources)</i>	<ul style="list-style-type: none"> • Water quality • Animal and plant key indicator species • Agricultural / forest lands preserved (easements, TDR, etc.) • Agricultural production / output
Mixed Use <i>(Land Use)</i>	<ul style="list-style-type: none"> • New development inside / outside growth areas • Vertical vs. horizontal mixed uses • Carbon footprint / greenhouse gas emissions
Housing Diversity <i>(Housing)</i>	<ul style="list-style-type: none"> • Mix of housing types vs. housing demand based on demographics • Affordability • Access to services (e.g., community facilities, parks / recreation as measured by level of service standards, retail)
Building Local Assets <i>(Economic Development)</i>	<ul style="list-style-type: none"> • Locally-owned businesses • Employment opportunities / living wages
Multi-Modal Choices <i>(Transportation)</i>	<ul style="list-style-type: none"> • Reduction in vehicle miles traveled (VMT) • Length of sidewalks / bike lanes / multi-use trails • Connectivity index
Adaptive Reuse <i>(Cultural, Historic, and Recreational Resources)</i>	<ul style="list-style-type: none"> • Historic resources recognized / preserved • Recycled buildings • Heritage tourism activity
Energy Conservation <i>(Community Facilities, Utilities, and Energy Conservation)</i>	<ul style="list-style-type: none"> • Compactness of infrastructure systems • Renewable energy installations • Green buildings • Reduction in VMT



13. Eastern Multi-Municipal Action Plan

Eastern Multi-Municipal Action Plan

The Eastern Planning Area includes East Buffalo Township, Kelly Township, Lewisburg Borough, and White Deer Township (Figure 11-1). The Eastern Planning Area Action Plan identifies a “menu” of possible actions, some of which are already in progress, that these municipalities can take to implement the strategies described in Part II of *Cultivating Community: A Plan for Union County’s Future*. The actions are listed in the order of the seven plan elements contained in Part II:

- Natural and Agricultural Resources (Chapter 4 of the Comprehensive Plan)
- Land Use (Chapter 5)
- Housing (Chapter 6)
- Economic Development (Chapter 7)
- Transportation (Chapter 8)
- Cultural, Historic, and Recreational Resources (Chapter 9)
- Community Facilities, Utilities, and Energy Conservation (Chapter 10)

The following information is presented for each action:

- **Strategy Reference:** The number of the relevant strategy or strategies in the associated plan element.
- **Type:** The type of action, organized into four general categories as follows:
 - » **Policy/Planning:** Establishing policies to guide decision-making or undertaking additional planning for specific implementation initiatives
 - » **Regulatory:** Adopting new or modifying existing zoning/land development regulations to achieve plan objectives
 - » **Capital Investment:** Undertaking specific capital projects (e.g., recreational facility/trail development or transportation improvements)
 - » **Partnerships:** Using partnerships among the public, private, and/or nonprofit/institutional sectors to leverage resources to carry out the action
- **Partner(s):** Who will be responsible for carrying out the action. This may include all, some, or one of the municipalities in the Eastern Planning Area and/or other partners involved in implementation. Note that in most instances where the Union County Planning Commission is listed, the Commission will be providing leadership and technical assistance (e.g., organizing committees, best-practice research, local

contacts and resources, GIS mapping, etc.) to allow municipalities and other responsible parties to actually implement the actions of the Plan.

- Potential sources of **funding**
- **Potential Funding Sources:** Where applicable, possible sources of funding to implement the action.
- **Priority:** Municipal leaders assigned a priority level (high, medium, low) to each action to help establish an order for implementing the actions. The responses were then averaged by Planning Area.

The list of possible actions is long and complex. Therefore the work program identifying the individual actions to implement *Cultivating Community: A Plan for Union County’s Future* will need to be reviewed annually following plan adoption through cooperation among the planning area municipalities with the assistance and support of Union County. To assist in this process, the Eastern Planning Area Action Summary (Table 13.2 on the following page) provides an overall summary of the Eastern Planning Area Action Plan.

The Eastern Planning Area Future Land Use Map (Figure 13-2) will serve as a foundation for the cooperative implementation agreement and as a guide for land use planning and implementation at the municipal level.

Developed with the involvement of municipal officials in two workshops in July 2008, this map establishes the framework for managing growth and preservation to achieve the public consensus-based vision for Union County's future. The Growth Areas (Primary and Secondary) and Rural Resource Areas (Agricultural and Conservation/Woodlands) designated on this map provide the direction needed to coordinate implementing actions such as zoning and other regulatory changes; provision of public sewer, water, and other infrastructure; and acquisition of land or easements to protect farmland or valuable natural resources.

