



Lower Allen Township **2018 Comprehensive Plan**





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Thomas G. Vernau Jr.,
Township Manager
Erin Trone,
Assistant Township Manager
Daniel Flint, P.E. NSPE,
*Township Engineer and Community
Development Director*

Technical Consultants

Michael Baker International
Vernon Land Use, LLC

Dedication

This update to the Lower Allen Township Comprehensive Plan is dedicated to the memory of **James Chianos**. Jim (a.k.a. "Greek" to many) was a Township employee for over 38 years, working most of that time as Parks Superintendent. As shown throughout this Plan, residents value the Township's parks as some of the most important features that make Lower Allen a good place to live. Jim's efforts were instrumental in making the Lower Allen Township system of parks the treasure that it is today.

Jim passed away unexpectedly in November 2017, as this Plan was being completed.

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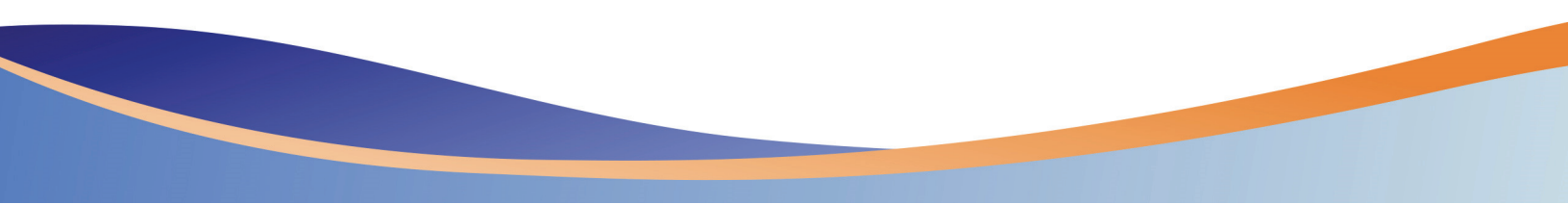
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LOWER ALLEN TOWNSHIP **2018 Comprehensive Plan**

Chapter 1: •2233• **Introduction & Township Profile**



Introduction

Plan Purpose

The *2018 Comprehensive Plan* serves as Lower Allen Township's official policy guide for short- and long-term decision making related to future land use, growth and development, and resource preservation within the Township's political jurisdiction for the next 10-year horizon.

In contrast to a traditional approach to comprehensive plans, Lower Allen Township utilized an innovative approach to comprehensive planning that organizes the document around relevant community issues as opposed to general functional planning elements outlined by the Pennsylvania Municipalities Planning Code (MPC)¹. The relevant issues identified in this Plan are specific to the Township and the Implementation Plan contains a list of detailed and achievable strategies for addressing each of the issues.

This new implementable planning approach is modeled on the Pennsylvania Department of Community and Economic Development's "Five Keys to an Implementable Comprehensive Plan" guidance:

- Focus on real, relevant community issues;
- Organize the plan the way local officials and citizens think;
- Devise practical and workable recommendations;
- Recruit partners and create capacity to implement the plan; and
- Gain local ownership of the plan and a commitment to implement it.

Based on the implementable approach, the Comprehensive Plan identifies four prominent areas of focus, or "issues," which were prioritized during a three-month public engagement effort. These issues are stated as goals, and the Plan provides objectives for each of the goals with corresponding concrete and achievable short-, intermediate-, and long-term action items to improve the quality of life and livability in Lower Allen Township.

The *2018 Comprehensive Plan* goals are to:

¹ Pennsylvania Municipalities Planning Code: Act of 1968, P.L.805, No.247 as reenacted and amended

- Goal 1: Enhance the Township's existing residential neighborhoods and community parks
- Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas
- Goal 3: Expand pedestrian and bicycle connections throughout the Township
- Goal 4: Maintain the Township's existing transportation infrastructure

The planning process evaluated each of the four goals in greater detail to: 1) profile the issue and provide context around existing conditions; 2) utilize the public input received to fully delineate the community's vision for the future with respect to the issue; and 3) outline specific strategies and action items for the Township to undertake to provide a roadmap for implementation.

Plan Outline

Chapter 1

This first chapter provides an introduction to the Township, an overview of demographic and economic trends, and describes the comprehensive planning process. It includes a discussion of the public engagement process and how the four overarching goals of this Plan were identified and ultimately prioritized.

Chapter 2

Chapter 2 provides detailed background on each of the four goals including the following:

- An **overview** of the goal with context explaining why the issue was prioritized for inclusion in the Comprehensive Plan.
- A summary of the **community's input** on the goal, which was garnered from the multipronged public outreach.
- A detailed **existing conditions** report of the issues surround the goal.
- **Township-wide strategies** for advancing each goal.

Chapters 3-6

For the purposes of this Comprehensive Plan, the Township was analyzed in four sections based on land use, geographic location, and

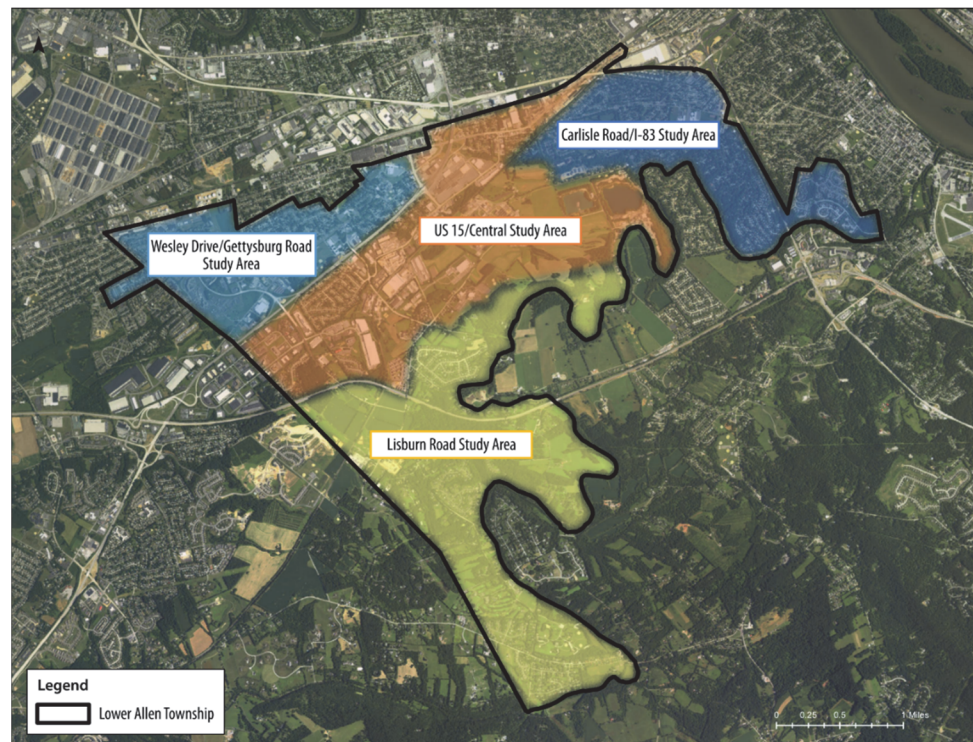
natural boundaries provided by transportation corridors, terrain, and parcel boundaries. Given the diversity of land use in the Township, this approach is new and purposed to:

- Create a sense of place for the Township's unique communities, which were organized into four study areas.
- Tailor strategies and recommendations for each specific study area, based on the unique existing conditions and opportunities found in each location.
- Create a more user-friendly document for the public, which can refer to Chapters 3-6 to learn specifically about different study areas in the Township.

The study area chapters each feature the following sections:

- Demographic, economic, and land use overview of the area.
- A one-page overview of the area's leading community assets, such as employment hubs, schools, shopping centers, and other activity nodes.
- A section on each of the four goals, which include area-specific strategies, where applicable, for advancing the goal statements.

Figure 1 – 2018 Comprehensive Plan Study Areas



Chapter 7

Utilizing the township-wide strategies and the study area specific strategies, Chapter 7 provides a detailed implementation strategy. The implementation strategy outlines detailed action items on how the Township can advance each strategy and provides information regarding partnerships, funding resources, and a timeline for completion. This chapter is the Township's road map to implementing the recommendations set forth in the Comprehensive Plan.

Understanding a Comprehensive Plan

As part of any comprehensive planning process, it is important for residents and the general public to understand two foundational planning tools – land use and zoning.

What is a Comprehensive Plan?

A comprehensive plan serves as a community's official policy guide for short- and long-term decision making related to future land use, growth and development, and resource preservation. The authority for counties and municipalities to prepare and adopt comprehensive plans is granted under the MPC, which specifies four types of comprehensive plans: municipal, multi-municipal, county and specific plan.

A municipal plan, like Lower Allen's Comprehensive Plan, covers a single municipality. A multi-municipal plan is developed and adopted by any number of contiguous municipalities or municipalities within the same school district. A specific plan is a detailed plan for nonresidential development covered by a municipal or multi-municipal comprehensive plan.

An effective comprehensive plan must be based on a successful comprehensive planning process, which requires citizen participation from the very onset. An effective comprehensive plan should serve as an expression of community-wide values, goals, and strategic priorities.

What is Land Use?

Land use refers to the physical use of land in a given area based on the types and intensities of the uses. Traditional land use classifications are often defined through broad categories such as agriculture and open space, residential, commercial, and industrial. These categories are often further defined based on their levels of density and intensity.

By studying land use and its spatial distribution and patterns, municipal officials, residents and stakeholders alike help identify ways to strengthen and enhance community planning and economic development priorities within their community. For example, many communities within Cumberland County are using land use analysis to strike a balance between resource preservation/protection and development, and identify the appropriate policy decisions to achieve the desired balance. Such policy decisions often include implementing or amending land use regulations like zoning and subdivision and land development standards, or even an official map which may depict existing and proposed public lands and facilities.

What is Zoning?

Zoning is how a municipality regulates the use of land and structures and the extent and character of development. Zoning, along with a subdivision and land development ordinance, which regulates the creation of property lines and development of and improvements to those properties, are two principal means to help achieve planning objectives outlined in a comprehensive plan. Zoning is an ordinance – a local law enacted by the elected governing body of a municipality – designed to protect public health, safety, and welfare and to guide growth.

The power to zone and to adopt zoning ordinances is granted to local governments by the MPC. Specifically, Section 601 of the MPC authorizes municipal governing bodies to enact, amend, and repeal a zoning ordinance. As required by Section 603(j) of the MPC, a zoning ordinance adopted by a municipality “shall be generally consistent with the municipal or multi-municipal comprehensive plan or, where none exists, with the municipal statement of community development objectives and the county comprehensive plan.” Hence, zoning is ultimately based upon planning.

A zoning ordinance divides all land within a municipality into districts and creates regulations that apply generally to the municipality as a whole as well as specifically within individual zoning districts. To properly delineate the boundaries of zoning districts and to determine the appropriate types and mix of uses for specific zoning districts, a municipality should conduct studies of land use and development trends, demographics, economics, environmental conditions, and other factors

affecting future land use. Based upon these studies, rational decisions can be made concerning the zoning districts.

The comprehensive plan is a document that contains the studies and the recommendations referred to above and sets forth the land use policies of the municipality. It is upon these studies and recommendations and policies that the zoning ordinance is based.

Public Engagement Process

The Consultant Team utilized a robust public engagement process to uncover the prominent issues facing Lower Allen and to determine the ultimate vision for the next 10 years. The four-pronged approach to public engagement included a Citizens Advisory Committee (CAC), Stakeholder Interviews, Online Public Survey, and Visioning Week.

Citizens Advisory Committee

Through the leadership of the Township's Community Development Department, the Township organized and convened a CAC to help guide the comprehensive planning process. The CAC members consisted of Township residents representing various community interests and neighborhoods throughout the Township. Furthermore, the CAC afforded the planning process a strong grass-roots foundation and, as intended, will help champion the plan's successful implementation.

At the onset of the planning process, the CAC was instrumental in identifying real issues affecting the Lower Allen community and supporting the public outreach effort. In addition, the CAC helped analyze the public input received and, ultimately, was responsible for finalizing the list of goals that serve as the construct for this Plan.

Stakeholder Interviews

After the inaugural CAC meeting in February 2017, the Consultant Team coordinated with the Township to schedule a combination of one-on-one and focus group interviews early in the planning process. In total, 23 individuals were interviewed through eight focus groups, presenting a broad range of expertise and local businesses. The interviews were intended to identify specific opportunities and challenges in Lower Allen Township, and obtain local knowledge and insight surrounding socioeconomic trends and industry trends.

Online Survey

The Consultant Team administered an online survey for a period of four weeks to provide residents and interested stakeholders the opportunity to give input for the Comprehensive Plan, capturing public opinion on treasures, challenges, strengths, and opportunities, and overall livability in the Township. This survey was developed to highlight and expand upon the top issues received from the CAC and stakeholder interviews. In total, 656 participants, or nearly 10 percent of households, completed the survey offering valuable insight into public opinion.

Visioning Week

In coordination with Lower Allen Township, the Consultant Team facilitated a four-day public outreach event known as “Visioning Week” for the Lower Allen Township Comprehensive Plan.

Held May 1-4, 2017 in key neighborhood locations throughout the Township, Visioning Week served as an interactive approach for engaging the public and stakeholders through a week-long series of discussion groups to gather input. The week consisted of six public events and guided the development of a core list of issues important to the community. A comprehensive promotional strategy was employed to ensure stakeholders and a broad community audience were aware of and invited to participate.

Visioning Week’s primary goals and objectives were to:

- Inform the public about the Comprehensive Plan and offer an inviting opportunity to provide feedback, input, ideas, and suggestions directly to the Consultant Team.
- Facilitate meaningful dialogue with members of the public, property owners, and stakeholders to generate consensus while also collecting a range of diverse thoughts, perspectives, and visions for addressing issues and potential recommendations.
- Garner additional survey participants and encourage residents to share the survey with neighbors, family, and friends.

In total, 67 participants attended a Visioning Week event. At the concluding Open House, participants were asked to rank issues using an interactive voting exercise. The results aligned closely with the online survey findings, where approximately 10 issues were consistently ranked high.

Issue Prioritization

A scoring methodology was used to score and prioritize the issues. The scoring process resulted in 11 top scored issues and the CAC was tasked with then finalizing the issues to be included in the Comprehensive Plan. While a subjective process, the scoring process, CAC input, stakeholder interviews, online survey, and Visioning Week provided a strong, objective basis for selecting the issues to be included in the Comprehensive Plan.

Based on a July 12, 2017 CAC meeting, the CAC determined the following list of issues as critically important to the public and would be used to shape the Consultant Team's research and work to develop an implementable Comprehensive Plan founded on achievable, implementable goals and objectives. The issues are stated as goals, and serve as the construct for the Comprehensive Plan*.

- Goal 1: Enhance the Township's existing residential neighborhoods and community parks
- Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas
- Goal 3: Expand pedestrian and bicycle connections throughout the Township
- Goal 4: Maintain the Township's existing transportation infrastructure

**The goal numbering does not denote prioritization.*

Vision 2028

Visioning is the process of developing consensus about the future and, through the comprehensive planning process, how to achieve it. A vision statement captures what community members value most about their community, and the shared image of what they want their community to become. The vision statement inspires residents and stakeholders alike to work together to achieve the vision.

The Vision statement established in Lower Allen Township's 2006 Comprehensive Plan was revisited and, close coordination with the CAC, was amended to reflect the 2018 Comprehensive Plan goals.

Vision 2018

Lower Allen Township will be an excellent place to live, work, raise a family, and retire by:

- Delivering quality public services;
- Offering attractive housing, neighborhoods, and parks;
- Supporting a business-friendly culture while balancing a need for open space; and
- Enhancing bicycle and pedestrian connections.

The following chapters delve into each of the goals at the Township level and by smaller geographical areas, referred to as study areas. The chapters also provide the context for the implementation roadmap over the next ten years as detailed in Chapter 7.

Township Profile

Township Overview

Lower Allen Township is incorporated as a Township of the First Class, encompasses 10.3 square miles, and is located in the southeastern portion of Cumberland County, Pennsylvania. The Township is situated in close proximity to strategic transportation assets, including I-81, I-83, US 15, and PA 581, the Township is a center for employment within the Harrisburg-Carlisle Metropolitan Statistical Area (MSA) and also serves as a residential community with many established and newer neighborhoods. In 2017, there were 16,518 residents in Lower Allen and approximately 16,105 jobs located within Township borders based on 2014 data².

Lower Allen Township first began to experience substantial land development and population growth after World War II, growing in tandem with the City of Harrisburg and its first ring suburban neighborhoods located on both the west and east shores of the Susquehanna River. This development was primarily concentrated in the

² Demographic trends for Lower Allen Township in this Plan exclude the prison population located at the Camp Hill State Correctional Institution. Excluding the prison population provides a more accurate picture of Lower Allen's residential demographic composition.

northern portion of the Township, north of Lisburn Road, and in the adjacent boroughs – Lemoyne, New Cumberland, Camp Hill, and Shiremanstown. By 1970, Lower Allen had the largest population of all its contiguous municipalities.

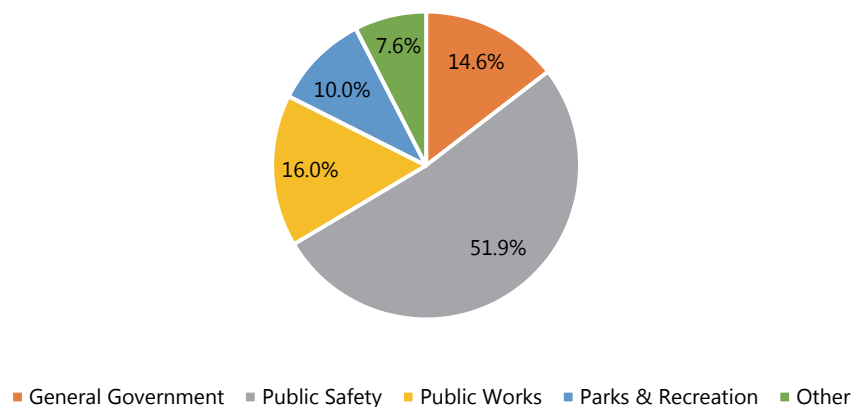
The three contiguous townships (Fairview, Hampden, and Upper Allen) are part of the outer ring of the metropolitan area and have been subject to tremendous growth in more recent decades due to the amount of vacant land available for development. By the 1980's, the pace of growth slowed in Lower Allen Township and was outpaced by these outer-ring communities.

The Township's economic activity is concentrated in the northern portion of the municipality. Here, the Township features a mix of densely developed commercial, office, and industrial uses located in close proximity to US 15. Many of the local schools are also located in northern portion of the Township and are walkable to and from the surrounding residential neighborhoods.

To the northeast, the Township is characterized by older established residential neighborhoods as well as first-generation suburban retail centers. Many of these neighborhoods were once considered premier in the Harrisburg area and still offer high-quality housing in a desirable location. South of Lisburn Road, the Township is primarily rural residential with a large tree canopy intermixed among open space and pockets of densely forested areas. A new mixed-use neighborhood has been developed since the 2006 Comprehensive Plan, and has diversified the housing stock to include townhomes and new, single family homes in a traditional neighborhood.

Annual Budget

Lower Allen Township has a stable, predictable budget of approximately \$12 million each year and is in good financial health, earning a AA+ bond rating. Taxes make up over 90 percent of Lower Allen's revenue, and expenditures include general government operations, public safety, public works, parks and recreation, and other uses.

Figure 2 - Lower Allen Township General Purpose Expenditures (Annual)**Real Estate Assessment Tax**

The majority of Township revenue is generated by the real estate tax. Commercial and industrial properties are generally assessed or valued higher per acre than residential properties, and developed land is valued higher than undeveloped land. In the Township, there are presently more residential properties than commercial and industrial properties and, in recent years, residential properties have contributed more revenue than commercial and industrial properties.

The Economic Development efforts outlined in the 2018 Comprehensive Plan recognize this trend, and seek to increase revenues by attracting business and industry to the Township.

Table 1 - Lower Allen Township Assessed Value and Estimated Actual Value of Taxable Property

Fiscal Year	Residential Property	Commercial Property	Industrial Property	Less: Tax-Exempt Property	Total Taxable Assessed Value	Direct Tax Rate ¹	Actual Taxable Value ²	Value as a Percentage of Actual Taxable Value
2014	\$998,610,700	\$902,404,100	\$38,593,700	\$252,275,800	\$1,687,332,700	2.45	\$1,704,376,465	99.00%
2013	\$980,176,000	\$870,220,600	\$31,996,300	\$245,353,700	\$1,637,039,200	2.45	\$1,687,669,278	97.00%
2012	\$1,018,965,890	\$851,784,410	\$31,996,300	\$245,353,700	\$1,657,392,900	2.05	\$1,657,392,900	100.00%
2011	\$983,470,000	\$850,053,700	\$31,996,300	\$242,740,600	\$1,622,779,400	2.05	\$1,622,779,400	100.00%
2010	\$774,690,620	\$741,630,460	\$28,294,600	\$239,838,250	\$1,304,777,430	2.50	\$1,628,935,618	80.10%
2009	\$767,461,410	\$742,288,710	\$27,624,600	\$239,457,230	\$1,297,917,490	2.50	\$1,640,856,498	79.10%
2008	\$772,121,430	\$752,768,320	\$27,709,140	\$241,488,860	\$1,311,110,030	2.00	\$1,653,354,388	79.30%
2007	\$762,169,770	\$730,911,040	\$27,709,140	\$233,716,790	\$1,287,073,160	2.00	\$1,569,601,415	82.00%
2006	\$738,192,360	\$677,113,430	\$27,279,040	\$187,244,990	\$1,255,339,840	1.90	\$1,429,772,027	87.80%
2005	\$733,369,150	\$687,728,550	\$27,363,580	\$181,769,630	\$1,266,691,650	1.90	\$1,486,727,289	85.20%

Source: Cumberland County Assessment Office

1. Tax rate per \$1,000 assessed value. The year 2010 was a reassessment year for Cumberland County (with the new values in effect in 2011) which impacted the tax rate.

2. Estimate based on a county-wide common level ratio provided by the Pennsylvania Tax Equalization Board

Earned Income Tax and Local Services Tax

Another large generator of revenue for the Township is the Earned Income Tax (EIT). Lower Allen Township residents contribute 0.60 percent of their income to the Township. Individuals who work in the Township and earn more than \$12,000 contribute \$52.00 annually to Lower Allen for the services they use while working within the Township. This is known as the local services tax or LST. The EIT, LST, and real estate taxes make up over 90 percent of Lower Allen's revenue.

Figure 3 - Lower Allen Township Tax Revenue (Annual)

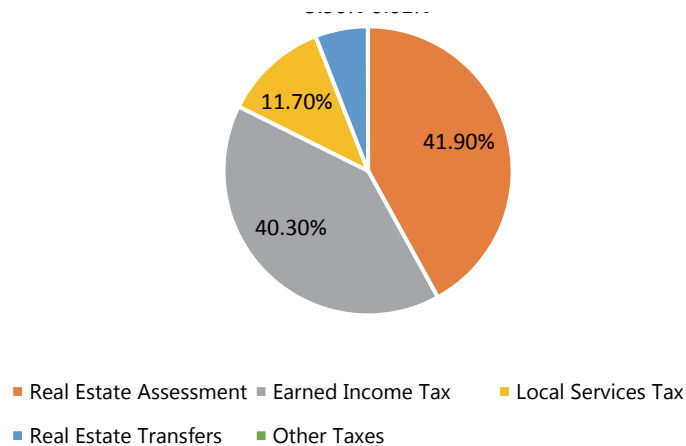
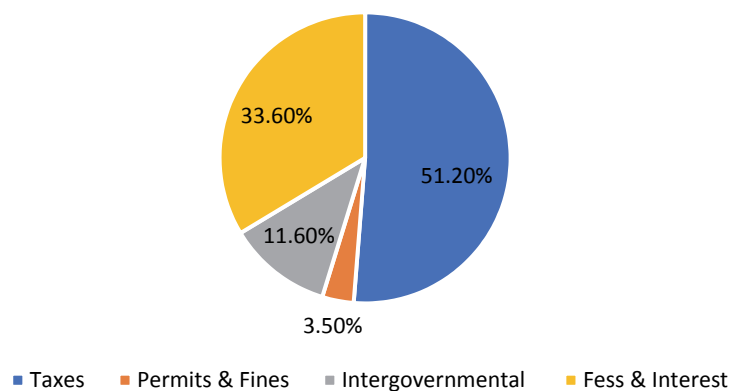


Figure 4 - Lower Allen Township General Purpose Revenues



Population

Based on 2017 estimates, Lower Allen Township is home to 16,518 residents and is the fifth most populous municipality in Cumberland County³. The population growth rate between 2000 and 2010 was 4.6 percent. In comparison, the Township experienced 8.9 percent growth between 1990 and 2000.

The Township grew by an estimated 5.8 percent between 2010 and 2017, reflecting residential construction occurring along Lisburn and Arcona Roads. Projections through 2021 estimate continued population growth, with an estimated 14.9 percent growth between 2010 and 2021. Annually, 14.9 percent growth equates to approximately 1.4 percent growth every year.

Table 2 - Population, 1980-2021

	Lower Allen Township	Lower Allen Township*	Cumberland County	Harrisburg-Carlisle MSA
1980 (Actual)	14,077	12,819	179,625	-
1990 (Actual)	15,254	12,969	195,257	-
2000 (Actual)	17,437	14,128	213,674	-
2010 (Actual)	17,980	14,771	235,406	549,475
Percent Change (2000-2010)	3.1%	4.6%	10.2%	-
2017 (Estimated)	19,018	16,518	249,460	571,497
2021 (Projected)	19,982	16,982	263,191	590,737
Percent Change (2010-2021)	11.1%	14.9%	11.8%	7.5%

Source: ESRI Business Information Systems

*Excludes SCI Camp Hill Population

As previously described, Lower Allen Township experienced significant amounts of development between the 1940s and 1980s and is considered built out in the northern portion of the Township. Its neighboring townships have experienced increased land development since the 1980s and continue to see increased development and population growth (please refer to Table 3).

³ Demographic trends for Lower Allen Township in this Plan exclude the prison population located at the Camp Hill State Correctional Institution. Excluding the prison population provides a more accurate picture of Lower Allen's residential demographic composition.

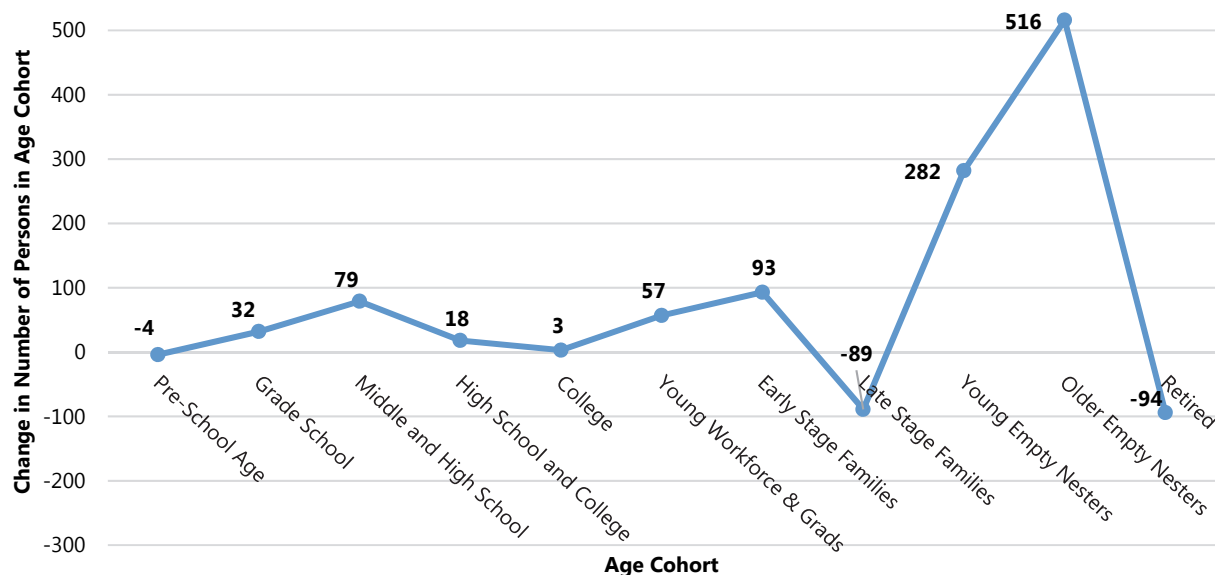
Table 2 - Population of Contiguous Municipalities, 2010-2016

	Size (Square Miles)	2000	2010	2017	% Change (2000-2010)
Camp Hill Borough	2.1	7,636	7,888	8,120	3.3%
Lemoyne Borough	1.6	4,018	4,553	4,854	13.3%
Mechanicsburg Borough	2.4	8,995	8,981	9,235	-0.2%
New Cumberland Borough	1.68	7,365	7,277	7,442	-1.2%
Shiremanstown Borough	.03	1,496	1,569	1,605	4.9%
Lower Allen Township*	10.3	14,128	14,771	16,518	4.6%
Hampden Township	17.3	24,272	28,044	30,131	15.5%
Upper Allen Township	13.2	15,382	18,059	19,381	17.4%
Fairview Township (York County)	35.6	14,321	16,668	17,193	16.4%

Source: ESRI Business Information Systems

Age Distribution

The Township's population composition is generally consistent with the Harrisburg-Carlisle MSA and Cumberland County trends. The median age of the population residing in Lower Allen Township is 42.2 (when including the SCI Camp Hill population), which is slightly above the median age in Cumberland County (41.4) and the MSA (41.0).

**Figure 5 – Absolute Change in Age Cohorts, 2010 Compared to 2017**

Source: ESRI Business Information Systems

*Excluding SCI Camp Hill Population

Race and Ethnicity

U.S. Census Bureau data reflects self-identification by people according to the race or races with which they most closely identify. Based on 2017 estimates, 89.5 percent of the Township's residents identify as White Alone, followed by 3.0 percent of residents that identify as Black Alone.

Households

There are 7,324 households in Lower Allen Township comprised of 60 percent family households, 20 percent non-family households, and 19 percent residing in group quarters.

Table 4 - Occupied Housing Units, Family and Non-Family Households, 2017

	Lower Allen (2017)	Cumberland County (2017)
Total Households	7,324	93,943
In Family Households	60.2%	77.1%
In Non-family Households	20.0%	17.5%
In Group Quarters	19.7%	5.5%

*Source: U.S. Census Bureau. **Includes** SCI Camp Hill Population*

At 19.7 percent, Lower Allen Township has a much higher percentage of residents living in group quarters when compared to the County and surrounding municipalities. This is due to the presence of the Camp Hill State Correctional Institution (SCI Camp Hill). In 2014 and 2015, the average inmate population was 3,500.

Household Definitions

A household is an occupied housing unit and household type is identified by the presence of relatives and the number of persons living in the household. Definitions for family, non-family, and group quarter households are provided below.

- Family households, with or without children, include married couples and other families such as single parent households.
- Non-family households represent households where unrelated persons are living together or a single person is living alone.
- Group quarters refers to a place where people live or stay in a group living arrangement that is owned or managed by an entity or organization providing housing and/or services for the residents. Group quarters include places such as college residence halls,

residential treatment centers, skilled nursing facilities, group homes, military barracks, correctional facilities, and workers' dormitories. People living in group quarters are usually not related to each other.

Median Household Income

The median household income in Lower Allen Township was \$59,478 in 2016 and is projected to increase to \$67,944 by 2021. While higher than the 2016 statewide average of \$53,805, the Township's median household income lags slightly behind the County average.

Table 5 - Median Household Income, 2017

Median Household Income	Lower Allen	Cumberland County
2016	\$59,478	\$62,626
2021	\$67,944	\$73,408

Source: ESRI Business Information Systems

Table 6 outlines the breakdown of income levels in Lower Allen Township and Cumberland County for 2016. The average household income in 2016 was \$77,228, slightly below the County average of \$81,386.

Table 6 - Household by Income, 2017

Households by Income	Lower Allen	Cumberland County
Household Income Base	7,321	99,309
<\$15,000	6.5%	7.9%
\$15,000 - \$24,999	9.0%	7.7%
\$25,000 - \$34,999	11.1%	9.4%
\$35,000 - \$49,999	13.4%	13.6%
\$50,000 - \$74,999	20.8%	18.9%
\$75,000 - \$99,999	16.4%	15.5%
\$100,000 - \$149,999	14.0%	16.3%
\$150,000 - \$199,999	4.7%	5.8%
\$200,000+	4.2%	4.8%
Average Household Income	\$77,228	\$81,386

Source: ESRI Business Information Systems

U.S. Census Bureau American Community Survey data estimates persons in poverty at 6.7 percent in Lower Allen Township. The poverty rate trends lower than Cumberland County, statewide, and national averages.