Eastern Multi-Municipal Action Plan Summary

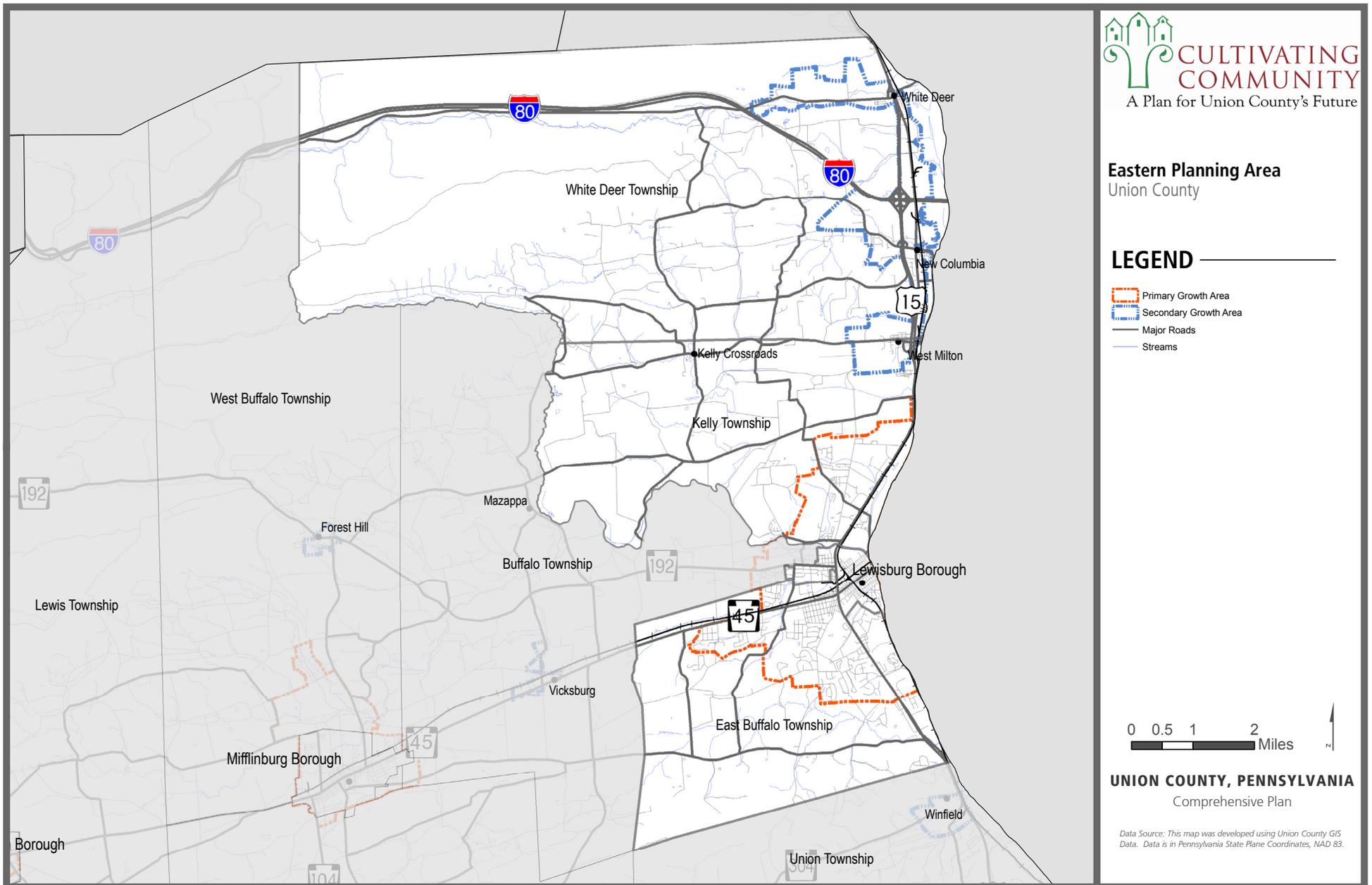
1. Adopt the Future Land Use Map, including designated Growth and Rural Resource Areas.
2. Enact regulatory changes to implement the Comprehensive Plan land use goals and strategies.
 - Farmland and natural resource protection
 - Buffers between farmland and other land uses
 - Consistency between municipal zoning and Future Land Use Map
 - TND / mixed-use development in growth areas
 - Village/hamlet zoning
3. Establish a Transfer of Development Rights (TDR) program.
4. Coordinate provision of public infrastructure and services with designated Growth Areas.
5. Encourage appropriate redevelopment of the Pennsylvania House property for Traditional Neighborhood Development (TND) / mixed-use and connection to the Mifflinburg-Lewisburg Rail-Trail
6. Encourage development of a mixed-use medical district with a senior housing component around the Evangelical Hospital.
7. Continue and expand initiatives to strengthen downtown Lewisburg.
 - Lewisburg Core Community Initiative
 - Pennsylvania Elm Street Program
 - Regional destination (Lewisburg-Mifflinburg Trail, Susquehanna River Greenway downtown connection, possible cultural / performing arts center, library expansion, etc.)
 - Parking metering / permitting program
 - Parking and wayfinding signage plan
8. Establish a rental inspection and code enforcement program in Lewisburg.
9. Encourage reuse of grayfield and brownfield sites along Route 15.
10. Provide assistance / incentives for small business development in underutilized business parks.
11. Implement targeted roadway capacity improvements to improve traffic flow through context-sensitive design solutions.
12. Enact regulatory changes to implement the Comprehensive Plan transportation goals and strategies.
 - Access management ordinances
 - Traffic mitigation / impact fees
 - Roadway design guidelines
 - Parking regulations
13. Establish an on-road and off-road network to accommodate non-motorized users.
 - Paved shoulders along key connecting corridors
 - Dedicated / shared bike lanes
 - Multi-use trails
 - Sidewalks within town and village centers
 - Safe pedestrian facilities and connections to adjacent neighborhoods along Route 15
14. Consider adopting official maps defining connected future street, sidewalk, and open space networks for designated growth areas.

15. Enact regulatory changes to implement the Comprehensive Plan's cultural, historic, and recreational goals and strategies.
 - Lewisburg Historic District Ordinance
 - Neighborhood conservation overlay districts
 - "Smart building code" to eliminate barriers to adaptive reuse of existing buildings
 - Historic / rural preservation ordinances
 - Village / hamlet overlay districts
 - Design guidelines for infill development
 - Open space and recreational facilities in new developments
 - Parkland dedication ordinance / open space/ park fund
16. Support public-private partnerships to promote adaptive reuse of existing buildings (e.g., Lewisburg Borough Offices).
17. Consider designating Route 45 and other appropriate scenic roadways as part of a countywide scenic byways program.
18. Participate in regional park and recreational initiatives and partnerships.
19. Improve parks to better meet the needs of residents.
 - Recreational facilities / accessibility
 - Park maintenance plans
20. Repair or replace failing on-lot sewage systems in Kelly Crossroads.
21. Build a new water tower in the Lewisburg area to address pressure problems.
22. Implement the regional police study, including addition of special drug and alcohol enforcement officers.
23. Consider a fire substation west of Lewisburg based on the recommendations of the William Cameron Company long-range plan.



Figure 13-1

Eastern Planning Area Base Map



Eastern Planning Area
Union County

LEGEND

- Primary Growth Area
- Secondary Growth Area
- Major Roads
- Streams



UNION COUNTY, PENNSYLVANIA
Comprehensive Plan

Data Source: This map was developed using Union County GIS Data. Data is in Pennsylvania State Plane Coordinates, NAD 83.

Figure 13-2
Eastern Planning Area Future Land Use



Future Land Use
Eastern Planning Area

LEGEND

-  Primary Growth Area
-  Secondary Growth Area
-  Conservation/Woodlands
-  Agriculture
-  Hamlets
-  Low-Medium Density Residential (2-6 Units/Acre)
-  High Density Residential (6+ Units/Acre)
-  Commercial
-  Gateway
-  Village Mixed Use
-  Town Mixed Use
-  Rural Business Center
-  Employment
-  Institutional
-  Major Roads
-  Streams



UNION COUNTY, PENNSYLVANIA
Comprehensive Plan

Data Source: This map was developed using Union County GIS Data. Data is in Pennsylvania State Plane Coordinates, NAD 83.