Table 7 - Persons in Poverty, 2015

Persons in Poverty	Lower Allen	Cumberland County	PA	US
2015	6.7%	7.3%	13.5%	13.2%

Source: U.S. Census Bureau, QuickFacts. 2006-2010 American Community Survey 5-Year Estimates, 2011-2015 American Community Survey 5-Year Estimates

Labor Force and Unemployment Rate

Based on 2016 estimates, Lower Allen Township's labor force, defined as Township resident individuals age 16 and older who are employed or are seeking employment, is 8,167 individuals. Shown in Table 8, the estimated unemployment rate in the Township is 2.8 percent, which trends below the 2016 Cumberland County employment rate of 3.7 percent.

Table 8 - Labor Force, 2017

Labor Force	Lower Allen	Cumberland County
Civilian Employed	97.2%	96.3%
Civilian Unemployed	2.8%	3.7%

Source: ESRI Business Information Systems

Over the past 15 years, Cumberland County's unemployment rate has remained lower than the Pennsylvania statewide average.

Unemployment spiked regionally, statewide, and nationally in 2008 and 2009 due to the recession, but has trended downward since 2010.

Employment by Industry

Based on U.S. Census Bureau data, there are 16,105 jobs located within the borders of Lower Allen Township. The top employing sector is Finance and Insurance with 1,902 employees. The Administration and Support, Waste Management and Remediation industry is the section top industry sector with 1,828 employees.

Based on the change of employment levels reported in 2004 and 2014, the Professional, Scientific, and Technical Services industry lost the highest number of net jobs at -876. The Health Care and Social Assistance sector reported a net loss of -433, which contrasts with national and regional growth trends for the industry.

Table 9 - Lower Allen Township Employment by Industry, 2004-2014

Industry Sector	2004	2014	Change (2004-2014)
Total	15,673	16,105	432
Finance and Insurance	1,576	1,902	326
Administration & Support, Waste Management and Remediation	764	1,828	1,064
Management of Companies and Enterprises	992	1,772	780
Retail Trade	1,940	1,761	(179)
Public Administration	1,640	1,461	(179)
Professional, Scientific, and Technical Services	2,276	1,400	(876)
Health Care and Social Assistance	1,591	1,148	(443)
Manufacturing	275	865	590
Accommodation and Food Services	926	807	(119)
Construction	602	635	33
Transportation and Warehousing	579	627	48
Other Services (excluding Public Administration)	614	612	(2)
Wholesale Trade	794	517	(277)
Educational Services	339	390	51
Information	438	145	(293)
Real Estate and Rental and Leasing	174	117	(57)
Arts, Entertainment, and Recreation	83	84	1
Utilities	47	31	(16)
Mining, Quarrying, and Oil and Gas Extraction	1	2	1
Agriculture, Forestry, Fishing and Hunting	22	1	(21)

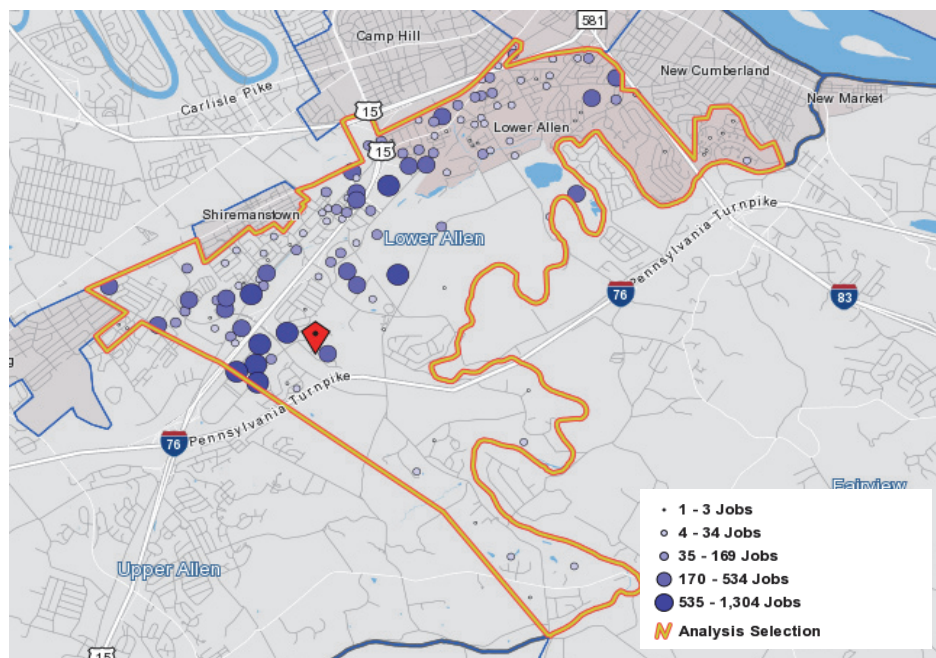
Source: Census Bureau - Longitudinal Employer Household Dynamics

Based on interviews with the Cumberland Area Economic Development Corporation (CAEDC), Lower Allen Township features the County's largest inventory of manufacturing and light flex space. While large-scale warehousing is prominent along the I-81 corridor, manufacturing and light flex is unique to Lower Allen and is a niche opportunity for the Township and County. It is an opportunity for the Township to capitalize on by continuing to attract new businesses and fill vacant industrial properties.

Employment Centers

Shown in Figure 6, employment clusters are concentrated along the US 15 corridor in Lower Allen Township. SCI Camp Hill, businesses located in the Rossmoyne Business Center and along/near Century Road, and the Capital City Mall represent the largest employment nodes in the Township. Additional detail on employment hubs are described in Chapters 3-6.

Figure 6 - Employment Location, 2014



Commuting Patterns

The U.S. Census Bureau provides data on inflow and outflow labor characteristics of a municipality. This type of data shows the number of non-resident workers employed within the municipality (inflow) and how many resident workers are employed outside of the municipality (outflow). Interior flow refers to residents living and working within the same municipality.

Based on 2014 data, Lower Allen Township has approximately 16,105 primary jobs located within the Township. Of these jobs, 15,444 workers are employed in the Township but live outside; 6,569 live in the Township, but work outside of the Township; and 661 are both employed and live in the Township. Figure 7 provides a visual representation of the labor inflow/outflow in Lower Allen Township.

The inflow/outflow data shows that Lower Allen Township is a net importer of workers by a significant margin. The movement of workers into and out of the Township underscores the importance of reliable transportation infrastructure and services in support of the Township's economy and vitality.

Figure 7 - Employment Commute Patterns

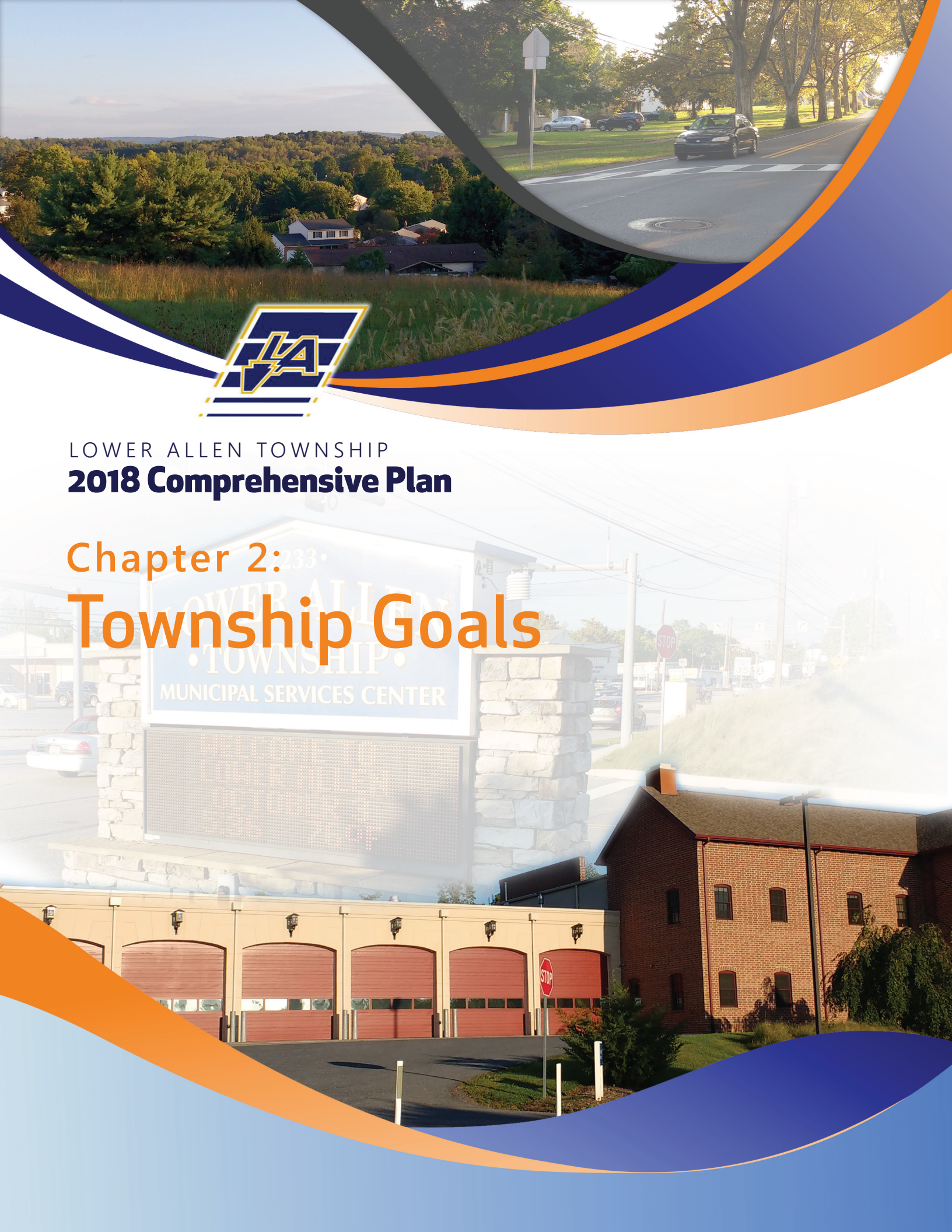


Source: Census Bureau - Longitudinal Employer Household Dynamics



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 2:²³³
Township Goals



Goal 1

Enhance the Township's existing residential neighborhoods and community parks

Township-wide

Goal 1: Enhance the Township's existing residential neighborhoods and community parks

Throughout the planning process, the Township's neighborhoods and parks were consistently described as treasures and assets that are in many ways regarded as a top attraction factor for residents living in Lower Allen Township. While the Township itself does not have a strong name identity in the region, many of Lower Allen Township's established neighborhoods have a deep sense of place. Allendale, Beacon Hill, The Cliffs, Highland Park, Lisburn, Rossmoyne Manor, and others are all household names that are associated with quiet, tree-lined neighborhoods located in close proximity to attractions and employment centers in the Greater Harrisburg region.

One of the issues the Consultant Team and CAC asked throughout the public engagement process was whether or not Lower Allen should seek to establish a town center during the next 10 years. That is, a "Main Street" corridor that would provide a sense of place for the Township and serve as a central gathering place for residents living throughout the Township's geographically dispersed neighborhoods. Residents nearly unanimously indicated that a town center is not needed in the Township, as the individual identity of neighborhoods is a special feature valued by residents. Lower Allen residents value the neighborhoods and parks they call home, and seek to invest the Township's resources to preserve and enhance the quality of existing neighborhoods and parks.

The Community's Input

Neighborhoods

Based on the survey results and stakeholder outreach, the three top reasons residents choose to move to Lower Allen include the Township's "location" in the Greater Harrisburg region, "housing", and the Township's rural "open space" (Figure 1). When asked "What are the best features of the Township?", respondents indicated "location", followed second by "my neighborhood" (Figure 2). Nearly 80 percent of respondents indicated their commute time to work is 20 minutes or less, demonstrating Lower Allen's proximity to the Greater Harrisburg job market.

demonstrating Lower Allen’s proximity to the Greater Harrisburg job market.

In addition, one of the key survey questions – “Where should the Township use its resources to support initiatives in the future?” – clearly demonstrated the public’s desire to protect and enhance neighborhoods as an initiative of the *Comprehensive Plan*. “Protecting existing neighborhood character” was identified as the number one initiative the public would like to see the Township pursue.

Figure 1 - Online Survey Results, Q2

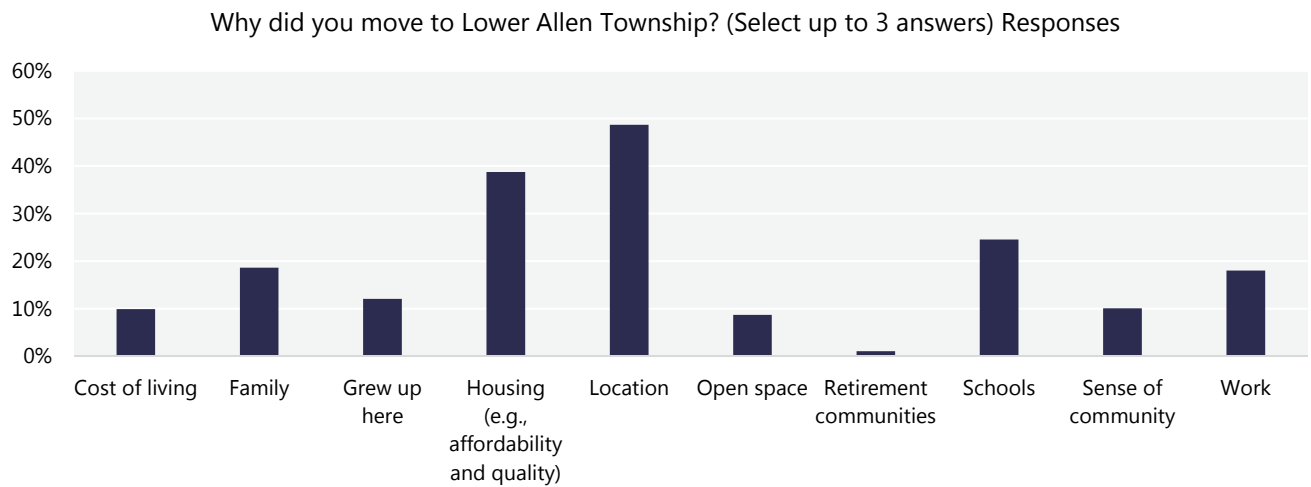
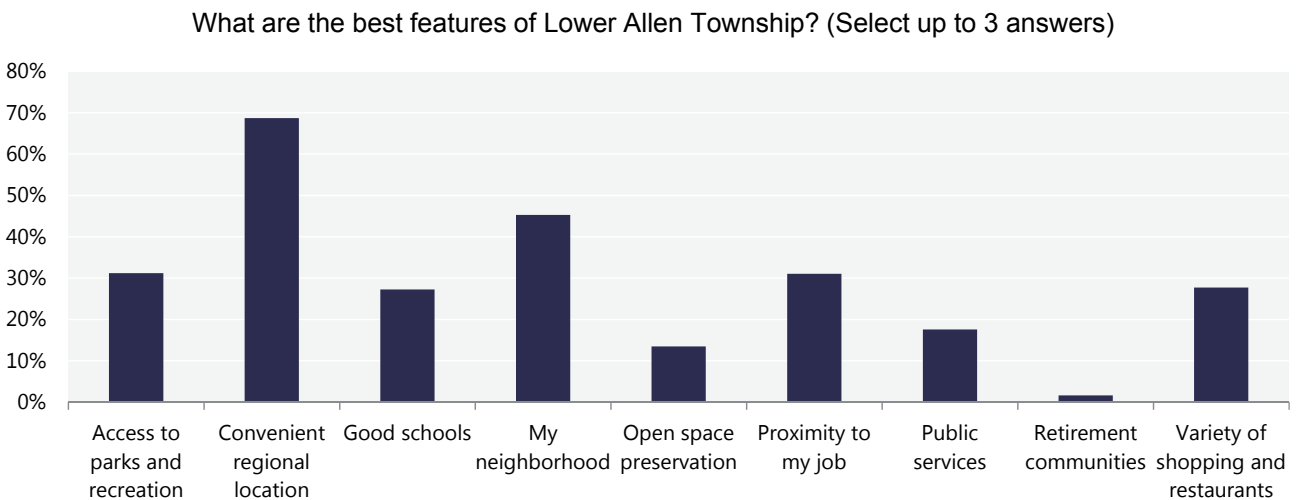


Figure 2 - Online Survey Results, Q3



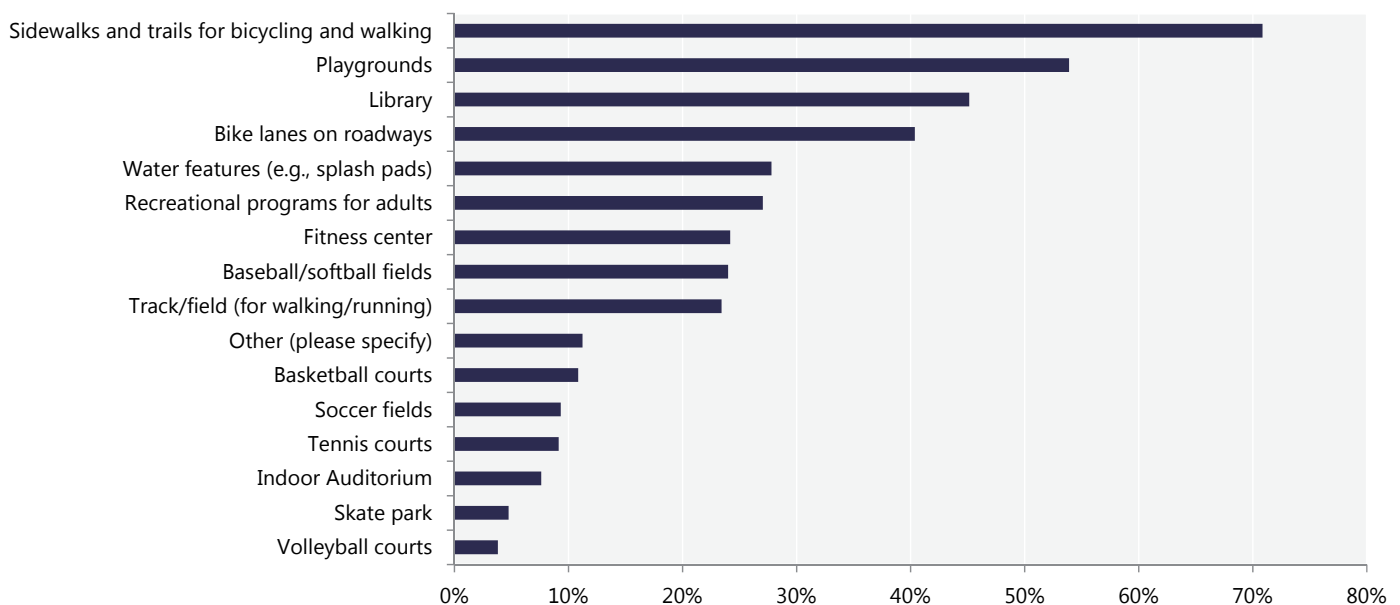
Parks

During the planning process, residents expressed overall high satisfaction with the current condition and maintenance of the Township's parks, with 92 percent of survey respondents indicating they are "Very Satisfied" or "Satisfied" with park facilities. This demonstrates support of the Township's existing maintenance program, and suggests maintenance, not new capital improvements, are appropriate.

In addition, the survey asked residents "Which recreational facilities and amenities are most important to you?", with results shown in Figure 3. Overwhelmingly, 78 percent of respondents selected sidewalks and trails for bicycling and walking and 54 percent selected bike lanes on roadways as the top two areas for improvement. For this reason, pedestrian and bicycle connections was identified as one of the four goals for the *2018 Comprehensive Plan*, and is covered separately in *Goal #3: Expand pedestrian and bicycle connections throughout the Township*. It is possible many of the other recreational facilities were ranked lower in the survey because these resources already exist in the Township, and demonstrates new capital investment in facilities such as athletic fields and courts are not currently needed.

Figure 3 - Online Survey Results, Q9

Which of the following recreational facilities and amenities are most important to you? (Select up to 5)



Existing Conditions - Housing

In Lower Allen Township today, residential housing comprises 33 percent of all land use. The following sub-sections outline data on the Township's existing housing stock, which is the backbone to the neighborhoods and an important asset for the community.

Housing Type

There are an estimated 7,761 housing units located within Lower Allen Township's 10.3 square miles. Of these, 60.8 percent are owner occupied, 33.6 percent are rented, and 5.6 percent are vacant, which is generally consistent with County trends. Since 2000, owner occupied housing has decreased as renter and vacant housing has slightly increased.

As demonstrated in Table 1, the number of housing units in the Township is projected to increase between 2016 and 2021 from a total of 7,761 to 8,203, a growth rate that is anticipated to slightly outpace Cumberland County and the Harrisburg-Carlisle Metropolitan Statistical Area (MSA).

Table 1 - Housing Units by Type

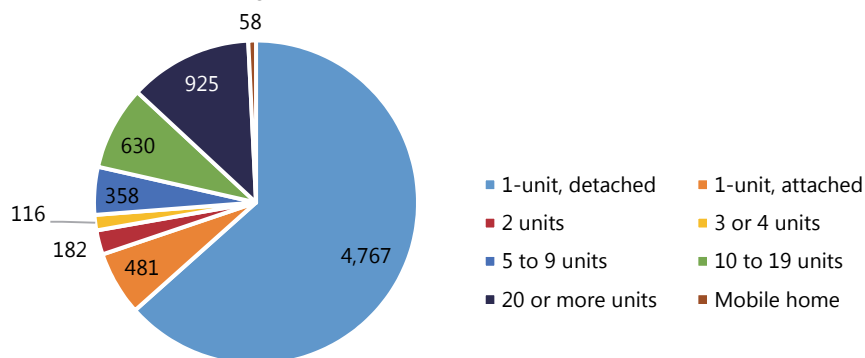
	2000 (Actual)	2010 (Actual)	2016 (Estimated)	2021 (Projected)	% Change 2010–2021	Numerical Change 2010–2021
Lower Allen Township	6,499	7,255	7,761	8,203	5.7%	948
Owner Occupied Units	67.1%	62.9%	60.8%	60.7%	-0.2%	
Renter Occupied Units	29.8%	32.3%	33.6%	33.5%	-0.3%	
Vacant Units	3.1%	4.9%	5.6%	5.7%	1.8%	
Cumberland County	86,951	99,988	105,952	111,590	5.3%	11,602
Owner Occupied Units	69.7%	67.6%	65.6%	65.7%	0.2%	
Renter Occupied Units	25.7%	26.3%	28.1%	28.2%	0.4%	
Vacant Units	4.5%	6.0%	6.3%	6.1%	-3.2%	

Source: ESRI Business Information Systems

Housing Stock

Based on American Community Survey estimates (2015), the primary housing stock in the Township is 1-unit detached homes. The second most common housing type is 20 or more units, which is attributable in part to senior communities Bethany Village Continuing Care Retirement Community and the Woods at Cedar Run senior community (Figure 4).

Figure 4 - Lower Allen Township Housing Unit Structure, 2015



Source: American Community Survey

As shown in Table 2, more than 58 percent of the Township's housing stock was constructed between 1950 and 1980, which aligns with the population growth that was experienced in the decades following World War II.

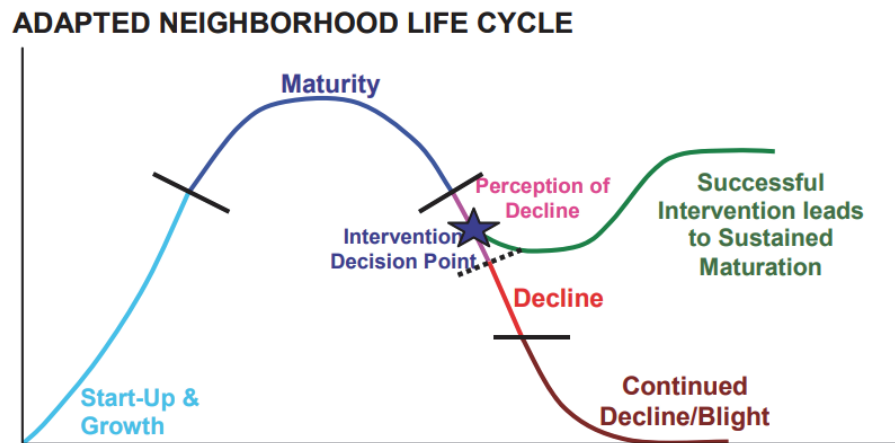
Table 2 - Lower Allen Township Housing Stock by Age, 2015

Year Constructed	Number of Units
Built 2010 to 2013	102
Built 2000 to 2009	539
Built 1990 to 1999	801
Built 1980 to 1989	844
Built 1970 to 1979	1,115
Built 1960 to 1969	1,235
Built 1950 to 1959	2,016
Built 1940 to 1949	521
Built 1939 or earlier	344
Total Housing Units	7,517

Source: ESRI Business Information Systems

All homes and neighborhoods go through life cycle changes. As neighborhoods mature in age, homes grow in character but often require investment to repair and maintain a state of good condition. If routine repair and maintenance are not invested in, neighborhoods can begin to experience deterioration which can impact home values, future sales, and ultimately the quality of the neighborhood and available housing stock in the Township. This lifecycle is depicted in Figure 5,

Figure 5 - Neighborhood Life Cycle



Lower Allen’s Established Neighborhoods

As the baby boomer generation continues to age, qualitative insights from stakeholder interviews suggests that many of the Township’s established neighborhoods are experiencing a natural changeover in ownership. In addition, observations of maintenance decline in many neighborhoods have also been observed. While the Township’s established neighborhoods are not blighted, home maintenance activities such as edging, shrub trimming, sidewalk maintenance, power washing siding and so forth have slipped over the past 10-year period.

When the homes were first built, they were premier, high-end homes that were being constructed at a high price point. Decades later, these homes are being purchased by first time home buyers that may not have the means to invest in the necessary maintenance or perhaps perceived level of maintenance of the former owners. This comes at time in the neighborhood life cycle where the homes in Lower Allen may require investment to sustain maturation and avoid the potential for decline.

The Township needs to maintain a proactive strategy which preserves the characteristics that have made the established neighborhoods one of the premier places to live in the Greater Harrisburg region – quality housing in a quality setting - while simultaneously keeping pace with changing market demands for a broader range of housing choices for all ages and household sizes.

Strategies

Neighborhoods #1: Protect the existing quality, character, and livability of Lower Allen’s neighborhoods

Today, Lower Allen’s established neighborhoods (located in the Single Family Established Residential (R1) zone) are in the “mature” lifecycle. The strategies outlined below are intended to sustain the mature lifecycle for decades to come and promote reinvestment in the Township’s established neighborhoods to protect the quality of the Township’s housing stock and to remain an attractive location in the housing market.

Maintain Code Enforcement

The Township has a well-established process for identifying code violations and issuing violation notices to residents, undertaken through a collaborative partnership between the Township’s Community Development Department and Police Department. In addition, the Township periodically selects certain neighborhoods to complete a sidewalk assessment and notifies property owners regarding violations that need to be addressed.

The Township should provide the resources to ensure this level of enforcement is continued in the long-term.

Neighborhoods 1.1.

Maintain existing level of code enforcement in Lower Allen Township by maintaining adequate staff capacity.

Maintain Public Services

A strong network of public services such as police, emergency medical services (EMS), fire, waste management, stormwater management, and public infrastructure are paramount to maintaining high quality neighborhoods. Township services are the foundation of good neighborhoods and must be maintained to meet the evolving needs of neighborhoods. The public survey process revealed very positive ratings about the Township’s existing level of public services. Maintaining the current level of public services will safeguard this aspect of enhancing and preserving the Township’s quality neighborhoods.

Neighborhoods 1.2.

Maintain the Township's existing level of public services.

Provide Resources for Property Owners

Based on Lower Allen Township code enforcement data, there hasn't been an influx in code violations and the strategy opportunity does not recommend stronger enforcement. Rather, the strategy is to advance an educational campaign offering new and existing homeowners a resource to find guidance on property maintenance and code requirements. For example, a brochure outlining common maintenance needs in older homes may help attune new homeowners to investment opportunities.

Neighborhoods 1.3.

Develop an educational campaign for homeowners, renters, and property owners on property maintenance standards and code requirements.

Neighborhood Street Trees

The Township's established neighborhoods feature large trees that line the streets and offer an inviting tree canopy, a value add to the Township's neighborhoods and an attractive quality that is a key component of neighborhood character. During the planning process, the Township's Community Development Department recognized that older street trees have not been maintained in certain neighborhoods and root heave on curbs and sidewalks is problematic.

As neighborhoods continue to mature, the opportunity exists to strengthen the Township's process for maintaining its tree canopy through a street tree program. Chapter 202 of the Code of the Township of Lower Allen specifies that the branches of street trees must not interfere with pedestrian or vehicular passage, but otherwise is silent on maintaining the health and vitality of street trees. The code also does not require prior Township approval before trimming or removing trees.

To proactively protect Lower Allen's street trees and preserve the existing tree canopy for generations to come, the Township should amend the Township code to strengthen street tree requirements.

Neighborhoods 1.4.

Amend Township code to implement stricter requirements for maintaining street trees.

As one example of neighborhood preservation plan implementation, the City of Harrisburg recently enacted a Local Economic Revitalization Tax Assistance (LERTA) program to encourage redevelopment in the city. LERTA has been a Pennsylvania tool since 1977 and allows counties, municipalities and school districts to waive taxes on the increased value of improved properties in distressed areas. In LERTA districts, property owners can rehabilitate a home but continue to pay property taxes on the property's old assessed value—not the new, improved value—for the time established.

Undertake a Neighborhood Preservation Plan

A neighborhood preservation plan is a tool used by communities to assess improvement areas at a micro level. By studying neighborhoods through a planning process, the Township would have the opportunity to systematically evaluate improvements to code enforcement, public infrastructure projects including streetscape improvements, traffic calming, and open space and/or parks, and potential financial assistance tools that could be offered by the Township to incentivize reinvestment in residential properties. A neighborhood preservation planning process includes a public engagement effort to complete a neighborhood assessment, strategic planning, and implementation including potential funding sources.

The Township could undertake a pilot neighborhood preservation plan by selecting a single neighborhood to create and refine the planning process.

Pedestrian and Bicycle Connectivity

Improving pedestrian and bicycle connectivity between the neighborhoods, parks, activity nodes is a key initiative of this *Comprehensive Plan* that directly relates to enhancing the Township's neighborhoods. This issue is discussed under *Goal #3: Expand pedestrian and bicycle connections throughout the Township* and provides strategies for each area of the Township where new connections can enhance pedestrian and bicycle connectivity.

Existing Conditions – Township Parks

Like its neighborhoods, Lower Allen is recognized for offering outstanding parks. The Township has more than 171 acres of land dedicated to public park space and recreational athletic fields. There are currently 13 parks maintained by the Township. Of these parks, the largest are the Lower Allen Community Park located on Lisburn Road and the Vernon C. Wass Park on Wesley Drive. Both accommodate a diverse range of uses including athletic courts and fields, play structures, picnic tables, and paved walking paths that support recreation for all ages.

Three parks, Beacon Hill Boulevard, Creekwood Park, and Yellow Breeches Park, provide passive recreation areas and have a combined coverage of approximately 29 acres. Although these parks have fewer amenities, they serve as riparian wooded buffers to the Yellow Breeches Creek, helping to curb creek bank erosion and maintain water quality.

In addition, there are six smaller parks: Allendale Park, Beacon Hill Park (including the Radar Site), Highland Park, Highland Estates Park, Peters Field, and Sheepford Crossing Park. Each is less than 3 acres and serves as a neighborhood park, and many have playgrounds, picnic areas, and athletic courts and fields. These parks are valued treasures of the neighborhoods and are walkable for families with children.

The newest park, Cedar Spring Run Park, is located on Gettysburg Road next to the Municipal Services Center. The new park provides 2.5 acres of outdoor recreational space for an area not served by the other parks. The park features a paved path, parking, bathrooms, signage, a picnic area, play area, foot-bridge, and landscaping.

Strategies

Parks #1: Maintain the quality of Lower Allen’s parks and provide expanded passive and active recreation amenities.

Park Standards

The National Recreation and Park Association (NRPA) developed standards for local active parkland. In 1971, the accepted minimum standard was established at a range of 6.25 to 10.5 acres per 1,000 residents. This standard has been evolving based upon major trends in recreation over the last 40 years marked by new recreational pursuits and increasing participation that necessitate additional parkland. Updated NRPA guidelines in 1996 encourage municipalities to tailor their standards to meet recognized recreation needs using a Level of Service approach.

The *Cumberland County 2013 Land Partnerships Plan* recognizes two standards for park acres per person ratios.