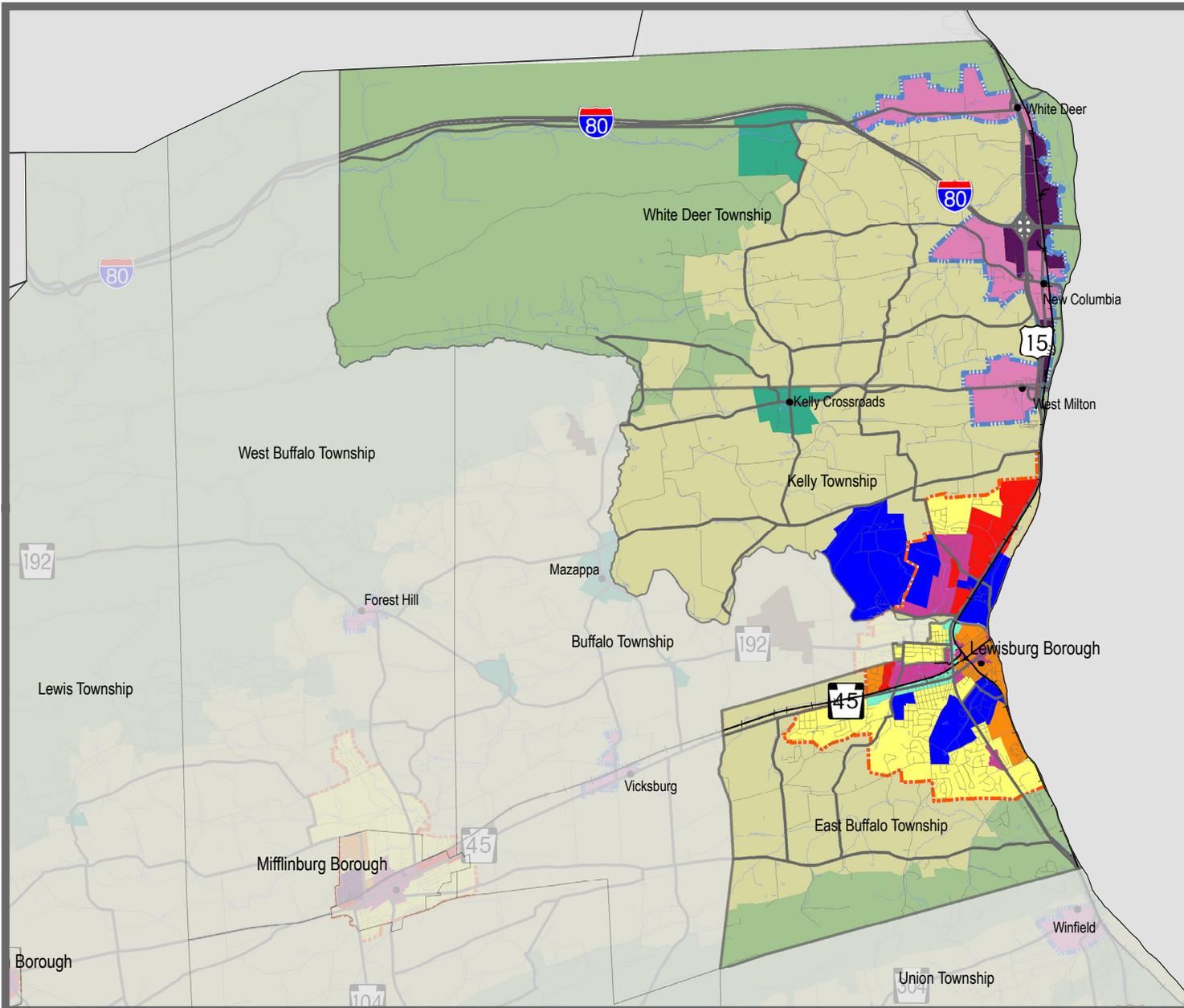


Table 13.2 Eastern Multi-Municipal Action Plan

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
Natural and Agricultural Resources						
E-1	Adopt ordinances to protect natural resources (e.g., conservation zoning, conservation subdivision design).	4-1, 4-7	Regulatory	White Deer Township, Kelly Township, and East Buffalo Township	PA DCED	High
E-2	Work with Union County Conservation District and Planning Commission to designate the highest quality natural and agricultural areas as sending areas for the County TDR program.	4-1, 4-6, 5-1, 5-2, 5-4	Planning/Policy, Partnership	White Deer Township, Kelly Township, and East Buffalo Township, UCCD	UCCD, PA DCED	High
E-3	Adopt improved agricultural preservation zoning ordinances in agricultural areas. For example, revise the Agricultural Preservation Zoning Districts in White Deer, Kelly, and East Buffalo Townships to prohibit residential subdivision (1-2 acre minimum) of agricultural parcels less than 10 acres in size.	4-6	Regulatory	White Deer Township, Kelly Township, and East Buffalo Township	PA DCED	High
E-4	Adopt buffer/land use separation ordinances (e.g., 200-foot setbacks between new non-farm residences and existing agricultural operations) to minimize conflicts between agriculture and other land uses, in particular near growth areas boundaries.	4-6	Regulatory	White Deer Township, Kelly Township, and East Buffalo Township, UCCD, Farm Bureau	PA DCED	Medium
E-5	Partner with the Union County Conservation District on new initiatives (e.g., energy production on farms, local distribution chains, on-site manure digesters, alternative production systems, nutrient management).	4-8, 4-9	Partnership	White Deer Township, Kelly Township, and East Buffalo Township, UCCD	PA DEP	Medium
Land Use						
E-6	Adopt the Primary and Secondary Growth Areas consistent with the Future Land Use Map.	5-1, 5-2	Planning/Policy, Regulatory	All area municipalities		High/Med.
E-7	Evaluate existing municipal zoning ordinances to identify and eliminate inconsistencies with the Future Land Use Map.	5-1, 5-2, 5-5	Regulatory	All area municipalities, UCPC (technical assistance)		High