- **Status Quo Parkland Goal** - The *2006 Land Partnerships Plan* established a de facto countywide parkland standard of 8.6 acres of parkland per 1,000 residents. Since 2006, the 2005 population statistic was updated, and the de facto standard has been revised to 9.2 acres of parkland per 1,000 residents to account for the revised population data.
- **Model Parkland Community Projections** - Many municipalities in Cumberland County have been working towards acquiring additional parkland and developing it to meet community needs. By example, they have set the higher standard for active recreational parkland in Cumberland County by providing adequate parkland for their population and needs. In following NRPA’s recommendation to tailor standards based upon trends, conditions and community needs, Cumberland County could consider a goal of 15 acres per 1,000 as the desired amount of parkland in Cumberland County.

At 171 acres of parkland and with a population of 16,518, Lower Allen has a park ratio of 10.4 acres per 1,000 residents (Table 3). This exceeds Cumberland County’s Status Quo Parkland Goal, but does not meet the more desirable Model Parkland Community Standard.

Table 3 - Parkland Standards Applied to Lower Allen Township

Year	Residents	Parkland (in Acres)	Acres per 1,000 Residents	Standard	Deficit	Additional Acres Needed
Status Quo Parkland Goal						
2017	16,518	171	10.4	8.6	+1.8	0
2022	16,982	171	10.1	8.6	+1.5	0
Model Parkland Community Projections						
2017	16,518	171	10.4	15.0	-4.6	76.7
2022	16,982	171	10.1	15.0	-4.5	83.7

By 2022, Lower Allen is anticipated to have a total population of 16,982. To meet the Model Parkland Community Standard, an additional 76.7 acres of parkland would be required. During the public engagement process, the public emphasized strong support for additional trail improvements and connections in the Township and connections to adjacent municipalities, which could be part of the parkland inventory.

Parks 1.1

Evaluate opportunities to establish additional public park acreage and bicycle and pedestrian trail connections by 2021.

Park Quality

The *2006 Comprehensive Plan* outlined a detailed series of recommended park improvements that the Township could consider. The recommendations included items like new signage, court resurfacing, development of an access point to Yellow Breeches Creek, and lighting upgrades, among others.

Based on the Township staff reporting, many of the *2006 Comprehensive Plan* park improvement recommendations have been deferred due to budgetary constraints. Likewise, recommendations from the *2005 Master Plan* for the Lower Allen Community Park have largely been deferred due to limited funding. The Township did, however, receive grant funding to construct a new park, Cedar Spring Run Park, on Gettysburg Road next to the Municipal Services Center.

To help direct existing programmed dollars for park maintenance, one opportunity is to conduct a park survey to determine specific park improvements that could be undertaken with the Township's existing budget for parks. Unlike the *2006 Comprehensive Plan* and the *2005*

Master Plan for Lower Allen Community Park, the survey would identify small and affordable improvements that can be achieved in the near-term. Currently, the Recreation and Park's Board is responsible for programming park improvements. Offering an opportunity for public feedback would provide a value add to the Township's high-quality park system.

Parks 1.2.

Conduct public survey with residents to determine specific opportunities for park improvements that can be accomplished with existing budget allocations.

Park Map and Guide

To maximize the use of the Township's existing parks, the Township may consider the development of a park system user guide to include the off-road and on-road trail network and to inform residents about the Township's existing park facilities.

Currently, park information is available on the Township's website, but a printable brochure or guide is currently not available. A relatively cost-effective recommendation, developing an information guide for Township residents would encourage use of the Township's existing park system. This recommendation was also included in the *2006 Comprehensive Plan*, which detailed that a guide would increase citizen awareness of the opportunities available to them.

The guide should include a map of park locations, featuring all public park areas and recreation facilities as well as private facilities that are open for public use.

Parks 1.3.

Develop a guide brochure and map of the Township's parks system, to include all Township-owned, School District-owned, and privately-owned park areas that are open for public use.

Yellow Breeches Access Management

The Yellow Breeches Creek is an active recreation corridor that is open to the public for enjoyment. Within access points in Lower Allen, residents and visitors utilize the creek for kayaking, tubing, fishing, and other recreational activities.

The *2017 Cumberland County Comprehensive Plan* recommends that the County partner with its local municipalities and tourism stakeholders to prepare maps and provide public information on the recreational opportunities afforded by the Yellow Breeches Creek Water Trail. In addition, the County seeks to partner with organizations to monitor water trail usage and assist in managing any community issues that may arise from intense usage. Based on stakeholder feedback, there are existing challenges that arise from the public misusing the creek. These challenges anecdotally include littering, trespassing on private property, and general misconduct.

Utilizing the planning synergies driven by the recent Township and County comprehensive plans, the Township should coordinate with Cumberland County to promote and protect Yellow Breeches Creek. In addition, the Yellow Beeches Watershed Association may offer grants to complete a management plan. This could be pursued as a joint effort between the County and Lower Allen Township.

Parks 1.4.

Serve as a regional partner to enhance amenities and access management to the Yellow Breeches Creek.

Goal 2

Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Township-wide

Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Lower Allen Township will be better than it is now when: "there is a guaranteed balance between what we want to preserve and what has been developed so we can enjoy in perpetuity the variety that we have to offer."

-Lower Allen Township
Resident
Community Survey, 2017

With decades of growth concentrated in the northern portion of the Township, the southern portion of Lower Allen has remained uniquely rural, more similar to the western portions of Cumberland County. With little agricultural activity in the Township (13 percent of land use), Lower Allen's Single Family Rural Residential (R-2) zoning has preserved much of the Township's undeveloped land since the zoning requires larger lots and less land area covered by buildings and paving. South of the Pennsylvania Turnpike, the main corridor provides scenic views of open green space with natural vegetation.

The *2006 Comprehensive Plan* recommended the development of a traditional town center on a project site located south of the Pennsylvania Turnpike. This site, identified as Opportunity Site 2 in the *2006 Comprehensive Plan*, is located along Rossmoyne and Lisburn Roads. Since the adoption of the *2006 Plan*, 247.6 acres of land is being developed in multiple phases under the Township's Traditional Neighborhood Development Overlay District. While the implementation of the project is consistent with the recommendations of the *2006 Plan*, the public expressed strong support during the comprehensive planning process for revising land use policies to promote the preservation of open space, particularly south of the Pennsylvania Turnpike.

Residents also expressed interest in seeing redevelopment and development occur along the Township's older commercial and industrial corridors in the northern areas containing underutilized properties. The Gettysburg Road-State Road-Hummel Avenue corridor, for example, is an area that has underutilized properties, lacks unified land uses, and does not offer a welcoming entryway into Lower Allen Township. Redeveloping underutilized properties is beneficial, offering residents more options to live, work, and shop. It strengthens the local economy and tax base, providing additional tax revenues to sustain high quality public services.

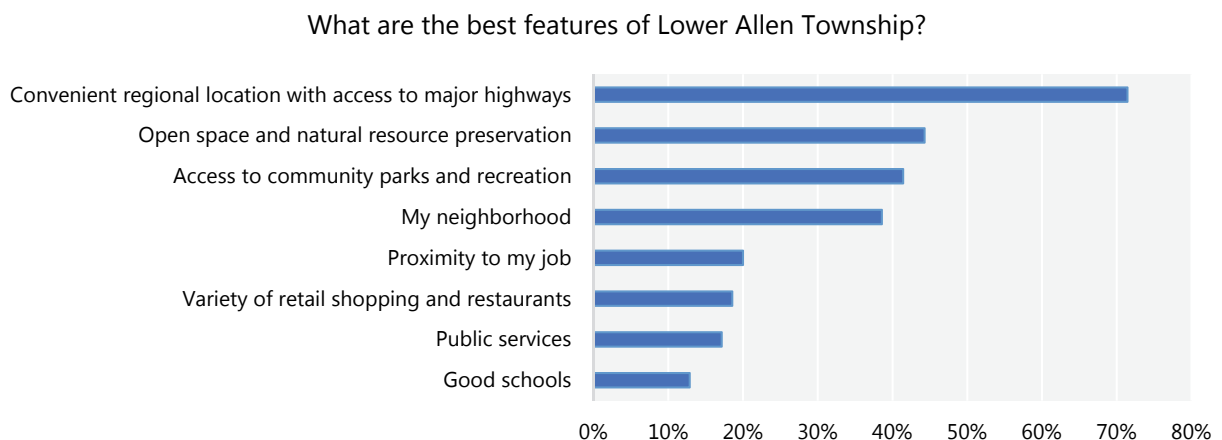
As a goal, “Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas” prioritizes both new investment to support the Township’s economic prosperity while preserving open space to retain the rural landscape of the southern area of Lower Allen.

The Community’s Input

Throughout the public engagement process, participants repeatedly commented on the need to maintain the diversity of land uses in the Township. One respondent noted that as development occurs, equal importance should be given to open space preservation to ensure the Township maintains a balance of urban, suburban, and natural space.

In the survey, respondents were asked “What are the best features of Lower Allen Township?” Residents living in the southern area reported the Township’s “Convenient regional location with access to major highways,” “Open space and natural resource preservation,” and “Access to community parks and recreation” (Figure 6). At a Township-wide level, however, respondents prioritize “Convenient regional location with access to major highways,” “My neighborhood,” and “Access to community parks and recreation.” Open space was selected by 13 percent of survey respondents Township-wide, demonstrating residents in the southern area particularly value open space as an important asset.

Figure 6 - Online Survey Results, Q3-Southern Portion



In addition, respondents were asked where the Township should use its resources to support initiatives. For respondents in the southern portion of the Township, 73 percent selected “Preserving open space for future generations” as the top initiative (Figure 7). At a Township-wide level, 59 percent of respondents also selected “Preserving open space for future generations,” which was the second top Township initiative (Figure 8). This survey question offers an important insight – residents, Township-wide, value the rural character in the southern portion of the Township and, further, prioritize it as a key initiative the Township should be investing in.

Figure 7 - Online Survey Results, Q6 - Southern Portion

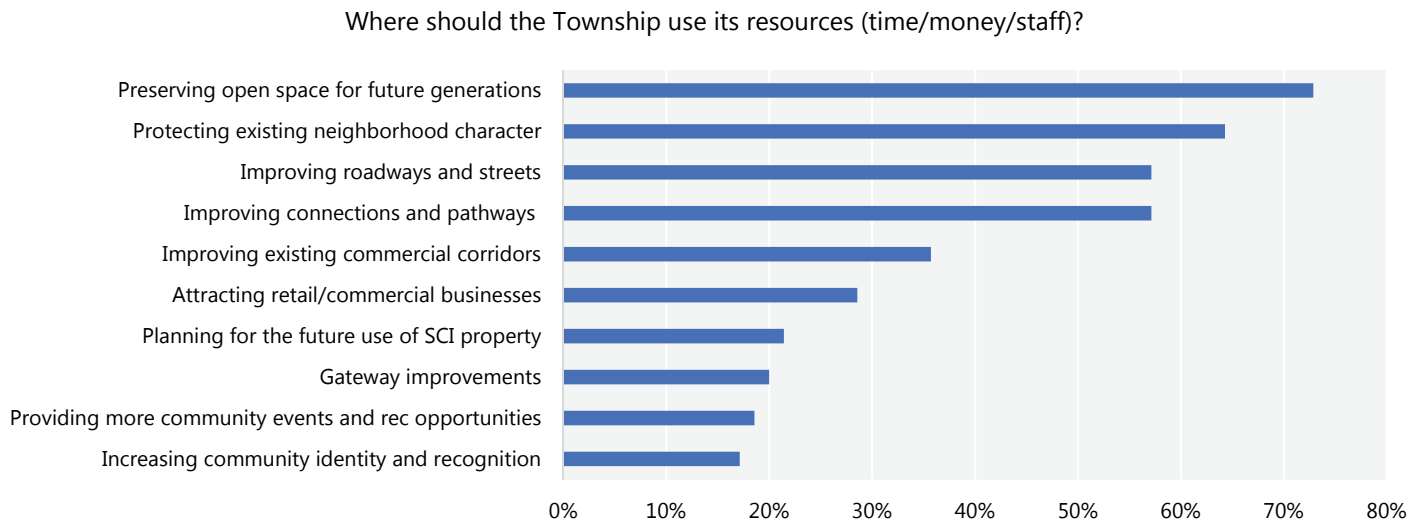
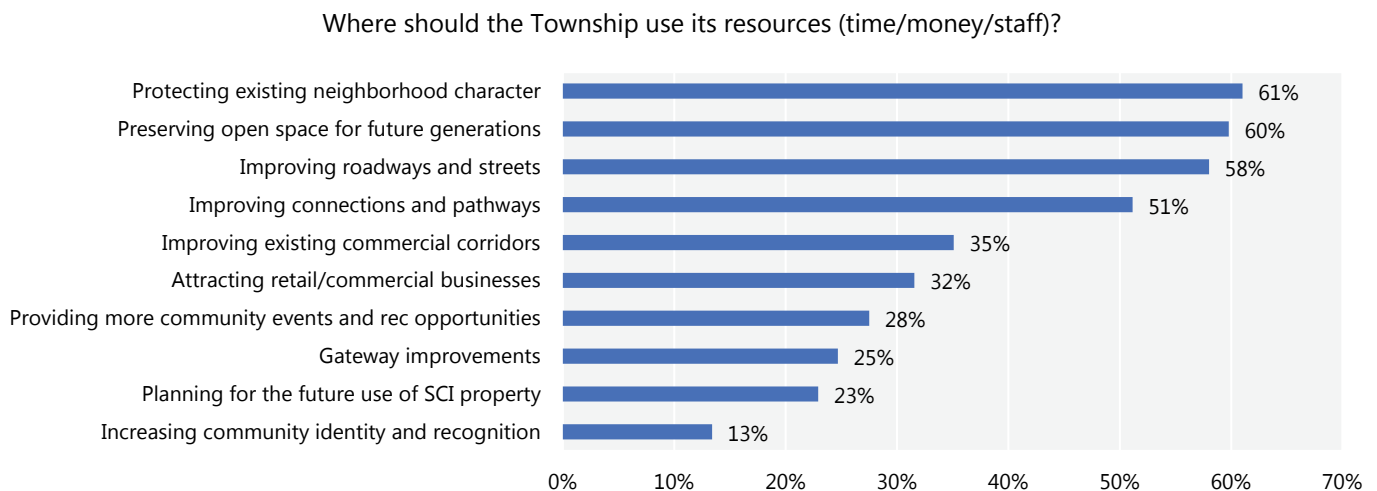
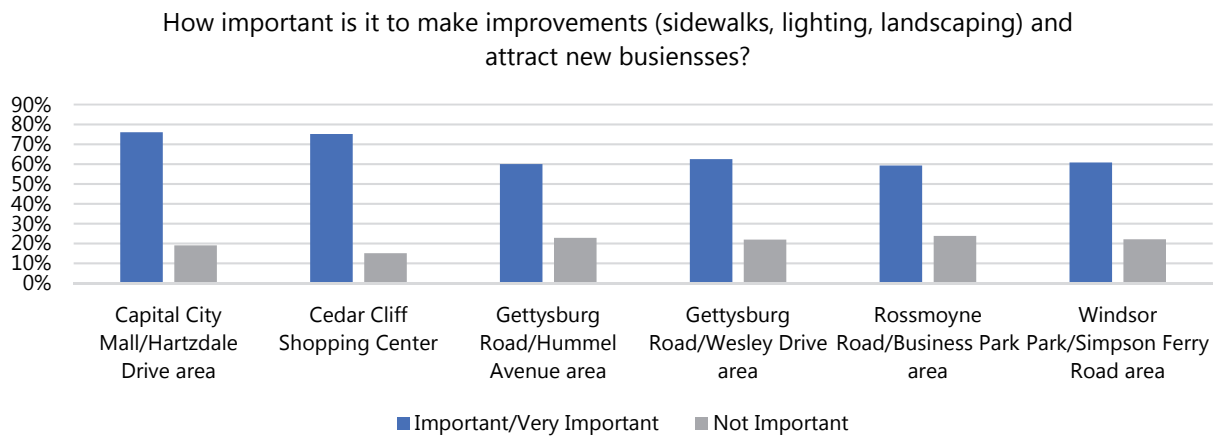


Figure 8 - Online Survey Results, Q6 – Township-wide



While steps to preserve open space are important to many members of the community, residents also expressed interest in sustaining the future tax base by investing in redevelopment opportunities in the northern portions of the Township. Promoting the improvement/redevelopment of existing commercial corridors and attracting retail/commercial business ranked as priorities 5 and 6, respectively in survey question 6. When asked how important it is to make improvements (such as sidewalks, lighting, and landscaping) to attract new business at the Township’s commercial locations, survey respondents indicated such improvements are very important or important (Figure 9).

Figure 9 - Online Survey Results, Q8 Township-wide



Existing Conditions

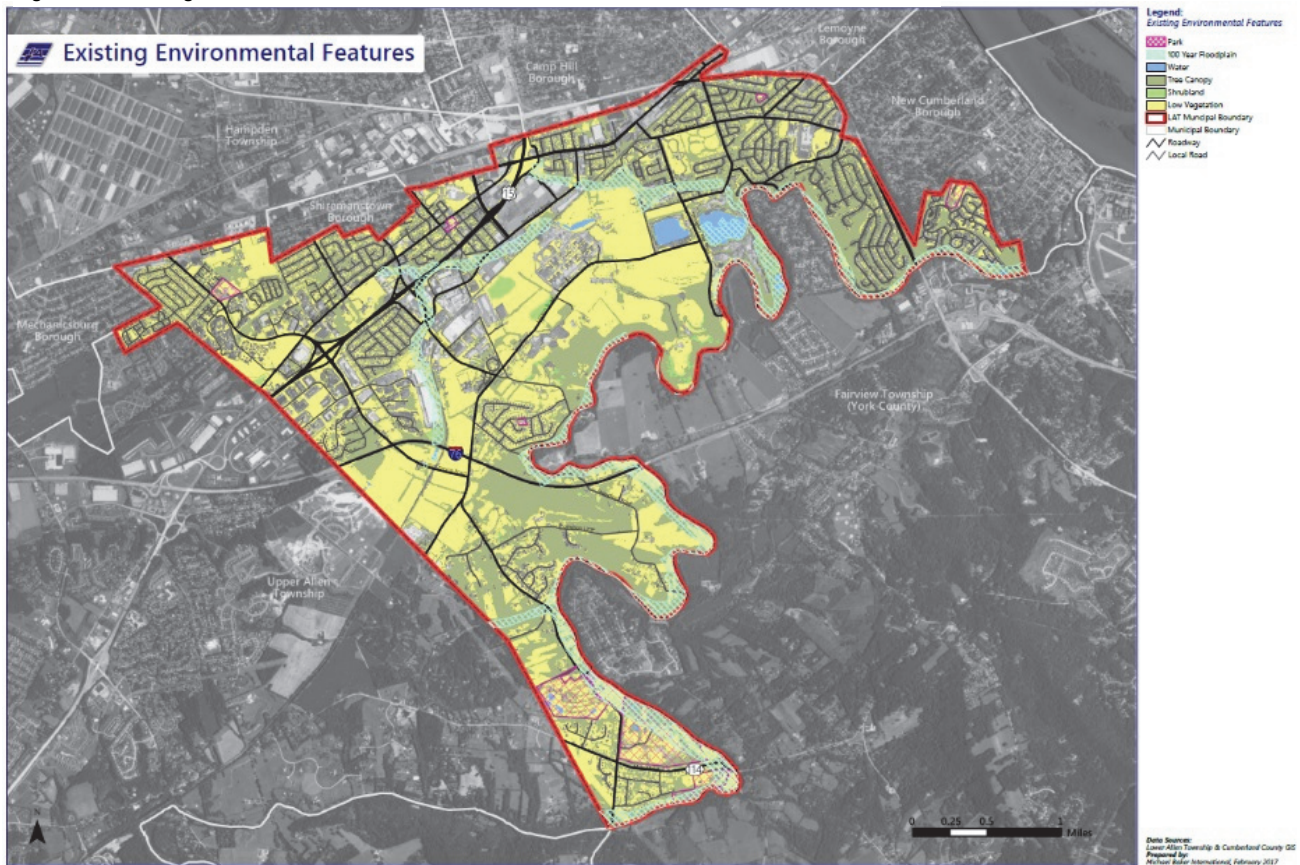
What is open space?

Lower Allen Township’s *Subdivision and Land Development Ordinance (SALDO)* defines open space as “The area of a lot unoccupied by principal or accessory structures, streets, driveways or parking areas but may include areas occupied by walkways, play equipment and other noncommercial outdoor recreation facilities”. The zoning ordinance defines open space a little differently as: “The unoccupied space open to the sky on the same lot with the building, not including parking lots.” The ordinances further distinguish between Common Open Space, which is permanently preserved and included as part of land development for the enjoyment of residents, and Public Open Space, owned by a government agency or the Township for public recreation.

How much open space exists?

Lower Allen Township has 0.3 percent of land in open space and 2.3 percent of land in parks. While seemingly a small percentage, the Township has a large amount of undeveloped land. A map of existing environmental conditions shows how prominent undeveloped land is in the Township, with large swaths of low vegetation and tree canopy (Figure 10).

Figure 10 - Existing Environmental Features



The Consultant Team identified a misunderstanding among the public that this land is and can continue to be “preserved.” In contrast, many of the acres of undeveloped land are owned by private property owners that have development rights based on zoning. The Township does not have the authority to take away such given development rights and has instead adopted codes and ordinances to preserve and create open space without removing development rights. For example, new residential developments in Lower Allen Township are required to include open space acreage within the new development and several zoning districts

can be redeveloped using overlay districts that require common open space or public open space preservation (Table 4).

Table 4 - Overview of Overlay Districts

	Open Space Development (OSD)	Traditional Neighborhood Development (TND)	Neighborhood Redevelopment (NR)
C-1 Neighborhood Commercial			✓
I-3 Industrial/Commercial			✓
MUN Mixed Use Neighborhood			✓
R-1 Single Family Established Residential	✓	✓	
R-2 Single Family Rural Residential	✓	✓	
R-3 Multi-Family Residential		✓	
Minimum Tract Size	5 acres	50 acres	5 acres
Overall Master Plan Requirement	No	Yes	Yes
Open Space Requirements ⁽¹⁾	25% of gross area in addition to public recreation land	15% of gross area in addition to public recreation land	15% of gross area in addition to public recreation land
Conditional or /by right use?	By right	Conditional with exceptions	Conditional

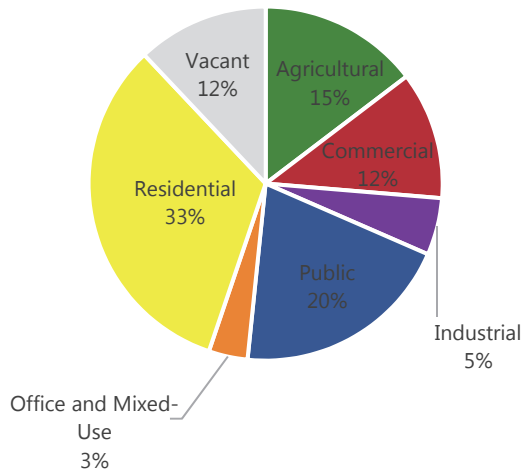
(1) Additional open space requirements specified in the Township zoning ordinance.

To protect natural resources and open space such as the Yellow Breeches Creek and Cedar Run, the Township has adopted provisions within its *Floodplain Management Ordinance*, *Stormwater Management Ordinance*, *SALDO*, and *Zoning Ordinance*. Riparian buffers as defined in the zoning ordinance are required to maintain stream channels and reduce impacts from upland sources.

What is Development

Development is defined in the Township's *SALDO* as: "Any man-made change to improved or unimproved real estate, including but not limited to buildings or other structures, the placement of mobile homes, streets and other paving, utilities, mining, dredging, filling, grading, excavation or drilling operations and the subdivision of land, as well as sewage disposal systems and water supply systems." Redevelopment is not specifically defined in either the zoning or *SALDO* ordinances but is implied as man-made change to *improved* real estate.

Figure 11 - Township Land Use



Shown in Figure 11, twenty percent of Lower Allen Township's land area is developed as commercial (11.3%), industrial (5.5%), or office and mixed use (3.8%).

Why focus on development and redevelopment?

Development and redevelopment, particularly commercial and industrial uses, generate more in terms of tax revenue and less in terms of municipal expenditures for services. Focusing on uses that generate increased revenues without increased municipal expenditures benefits the Township from an economic perspective.

Private property owners are ultimately the decisionmaker for choosing to invest in commercial and industrial properties. The Township can help incentive or encourage private investment by working with its business community, improving roads and installing streetscape improvements such as trees, landscaping, and lighting, and utilizing incentive tools.

Recent Economic Development Projects

Even though a national recession occurred since the preparation of the Township's last *Comprehensive Plan* in 2006, several retail projects have occurred in recent years. This includes the opening of large retail stores such as Walmart and Field and Streams, major renovations at the Capital City Mall, and the inclusion of commercial at the Arcona traditional neighborhood development project located along Lisburn Road. Other projects include

- A new Vantage Foods building
- Opening of Bonefish Grille
- A new hotel at the Rossmoyne Business Center
- Three new office buildings

Several of these developments were identified and facilitated through the Physical Development Initiative included in the Township's 2006 *Comprehensive Plan* which included four Opportunity Sites. The status of each of these locations is included in each Study Area chapter.

Cumberland County Observations on Economic Development

Retaining existing businesses and attracting new businesses to Lower Allen Township has been a focus since the Township established the Economic Development Department in 2010. The Township also works with Cumberland Area Economic Development Corporation (CAEDC), the County wide economic development office. The following industry clusters have been identified by CAEDC as targets for business retention and attraction in the County:

- Tourism
- Agribusiness
- Transportation and Warehousing
- Health Care and Social Assistance
- Manufacturing
- “Professional” Industries

According to CAEDC, the County has a shortage of affordable, flexible manufacturing space for small second stage manufacturers. Lower Allen Township currently is home to many light manufacturing companies, and has additional capacity. In fact, Lower Allen Township’s stock of older and smaller industrial warehouse buildings offers a niche in this market space given that the larger and modern warehouse developments are occurring in the Carlisle area and as such leaves Lower Allen’s industrial facilities open for other industrial reuse opportunities.

In addition to industrial reuse opportunities, CAEDC also contends Lower Allen Township would be an ideal location to help meet the existing and growing demand for professional meeting and conference space, as the County has an unmet demand of about 50,000 square feet. New meeting space constructed near the US 15 interchange with Rossmoyne Road and Wesley Drive or creatively redeveloping the former Borders Book store next to the Bon-Ton could be beneficial due to the central location of both properties adjacent to US 15.

Strategies

Open Space #1: Promote enhancement and preservation of open space in Lower Allen Township.

Promote Open Space through Education

The Township should consider an outreach strategy to educate citizens about the value of open space preservation and the Township's existing regulations and activities to promote open space preservation. A strategy could be a simple online brochure or in person meetings and include not only the reasons why open space preservation is so important from a natural resource perspective, but steps property owners can take to preserve open space through permanent easements or acquisition by a non-profit land trust.

Open Space 1.1.

Develop a strategy to educate residents and businesses about the value of and need to protect and enhance Township open space, and provide information on the Township's ordinance provisions to preserve open space.

Review Zoning Ordinances

The Township should review its existing zoning ordinance and make revisions to the Single Family Rural Residential (R-2) zoning district and the Open Space Development (OSD) overlay district in an effort to maximize open space preservation. These zoning districts are prominent south of the PA Turnpike, and evaluating potential revisions is an opportunity to strengthen open space preservation in this portion of the Township.

Open Space 1.2.

Review the Township's zoning ordinance and make changes to the Single Family Rural Residential (R-2) zoning district and the Open Space Development (OSD) overlay district in an effort to maximize open space preservation.

Improve Watersheds

While open space created by the overlay districts aids stormwater management and often provides passive recreation for residents, it is not often connected as part of a contiguous system of open areas which is beneficial to wildlife and provides connecting corridors of greenways.

To protect natural resources such as the Yellow Breeches Creek and Cedar Run, the Township has adopted provisions within its Floodplain Management Ordinance, Stormwater Management Ordinance, Subdivision and Land Development Ordinance, and Zoning Ordinance. Riparian buffers as defined in the zoning ordinance are required to maintain stream channels and reduce impacts from upland sources. The Township should encourage projects to restore stream banks and restore and enhance buffers as a way to further enhance the Township's greenways. Specific opportunities for restoration and enhancement have already been identified in two watershed conservation plans.

Open Space #1.3.

To improve the Yellow Breeches Greenway and Cedar Run Greenway, review the strategies from the *Cedar Run Watershed Cold Water Conservation Plan*, *Yellow Breeches Creek Rivers Conservation Plan*, and the *Cumberland County Land Partnerships Plan* to prioritize implementation strategies based on feasibility.

Economic Development #1: Encourage revitalization of existing commercial and industrial corridors by redevelopment or reusing properties.

In an effort to preserve existing undeveloped land in the Township but, concurrently, promote continued revitalization and economic development, identifying opportunities to revitalize existing developed areas is a core recommendation of this Plan.

Several corridors in the Township may benefit from redevelopment strategies designed to take underutilized properties and position them for redevelopment to maximize the highest and best use of the property. The study area chapters discuss specific redevelopment opportunities. At a Township-wide vantage point, however, redevelopment as opposed to new development should be a priority focus. There are three specific action steps identified to encourage revitalization.

Economic Development 1.1.

Evaluate the Township's historic requests for variances and waivers, and amend the ordinance regulations to mitigate future requests from relief from the minimum standards.

Economic Development 1.2.

Assess the potential for developing business attraction/retention tools such as tax incentives.

Economic Development 1.3.

Conduct a Transportation Corridor Study along Gettysburg Road-State Road-Hummel Avenue from the Township's border with Lemoyne Borough west to Wesley Drive to improve transportation circulation and support existing and future economic development.

Economic Development #2: Facilitate increased economic development transactions through the Lower Allen Township Development Authority.

Leveraging the Lower Allen Township Development Authority and Cumberland Area Economic Development Corporation

To strengthen the Township's ability to facilitate economic transactions, the Lower Allen Township Development Authority was created in 2010 under the Pennsylvania Economic Development Financing Law. The Development Authority includes three appointed Township residents and two Commissioners working with the Township's Economic Development Department. The Development Authority acts as an advisory board to the Board of Commissioners. It is also enabled to own, buy, and sell real property; negotiate with property owners to purchase and sell real property; and obtain funding to finance commercial and industrial development. The sale of the Township's former municipal building was the Development Authority's first transaction.

The Development Authority and Township should consider ways to facilitate additional economic transactions, perhaps through capitalizing a revolving loan fund, taxing districts, or improving permit review. Similarly, CAEDC could assist the Township with redevelopment projects to meet mutual goals of the Township and County.

Economic Development 2.1.

Explore ways to develop a continual revenue source to fund economic development projects such as but not limited to capitalizing a revolving loan fund.

Economic Development 2.2.

Partner with the Cumberland Area Economic Development Corporation (CAEDC) and affiliate, Real Estate Collaborative LLC (REC), to prioritize and implement redevelopment projects in the Township.

"Good design is not optional. The quality of the physical environment – attractive streets, buildings, parks, and open space – has a direct impact on the city's economy, the sustainability of its neighborhoods, and the successful stewardship of its unique natural and cultural resources. The community expects the highest level of excellence in building design, streetscapes, pedestrian amenities, preservation of special places, and enhancement of community distinctiveness."

Source: City of Roanoke Urban Design Manual

Economic Development #3: Improve and strengthen the image and identity of Lower Allen Township

Design Standards

To incorporate a look or feel the Township and residents would like to see as commercial and industrial property owners seek municipal approval for redevelopment activities, uniform design standards for building materials, massing, scaling, and location, and site landscaping, signage, lighting, streetscape improvements, and buffers can be incorporated into Township ordinances and codes. This was referenced as a goal in the *2006 Comprehensive Plan*. Such design standards should also consider pedestrian and bicycle accessibility and connectivity improvements to include complete streets design elements. Working with municipalities to develop tools such as complete street design guidelines was a strategy identified in Cumberland County's *2017 Comprehensive Plan*.

A key strategy to enhancing and strengthening Lower Allen's image, identity, and sense of place is the application of sound urban design principles and standards. Urban design addresses a wide range of issues, including the visual impact of new development; compatibility of new development with the existing community; natural landscapes and open space preservation; mobility, accessibility and connectivity; and overall perceptions of image, identity and character within a community.

Urban design principles should be considered for redevelopment corridors, such as the Gettysburg Road. This corridor is comprised of a mix of mature industrial, commercial, and residential uses and is one of the most heavily traveled roadway corridors within the Township. Moreover, a portion of the corridor is a designated Pennsylvania bicycle route (BicyclePA Route J) that could greatly benefit from bicycle safety design improvements similar to the design standards created and recently published in the [PA Bicycle Route 6 Bicycle Master Plan and Design Guide](#). A more thorough discussion on bicycle and pedestrian issues is included in the *Bicycle and Pedestrian Connectivity Chapter*.

Economic Development 3.1.

Develop design standards and incentivize their use by developers to transform the Township's commercial and industrial centers into functional, attractive, and sustainable centers of economic activity.

Branding

Developing a consistent brand for the Township is a simple way to improve identify and sense of place while concurrently promoting the Township as a desirable place to live and work. Image planning strategies have become more essential for municipalities to compete locally and regionally to attract new residents and businesses.

Economic Development 3.2.

Engage in a branding campaign to help promote the Township as a desirable place to live and work.

Goal 3

Expand pedestrian and bicycle connections throughout the Township

Township-wide

Goal 3: Expand pedestrian and bicycle connections throughout the Township

Non-motorized forms of transportation are important facets of a community's accessibility, economic development, environmental sustainability, and public health. Walking and bicycling are especially vital to the mobility of children, seniors, and individuals who cannot afford to own a car. While Lower Allen Township is located adjacent to dense, traditionally walkable municipalities, including Camp Hill, Lemoyne, and New Cumberland to the northeast and Mechanicsburg to the northwest, the Township itself does not have a defined "core" or town center that lends itself to walking and biking.

It became evident early in the planning process that improving bicycle and pedestrian connectivity within the Township, in neighboring municipalities, and to nearby activity centers was critically important to the future success and vitality of Lower Allen, as defined by its stakeholders. At their kick-off meeting, the CAC noted a key vision for the Township includes "the ability to travel to all corners of the Township safely on foot or by bike." While the geographic and developmental characteristics of Lower Allen present challenges to achieving this vision, the theme of improving bicycle and pedestrian connectivity remained at the forefront of the *Comprehensive Plan*.

Lower Allen residents desire safe, walkable communities that are also supportive of bicyclists and connected to major destinations throughout the Township. As such, the Township should endeavor to expand pedestrian and bicycle connections.

Setting the Stage

The Lower Allen Township *2006 Comprehensive Plan* laid the foundation for improved bicycle and pedestrian accommodations within the Township. A robust public outreach effort identified a communitywide desire for more trails and pedestrian facilities and thus, a citizen committee was formed to create a trail network plan. The final plan identified proposed on-road and off-road trail connections and prioritized their importance for implementation. To ensure the outcomes of the trail network plan had legal bearing, many of the trail improvements were incorporated into the Township's *Official Map*.

Following the adoption of the *2006 Comprehensive Plan*, the Township updated its zoning ordinance and *SALDO* to reflect the importance of bicycle and pedestrian accommodations. Specifically, the *SALDO* contains the following requirements that encourage non-motorized transportation options and recreational activities (code sections referenced in parentheses):

- Pedestrian connections are required between new developments, even if roadway connections are not made. (§192-57)
- Dedication of recreational land or a fee in lieu thereof is required for new developments. Trails may be included to satisfy this *SALDO* requirement if they make connections outside of the immediate development. (§192-60)
- Sidewalks are required in all new developments, or a fee in lieu of sidewalks may be paid if proposed by the developer and accepted by the Board of Commissioners. Any fees generated are added to a sidewalk fund to make additional connections where major gaps exist. (§192-57)

It has been over a decade since the *2006 Comprehensive Plan* was adopted and while many of the proposed trail connections have been implemented, new challenges for bicycle and pedestrian connectivity exist.

The Community's Input

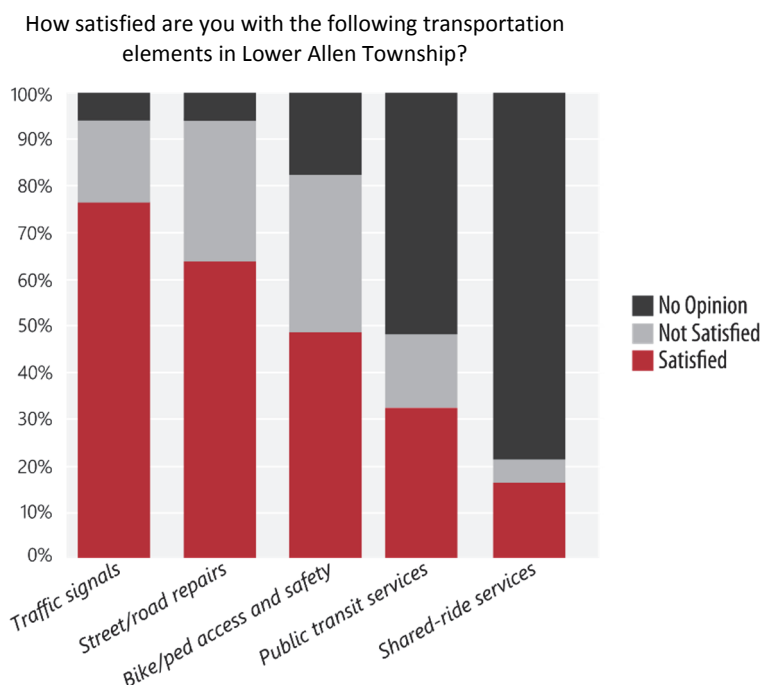
Much like the *2006 Comprehensive Plan*, community input received from the online community survey and various in-person outreach methods indicated a significant level of dissatisfaction with existing bicycle and

"The township needs to have a better connection system for our community members to be able to walk, run, and bike. We have wonderful scenic areas but I believe folks are hesitant to partake due to the lack of space for these needs. I believe if we improved this and the roads themselves it would increase the look, feel, and pride of the community."

-Lower Allen Township Resident
 (Community Survey, 2017)

pedestrian resources (Figure 12). Compared to traffic signal infrastructure and street and road repairs, where approximately 72 percent of respondents were either "satisfied" or "very satisfied," bicycle and pedestrian facilities ranked much lower. Only 36 percent of survey respondents were "satisfied" or "very satisfied" with bicycle and pedestrian access and safety.

Figure 12 - Online Survey Results, Q5 Township-wide

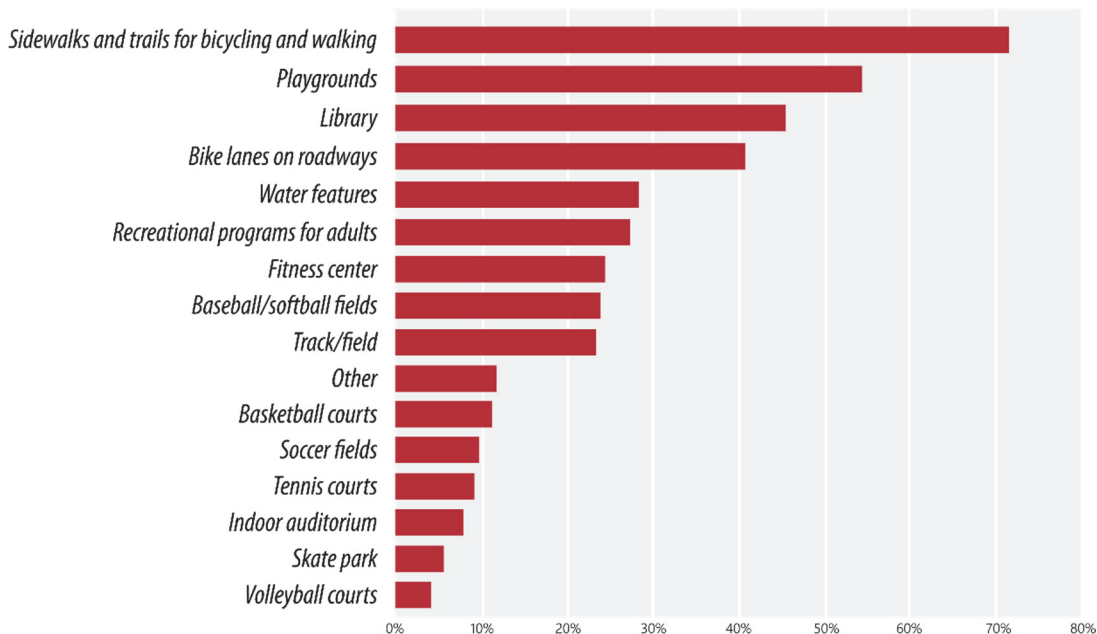


When asked how Lower Allen should invest its resources, in the form of time, money, or staffing, many residents indicated a strong interest in improving connections and pathways for pedestrians and bicyclists. Only two other initiatives ranked higher: "preserving open space for future generations" and "protecting existing neighborhood character."

It is worth differentiating that bicycle and pedestrian facilities can be used for transportation purposes (e.g. commuting to work, traveling to the grocery store, etc.) or for recreational activities. When asked which recreational facilities and amenities are most important, with the option to select up to five, 78 percent of survey respondents chose "sidewalks and trails for bicycling and walking," which was the most popular option (Figure 13). "Bike lanes on roadways" was the second-most popular option, with 54 percent of survey respondents indicating it was an important recreational facility.

Figure 13 - Online Survey Results, Q9 Township-wide

Which of the following recreational facilities and amenities are most important to you?



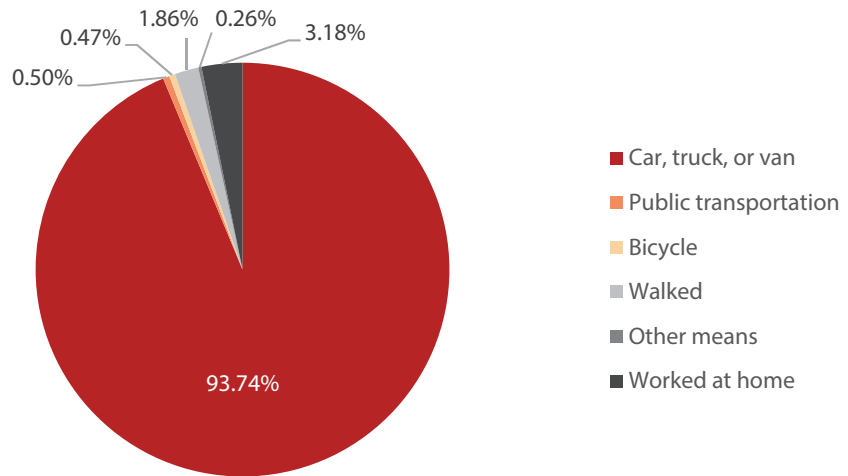
Existing Conditions – Pedestrian

I feel like new people moving to the area may overlook Lower Allen Township because it is very close to Harrisburg (where many people go for work and leisure) but it is hard to get there outside of a car. And if young people want the safe nice neighborhoods of Central PA but can't walk or bike to places like they do in other small cities, then we may be losing out.

-Lower Allen Township Resident
 (Community Survey, 2017)

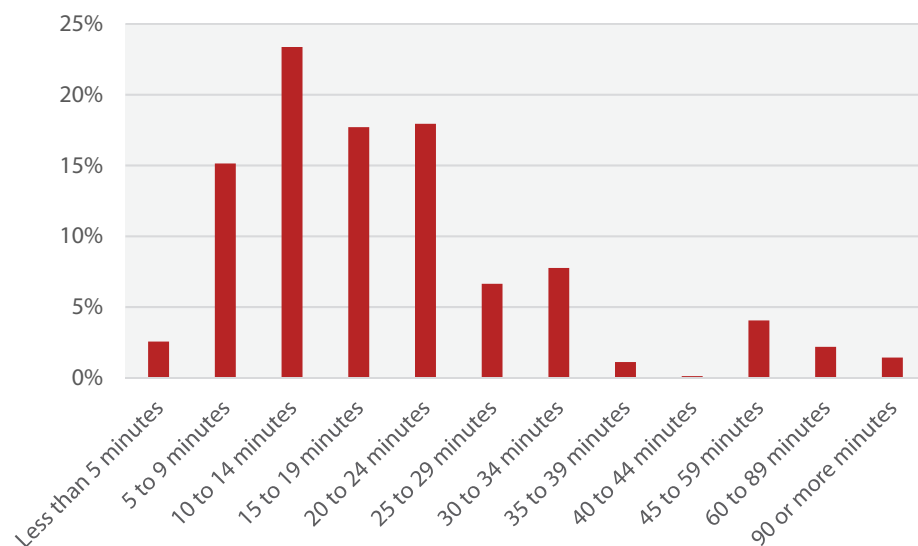
In Lower Allen Township, the existing pedestrian environment varies greatly due to the diversity and intensity of land uses, as well as the motorized transportation systems that support them. Sidewalks are the most important connecting feature of the pedestrian environment and many communities in Lower Allen are influenced by either a lack of sidewalk availability within the local system or to nearby regional destinations. While the extent of sidewalk obstructions and breaks in pedestrian connectivity have not been formally documented in a sidewalk inventory and conditions assessment, it is evident from public outreach that walkability is lacking within Lower Allen. It is also evident in reviewing mode choice (Figure 14). Less than two percent of residents in Lower Allen walk to work.

Figure 14 - Journey to Work Mode Split in Lower Allen Township



Workers in Lower Allen have relatively short commutes, as indicated by 2015 American Community Survey data (Figure 15). Because 41 percent of workers have a commute that is 15 minutes long or less, an opportunity exists for a shift in transportation mode. To incentivize workers to choose walking or bicycling over driving alone, significant investments must be made in infrastructure that supports non-motorized forms of transportation.

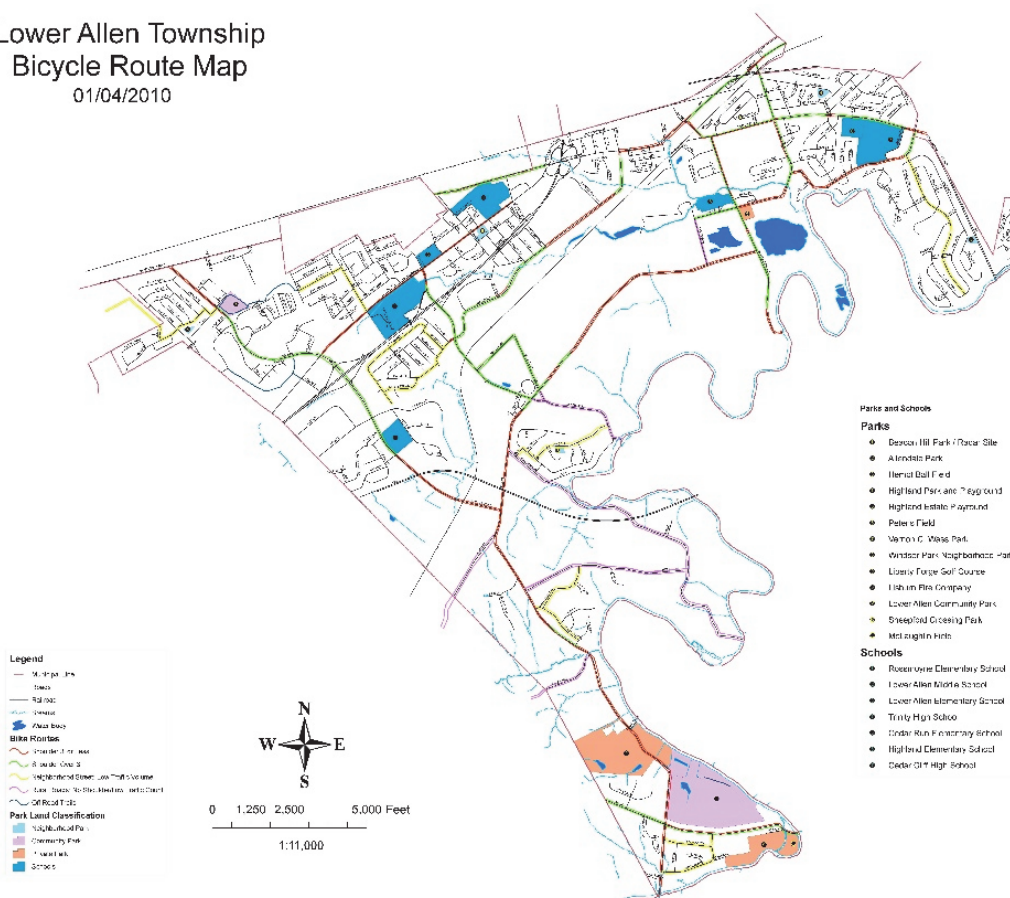
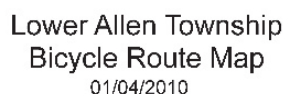
Figure 15 - Travel Time to Work in Lower Allen Township



Existing Conditions - Bicycle

The *2006 Comprehensive Plan* and subsequent trail network plan developed by the Lower Allen Township Bicycle/Pedestrian Task Force identified a connected network of on-road bicycle routes and off-road trails. The *Lower Allen Township Bicycle Route Map* contains a range of bicycle facility designations ranging from dedicated, off-road trails to roadways with shoulder widths of 3' or less (Figure 16). In addition to categorizing roads and trails according to their bicycle friendliness, the *Bicycle Route Map* also identifies park land across the municipality.

Figure 16 - Lower Allen Township Bicycle Route Map



Despite availability of on-road and off-road bicycle facilities, rates of bicycle commuting are very low. According to the 2015 American Community Survey, less than one percent of workers in Lower Allen commuted via bicycle. Instances of bicycle commuting rank even less than walking and public transportation.

Bicycle and Pedestrian Safety

Reviewing historical crash data helps identify existing areas of priority safety concern for bicyclists and pedestrians. Shown in Figure 17 and Figure 18, vehicular crashes involving a bicyclist or pedestrian slightly increased from 2013 to 2016. Most bicycle- and pedestrian-related crashes are generally located in the northern portion of the Township.

Figure 17 - Crash Incidents in Lower Allen Township, 2012 - 2016

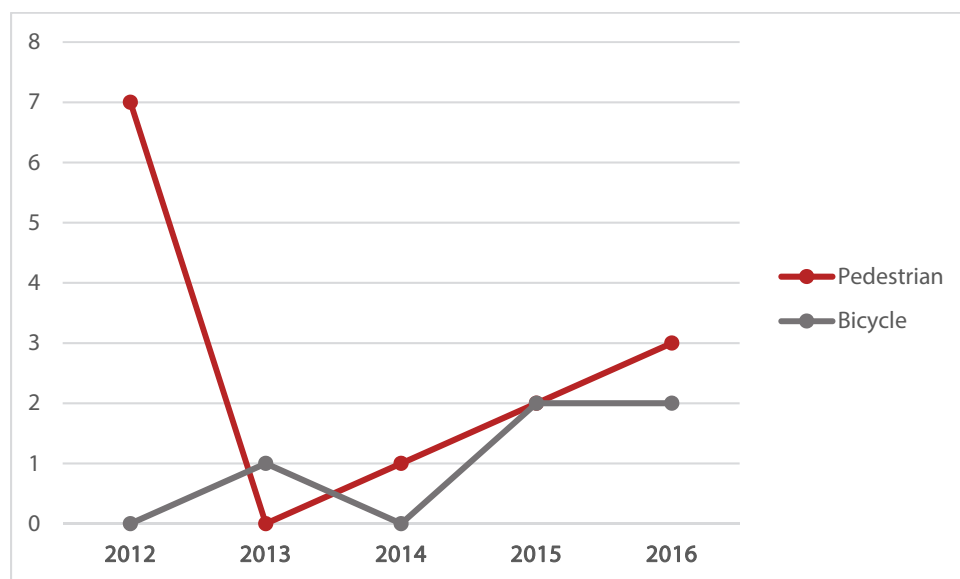
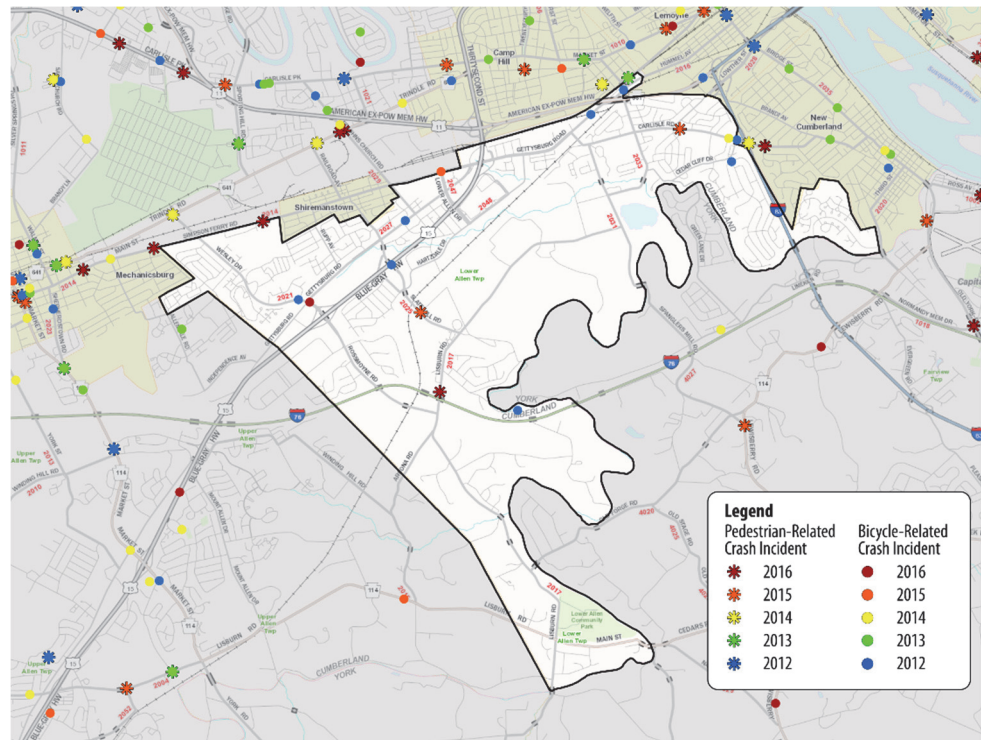


Figure 18 - Crash Locations in Lower Allen Township, 2012 - 2016



Strategies

Walkable and bikeable communities are experiencing a resurgence in the United States, with younger generations desiring to live a less auto-centric lifestyle and the baby-boomer generation downsizing. Communities that support active transportation have a measurable positive impact on public health. In a recent study, men and women aged 50 to 71 who took a brisk walk nearly every day had a 27 percent reduced death rate compared to those less active.¹

The positive benefits of active transportation extend beyond physical health improvements. A 2010 University of New Hampshire study concluded that people living in walkable neighborhoods trust their neighbors more and participate in community events and volunteer more than in non-walkable areas. All of these benefits present a compelling case to design walkable and bikeable communities. Lower Allen Township residents unanimously expressed their desire for improved bicycle and pedestrian connectivity through the public outreach process.

¹ http://www.pedbikeinfo.org/data/factsheet_health.cfm

As part of their desire to advance non-motorized transportation, the following opportunities emerged as key areas for improvement.

Bike/Ped #1: Create well-connected and safe bicycle and pedestrian networks throughout the Township.

Stakeholder Engagement

A common theme that emerged through the public outreach process was the prominence of Lower Allen's unique neighborhoods and their lack of Township-wide bicycle and pedestrian connectivity. To ensure the proposed trail system continues to advance into implementation and additional recommendations for neighborhood connectivity are brought forth, the Township must work with stakeholders to elevate bicycle and pedestrian concerns, prioritize improvements, and advance projects towards implementation.

Bike/Ped 1.1.

Create a Township Bicycle/Pedestrian Task Force to identify, assess, and address bicycle/pedestrian issues, provide overall guidance for the development of the Township's bicycle and pedestrian planning initiatives, and ensure inclusion of the *Eastern Cumberland County Regional Master Trail Plan*.

Bike/Ped 1.2.

Communicate the Township's *2018 Comprehensive Plan* to the Harrisburg Area Transportation Study (HATS) and ensure the Plan's bicycle and pedestrian recommendations are considered for inclusion into the HATS *Regional Transportation Plan (RTP)*.

Closing Bicycle/Pedestrian Network Gaps

To achieve greater walkability in Lower Allen Township's neighborhoods, a coordinated effort is needed for all future bicycle- and pedestrian-related infrastructure projects. Neighborhoods within the Township should also be advancing Americans with Disabilities Act

(ADA) compliance with respect to sidewalk width, condition, and crosswalk ramps.

Bike/Ped 1.3.

Conduct a Township-wide Sidewalk Inventory and Conditions Assessment to identify and prioritize sidewalk gaps and pedestrian improvements.

Bike/Ped 1.4.

Commission a Traffic Study to identify and propose solutions to high activity intersections or corridors with poor bicycle and pedestrian accommodations.

Bike/Ped 1.5.

Continue to advance projects that will close major gaps as identified on the Township *Official Map* and *2009 Pedestrian/Bicycle Trail Map*, and update the map accordingly per Task Force recommendations.

Bike/Ped 1.6.

Review Township ordinances and regulations to identify opportunities to incentivize alternative modes of transportation.

Bike/Ped #2: Improve the safety and walkability of Lower Allen's neighborhoods.

Bicycle/Pedestrian Education and Encouragement for Residents and Students

Concurrent with bicycle and pedestrian infrastructure improvements, the Township must endeavor to educate residents on the importance and availability of non-motorized transportation options and their

responsibilities in maintaining the pedestrian network. It is equally important that Lower Allen partner with the West Shore School District to identify opportunities for increased bicycle and pedestrian access for students.

Bike/Ped 2.1.

Continue to distribute educational materials outlining homeowner responsibilities for sidewalk maintenance.

Bike/Ped 2.2.

Develop a guide of the Township's bicycle and pedestrian routes.

Bike/Ped 2.3.

Partner with the West Shore School District to improve safety and walkability for students in Lower Allen.

Bike/Ped #3: Routinely integrate bicycle and pedestrian improvements as part of the road and bridge project delivery process.

Project Delivery

In December 2016, the Pennsylvania Department of Transportation (PennDOT) unveiled a new transportation project approach called *PennDOT Connects* that aims to enhance local engagement to improve transportation project planning, design, and delivery. The new approach requires collaboration with stakeholders early, before project scopes are even developed, to identify potential opportunities for improved roadway safety, stormwater management, transit access, and more. Knowing the importance of bicycle and pedestrian accommodations to residents, Lower Allen should seek to integrate these upgrades where appropriate as routine roadway and bridge projects are considered.

Bike/Ped 3.1.

Partner with PennDOT and HATS to identify potential bicycle and pedestrian improvements along roads that are scheduled for roadway maintenance.

Bike/Ped 3.2.

Revisit the recommendations included in the *Eastern Cumberland County Regional Trails Master Plan* as applicable to Lower Allen Township and ensure the outlined improvements are made known to PennDOT and HATS.

Goal 4

**Improve and maintain the
Township's existing transportation
infrastructure**

Goal 4: Improve and maintain the Township's existing transportation infrastructure

In recent years, there has been a greater national focus on transportation system preservation and maintenance. Instead of prioritizing highway expansion projects, many regions and localities are instead directing resources into resurfacing roads, repairing and replacing bridges, and modernizing public transportation assets. Residents of Lower Allen Township also see significant value in updating existing transportation systems to ease traffic congestion, provide a variety of travel choices, and improve overall safety and reliability. Given the Township's convenient regional location, it is important that transportation infrastructure support ongoing economic development opportunities and improve quality of life. The following sections outline why maintaining existing transportation assets is a key issue for the Township to address over the next ten years.

The Community's Input

The significance of Lower Allen's transportation system was made clear in analyzing responses gathered in the community survey. Survey respondents were asked "What are the best features of Lower Allen Township?" and by far the most popular selection was "convenient regional location with access to major highways," with over 68 percent of survey takers selecting this option as a top feature. While many residents moved to the Township for its convenient location and access to major highways, many voiced dissatisfaction with existing street and road repairs, public transportation services, and traffic signal infrastructure.

The survey results related to transportation infrastructure also indicate that the residents in all areas of the Township prioritize investment in improving the existing roadway network. When asked "Where should the Township use its resources (time/money/staff) to support the following initiatives in the future?", the third most popular initiative as indicated by survey responses was "improving roadways and streets". Similarly, when survey respondents were asked to rank their top five

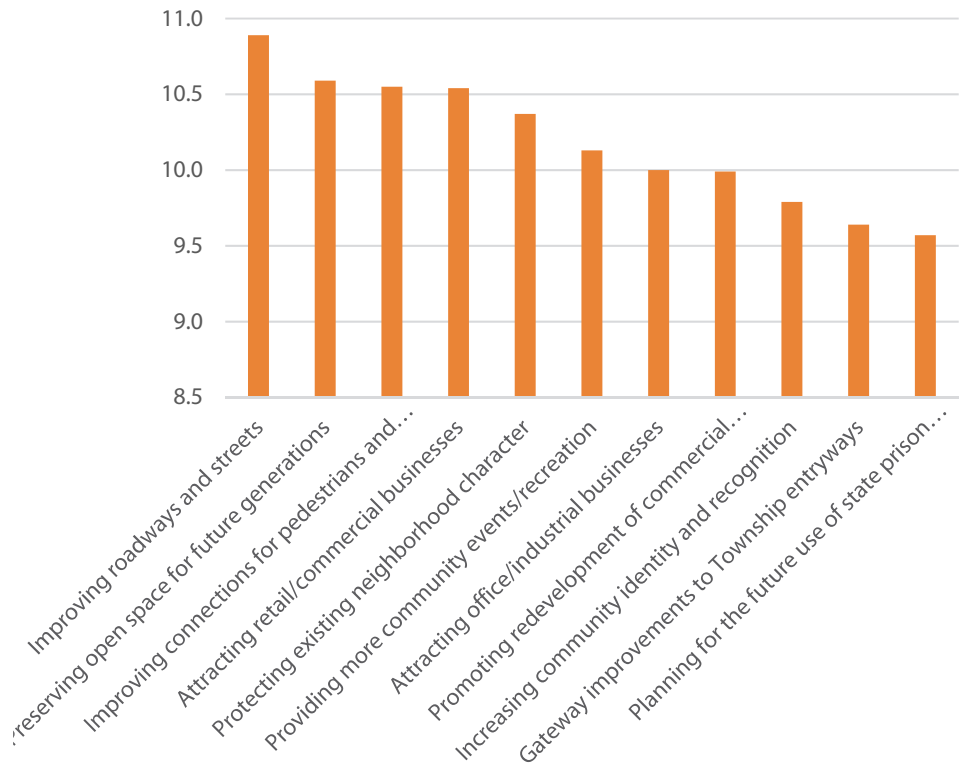
"Traffic congestion is a problem due to large growth of housing and development in Lower Allen. If this fast growth continues, it will lessen the appeal of the Township to potential residents and businesses."

-Lower Allen Township Resident
(Community Survey, 2017)

initiatives that Lower Allen should advance, “improving roadways and streets” received the highest average rating score (Figure 19).

Figure 19 - Online Survey Results, Q7 Township-wide

Based on your answers to Question #6, please rank your top five initiatives that you would like to see advanced by the Township. (1 = Most Important and 5 = Least Important)

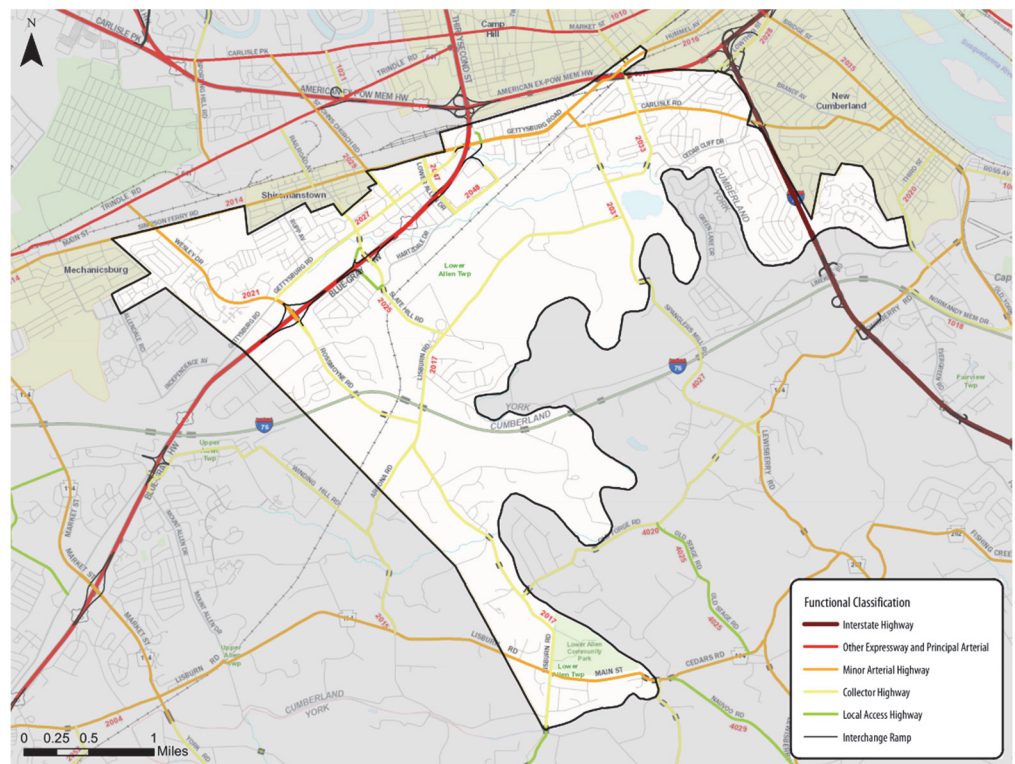


Existing Conditions – Roadways and Rail

The backbone of the Township’s transportation system includes its roadway network. The Township has just over 88 linear miles of roadway, including 26 miles on the state system, with the remainder being locally-owned. US 15 serves as a major channel for commuters and commerce, linking Frederick, MD to the Harrisburg metropolitan area. Its impact is noticeable in the number of interchanges that exist within the Township; three major interchanges on US 15 connect individuals and businesses to nearby neighborhoods, commercial centers, and light industrial hubs. As a result, Congress has designated US 15 as being part of the National Highway System (NHS).