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-8	Consider regulatory approaches, using model development regulations, to establish TND and mixed-use development patterns in the designated Primary and Secondary Growth Areas.	5-6, 5-8	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>Medium</i>
E-9	Adopt zoning map changes to implement the development pattern illustrated by the Future Land Use Map. Zoning changes should limit development outside of Growth Areas, Rural Business Center, or Hamlets.	5-1, 5-2	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>		<i>Medium</i>
E-10	Establish a TDR program. Establish receiving areas in the Primary and Secondary Growth Areas.	5-1, 5-2, 5-4	<i>Planning/Policy, Regulatory</i>	<i>All area municipalities, UCED, UCPC (technical assistance)</i>	<i>Union County, PA DCED</i>	<i>Medium</i>
E-11	Limit capital improvements, specifically related to infrastructure and expansion of public services, to the Primary and Secondary Growth Areas.	5-3	<i>Capital Investment*</i>	<i>All area municipalities</i>		<i>Medium</i>
Housing						
E-12	Consider regulations and incentives, such as traditional neighborhood development (TND), residential mixed-use, and accessory apartment ordinances, to provide for the development of different housing types in designated growth areas.	6-2	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>Medium</i>
E-13	Work with the developer of the Pennsylvania House site to incorporate residential mixed-use with a TND pattern into the redevelopment.	6-2	<i>Regulatory, Partnership</i>	<i>East Buffalo Township</i>	<i>Public-private partnership</i>	<i>High</i>
E-14	Encourage the development of senior housing with safe pedestrian access to healthcare and other supportive services as part of a mixed-use medical/residential/retail and services district in the area surrounding Evangelical Hospital.	6-2, 7-5	<i>Partnership</i>	<i>Evangelical Community Hospital, Kelly Township</i>	<i>Public-private partnerships</i>	<i>High</i>

*This item has municipal budget implications. Each municipality should consider the budget implications of this action and set priorities in their next annual capital budget planning sessions. (See Appendix C for information on transportation cost estimates).

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-15	Enact regulations and incentives to limit new housing development outside of designated growth area (e.g., effective agricultural zoning, village/hamlet zoning, conservation subdivision design, TDR).	6-3	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>High</i>
E-16	Continue initiatives to strengthen Lewisburg neighborhoods surrounding the downtown core, including the Lewisburg Core Community Initiative, participation in the Pennsylvania Elm Street Program, and efforts to address substandard rental properties.	6-5	<i>Planning/ Policy, Capital Investment*, Partnership</i>	<i>Lewisburg Borough, Lewisburg Downtown Partnership, Bucknell University</i>	<i>PA DCED, public-private partnerships</i>	<i>High</i>
E-17	Reinforce and strengthen the rental inspection and code enforcement program in Lewisburg working with the Borough's zoning officer to focus on residential properties. Work with Bucknell University to ensure that uninspected properties with code violations are not advertised for off-campus student housing.	6-5	<i>Regulatory</i>	<i>Lewisburg Borough, Bucknell University</i>	<i>Rental inspection fee for landlords</i>	<i>Medium</i>
Economic Development						
E-18	Continue to support the Lewisburg Downtown Partnership and Bucknell University in positioning Lewisburg as a "town center" for central Pennsylvania that attracts residents, visitors, and jobs in the "creative economy." Facilitate compatible projects such as the Lewisburg-Mifflinburg Rail-Trail and a potential new performing arts center.	7-6, 7-7, 7-8	<i>Partnership</i>	<i>Lewisburg Downtown Partnership, Bucknell University</i>	<i>Public-private/institutional partnerships; DCED Festival Grant Program (regional special events funding) in conjunction with Mifflinburg</i>	<i>Medium</i>