PennDOT and HATS, with approval from FHWA, have functionally classified the Township's roadways (Figure 20), according to the character of service they are intended to provide. Individual roads and streets do not serve travel independently, as most travel involves movement across a network of roads. Functional classification defines the nature of this channelization process by defining the part that any particular road or street should play in facilitating the movement of travel across the highway network. Thus, the PA Turnpike serves as the region's most strategic roadway, accommodating longer trips at higher speeds with an emphasis on mobility, while lower-order roadways can serve as collectors and local roads, serving individual destinations with an emphasis on accessibility.

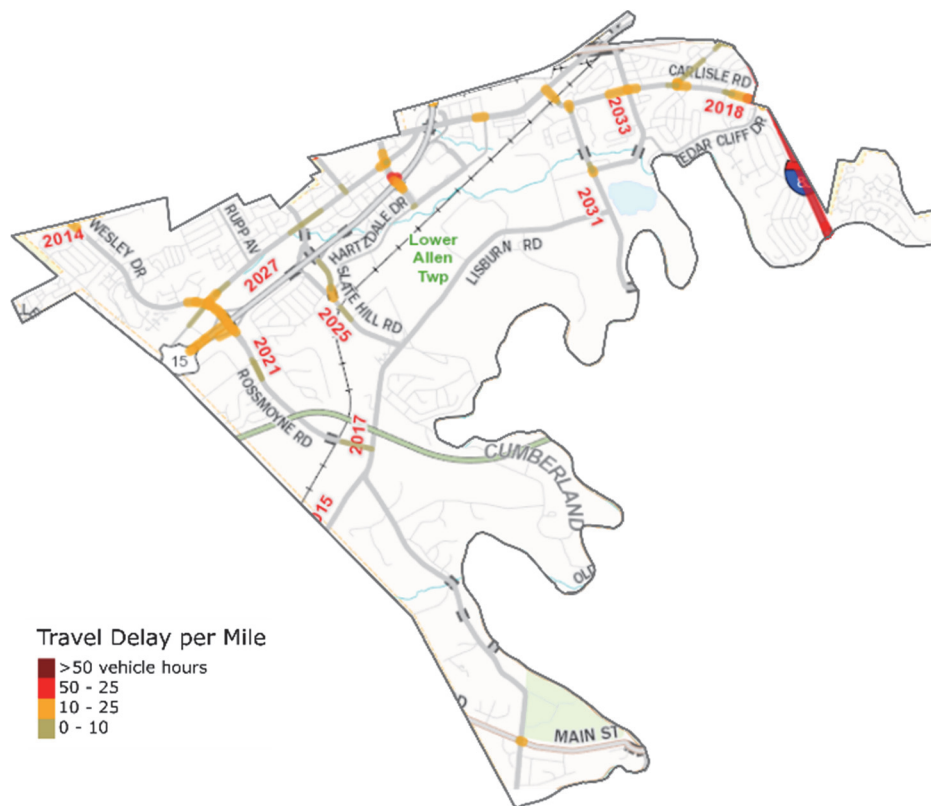
Figure 20: Lower Allen Township Roadway Functional Classification



Roadway Congestion and Safety

As a growing suburban township, Lower Allen experiences traffic congestion on many roadways and intersections. Areas experiencing the most delay include the areas adjacent to the Rossmoyne Road/Wesley Drive US 15 interchange, and along Carlisle Road. Figure 21 illustrates travel delay per mile across the Township's roadway network.

Figure 21 - Travel Delay per Mile in Lower Allen Township



PennDOT collects detailed crash data to better incorporate safety considerations into the planning process. In Lower Allen Township between 2012 and 2016, there were 857 vehicular crash incidents that resulted in 4 fatalities and 361 injuries. Over the 5-year period, total crash rates remained consistent, while crashes resulting in injury decreased slightly (Figure 22).

Figure 22: Crash Trends in Lower Allen Township, 2012 - 2016

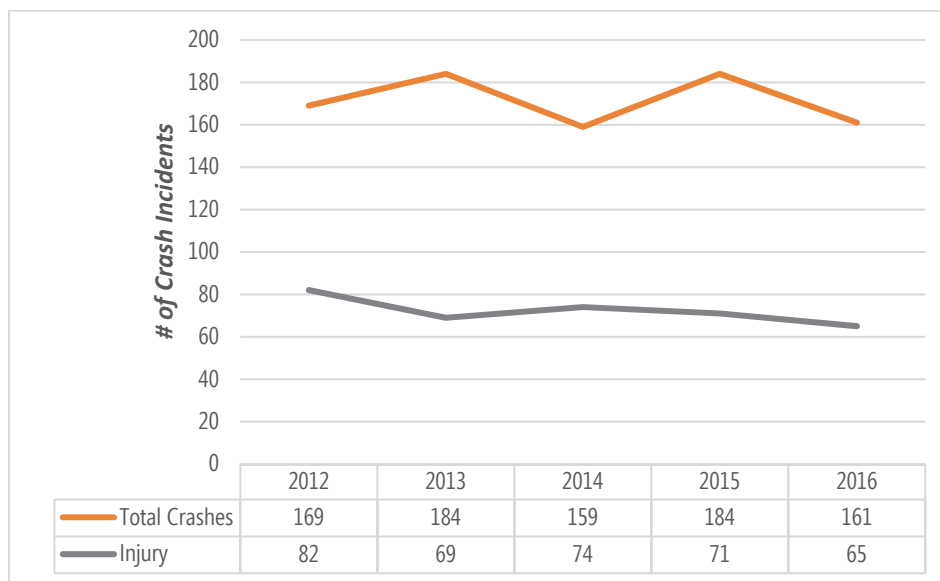
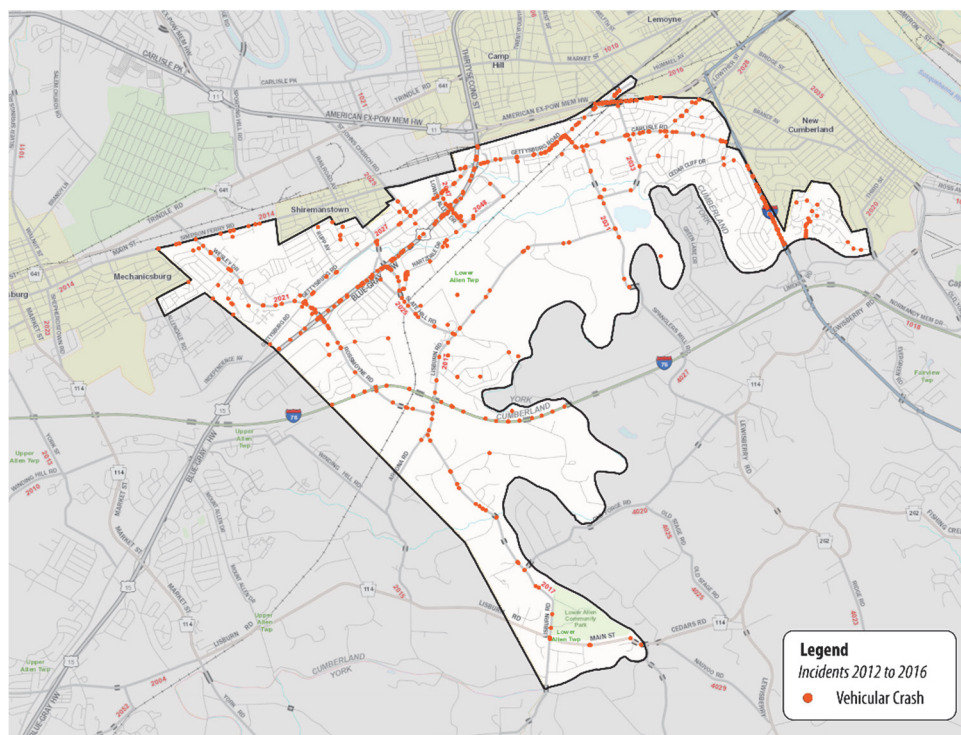


Figure 23 depicts crash locations in Lower Allen from 2012 to 2016. Roadways carrying higher volumes of traffic also experienced greater frequencies of crashes. For example, approximately 11.6 percent of reported vehicular crash incidents within the Township occurred on US 15 and 8.3 percent occurred on Gettysburg Road.

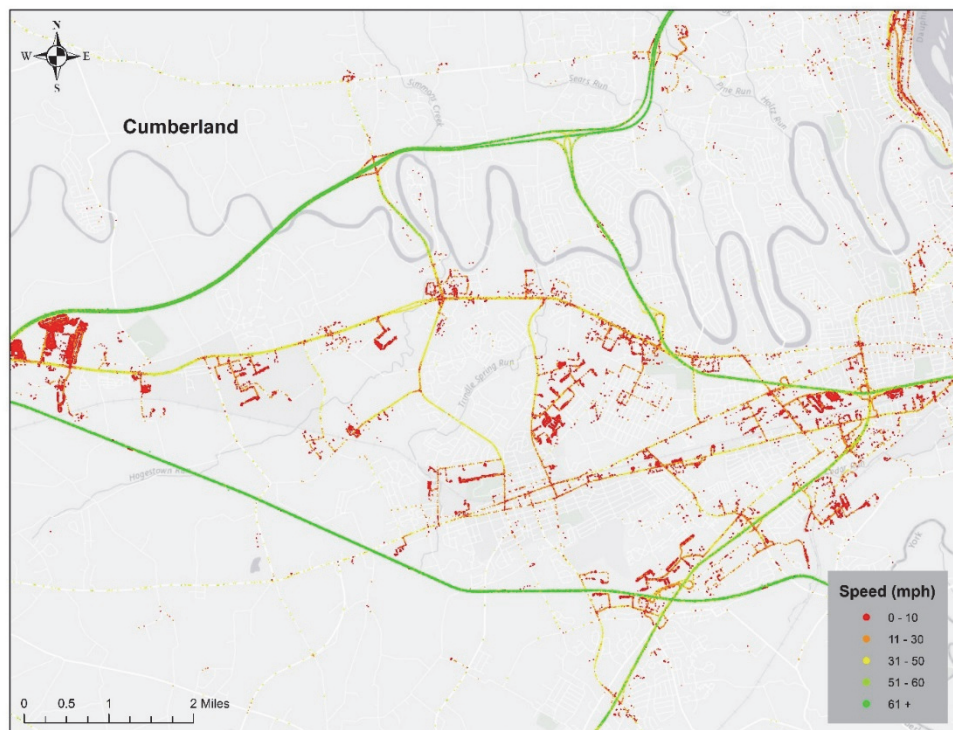
Figure 23 - Crash Locations in Lower Allen Township, 2012 - 2016



Freight Movement

Data from the American Transportation Research Institute (ATRI) show the level of truck traffic within the township and surrounding areas. The data shown in Figure 24 represent individual truck position pings and associated travel speeds accumulated between May 1- 14, 2016 in Cumberland County. The data serve as a valuable resource to identify truck generators, truck bottlenecks and key first- and last-mile connections.

Figure 24 - Truck Freight Speeds in Lower Allen Township



"Railroad crossings could have a major impact on emergency response. Either Rossmoyne Road or Slate Hill Road need to have an overpass."

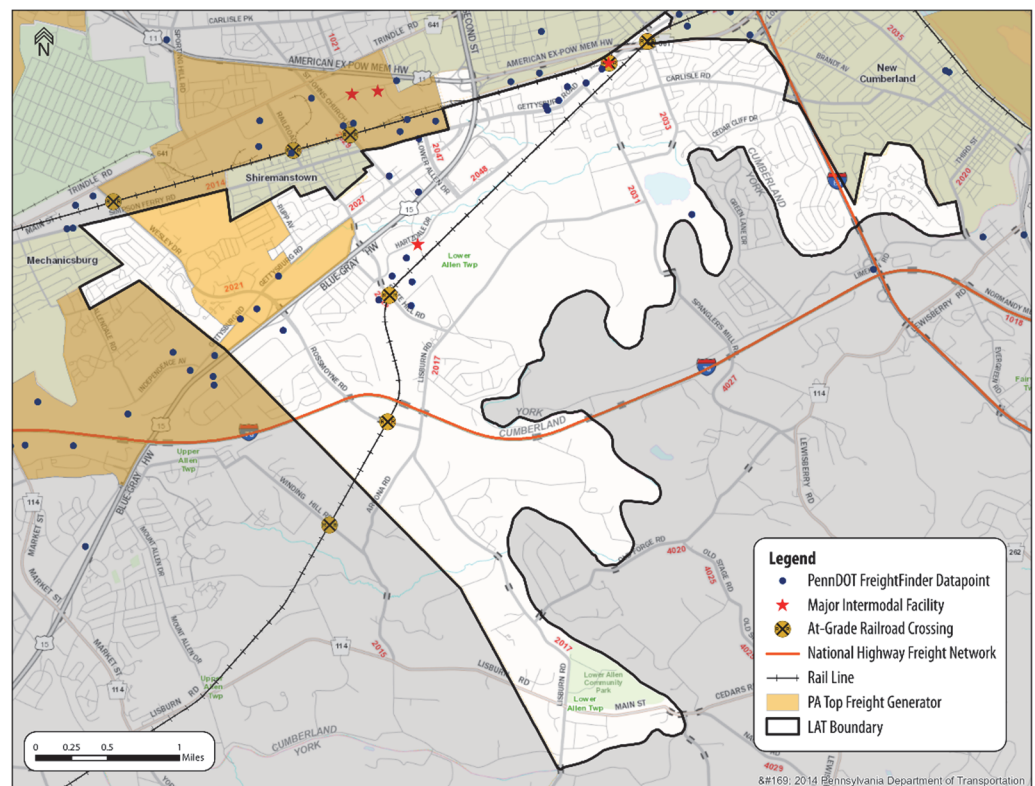
-Lower Allen Township Resident
(Community Survey, 2017)

Rail Freight

Norfolk Southern (NS) provides rail freight service within the Harrisburg region. The Class I carrier has two lines that traverse the Township, including the Shippensburg Secondary that links the Enola Yard with shippers and receivers in Carlisle, and the Lurgan Branch, which is a single-track line connecting the Greater Harrisburg region by rail to Hagerstown, MD and points south. There is a small connector linking the two rail lines, with an at-grade crossing of SR 2014 (State Road). NS also operates a small yard in Shiremanstown (Hampden Township), adjacent to the Lower Allen border.

Shown in Figure 25, the Township is home to over 20 FreightData points. One of Pennsylvania's top freight generator locations, as identified by PennDOT, is situated in the northwest corner of Lower Allen Township. There are also two major intermodal facilities that accommodate goods movement via rail and truck and both are in the northern part of the Township.

Figure 25 - Freight Facilities in Lower Allen Township



Bridges

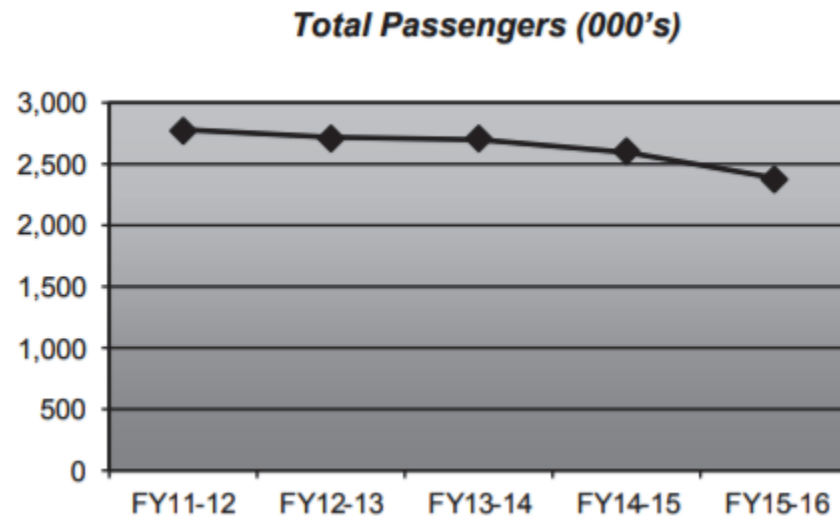
There are 21 state-owned bridges in Lower Allen and of these, only three are structurally deficient. These include Forge Road over the Yellow Breeches; Spanglers Mill over the Yellow Breeches, and Spangler Mill over Mill Race. Two of the three are scheduled for replacement in 2018. Only one state-owned bridge within the Township is posted, including the Forge Road Bridge over the Yellow Breeches. This structure is posted at 28 tons, which can still accommodate snow plows, fire trucks, and school buses.

Existing Conditions - Public Transportation

Fixed Route Services

For fixed route transit services, which include any transit service that follows a predetermined route on a set schedule, Capital Area Transit (CAT) is the primary service provider. CAT offers several routes in Lower Allen, including Route B – Highland Park; and Route D – The Shoppers Special. A third route, the Winding Hill Road Express, serves a formal park and ride lot at US 15's interchange with Winding Hill Road. The system also serves two other formal park and ride locations within the Township: at the Capital City Mall, and at the Weis Market along Simpson Ferry Road west of Shiremanstown Borough. CAT's system wide ridership has been gradually decreasing since 2011(Figure 26)

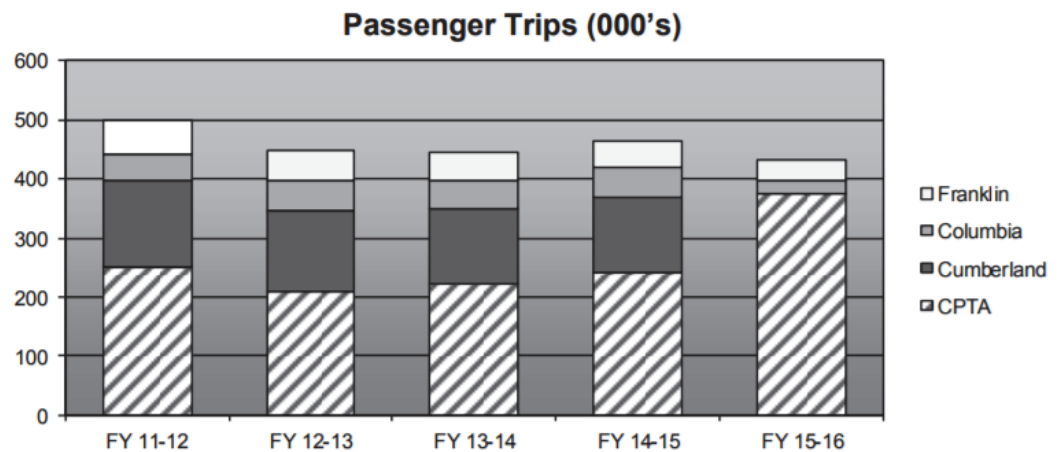
Figure 26 - CAT Systemwide Ridership 2011 - 2015



Shared-Ride Services

For shared-ride transit services, which allow users to travel from one destination to another along a route that is not predetermined, the Central Pennsylvania Transportation Authority (d.b.a. rabbittransit) is the designated provider. rabbittransit has been the shared-ride coordinator for residents in Cumberland County since July 2015. Because Cumberland County consolidated with multiple transit agencies, ridership data after fiscal year 2014-2015 is only available for rabbittransit. However, over the 4-year period from 2011 to 2014, Cumberland County's shared-ride passenger trips remained constant (Figure 27).

Figure 27 - Total rabbitransit Shared-Ride Passenger Trips 2011 - 2015



Strategies

Many states and regions are taking a more strategic approach to transportation maintenance by identifying specific priorities and determining how limited resources can be directed towards projects with the greatest return on investment. Lower Allen Township residents also value system preservation and expressed general content to maintain existing assets in a state of good repair, instead of investing resources into large-scale, capacity-adding projects. To achieve greater transportation safety and mobility, the Township must work with a variety of stakeholders to advance the following opportunities.

Transportation #1: Improve level of service and safety on congested corridors and intersections.

Level of Service Improvement

Constrained financial resources, high construction costs, environmental impacts, and an increasingly complicated regulatory process have made capacity-adding roadway projects an option of last resort. However, the continuing growth in urban centers necessitates creative solutions for safely and efficiently moving vehicles. Lower Allen Township is located within close distance of regionally significant roadways that carry high traffic volumes and many of these roadways directly connect to the local system, creating travel delay. To improve traffic flow, the Township should prioritize low-cost adjustments to its traffic signal system in coordination with neighboring municipalities.

Transportation 1.1.

Continue to monitor and improve timing and coordination of traffic signals to improve traffic flow.

Transportation 1.2.

Conduct safety audits for high crash locations.

Transportation #2: Enhance access to public transportation and ride-share opportunities.

Fixed Route and Shared-Ride Access

A convenient and reliable public transportation system can reduce the need for single passenger vehicle trips, decrease automobile emissions, increase physical activity, and provide critical transportation access for people who are unable to drive. Lower Allen Township is currently served by CAT and rabbittransit and many residents live within walking or biking distance of a bus stop. While service is available, it is underutilized.

Transportation 2.1.

Increase the visibility of the Pennsylvania Senior Citizen Shared-Ride Program and Medical Assistance Transportation Program (MATP) through a targeted educational campaign that focuses on areas of the Township with higher densities of residents age 65 and older.

Transportation 2.2.

Partner with Capital Area Transit (CAT) to define fixed route transit access improvements along routes located within the Township in order to increase use of CAT service. Improvements may include upgraded and/or increased signage, additional bicycle and pedestrian connections from bus stops to activity nodes, and extension of routes to service new developments.

Transportation #3: Improve performance of rail and truck freight facilities for improved goods movement.

Rail and Truck Freight Mobility and Safety

Lower Allen is home to multiple freight generating industries, particularly in the northern portion of the Township. To better anticipate future freight impacts, the Township must work with existing and potential industrial businesses to understand their operational logistics and associated transportation needs.

Transportation 3.1.

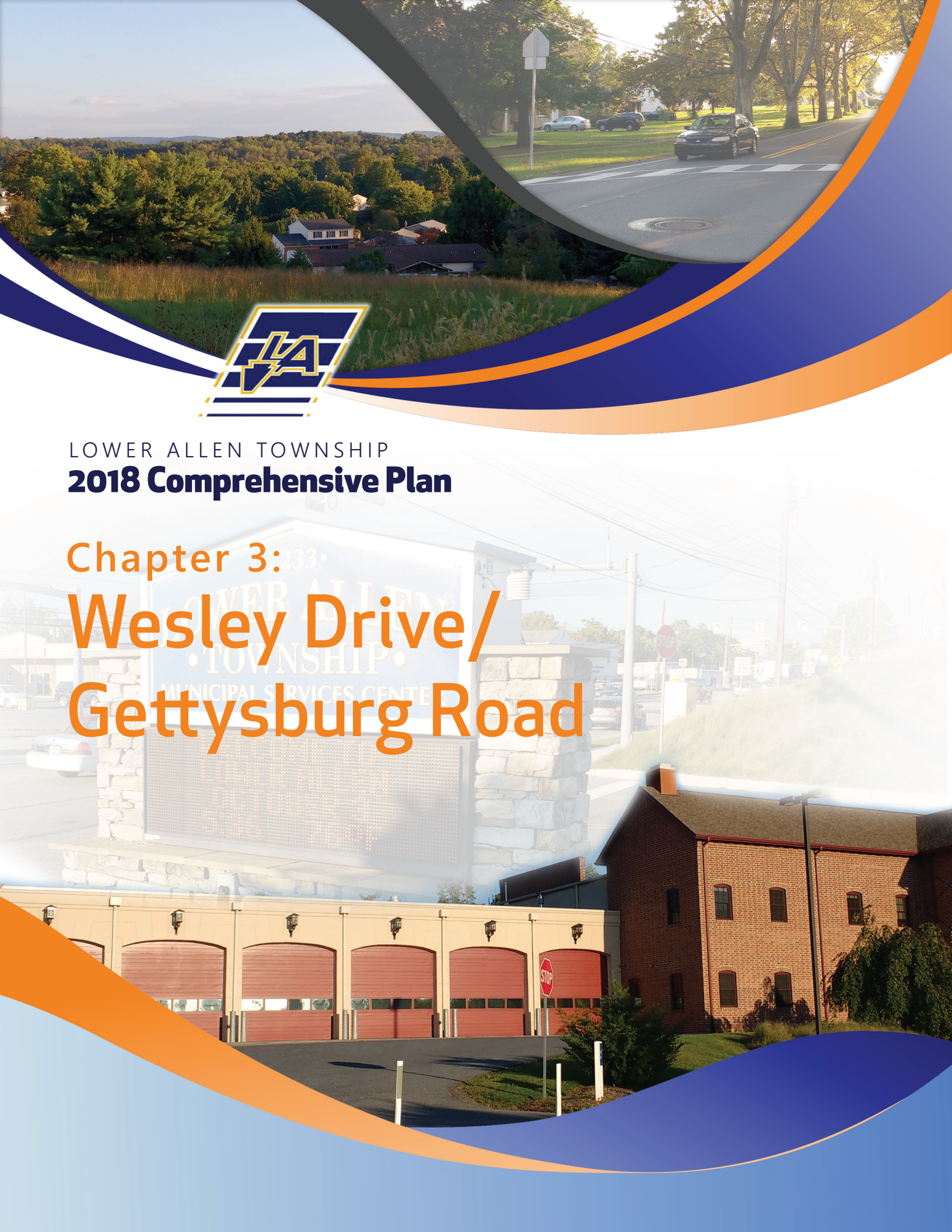
Conduct outreach to the Township's industrial businesses to better understand freight and freight logistic needs in the Township and opportunities for expansion and growth.



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 3:²³³

Wesley Drive/ Gettysburg Road



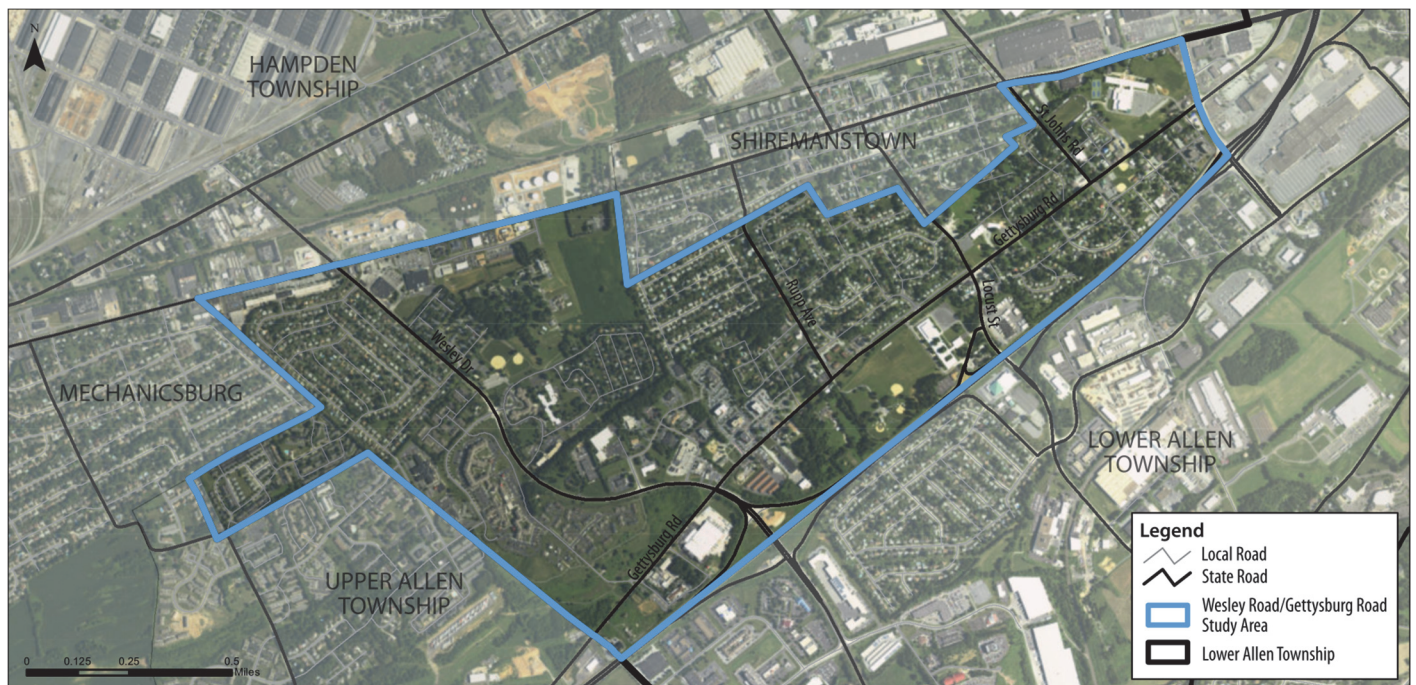
Wesley Drive/Gettysburg Road Study Area

Background

The Wesley Drive/Gettysburg Road (Wesley/Gettysburg Road) study area is situated in the northwestern portion of the Township and is bordered by US Route 15 to the south, and Lower Allen's municipal borders with Hampden Township and Shiremanstown Borough to the north. To the west, the study area borders the Borough of Mechanicsburg and Upper Allen Township.

The Township's economic activity is concentrated in the northern portion of the municipality, and is home to many businesses and established residential neighborhoods. There are two main corridors in this section of the Township. Wesley Drive provides access to the Bethany Village Retirement Community, Windsor Park Shopping Center, and the many corporate and medical offices located along Wesley Drive. Gettysburg Road runs parallel with US 15 and provides access to residential neighborhoods, schools, and restaurant and retail establishments.

Figure 1 - Wesley Drive/Gettysburg Road Study Area Map



Demographic and Economic Trends

Population

With a total population of 4,651, the Wesley/Gettysburg Road study area is home to approximately 27 percent of the Township's residents. Within the next five years, the study area's total population is expected to increase, although at a slightly slower rate than the Township overall (Figure 2). As an employment hub, the study area's daytime population exceeds 9,000 as workers commute into the Township during weekdays for work.

Figure 2 - Population, 2017

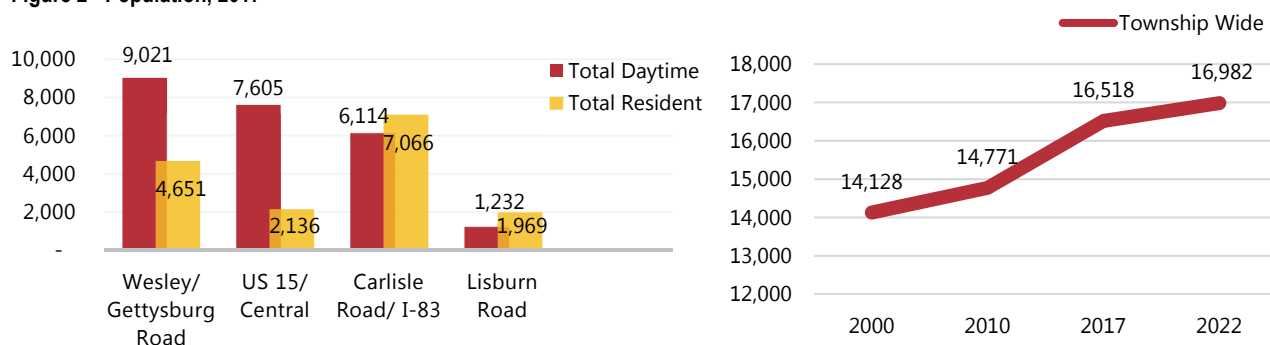
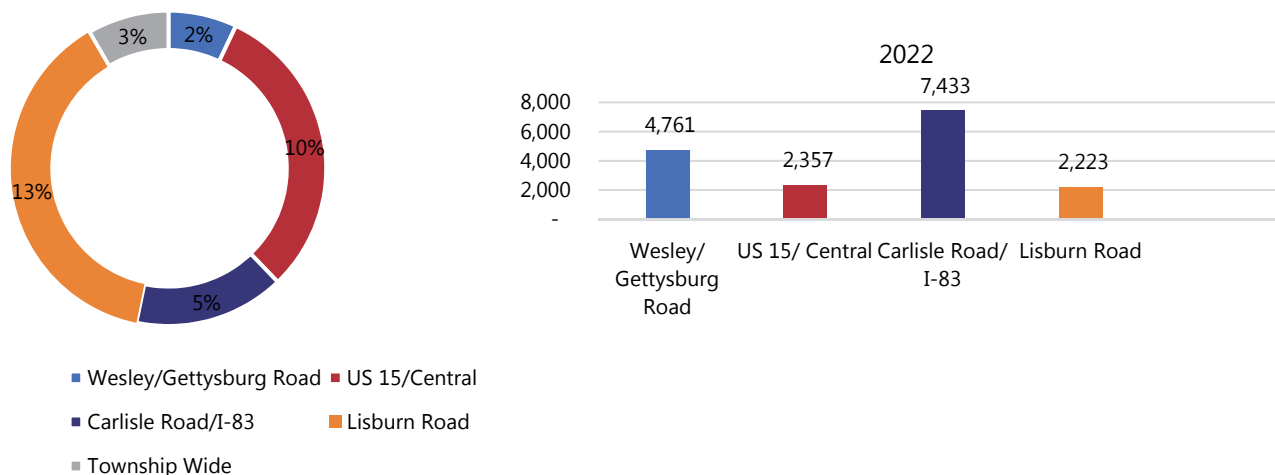


Figure 3 - Population Growth %, 2017-2022



Economics

The median household income in the Wesley/Gettysburg Road study area is the lowest median household income of the four study areas, lagging slightly behind the overall median income in the Township (Figure 4). Similarly, the median home value in the study area is also the lowest in the Township at approximately \$150,000. The median home value Township-wide is \$176,410 (Figure 5).

Figure 4 - Median Household Income, 2017-2022

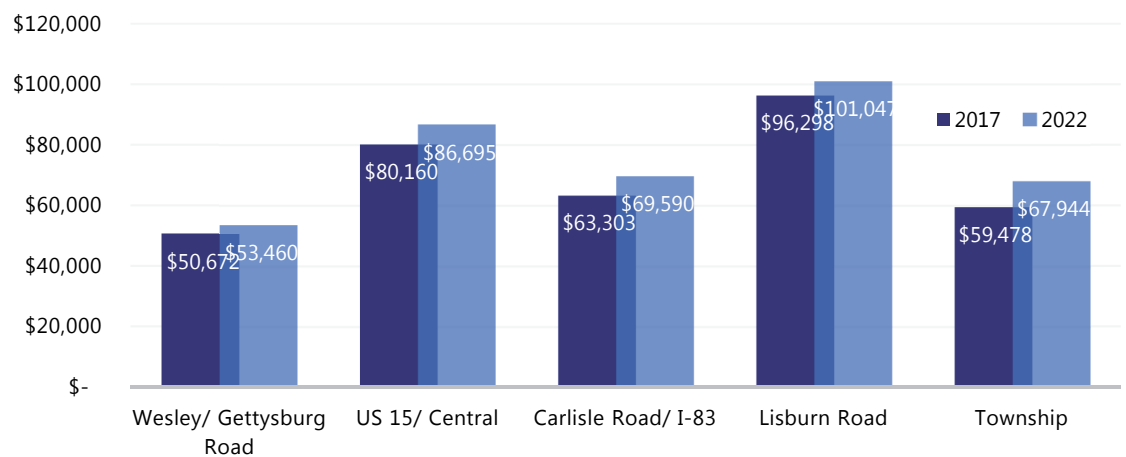
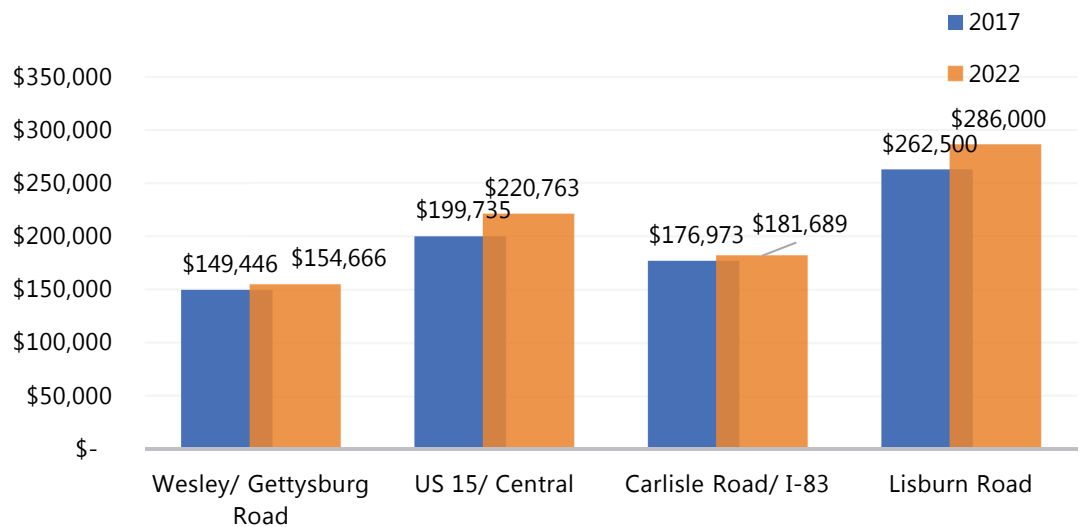


Figure 5 - Median Home Value, 2017-2022



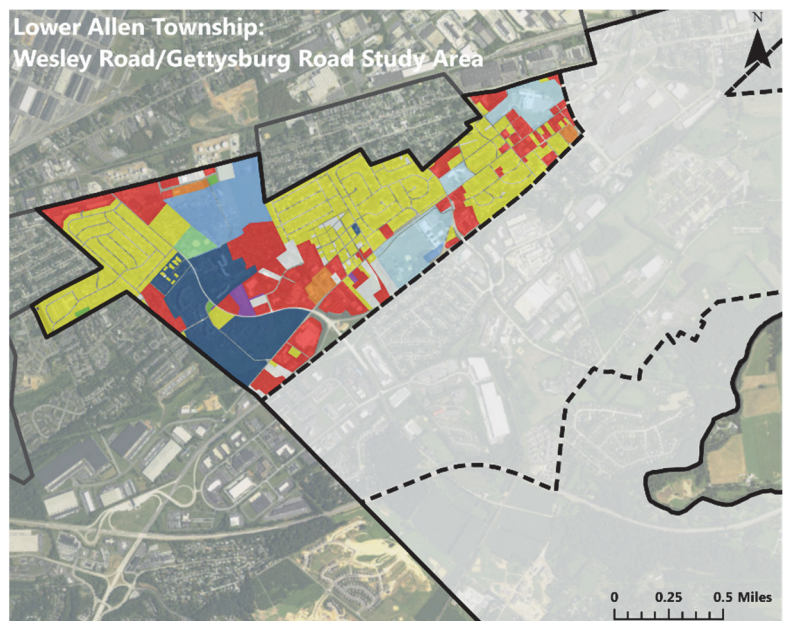
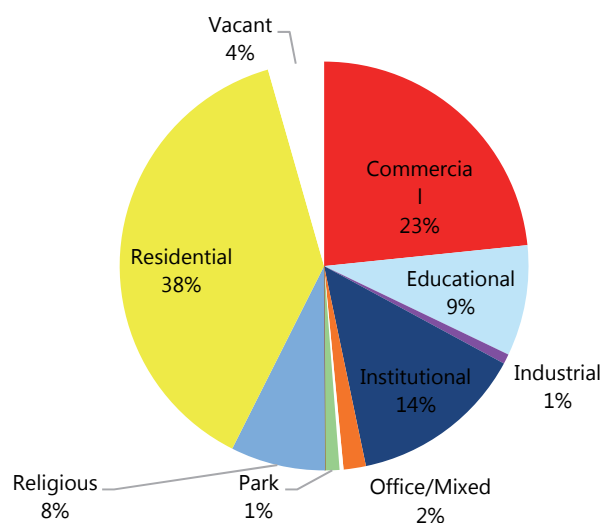
Existing Assets

- **Wesley Drive:** The Wesley Drive corridor is home to many corporate and medical offices, including Celtic Hospice and Home Health, Geisinger Holy Spirit, HealthSouth, LifeCare Hospitals of Mechanicsburg, Pinnacle Health, and Select Medical. In addition, Bethany Village, a Continuing Care Retirement Community, operates a 184-acre retirement and senior care community along the Wesley Drive corridor. The Wesley Drive corridor represents a significant employment hub and tax generator for the Township.
- **Parks:** The Wesley/Gettysburg Road study area is home to Vernon C. Wass Park (10 acres) on Wesley Drive, which is the second largest park in the Township. In addition to Vernon C. Wass Park, Peters Field is located along Gettysburg Road and features a recreation playground, pavilion with a concession stand, restrooms, and several fields and courts for active recreation.
- **Schools:** The Wesley/Gettysburg Road study area features two public schools, owned and operated by the West Short School District and two private schools. Lower Allen Elementary School serves more than 200 students in grades K-2, and Allen Middle School serves approximately 550 students in grades 6-8. Lower Allen Elementary School is, however, slated to be closed by the West Shore School District according to District's feasibility and facilities study approved in May 2017.
- **Gettysburg Road:** Running parallel with US Route 15, a portion of Gettysburg Road runs through this section of the Township. Near the intersection with St. Johns Road, several restaurants and retail stores line Gettysburg Road, such as The Pizza Grille and The Plum clothing store, serving as an emerging commercial corridor.
- **Windsor Park Shopping Center:** The Windsor Park Shopping Center is a large retail center located along Simpson Ferry Road. It features 110,000 square feet of space and tenants include fitness studios, salons, and a variety of cuisines. Its location along Simpson Ferry Road in close proximity to Lower Allen's employment hub along Century Drive and Rossmoyne Business Park contribute to the success of the center.

Existing Land Use

The Wesley/Gettysburg Road study area has predominantly residential and commercial land uses with institutional and educational land uses as well (Figure 6). Many of the properties classified as “institutional” are affiliated with the Bethany Village retirement community and property owned by the Mount Olive Methodist Church devoted to the United Methodist Home for Children. While these parcels are categorized as institutional, approximately half of the study area’s land area is used for homes and living spaces. Commercial is the second largest land use in the study area at 23 percent and represents the businesses and medical offices located along and near Wesley Drive.

Figure 6 - Wesley/Gettysburg Road Study Area Land Use, 2017



Goal 1

**Enhance the Township's existing
residential neighborhoods and
community parks**

Wesley Drive/Gettysburg Road Study Area

Goal 1: Enhance the Township's existing residential neighborhoods and community parks

Background

In the Wesley/Gettysburg Road study area, there are five unique neighborhoods that offer a diverse housing mix for families and non-family households. The majority of housing in this section of the Township is single family homes built between 1950-1980, featuring sidewalks and a mature tree canopy that offers. This section of the Township also offers townhomes available for rent.

Peters Field and Vernon C. Wass Park each provide passive and recreation space for Township residents, and are important neighborhood parks that serve the surrounding neighborhoods. In addition to the two parks, Bethany Village provides a network of open space along walking trails that are used by residents and surrounding neighbors. One of the larger open areas in the Wesley/Gettysburg Road study area, 29 acres, was purchased by Asbury Atlantic, parent company of Bethany Village.

Finally, two public school facilities, Allen Middle School and Lower Allen Elementary School, offer athletic fields and playgrounds located within walking distance of many of the Wesley/Gettysburg Road neighborhoods. In addition, there are two private schools in this study area as well.

Strategies

There are no strategies that were identified specific to the Wesley/Gettysburg Road study area for Goal #1. The Township-wide strategies will be applied the study area, as well as the entire Township.

Goal 2

Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Wesley Drive/Gettysburg Road Study Area

Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Background

Situated in the northern portion of the Township, the majority of the Wesley/Gettysburg Road study area is built out with residential housing and commercial land uses. The parks in the Wesley/Gettysburg Road study area – Peters Field and Vernon C. Wass Park – are the only preserved open space currently located in the quadrant. Bethany Village provides a network of open space along walking trails that are used by residents and surrounding neighbors. One of the larger open areas in the Wesley/Gettysburg Road study area, 29 acres, was purchased by the owner of Bethany Village.

While there are limited opportunities to preserve large amounts of open space in this portion of the Township, should any of the neighborhoods in the district be redeveloped using the Township's overlay districts, Common Open Space would be required as part of the redevelopment. An Open Space Development Overlay District project is proposed adjacent to Lower Allen Elementary School on South Locust Street.

In addition to the commercial development situated along Wesley Drive, the study area includes a small portion of Opportunity Site 3 (U.S. Route 15/Zimmerman Drive Interchange Area) from the *2006 Comprehensive Plan*. The construction of the Lower Allen Drive (formerly Zimmerman Drive) interchange along Rt. 15 in 2008 and 2009 not only provided additional name recognition for the Township, but made access to shopping in and around the Capital City Mall, including the area along Gettysburg Road in the study area, much easier. Today, Gettysburg Road is transitioning from residential to a residential/commercial mix.

The study area also includes Windsor Park Shopping Center located on Simpson Ferry Road. The shopping center, along with the Weis Market also located along Simpson Ferry Road, provide local retail for neighboring residential neighborhoods.

Strategies

Economic Development #1: Encourage revitalization of existing commercial and industrial corridors by redevelopment or using properties

Reevaluate the Opportunity Site 3 Recommendations for Gettysburg Road

Conceptual plans for Opportunity Site 3, included in the *2006 Comprehensive Plan*, called for streetscape improvements with a center median and mixed-use development along the Gettysburg Road corridor. While the streetscape improvements have not materialized since the *2006 Comprehensive Plan*, the neighborhood along this portion of Gettysburg Road is active. Several retail establishments and restaurants line the corridor and single-family dwellings are slowly being converted to business uses. Several well-established boutique shops are located on Gettysburg Road near the Lower Allen Drive intersection. Pizza Grille located adjacent to Peters Field at the intersection of Gettysburg Road and St. Johns Church Road provides a convenient location for all ages to dine and its location adjacent to Peters Field provides a gathering spot in the community.

The majority of the corridor is zoned Mixed Use Neighborhood. The Neighborhood Redevelopment Overlay Zoning District was established as recommended in the *2006 Comprehensive Plan* to encourage a mix of diverse, compatible neighborhood development. Neighborhood Redevelopment projects would require the assemblage of at least 5 acres of land and would require at least 15 percent of the area is designated as common open space. A Neighborhood Redevelopment project as detailed in the *2006 Comprehensive Plan* should be reevaluated including the streetscape concept proposed. This would strengthen and enhance the existing neighborhoods and promote connectivity and walkability.

Economic Development 1.1.

Reevaluate the 2006 Comprehensive Plan Opportunity Site 3 recommendations for Gettysburg Road.

Promote Redevelopment in the Vicinity of the Intersection of Gettysburg Road/Slate Hill Road/Locust Street

Zoned (C-1) Neighborhood Commercial, the area surrounding the Gettysburg Road/ Slate Hill Road/Locust Street area could be a potential location for revitalization efforts. Currently, land uses surrounding the area include single family residential and Lower Allen Elementary School north of Gettysburg Road and commercial uses south of Gettysburg Road. The intersection is also adjacent to Allen Middle School. The West Shore School District's current facility plans call for upgrades to Allen Middle School and the closure of Lower Allen Elementary School based on a feasibility and facilities study approved in May 2017. At the time the *2018 Comprehensive Plan* was written, an Open Space Development overlay district project was proposed adjacent to the site.

The future use of the elementary school property is unknown at this time. A redevelopment project could potentially include combining the 7.5-acre school property with the commercial and multi-family acreage south of Gettysburg Road to create a mixed used development consistent with the Township's Neighborhood Redevelopment Overlay Zoning District. Such a redevelopment project would serve the neighborhood commercial/retail needs of residents living in Cumberland Park, Shireman Manor, and other neighborhoods north and south of Gettysburg Road who are within walking and bicycling distance of the elementary school property.

Economic Development 1.2.

Promote a Neighborhood Redevelopment project at the intersection of Gettysburg Road/Old Slate Hill Road/Locust Street to include Lower Allen Elementary School.

Goal 3

Expand pedestrian and bicycle connections throughout the Township

Wesley Drive/Gettysburg Road Study Area

Goal 3: Expand pedestrian and bicycle connections throughout the Township

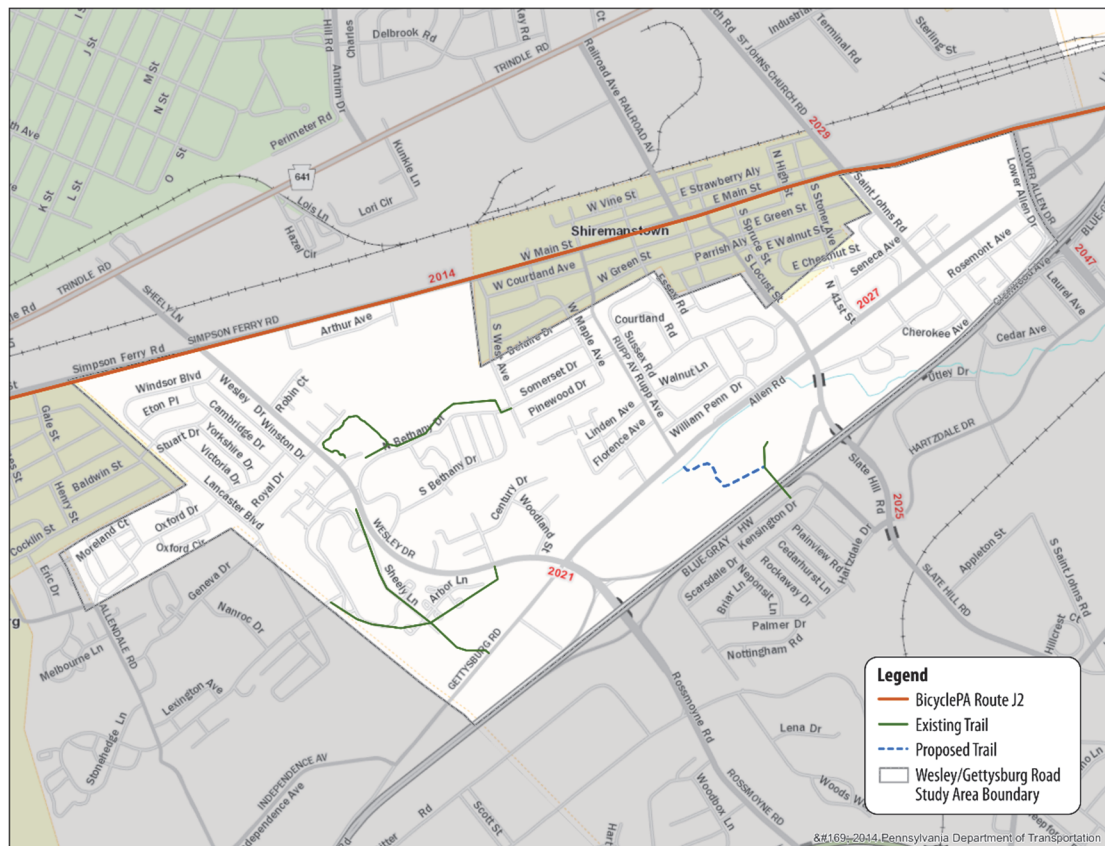
Background

The Wesley/Gettysburg Road study area is uniquely positioned to improve bicycle and pedestrian connectivity both within its local boundaries and into the broader eastern Cumberland County region. The study area is characterized by a diversity of land uses, with pockets of medium-density residential neighborhoods located alongside major thoroughfares that connect to nearby commercial, office, and educational destinations. This mixed-use development pattern lends itself to walking and biking, so long as the infrastructure is in place to support it.

Through Visioning Week and the online community survey, a common theme that emerged in Lower Allen is the lack of nonvehicular connections between the Township's neighborhoods. This issue is present in the Wesley/Gettysburg Road study area, where a resident living in Windsor Park can walk anywhere within the neighborhood easily, but traveling to nearby destinations requires crossing a busy Wesley Drive and walking or biking along the shoulder of a roadway that lacks proper design and signage for safe travel. Improving bicycle and pedestrian access between neighborhoods and to commercial centers will ensure the study area remains a safe and desirable place to live, work, and play.

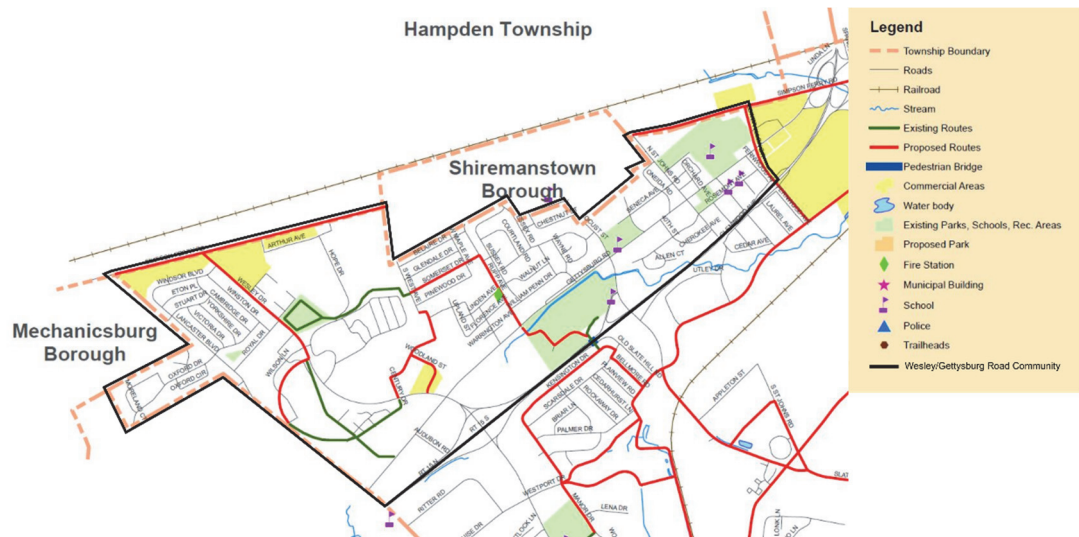
Shown in Figure 7, the study area has a small trail system that supports Bethany Village and connects residents to Shireman Manor to the east and Gettysburg Road to the south. A dedicated pedestrian bridge spans US 15 and provides access from the Rossmoyne Manor neighborhood to Allen Middle School. Figure 7 also depicts where priority proposed trails are located, as identified on the Township's *Official Map*. The Township has identified a potential trail connection from the pedestrian bridge to Gettysburg Road, although additional pedestrian facilities are needed along the roadway to provide a safer route to activity centers in the Wesley/Gettysburg Road study area.

Figure 7 – Existing and Proposed Trails on Lower Allen Township Official Map



Lower Allen Township has also identified a broader network of bicycle and pedestrian improvements on its *2010 Pedestrian/Bicycle Trail Map*. The Wesley/Gettysburg Road study area, shown in Figure 8, has recommended bicycle and pedestrian facility upgrades along major roadways including Simpson Ferry Road, Wesley Drive, and Lower Allen Drive.

Figure 8 - Other Proposed Trail Connections in the Wesley/Gettysburg Road Study Area



Strategies

Bike/Ped #1: Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.

Gettysburg Road and Simpson Ferry Road Corridors

Gettysburg Road and Simpson Ferry Road serve as major thoroughfares for the Wesley/Gettysburg Road study area and are currently designed to accommodate vehicular traffic. These roadways could benefit from upgrades that are more inclusive to bicyclists and pedestrians. In line with the Township-wide Recommendation for Complete Streets described in detail in Chapter 2, the Gettysburg Road and Simpson Ferry Road corridors should be designed to support greater non-motorized mobility. Proposed upgrades for the roadway should include wider sidewalks, additional crossing facilities, and expanded bicycle facilities like pavement markings and signage.

Bike/Ped 1.1.

Prioritize the Gettysburg Road and Simpson Ferry Road corridors from Lower Allen Drive to Wesley Drive as candidates for complete streets improvements, including additional sidewalks, additional crossing facilities, and expanded bicycle facilities like pavement markings and signage.

Bike/Ped #2: Improve the safety and walkability of Lower Allen's neighborhoods.

Bethany Village Pedestrian Accommodations

Residents of Bethany Village had the opportunity to participate in a Visioning Week event at the Rife Center. During this event, many residents voiced their concerns about an inability to walk from their residence to anywhere outside of the retirement community. A small system of walking trails is available within the community, but residents are not able to use them outside of recreational strolls. It was also noted that the pedestrian signal timing at the intersection of Wesley Drive and Wilson Lane was not long enough for an individual to safely cross the street.

Bike/Ped 2.1.

Identify and implement specific pedestrian-oriented upgrades to infrastructure along Wesley Drive (e.g. signal timing) to improve pedestrian safety.

Access to US-15 Pedestrian Bridge

The US-15 pedestrian bridge serves as a critical non-motorized connection between destinations along Gettysburg Road, including Allen Middle School, and neighborhoods south of US-15. However, additional pedestrian infrastructure improvements could be completed in the areas connected to the US-15 pedestrian bridge to further advance accessibility within Lower Allen Township.

Bike/Ped 2.2.

Improve connectivity to the US 15 pedestrian bridge.

Goal 4

Improve and maintain the Township's existing transportation infrastructure

Wesley Drive/Gettysburg Road Study Area

Goal 4: Improve and maintain the Township's existing transportation infrastructure

Background

Roadways and Bridges

In the Wesley/Gettysburg Road study area, the existing multimodal transportation network is characterized by a variety of roadway and bridge assets that support a diverse mix of land uses. The study area is served by approximately 27.5 miles of state and local roads. State road pavements are generally in good condition, as rated by IRI (International Roughness Index) values. Shown in Figure 9, only 2.7 percent (or 0.24 miles) of the study area's state-owned roads are in poor condition¹. Two bridges are located within the study area and both are structurally sound, with average bridge sufficiency ratings that are among the highest in the Township.

¹ The PennDOT Roadway Management System (RMS) contains an IRI category of "Other", which indicates a non-state federal aid local roadway.

Figure 9 – Wesley/Gettysburg Road Study Area Pavement Conditions

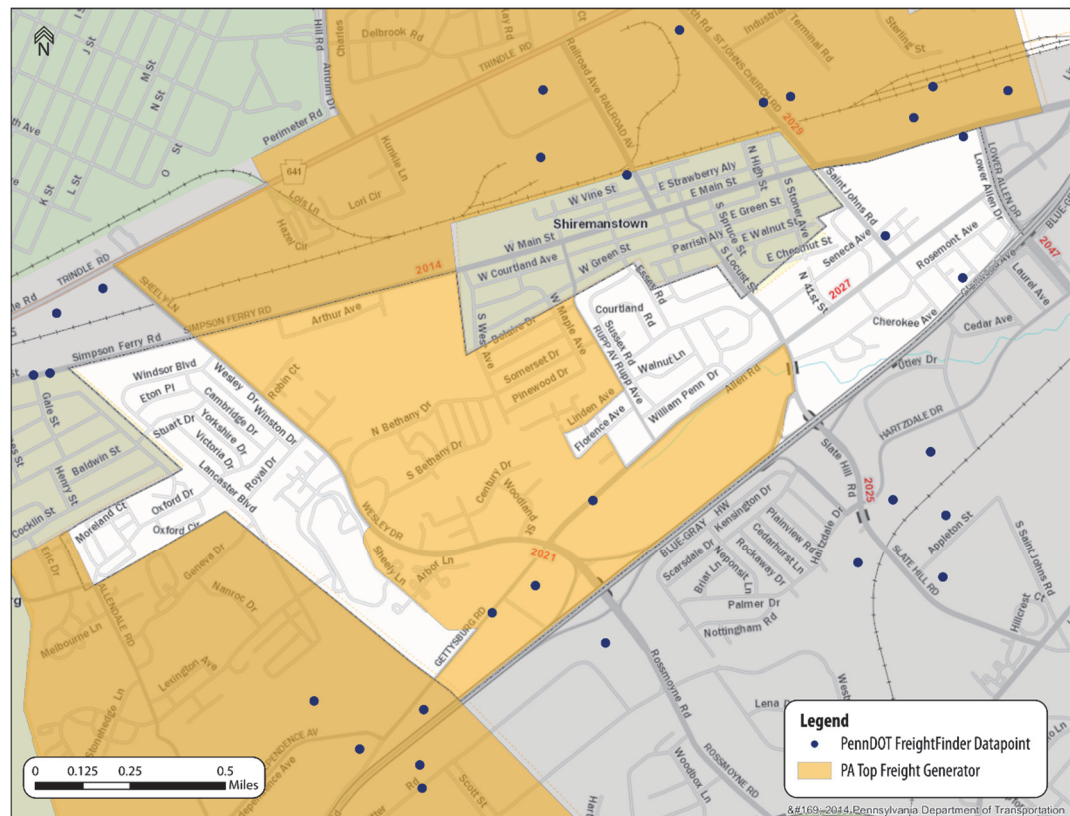


US 15 serves as the southernmost boundary of the Wesley/Gettysburg Road study area and two major interchanges direct vehicular traffic into residential communities, shopping centers, and medical offices located along Century Drive and Gettysburg Road. Due to the high volume of trip generators located within this study area, it is not surprising that instances of travel delay and vehicular crash incidents are prominent, especially along US 15, Wesley Drive, and Lower Allen Drive.

Freight

The Wesley/Gettysburg Road study area is home to six large freight facilities, making it one of Pennsylvania's top 100 freight generators (Figure 10). The freight facilities are clustered along all three US 15 interchanges that exist within the study area and serve as a quick connection to PA 581, I-81, and I-83.

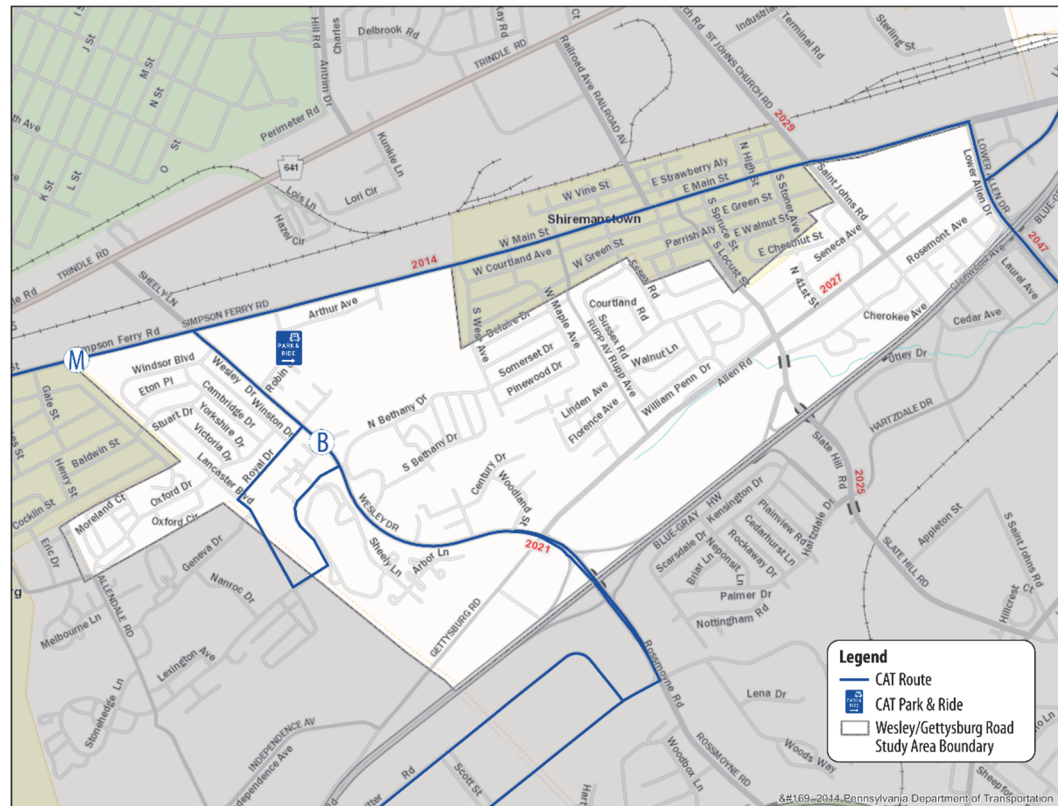
Figure 10: Freight Facilities in the Wesley/Gettysburg Road Study Area



Public Transportation

Fixed-route public transportation services are available in the Wesley/Gettysburg Road study area. Two routes, Route B – Highland Park/Westport and Route M – Mechanicsburg (Express Service), originate in downtown Harrisburg and connect to Lower Allen Township via Simpson Ferry Road (Figure 11). Route B connects to employment opportunities at Health South and further south in the Rossmoyne Business Center. Route M is a commuter service that runs less frequently, but provides a critical connection from Mechanicsburg and Shiremanstown to Harrisburg.