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Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-19	Encourage reuse of grayfield and brownfield sites along the Route 15 corridor for locally based businesses.	7-2	<i>Planning/Policy, Regulatory, Capital Investment*</i>	<i>IDC, Lewisburg Borough, East Buffalo Township, Kelly Township, White Deer Township, Chamber of Commerce</i>	<i>PA DEP Land Recycling Program, PA DCED Business in our Sites, industrial bonds for infrastructure</i>	<i>High/Med.</i>
E-20	Work with the developer of the Pennsylvania House site to connect the development to downtown Lewisburg via the Lewisburg/Mifflinburg Trail. Encourage a traditional neighborhood development (TND) pattern but with larger retail footprints that complement the smaller footprints of available downtown commercial spaces.	7-7	<i>Partnership</i>	<i>East Buffalo Township</i>	<i>Public-private partnerships for infrastructure improvements</i>	<i>High</i>
E-21	Realize the potential of the Susquehanna River Greenway as an economic generator for Lewisburg establishing connections along the River and between the River and downtown that attract recreational visitors.	7-8	<i>Capital Investment*</i>	<i>SEDA-COG, Lewisburg Borough, Susquehanna River Valley, Chamber of Commerce</i>	<i>PA DCNR Community Conservation Partnerships Program</i>	<i>Medium</i>
E-22	Provide assistance and incentives for small business establishment and development related to the target industry clusters in existing, underutilized business parks located in Lewisburg Borough, East Buffalo, Kelly, and White Deer Townships.	7-1	<i>Partnership</i>	<i>Bucknell SBDC (technical assistance), IDA (assistance with access to capital), Union County, municipalities</i>	<i>PA DCED Second Stage Loan Program, Machinery and Equipment Loan Fund</i>	<i>High</i>

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Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
Transportation						
E-23	<p>Implement targeted capacity improvements, particularly along the US Route 15, PA Route 45, and PA Route 192 corridors and at higher volume intersections, to improve traffic flow through context-sensitive design solutions. Priorities include:</p> <ul style="list-style-type: none"> • Consider installing single-lane roundabouts at the PA Rte 192/ Airport Rd, JPM Rd/Hospital Dr, and William Penn Dr/Airport Rd intersections to address both traffic operations and to reduce vehicular speeds. • If a single-lane roundabout cannot be implemented, consider an all-way stop control at the intersection of William Penn Dr and Airport Rd. • Consider installing traffic circles on local streets parallel to arterial and collector roads in Lewisburg. <i>Note: see the Walkability Analysis prepared by Dan Burden for more information.</i> • Optimize traffic signal timings at the intersections of US Route 15 with PA Rte 192, and Hospital Dr/River Rd and the intersection of PA Rte 192 and Fairground Rd. • Provide additional left-turn capacity on the eastbound and westbound approaches to the US Rte 15/PA Rte 45 intersection. At minimum, lengthen the Rte 45 left-turn lanes to reduce left-turning vehicles blocking the through lanes. • Provide separate right-turn lanes on the northbound US Rte 15 approach and both PA Rte 45 approaches. • Provide left-turn signalization at the US Rte 15 and Rte 192 intersection. 	8-1	Capital Investment*	PennDOT, Union County, Lewisburg Borough, East Buffalo and Kelly Townships	PennDOT, developer contributions, CDBG, ARC Grants, municipalities	High

*This item has municipal budget implications. Each municipality should consider the budget implications of this action and set priorities in their next annual capital budget planning sessions. (See Appendix C for information on transportation cost estimates).

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-24	Adopt access management ordinances to improve traffic flow and safety along the US Route 15, PA Route 45, and PA Route 192 corridors. Coordinate ordinances with adjacent municipalities along the corridors, including Buffalo Township in the Central Planning Area.	8-2	Regulatory	East Buffalo, and Kelly Townships, Lewisburg Borough, UCPC (technical assistance)	SEDA-COG Rural Planning Organization	Medium
E-25	Enact regulations defining the responsibilities of new developments to mitigate traffic impacts and provide for alternative travel modes (i.e., traffic impact study ordinance and roadway design guidelines that address provision of pedestrian and bicycle facilities).	8-3	Regulatory	All area municipalities, UCPC (technical assistance)	SEDA-COG Rural Planning Organization	High
E-26	Go through the process required to enact traffic impact fee ordinances in accordance with the Pennsylvania Impact Fee Law, Act 209 of 1990 (amended in 2002). Consider adoption of a joint (multi-municipal) ordinance.	8-3	Regulatory	All area municipalities, UCPC (technical assistance)	Impact fees will cover the cost of developing and administering the ordinance	High
E-27	Pave and maintain shoulders of roadways identified as part of the countywide non-motorized network by Action CW-52 to a width of four to eight feet to safely accommodate non-motorized users.	8-4, 8-7	Capital Investment*	PennDOT, East Buffalo, Kelly, and White Deer Townships (as applicable)	PennDOT, developers, CDBG, ARC Grants	High
E-28	Install/maintain signs and striping demarcating dedicated or shared bicycle lanes along streets and roadways identified as part of the countywide bicycle network by Action CW-53.	8-5, 8-11	Capital Investment*	PennDOT, all area municipalities (as applicable)	PennDOT, developers, SEDA-COG RPO	Low
E-29	Implement multi-use trails, priorities include the Mifflinburg-Lewisburg Rail Trail and Susquehanna Greenway Trail and a connection between them.	8-6	Capital Investment*	Union County, SEDA-COG, all area municipalities	PA DCNR, PennDOT	Medium

*This item has municipal budget implications. Each municipality should consider the budget implications of this action and set priorities in their next annual capital budget planning sessions. (See Appendix C for information on transportation cost estimates).

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-30	Maintain and construct sidewalks as necessary to provide connected networks within walkable town and village centers, including the Lewisburg Primary Growth Area and the West Milton, New Columbia, and White Deer Secondary Growth Areas. Highest priorities include filling gaps along arterials and collectors, including US 15 and PA 45. Evaluate all crosswalks and repaint TO increase visibility (e.g., with high emphasis crosswalk markings) where necessary.	8-8	<i>Capital Investment*</i>	<i>All area municipalities</i>		<i>High/Med.</i>
E-31	Consider preparing and adopting official maps defining connected future street and sidewalk networks for the Lewisburg Primary Growth Area and the West Milton, New Columbia, and White Deer Secondary Growth Areas.	8-8	<i>Planning/Policy</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>High/Med.</i>
E-32	Work with PennDOT to establish safe pedestrian facilities and connections to adjacent neighborhoods along US Route 15. Consider locations for median crossings, short medians, and related traffic calming tools.	8-9	<i>Planning/Policy, Capital Investment*</i>	<i>Union County, PENNDOT, East Buffalo and Kelly Townships, Lewisburg Borough</i>	<i>PennDOT</i>	<i>High</i>
E-33	Enact parking regulations that reduce the number of spaces required through approaches such as shared parking, mixed-use development, and credits for multi-modal access. Include provisions for non-motorized travel modes (bike racks and hitching posts for horse-drawn vehicles where appropriate).	8-15, 8-17	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>Medium</i>

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Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-34	<p>Develop and implement a parking metering and permitting program in Lewisburg to encourage appropriate use of public parking areas. Regularly monitor parking usage to determine program effectiveness. Program components should include:</p> <ul style="list-style-type: none"> • Upgrade the municipal gravel parking lot on the west side of 5th Street, north of Market Street (PA Route 45), to maximize the number of spaces. Consider widening Cherry Alley, a very narrow two-way alley that provides the only access to the lot • Encourage the use of permit parking by providing greater discounts for users, as compared to parking meter costs • Work with downtown businesses to require employee parking in off-street municipal lots • Increase penalties for parking violations • Encourage the use of underutilized side-street spaces by providing lower cost meters than on Market Street • Modify meter timeframes to encourage short-term parking by patrons rather than long-term parking by employees (i.e., two hours rather than eight hours) 	8-16	Planning/Policy	Lewisburg Borough, Lewisburg Downtown Partnership		Medium
E-35	<p>Develop and implement a parking and wayfinding signage plan in Lewisburg to guide both local residents and visitors to public parking areas</p>	8-16	Planning/Policy,	Lewisburg Borough, Lewisburg Downtown Partnership		Medium

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
Cultural, Historic, and Recreational Resources						
E-36	Review the existing Historic District Ordinance in Lewisburg to improve and maintain its intent. Consider additional regulatory approaches such as a neighborhood conservation overlay district, design standards to promote infill development that is compatible with existing development patterns and matching the District boundaries to those established by the PHMC.	9-2	Regulatory	Lewisburg Planning Commission, Lewisburg Historical Architectural Review Board	PA Historical and Museum Commission (PHMC)	High
E-37	Eliminate barriers and encourage adaptive reuse/preservation of existing buildings in Lewisburg. Review Lewisburg's Uniform Construction Code against the State's recently adopted (2007) ICC International Existing Building Code to identify any unnecessary barriers to redevelopment and consider adoption of "smart building code" language and/or reduced parking requirements if necessary.	9-5	Regulatory	Lewisburg Planning Commission and Borough Council, Central Keystone COG (CK-COG)	PA DCED	High
E-38	Support public-private partnerships to promote adaptive reuse and preservation of historic resources (e.g., the Lewisburg Borough offices reuse of the former train station).	9-4, 9-5	Partnership	Borough of Lewisburg, Union County Historical Society and private partners	PA DCED	High
E-39	Review the need for historic/rural preservation ordinances in the townships to strengthen protection of historic and rural agricultural and landscapes.	9-2	Regulatory	White Deer, Kelly, and East Buffalo Townships; UCPC (technical assistance)	PHMC	Medium
E-40	Consider regulatory approaches such as neighborhood conservation overlay districts, village/hamlet overlay districts, and design guidelines to promote compatible infill development in the designated secondary growth areas (West Milton/New Columbia/White Deer in White Deer Township) and the two designated hamlets in White Deer Township and Kelly Township.	9-4	Regulatory	Kelly Township and White Deer Township; UCPC (technical assistance)	PA DCED	Medium