Figure 11 – Fixed Route Public Transportation in the Wesley/Gettysburg Road Study Area



Strategies

Transportation #1: Improve level of service and safety on congested corridors and intersections.

Gettysburg Road Corridor

To ensure residents and business owners in the Wesley/Gettysburg Road study area feel comfortable, intersection safety improvements along Gettysburg Road should be a priority for the Township. This transportation strategy is complementary to the recommended Township-wide Complete Streets design standards set forth in Chapter 2.

Transportation 1.1.

Conduct a roadway safety audit for Gettysburg Road to identify potential multimodal safety improvements. Based on findings, implement safety recommendations along Gettysburg Road.

Rossmoyne Road/Wesley Drive Interchange with US 15

Recognizing the current transportation issues and redevelopment opportunities that exist along US 15, Lower Allen Township is working to upgrade the interchange located at Rossmoyne Road. A transportation improvement project is underway, currently in the design phase, and its completion should help the revitalization of parcels near the Gettysburg Road/Wesley Drive intersection. The project includes the realignment of the intersection of Gettysburg Road and Wesley Drive to reduce traffic congestion, improve traffic safety around the interchange, and greatly reduce flooding.

Transportation 1.2.

Continue to improve safety and function of the Rossmoyne Road/Wesley Drive interchange with US 15.

US 15 and Wesley Drive

The Rossmoyne Road/Wesley Drive interchange with US 15 is heavily traveled by residents living in a nearby neighborhoods and by local businesses who generate truck freight. As a result, instances of travel delay and vehicular crashes are significant along Wesley Drive from US 15 to Gettysburg Road. The Township should prioritize this roadway for operations enhancements, including signal controls, to address this issue.

Transportation 1.3

Improve safety along Wesley Drive from US 15 to Simpson Ferry Road through traffic signal design and operation enhancements.



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 4:²³³

US 15 / Central Area



US 15/Central Area Study Area

About the Study Area

The US 15/Central Area (Central Area) study area is situated in the central portion of the Township and is bordered by US 15, Upper Allen Township, the Pennsylvania Turnpike, and the natural slope that extends down to the Yellow Breeches Creek. The area has a diverse mix of land uses, with residential, industrial, commercial, office/mix, institutional, and agricultural all prominent, among others, and is an employment hub within the Township. Almost one-third of area's acreage is devoted to institutional land use that is currently supporting the State Correctional Institution (SCI) Camp Hill property.

Situated between the two major routes of I-76 and US 15, the Central Area is served by Rossmoyne Road and Slate Hill Road traveling north-to-south, and Lisburn Road and Hartzdale Drive traveling east-to-west.

Figure 1 - US 15/ Central Area Study Area Map



Demographic and Economic Trends

Population

The Central Area is a smaller study area in terms of residents, with 2,136 residents calling it home in 2017 (Figure 2). However, its daytime population swells to 7,605 during weekdays due to the high concentration of businesses in this portion of the Township. The population is projected to increase by more than 10 percent by 2022 (Figure 3).

Figure 2 - Population, 2017

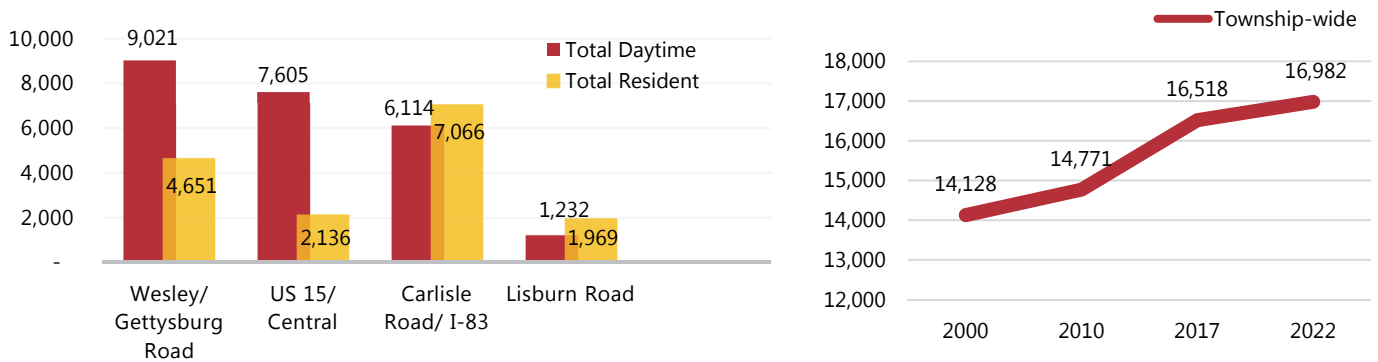
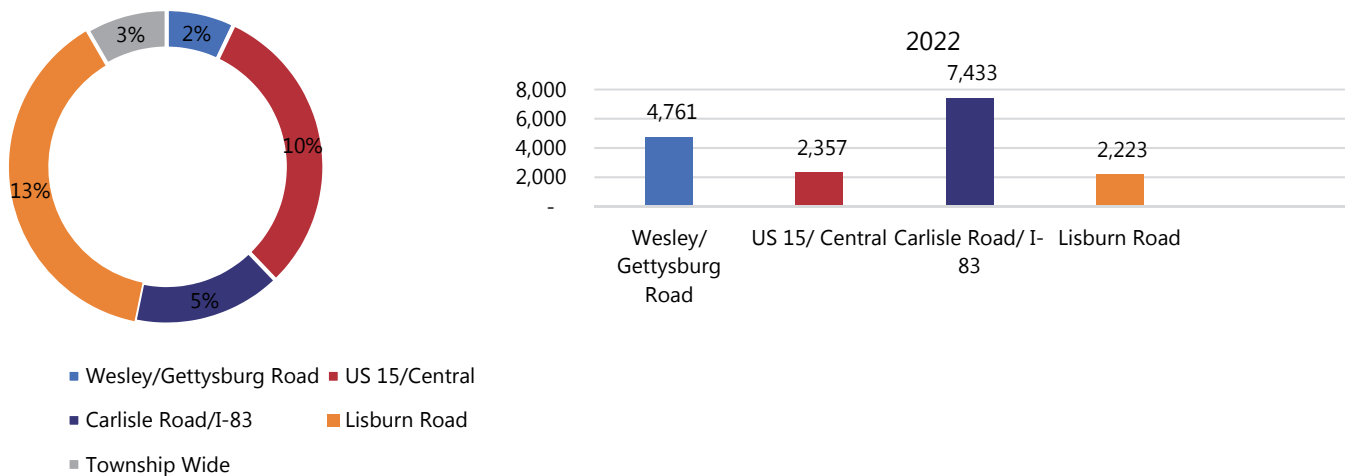


Figure 3 - Population Growth %, 2017-2022



Economics

Compared to the other three study areas, the Central Area's median household income is higher than the Township average by approximately \$20,000. Home values in the study area also exceed the Township-wide median and have a median home value of \$199,735 (Figure 4 and Figure 5).

Figure 4 - Median Household Income, 2017-2022

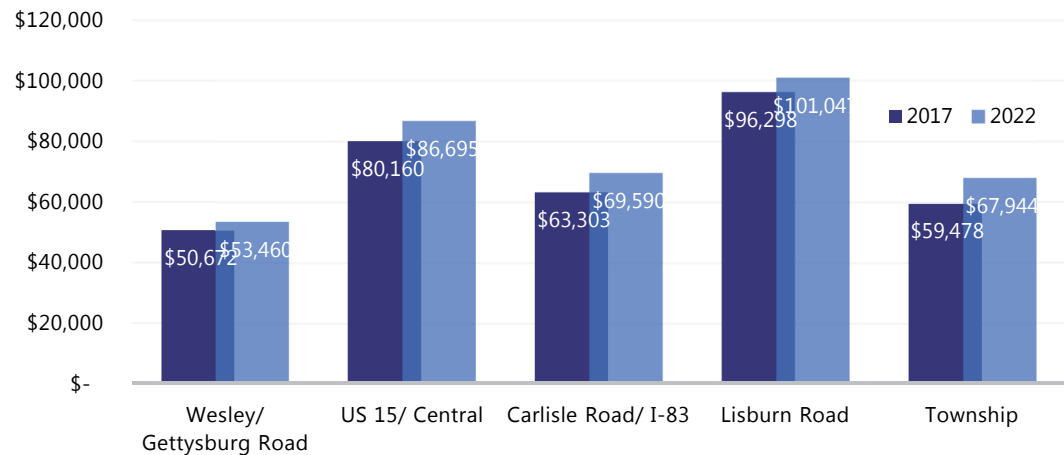
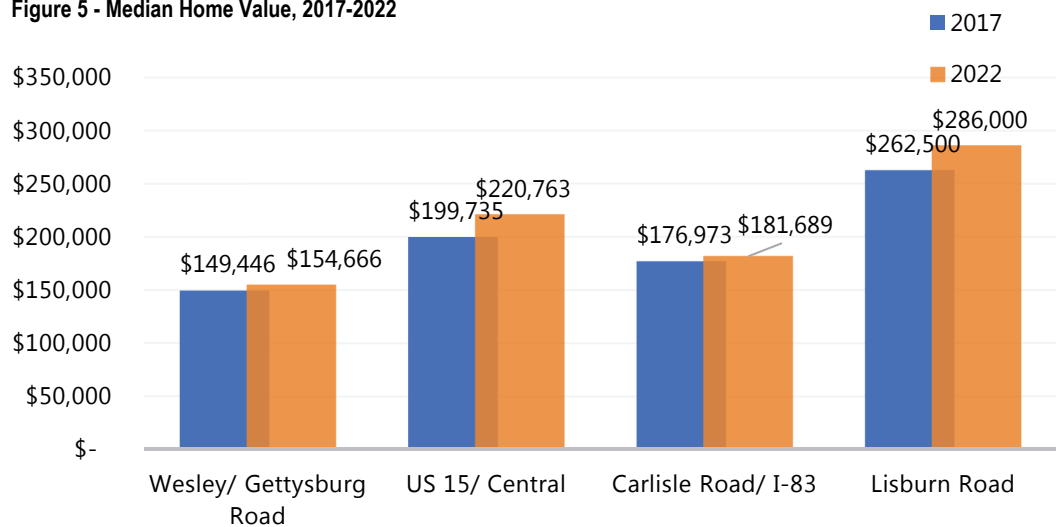


Figure 5 - Median Home Value, 2017-2022



Existing Assets

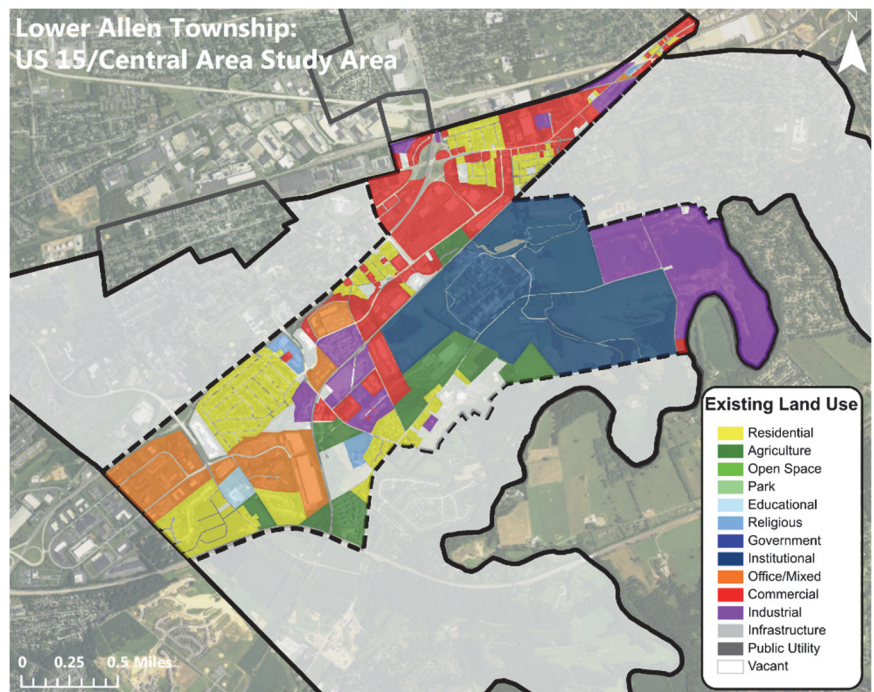
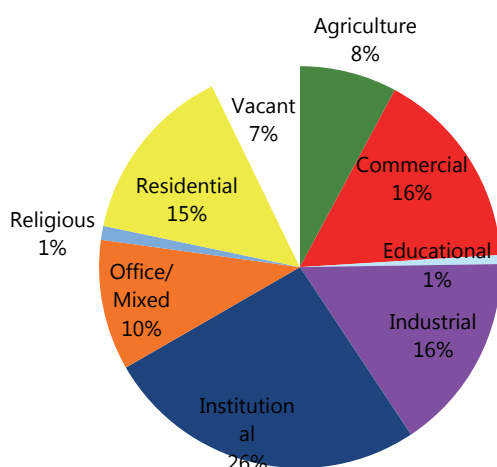
- **Rossmoyne Business Center:** The Rossmoyne Business Center is a major economic hub in the north-western area of the Township. The Business Center is a multi-use commercial development that features 12,000 square feet of retail space, 210,000 square feet of office space, 127,000 square feet of industrial space, and 305,000 square feet of flexible space for lease. Its tenants include corporate offices, restaurants, a veterinarian hospital, and a hotel.
- **Capital City Mall:** Capital City Mall comprises 608,000-square-feet of 90 stores and services, including retail shopping, restaurants, and health and beauty services. Of the 90 stores at the mall, anchor tenants include Macy's, J.C. Penney, Field & Stream, Dicks Sporting Goods, and a freestanding Walmart located adjacent to the Mall complex. Nationally, shopping malls have seen a sharp decline in the 21st century and are struggling to maintain low vacancy rates. Capital City Mall is currently defying this trend and is boasting strong sales.
- **Hartzdale Drive:** Hartzdale Drive is a main commercial corridor in the Township and features Capital City Mall, the Hartzdale Plaza, Capital City Plaza, and BJ's Wholesale Club. In addition, Sky Line Steel is located along Hartzdale Drive along with several offices at the Slate Hill Business Center.
- **Gettysburg Road-State Road-Hummel Avenue:** In the White Hill neighborhood of the Township, Gettysburg Road transforms into State Road and then Hummel Avenue along a light-industrial/commercial corridor leading into the Borough of Lemoyne. Closer to PA-581 overpass and I-83, industries take advantage of the proximity to both freight rail and the US 15 interchanges. To the west, State Road becomes Gettysburg Road, where a concentration of restaurants and retailers are located. The Township Building is also located along Gettysburg Road.
- **SCI Camp Hill:** The State Correctional Institution (SCI) Camp Hill on Lisburn Road has been in operation for more than 70 years. While the state owns approximately 700 acres of land, operations are located on a small portion of the property located north of Lisburn Road. As of January 2017, approximately 2,700 inmates were being detained at the correctional facility. The inmate population is excluded from the demographics outlined above and in other chapters of this *2018 Comprehensive Plan*.

- **Slate Hill Road:** Between Appleton Street and Hartzdale Drive, there are several commercial office and light industrial properties located along the Slate Hill Road corridor, which serves as an important employment hub in the Township.
- **Westport Business Center:** Westport Business Center is also an important employment hub in the Township and supports a number of businesses.
- **Rossmoyne Elementary School:** Situated near the residential area of Rossmoyne Manor, the Rossmoyne Elementary school serves approximately 200 students. As a sister school to Lower Allen Elementary School, Rossmoyne Elementary accepts students who have completed second grade at Lower Allen Elementary and continues their education from grades 3-5. Rossmoyne Elementary School is scheduled for replacement per the *West Shore School District 2017 Master Plan*.

Existing Land Use

The Central Area is home to a diverse mix of land uses and is a retail shopping and employment hub for the Township. The study area has a high concentration of institutional, industrial, commercial, and office/mixed uses as shown in Figure 6.

Figure 6 – US 15/Central Area Land Use, 2017



Goal 1

Enhance the Township's existing residential neighborhoods and community parks

US 15/Central Area Study Area

Background

The Central Area is home to eight, well-established neighborhoods that feature a mix of housing types and densities. The neighborhoods boast many of the quality features that are found throughout the Township, including tree lined streets, a sidewalk network, and convenient proximity to employment and commercial centers in the Township. In addition, this section of the Township offers convenient access to major transportation systems that provide immediate connections to employment and service destinations within the Greater Harrisburg region.

With only 13 percent of land use in the study area used as residential, there are no existing parks located in the Central Area study area. However, there is a pedestrian bridge crossing from the Rossmoyne Manor neighborhood that spans over US 15 and provides direct access to Allen Middle School. In addition, the Rossmoyne Elementary School along Rossmoyne Road has a playground and baseball field, which is walkable from two local neighborhoods.

Strategies

Parks #1: Maintain the quality of Lower Allen's parks and provide expanded passive and active recreation amenities.

Expand Recreational and Pedestrian Amenities

The lack of public park space in this segment of the Township is an opportunity to improve over the next 10-year horizon. While stakeholder input and public engagement didn't provide feedback related to parks in this area, it did highlight the lack of walkable pathways at the Rossmoyne Business Center and locations along Westport Drive. There are limitations with pedestrian connectivity as there are no sidewalks in the business park.

Neighborhood residents and employees alike would benefit from dedicated pathways and open greenspace designated for public use. There is undeveloped land in the Rossmoyne Business Center that could be utilized as an open space opportunity, combined with dedicated walking/biking pathways.

Future Park on the SCI Camp Hill Prison Property

More fully described on page 11, Lower Allen Township's *Official Map* was updated to designate a future park on the south side of Lisburn Road at the intersection of Lisburn Road and Spanglers Mill Road. In conjunction with evaluating future reuse opportunities of the property, the Township should Continue dialogue with the Commonwealth to express the Township's interest in future development and open space preservation at the property.

Parks 1.1.

Reevaluate the conceptual development plan prepared for SCI Camp Hill. Continue dialogue with the Commonwealth to express the Township's interest in future development and open space preservation at the property.

Goal 2

Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

US 15/Central Area Study Area

Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Background

Open space in the Central Area can be summarized into two categories. First, the undeveloped portion of the SCI property is viewed as “open space” by many in the public. While offering a view shed, the land is not publicly accessible. The portion of the property housing correctional facility operations is General Industrial (I-1) and the undeveloped portion south of Lisburn Road is zoned Business Park (C-3). For future land use purposes, the land is undeveloped, but not preserved open space.

Second, undeveloped acreage owned by private property owners is another type of open space in the study area. This would include the undeveloped property south of the Hempt Brothers quarry along Yellow Breeches Creek. It also includes privately held land adjacent to Cedar Run that may present opportunities for greenway enhancement.

The built environment in the Central Area includes the Township’s largest commercial and industrial areas, with the greatest variety of land uses. The built environment in this portion of the Township is anchored by US 15.

Retail offerings concentrated in this portion of the Township serves residents from Cumberland County and throughout the region. The construction of the Lower Allen Drive (formerly Zimmerman Drive) interchange along Route 15 in 2008 - 2009 not only provided additional name recognition for the Township, but made ingress to/egress from shopping in and around the Capital City Mall much easier. This area was included in the *2006 Comprehensive Plan* Opportunity Site 3. Investments have been made to maintain and update the retail offerings in this portion of the Township over the past several years.

Strategies

Open Space #1: Promote enhancement and preservation of open space in Lower Allen Township

Economic Development #1: Encourage revitalization of existing commercial and industrial corridors by redevelopment or using properties

Reuse of the SCI Camp Hill Property

Two of the larger, singly owned tracts of undeveloped areas in the Township and the eastern portion of Cumberland County is the 700-acre SCI Camp Hill property. While acreage north of Lisburn Road is used for active correctional facility operations, the balance of land is undeveloped and provides a wide expanse of open space when traveling along Lisburn Road. The property's location in the study area is advantageous for development, and the Township's desire is to position the property for development to strengthen the local tax base and provide new access to working class jobs in the light manufacturing or warehousing industries. Currently, this land equates to approximately 10 percent of the Township's acreage and is tax-exempt, offering no tax revenue.

Not knowing what future conditions may hold in terms of the Commonwealth's need to use the undeveloped land, the Township was proactive and as part of the *2006 Comprehensive Plan*, the SCI Camp Hill property along with surrounding properties were designated as Opportunity Site 1 (Eastern Lisburn Road Reuse). The Eastern Lisburn Road Reuse development concept plan includes industrial and business uses surrounding SCI Camp Hill and a park and potential greenway adjacent to the existing Hempt quarry. This Opportunity Site has not moved past conceptual stage, but the Township has planned for development by enacting zoning to enable the land uses. The undeveloped portions of the prison property located south of and bordering Lisburn Road are zoned Business Park District (C-3). The active portion of the property and other parcels north and bordering Lisburn Road are zoned General Industrial (I-1). Lower Allen Township's *Official Map* was also updated to designate a future park on the south side of Lisburn Road at the intersection of Lisburn Road and Spanglers Mill Road and includes a proposed road network to serve the area.

In addition to inclusion on the Township's *Official Map*, the Harrisburg Area Transportation Study identified the Lower Allen Drive Extension as a candidate project in its 2040 Regional Transportation Plan. The proposed project would extend Lower Allen Drive from Hartzdale Drive to Lizburn Road to facilitate commercial and industrial development. It is categorized as a capacity adding transportation project.

2018 Inputs

As part of the 2018 public engagement process, the Consultant Team sought input from the CAC, Township, and the public about future development at the property should it become available for sale from the Commonwealth. The public expressed clear interest in preserving open space in the Lisburn Road study area, to include the correctional institution property.

As communicated during public engagement, the Township will likely not be in a position to purchase the land exclusively for open space preservation. Such a transaction would result in a one-time purchase price as well as annual carrying costs to own and maintain the property for open space, which is cost prohibitive. By managing a development project, the Township sees value in creating new local jobs and additional tax base, while also giving the Township the ability to preserve a portion for open space – a balance.

If the Township does not purchase the property should it become available for sale, it is foreseeable that a private developer could purchase the land from the Commonwealth for development. In this scenario, impervious coverage in the Business Park District could not exceed 65 percent.

Until and if that time the Commonwealth is interested in divesting all or a portion of its undeveloped property in Lower Allen Township, it could be beneficial for the Township to revisit the conceptual development plan prepared for the site and modify the plan based on current county business trends. Updating the conceptual development plan and modifying Township land use regulations if required will ensure the Township has planned for the uses it would like to see on this property should the Commonwealth choose to divest of the property in the future.

Open Space 1.1.

Develop an open space preservation strategy to permanently preserve portions of SCI Camp Hill. This action also applies to those portions of the SCI Camp Hill property located in the Lisburn Road study area.

Economic Development 1.1.

Reevaluate the conceptual development plan prepared for SCI Camp Hill. Continue dialogue with the Commonwealth to express the Township's interest in future development and open space preservation at the property.

Hempt Brothers Quarry Properties

Property owned by Hempt Brothers Incorporated, located just east of the correctional facility property, is a potential location for future redevelopment. While no active mining operations occur on site, which is over 220 acres in size, the company manufactures and distributes asphalt for construction projects throughout the region.

Quarries across the country have been repurposed into recreational and open space, retail, residential, and mixed-use developments or some remain in industrial use. State and county programs could potentially be tapped to help with redevelopment planning and the Pennsylvania Department of Environmental Protection (DEP) would be a good partner as it has focused on formerly mined sites as part of its Brownfield redevelopment strategy.

As a first step to testing the feasibility of redeveloping the quarry property in the future, the Township should meet with Hempt Brothers to determine business operations at the property in the short and long-term. Depending on the outcome, the property should be included in the SCI Camp Hill reuse master plan. The Township should begin with discussions with Hempt Brothers to determine their long-term interest in the property and engage them in the master planning process.

Economic Development 1.2.

Explore the potential to redevelop the Hempt Bros., Inc. quarry property.

Redevelopment Surrounding Capital City Mall

With national trends showing mall properties as underperforming assets that are struggling to maintain sales amidst the raise in online shopping, Lower Allen should be strategic and promote diversification of the Capital City Mall area. While the mall is defying national trends and doing well, opportunity exists for the Township to evaluate mixed use redevelopment opportunities surrounding the Capital City Mall. Mixed uses, such as residential and office, would diversify the Township's regional attraction and increase densities to further promote foot traffic and sales.

As one potential opportunity, the former Borders Book store adjacent to the Bon Ton has remained vacant for years. The land is owned and operated by Bon-Ton along Lower Allen Drive, and includes not only Bon-Ton, but two restaurants including Bonefish Grill and Texas Roadhouse. The area is zoned Regional Commercial (C-4) and would be a strategic location to promote redevelopment to enhance retail offerings at Capital City Mall. Streetscape improvements and additional branding could extend beyond the Bon-Ton property west along Gettysburg Road to complement well-established boutique shops.

Economic Development 1.3.

Meet with the Bon-Ton property owners to determine the potential to redevelop the property to complement surrounding retail development.

Economic Development 1.4.

Evaluate mixed use redevelopment opportunities surrounding the Capital City Mall and update the Township's land use regulations as appropriate.

Enhancements to Rossmoyne Business Park and Surrounding Business Parks

While Rossmoyne Business Center and business parks along Rossmoyne Road are near fully occupied and are not in need of revitalization, improving walkability and service retail amenities for employees in the area were identified as needs during the public engagement process. Places to eat and walk during the day would help reduce the amount of traffic on the area's roads during lunchtime hours and would provide employees opportunity for exercise during the day.

In addition, through the stakeholder interview process, the Cumberland Area Economic Development Corporation (CAEDC) cited a 50,000 square foot shortage of professional meeting space in the County based on inquiries from realtors. It was suggested that new meeting space in the vicinity of the Rossmoyne Road/Wesley Drive interchange with US 15 could fill that need due to its location adjacent to US 15.

Economic Development 1.5.

Work with tenants and management at business parks surrounding the Rossmoyne Road/Wesley Drive interchange with US 15 to identify ways to improve employee and visitor amenities.

Gettysburg Road East/State Road/Hummel Avenue Corridor

The Gettysburg Road-State Street-Hummel Avenue Corridor is at the eastern most gateway into Lower Allen Township. It is zoned (I-3) Industrial/Commercial and was identified as Opportunity Site 4 the *2006 Comprehensive Plan*. The most significant barrier to redevelopment remains transportation with carrying capacity of the roadway impacted by inefficient vehicular flow at the Hummel Avenue/18th Street intersection with the Hummel Avenue/17th Street Bridge and also at the at grade rail crossing on 18th Street.

Beyond transportation, the public was emphatic about the need to redesign the area and improve aesthetics. Like many older industrial corridors, this portion of the Township includes no unifying streetscape characteristics. But while the aesthetics of the area may not be the most appealing entryway into the Township, properties are actively utilized and vacant space is minimal. Overall, economic conditions have improved along this corridor since the *2006 Comprehensive Plan* update

and only a few properties appeared to be underutilized and vacant (as of 2018).

There are several opportunities to advance revitalization and redevelopment of the corridor. One opportunity is to implement common design standards to encourage a consistent branding or theme for streetscape improvements in the Township. In this particular corridor, design standards could encourage consistent design elements such as landscaping, lighting, sidewalks, and signage and improve the overall look of the Township's eastern entryway. Common design standards are a Township-wide recommendation discussed in Chapter 2.

Another opportunity is to complete a corridor wide assessment of vacant and underutilized parcels to determine which properties might be candidates for redevelopment. The Township in coordination with Lower Allen Township Development Authority could meet with property owners along the corridor to identify owner interest in selling or redeveloping properties.

Due to past industrial activities in the area, several of the properties may potentially be brownfields and could potentially be assessed for cleanup and redevelopment using technical assistance and funding tools through DEP and Pennsylvania Department of Community and Economic Development (DCED). Once a corridor wide assessment of redevelopment opportunities is complete, the Development Authority could partner with CAEDC to develop a redevelopment strategy at individual properties or assemble several properties to encourage developer interest in a Neighborhood Redevelopment (NR) overlay district project.

Current market conditions at the time a redevelopment plan is prepared will dictate the ultimate end use of properties along the corridor. At the time of this *2018 Comprehensive Plan* was prepared, CAEDC discussed a countywide shortage of affordable, flexible manufacturing space for small second stage manufacturers and suggested the Gettysburg Road-State Road-Hummel Avenue corridor as a good location for flexible manufacturing space.

Economic Development 1.6

Complete an assessment of vacant and underutilized parcels along the Gettysburg Road-State Street-Hummel Avenue corridor to determine properties suitable for redevelopment.

Goal 3

Expand pedestrian and bicycle connections throughout the Township

US 15/Central Area Study Area

Goal 3: Expand pedestrian and bicycle connections throughout the Township

Background

The Central Area is characterized by commercial, light industrial, and institutional properties that exist on larger lots and are served by roadways that are designed to move vehicular traffic and motor carriers. Because of this, bicycle and pedestrian accommodations are minimal within the area. Two residential neighborhoods are located in the Central Area: Rossmoyne Manor and Rana Villa. Rossmoyne Manor is connected to areas in the northern portion of the Township via the pedestrian bridge over US 15 but is isolated from other activity centers due to a lack of sidewalks and poorly designed pedestrian crossing facilities. A small trail connection does exist between the neighborhood and Westport Drive, but the roadway contains no sidewalk facilities or shoulder for pedestrians to safely walk along.

Rana Villa is a small neighborhood located adjacent to Lower Allen Drive and Hartzdale Drive, near the Capital City Mall. Unlike other neighborhoods within Lower Allen Township, Rana Villa does not have a localized sidewalk network. A small sidewalk segment connects the southern boundary of Rana Villa to the Capital City Mall entrance, but pedestrians must cross five travel lanes at the intersection of Lower Allen Drive and Hartzdale Drive.

Bicycle and pedestrian accommodations near the Capital City Mall are substandard and create an unsafe environment for individuals who are unable to drive. Sidewalks are located around the perimeter of the mall, but most of them abruptly end at the driveway entrances. Given the popularity of the mall and the volume of vehicular traffic the site encounters on a regular basis, this lack of pedestrian infrastructure poses a safety issue.

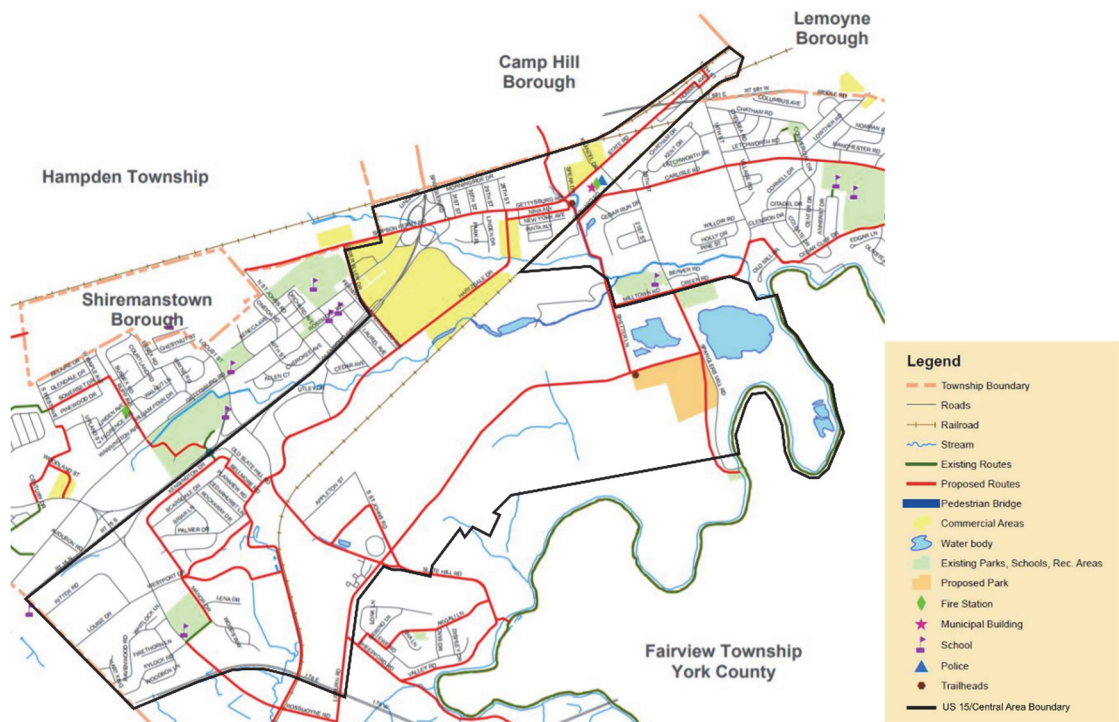
Another challenge for the study area is the Gettysburg Road-State Road-Hummel Avenue corridor. Gettysburg Road is a five-lane thoroughfare that supports commercial and light industrial uses along the northern portion of the Township. The roadway has wide shoulders, but does not have enough sidewalk infrastructure available to encourage walking

between destinations. At the Carlisle Road intersection, Gettysburg Road decreases by three lanes and transitions into State Road. Nonvehicular conditions remain insufficient along State Road. Despite this, the corridor is designated as a statewide bicycle route.