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-41	Consider scenic byways, starting with PA Route 45 and others as appropriate, to enhance protection of rural landscapes.	9-3	<i>Policy/Planning</i>	<i>Susquehanna River Valley, Lewisburg Borough, East Buffalo Township</i>	<i>PA DCNR, PennDOT</i>	<i>High/Med.</i>
E-42	Participate in regional park and recreation initiatives (e.g., network of recreational providers, regional parks and open space plans).	9-10	<i>Policy/ Planning</i>	<i>All area municipalities, Union County</i>	<i>PA DCED</i>	<i>Medium</i>
E-43	Enact regulations (Townships: conservation subdivision ordinances, public land dedication, infill development ordinances; Borough: standards for incorporating open space into infill/redevelopment projects) to promote open space and recreational resources in new developments, particularly in the designated growth areas.	9-13	<i>Regulatory</i>	<i>All area municipalities, UCPC (technical assistance)</i>	<i>PA DCED</i>	<i>Medium</i>
E-44	Consider investing in Special Use Parks in the Eastern Planning Area (e.g., Turtle Creek Park, Kelly Township Ball Fields, Riverwoods Soccer Fields, White Deer Neighborhood Park) to better meet the park and recreational needs of future residents. Potential investments include: expand the availability of active/passive uses; update facilities to accommodate more users; improve accessibility to meet ADA requirements.	9-9	<i>Policy/ Planning</i>	<i>LARA, All area municipalities</i>	<i>PA DCNR</i>	<i>Medium/ Low</i>
E-45	Promote increased partnerships between municipalities and other park and recreation providers, such as the Lewisburg Area and Milton Area School Districts and private institutions, to help meet future parkland needs and reduce the need for public acquisition and management.	9-14	<i>Partnership</i>	<i>All area municipalities, Milton Area School District; Lewisburg Area School District; LARA; Bucknell University; Riverwoods; Evan Hospital; Other private institutions</i>		<i>Medium</i>

Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-46	Consider an open space/park fund at the municipal or regional level to identify and acquire future parkland sites to help meet future community and neighborhood park needs.	9-9	<i>Capital Investment*</i>	<i>All area municipalities</i>	<i>"Cash-in-lieu of" provisions in parkland dedication ordinances.</i>	<i>Medium</i>
E-47	Develop park maintenance plans and schedules for municipally owned parks. Maintenance schedules allowing replacement or investment in new equipment (e.g., in West Milton Memorial Park) to meet national and ADA standards should be considered.	9-9	<i>Capital Investment*</i>	<i>All area municipalities, LARA</i>		<i>Medium</i>
Community Facilities, Utilities, and Energy Conservation						
E-48	Address on-lot sewage system issues in Kelly Crossroads through repair or replacement of the current failing systems.	10-1, 10-2	<i>Regulatory</i>	<i>Kelly Township</i>	<i>Private users</i>	<i>Medium</i>
E-49	Build a new water tower in the Lewisburg area to address pressure problems. If it is necessary to construct the water tower outside of designated growth areas, measures should be taken to prevent unintended secondary development in designated rural areas in the vicinity of the new water tower.	10-2	<i>Capital Investment*</i>	<i>PA American Water Company</i>	<i>Private</i>	<i>High</i>
E-50	Implement the regional police study being completed by Lewisburg Borough and East Buffalo Township.	10-7	<i>Partnership</i>	<i>Lewisburg Borough and East Buffalo Township</i>	<i>Local Service Tax, PA DCED</i>	<i>High</i>
E-51	Add special drug & alcohol enforcement officers as part of implementation of a regional police force.	10-7	<i>Partnership, Capital Investment*</i>	<i>Lewisburg Borough and East Buffalo Township</i>	<i>Local Service Tax, PA DCED</i>	<i>Medium</i>
E-52	Support a possible fire substation west of Lewisburg based on recommendations from the William Cameron Engine Company long-range plan.	10-8	<i>Capital Investment*</i>	<i>William Cameron Engine Company, All area municipalities</i>	<i>Local Service Tax, PA DCED</i>	<i>Medium</i>

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Ref.#	Action	Strategy Reference	Type	Partner(s)	Potential Funding Sources	Priority
E-53	Support a new cultural arts facility proposed by Bucknell University to expand Lewisburg Borough's arts attractions. This facility would also be an excellent opportunity for the co-location of other important community services.	10-12	<i>Capital Investment*</i>	<i>Bucknell University, Lewisburg Borough</i>	<i>Bucknell University</i>	<i>High</i>

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