Proposed Trails

The 2010 *Bicycle/Pedestrian Trail Map* proposed on-road trail improvements within the Central Area, as depicted in Figure 7. In addition to Lisburn Road, the map indicates Hartzdale Drive is a potential east-west connecting roadway for nonmotorized transportation. Improving bicycle and pedestrian infrastructure along both Lisburn Road and Hartzdale Drive allows for greater access between Lower Allen's neighborhoods.

Figure 7: Additional Proposed Trail Connections



Strategies

Bike/Ped #1: Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.

Capital City Mall

The construction of the Lower Allen Drive interchange along Route 15 in 2008 – 2009 made ingress to/egress from shopping destinations in and around the Capital City Mall much easier for vehicular traffic. However, the upgraded interchange has had significant impacts on bicycle and pedestrian access to the mall and surrounding areas. As outlined previously in the Chapter, the mall is defying national trends in retail and is an economic generator for the Township. To further increase access to the mall, the Township must identify critical bicycle and pedestrian accommodations.

Bike/Ped 1.1.

Improve bicycle and pedestrian access and safety at and near Capital City Mall by extending sidewalk infrastructure and bicycle amenities.

East-West Bike/Pedestrian Connectivity

In 2012, a multi-municipal trail master plan was created for the eastern portion of Cumberland County. The *Eastern Cumberland County Regional Trails Master Plan* included a trail inventory, recommended regional trails based on public input, and a detailed cost estimate of bicycle improvements along priority routes. Lisburn Road was identified as a priority route within the *Plan* and detailed improvements are listed for the corridor, including pavement markings, wayfinding signage, “Share the Road” signage, and signalized intersection upgrades. In determining bicycle improvements for Lisburn Road, the Township has a baseline assessment of existing needs.

In addition to Lisburn Road, the Central Area would benefit from increased east-west connectivity for bicyclists and pedestrians along Hartzdale Drive, Gettysburg Road-State Road-Hummel Avenue, and Carlisle Road.

Bike/Ped 1.2.

Improve bicycle and pedestrian connectivity on east-west routes located in the Central Area study area.

Gettysburg Road-State Road-Hummel Avenue Improvements

Gettysburg Road-State Road-Hummel Avenue serves as a major thoroughfare for the area and is currently designed to accommodate larger volumes of vehicular traffic. The roadway could benefit from upgrades that are more inclusive to bicyclists and pedestrians. In line with the Township wide recommendation for Complete Streets described in Chapter 2, the corridor should be designed to support greater nonmotorized mobility. Proposed upgrades for the roadway should include additional sidewalks, additional crossing facilities, and expanded bicycle facilities like pavement markings and signage.

This recommendation could be expanded beyond bicycle and pedestrian improvements to include a more comprehensive assessment of transportation, land use, and economic development opportunities through a Corridor Study.

Bike/Ped 1.3.

Prioritize Gettysburg Road-State Road-Hummel Avenue from Lower Allen Drive to 17th Street for complete streets improvements.

Hummel Avenue and 18th Street

The intersection of Hummel Avenue and 18th Street was frequently mentioned by residents during discussions about bicycle and pedestrian safety. Pedestrian crossing facilities are nonexistent, except for a narrow sidewalk bordering the southwest corner of the intersection. Also, the high volume of vehicular traffic moving through the intersection poses safety concerns for bicyclists

Bike/Ped 1.4.

Conduct an intersection improvement master plan for Hummel Avenue, 17th Street, and 18th Street to identify targeted pedestrian and bicycle upgrades.

Goal 4

**Improve and maintain the
Township's existing transportation
infrastructure**

US 15/Central Area Study Area

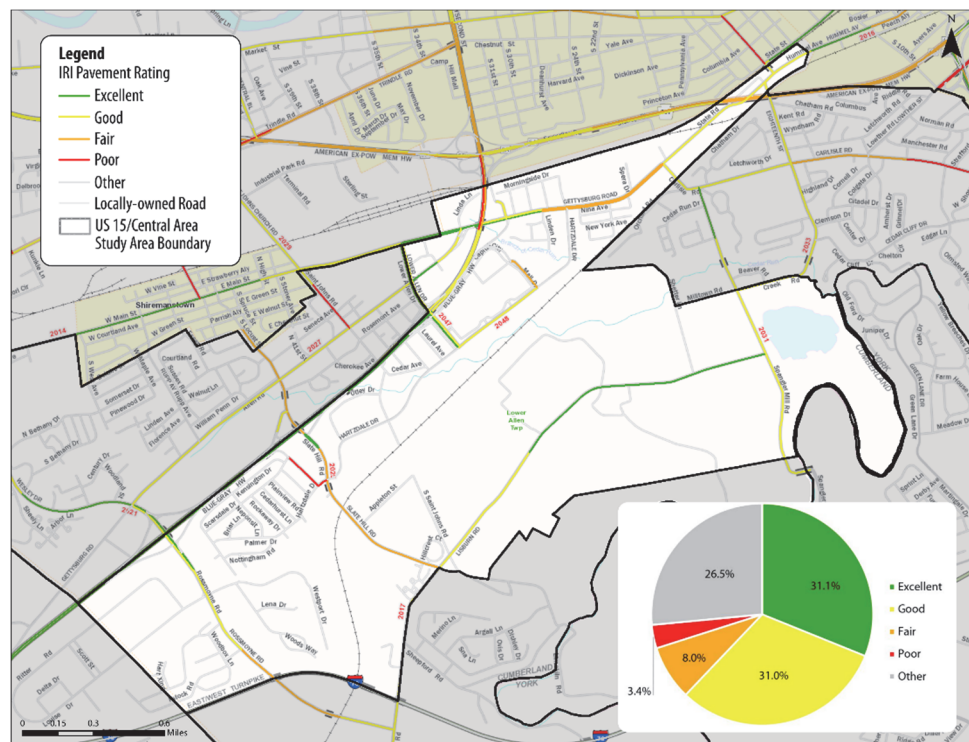
Goal 4: Improve and maintain the Township's existing transportation infrastructure

Background

Roadways and Bridges

The Central Area is the economic hub of the Township and is characterized by a roadway network that includes US 15 as the primary thoroughfare, with secondary routes such as Slate Hill Road, Rossmoyne Road, and Lisburn Road. This study area is served by approximately 28.2 miles of state and local roads. Over 60 percent of the state roads within the Central Area are in “good” or “fair” condition based on their IRI rating, shown in Figure 8. Two segments experience “poor” pavement quality: Old Slate Hill Road between Slate Hill Road and Scarsdale Drive and the southbound lane of US 15 north of Gettysburg Road.

Figure 8: US 15/Central Area Study Area Pavement Conditions

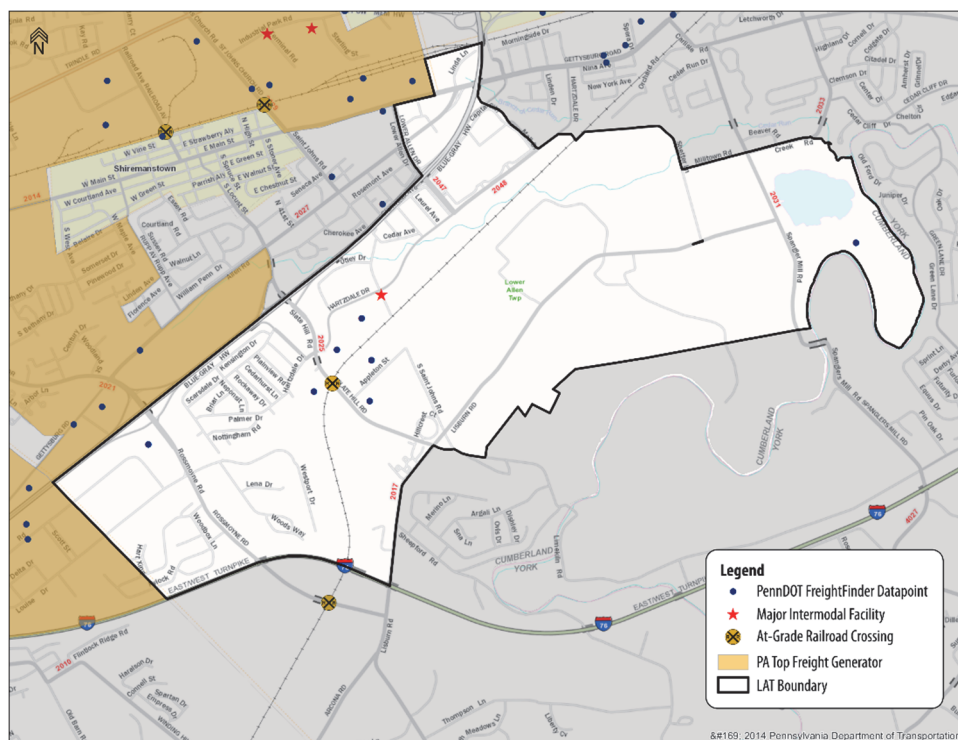


Because US 15 is a major transportation facility within the area, it experiences higher frequencies of vehicular crashes compared to other areas within the Township. Between 2012 and 2016, the Central Area experienced over 300 vehicular crashes, which accounts for approximately 35 percent of Township wide crash incidents.

Freight

In addition to large commercial properties, the Central Area is also home to nine freight facilities, shown in Figure 9. The study area is also located adjacent to the Wesley/Gettysburg Road study area, which is one of Pennsylvania's top 100 freight generating locations.

Figure 9: Freight Facilities in the US 15/Central Area Study Area



Public Transportation Profile

Fixed-route public transportation services are available in the Central Area. Two routes, Route B – Highland Park/Westport and Route M – Mechanicsburg (Express Service), originate in downtown Harrisburg and connect to Lower Allen Township via Simpson Ferry Road. Route B connects to employment opportunities in the Rossmoyne Business Center and at Westport. Route M is a commuter service that runs less frequently, but provides a critical connection from Mechanicsburg and Shiremanstown to Harrisburg. A third route, Route D - Capital City Mall, caters to shoppers within the Township and also connects passengers to downtown Harrisburg.

Strategies

Township Wide Strategies

The Township should encourage the continued maintenance of its multimodal transportation system and identify improvements as detailed in the Township-wide Transportation Maintenance Strategies section.



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 5:²³³

Carlisle Road / I-83



Carlisle Road/I-83 Study Area

Carlisle Road/I-83 Study Area

About the Study Area

Located in the northeast portion of the Township, the Carlisle Road/I-83 (Carlisle Road) Study Area is characterized by older, established residential neighborhoods as well as first-generation suburban retail centers. Many of these neighborhoods were once considered premier in the Harrisburg area and still offer high-quality housing in a desirable location. Today, the area has transitioned to also include middle-income families and first-time home buyers.

The Carlisle Road study area is bordered by the Borough of New Cumberland to the east and the Borough of Lemoyne to the north. To the south, the Yellow Breeches Creek forms a natural border with Fairview Township in York County.

Figure 1 - Carlisle Road/I-83 Study Area Map



Demographic and Economic Trends

Population

The Carlisle Road study area is the most populous study area in Lower Allen Township, accounting for more than a third of its total population. The study area is primarily a bedroom community where more residents commute to work outside of the area than commute into it. Because of these labor flows, the daytime population is nearly 1,000 less than the resident population during working hours (Figure 2). The study area is projected to increase by 5 percent between 2017 and 2022, compared to a 2.8 percent growth rate Township-wide (Figure 3).

Figure 2 - Population, 2017

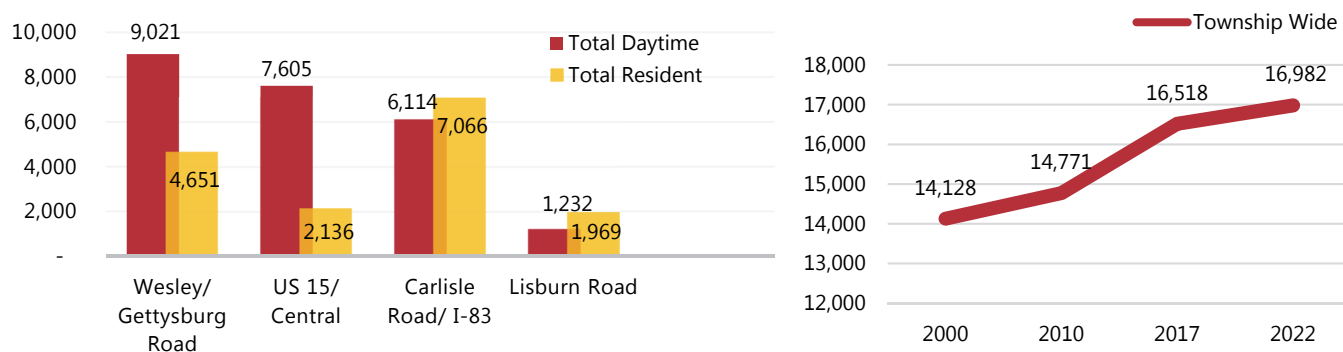
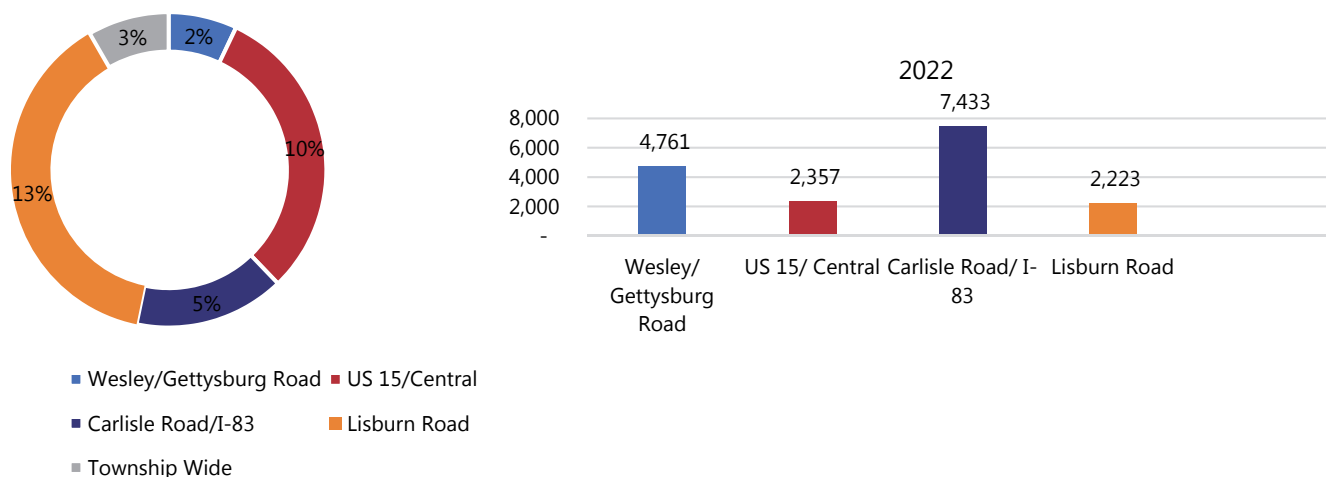


Figure 3 - Population Growth %, 2017-2022



Economics

The median household income for the study area is \$63,303, slightly higher than the median household income across the Township at \$59,478 (Figure 4). The median home value is \$176,973, compared to \$176,410 Township-wide (Figure 5).

Figure 4 - Median Household Income, 2017-2022

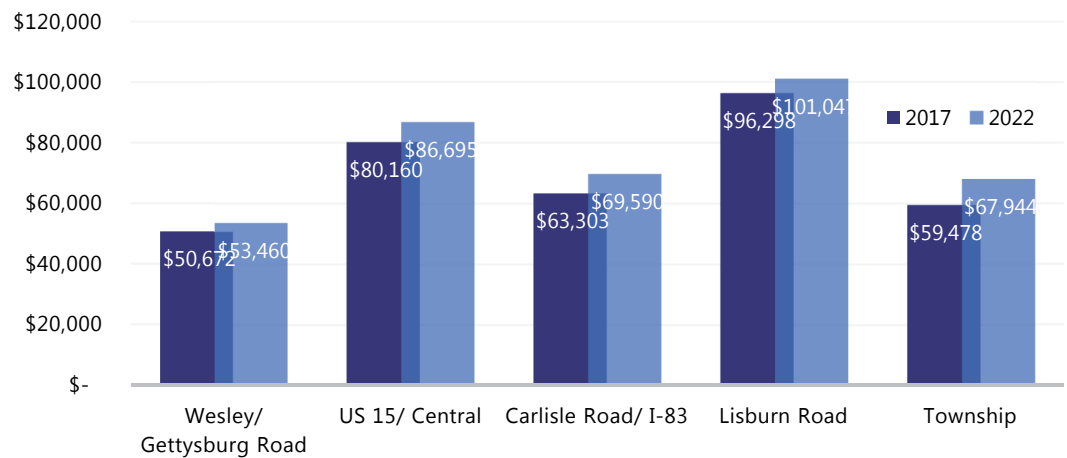
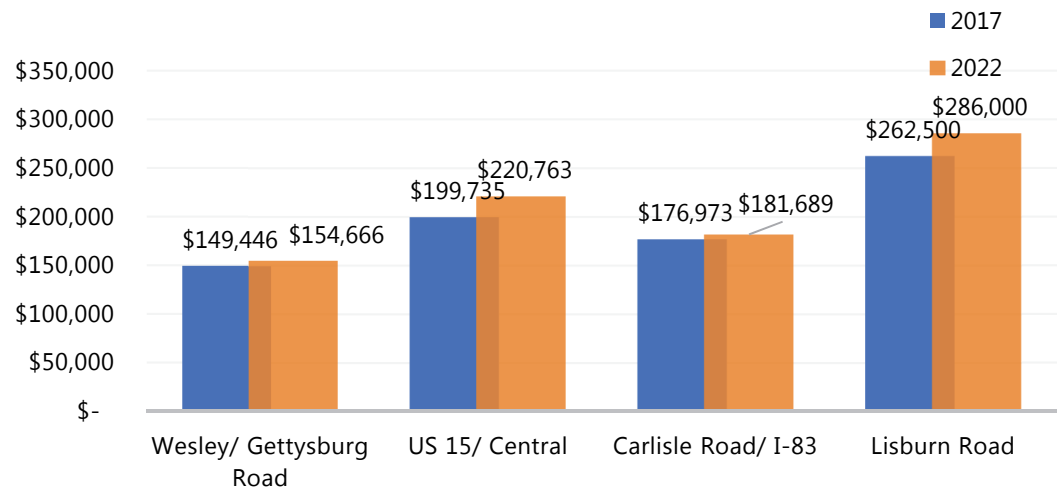


Figure 5 - Median Home Value, 2017-2022



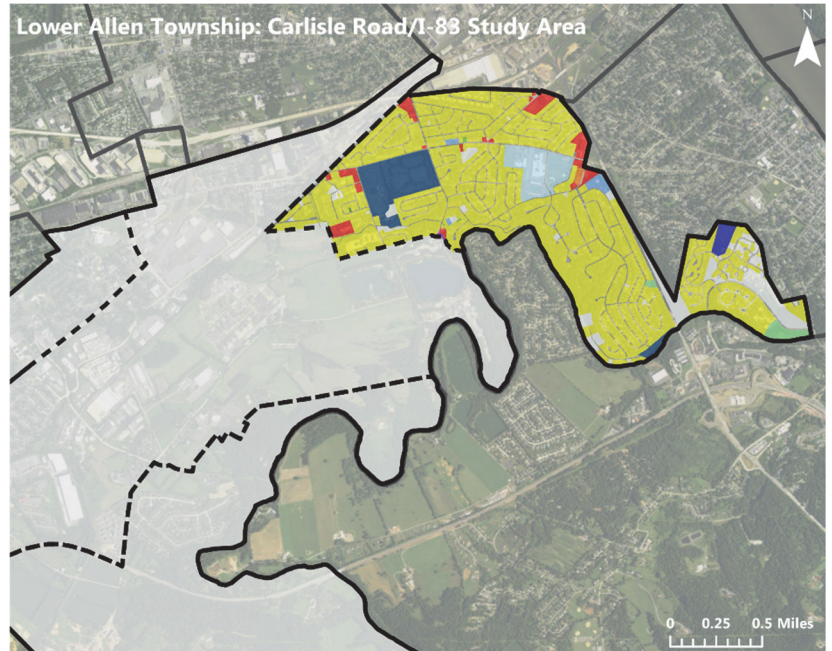
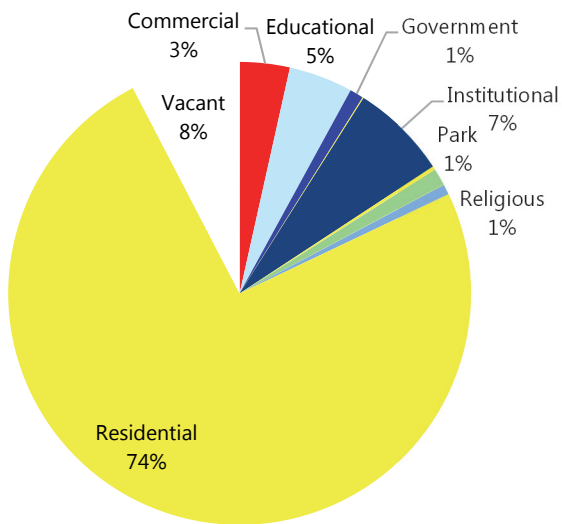
Existing Assets

- **West Shore School District Buildings:** Cedar Cliff High School is located along Carlisle Road. As part of recommendations from a feasibility and facilities study approved in May 2017, renovations to the high school are projected to be completed in 2023 and 2024. Highland Elementary School is located adjacent to Cedar Cliff and is scheduled for renovations beyond 2026.
- **Shoppes at Cedar Cliff:** Formerly known as Cedar Cliff Mall, this shopping area anchors the eastern portion of the Township at its border with the Borough of New Cumberland. It is in close proximity to Cedar Cliff High School and surrounding neighborhoods. Recent investments by the property owner have positioned this property to continue to be a neighborhood destination.
- **Weis Markets at Lowther Road:** Weis Markets is located adjacent to the I-83 on/off ramps at Lowther Road. The grocery store serves this area of Lower Allen Township and the Boroughs of New Cumberland and Lemoyne.
- **Carlisle Road:** Carlisle Road serves a main corridor serving Cedar Cliff High School, Highland Elementary School, and access into many of the neighborhoods.

Existing Land Use

In the Carlisle Road study area, residential is the largest land use at 74 percent. Other land uses are limited, with 7 percent institutional land uses (West Shore School District) and 3 percent commercial.

Figure 6 – Carlisle Road/I-83 Study Area Land Use, 2017



Goal 1

Enhance the Township's existing residential neighborhoods and community parks

Carlisle Road/I-83 Study Area

Goal 1: Enhance the Township's existing residential neighborhoods and community parks

Background

The Carlisle Road study area is home to the Township's most established neighborhoods, with 74 percent of the land area used for residential purposes. Tucked between the Capital Region's major transportation corridors, the area's neighborhoods boast convenient proximity to the regional transportation network while retaining the quiet ambiance of the Township's originally constructed neighborhoods. The neighborhoods feature beautiful tree-lined streets with sidewalks and walkable neighborhood parks and the Rolling Green Cemetery.

The Carlisle Road study area is home to many Township parks and publicly-accessible recreational amenities including the Rolling Green Cemetery along Carlisle Road, athletic fields surrounding Cedar Cliff High School and Highland Elementary School, and portions of the Yellow Breeches Creek and Cedar Run.

The neighborhood parks located in the Carlisle Road area include Allendale, Beacon Hill Boulevard Area, Beacon Hill, Cedar Spring Run, Highland Park, Highland Estates, and the former Radar Site on Beacon Hill. In addition, Creekwood Park is also located in the study area, offering passive recreation spanning 5.6 acres.

Strategies

Township-wide Strategies

The Township should encourage the continued improvement of its neighborhoods and parks, and identify improvements as detailed in the Township-wide Strategies section included under Goal 2 in Chapter 2.

Goal 2

Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Carlisle Road/I-83 Study Area

Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Background

The Carlisle Road study area is nearly built out primarily with residential land uses. There are limited retail and commercial land uses in this study area, with one shopping plaza and one grocery store serving as the main retail establishments for local neighborhoods.

As noted above, six of the Township's parks are located in the Carlisle Road study area, offering undeveloped land for public enjoyment with both passive and active recreation options. There are also open space areas adjacent to Yellow Breeches Creek and Cedar Run as well as Rolling Green Cemetery located along Carlisle Road and athletic fields surrounding Cedar Cliff High School and Highland Elementary School. While there is limited opportunity to preserve additional open space, leveraging, maintaining, and promoting existing assets including access to Cedar Run and Yellow Breeches are opportunities to maximize natural resources.

Strategies

Economic Development #1: Encourage revitalization of existing commercial and industrial corridors by redeveloping or reusing properties

Carlisle Road serves as an activity node for the study area, and features the Shoppes at Cedar Cliff. To promote continued revitalization of the shopping center and surrounding businesses, the Township should meet with property owners to identify existing needs and opportunities.

Economic Development 1.1.

Engage existing commercial property owners to identify existing needs and opportunities in order to encourage investment.

Goal 3

Expand pedestrian and bicycle connections throughout the Township

Carlisle Road/I-83 Study Area

Goal 3: Expand pedestrian and bicycle connections throughout the Township

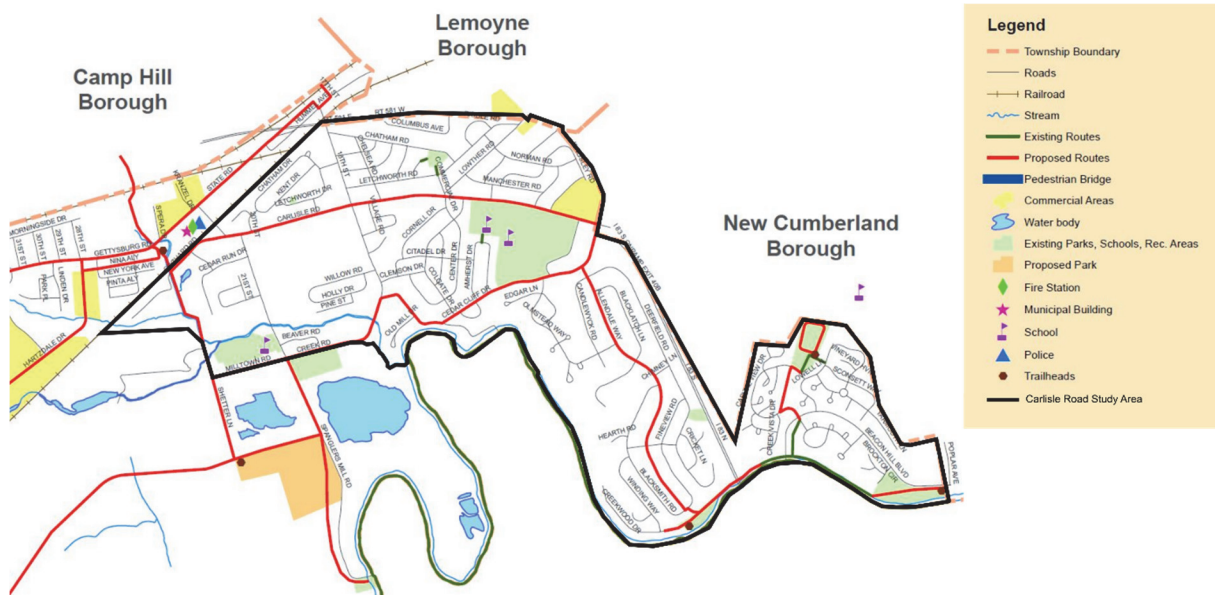
Background

As an older, predominately residential community, the Carlisle Road study area's developmental footprint is inherently more walkable. The study area is home to Highland Elementary School and Cedar Cliff High School, both of which are connected to nearby medium-density neighborhoods. While the study area contains existing bicycle and pedestrian infrastructure, additional improvements should be considered to further advance local mobility and safety.

Proposed Trails

The proposed trail network for the Carlisle Road study area as identified on Lower Allen Township's Official Map focuses on connectivity improvements in the northern portion of the Township. Smaller proposed trail segments exist within the Beacon Hill neighborhood, but the easternmost portion of the study area is served by an existing trail that travels under I-83 and connects to the Allendale neighborhood. The *2010 Bicycle/Pedestrian Trail Map* proposed additional on-road trail improvements within the Carlisle Road area (Figure 7). East to west connectivity would be improved by the addition of on-road trail facilities along Carlisle Road, Creek Road, and Cedar Cliff Drive. Allendale Way is also included as a proposed trail.

Figure 7: Additional Proposed Trails



Strategies

Bike/Ped #1: Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.

Carlisle Road Corridor

Carlisle Road serves as a major thoroughfare for the Carlisle Road study area and is currently designed to accommodate larger volumes of vehicular traffic. The roadway could benefit from upgrades that are more inclusive to bicyclists and pedestrians. The Carlisle Road corridor should be designed to support greater non-motorized mobility. Proposed upgrades for the roadway should include expanded bicycle facilities like pavement markings and signage.

Bike/Ped 1.1.

Conduct a safety audit on Carlisle Road and evaluate complete streets improvements.

Goal 4

Improve and maintain the Township's existing transportation infrastructure

Carlisle Road/I-83 Study Area

Goal 4: Improve and maintain the Township's existing transportation infrastructure

Background

Roadways and Bridges

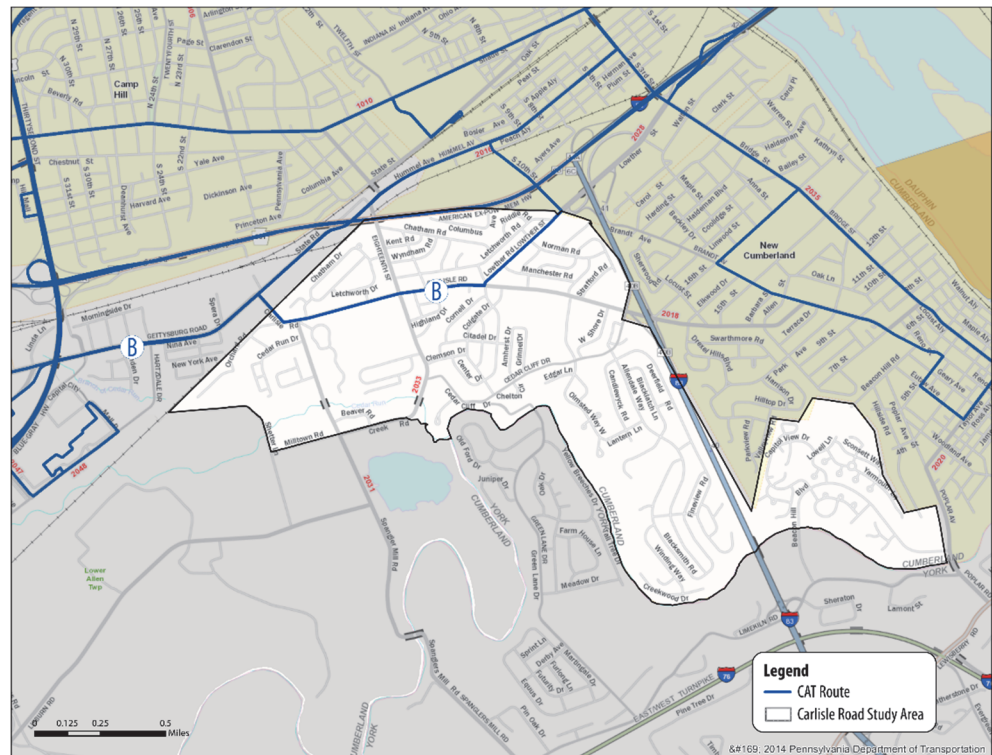
The Carlisle Road study area is connected by two major roadways (Carlisle Road and Lisburn Road) that connect residents and businesses to local destinations, as well as the regional highway network. The area is also located in close proximity to I-83 and US 15, which provides travelers with easy access to the Harrisburg Capital Beltway. Due to the prominence of local residential streets, the Carlisle Road study area contains the most lane miles of all four study areas at 35.8 miles. Seven bridges are located within the study area and all are structurally sound.

Carlisle Road is an important east-west connector, especially for students and faculty at Highland Elementary School and Cedar Cliff High School. The roadway has a posted speed limit of 35 miles per hour and is equipped with pedestrian crossing facilities, including mid-block crosswalks, "Yield to Pedestrian" signage, and warning lights. Carlisle Road experienced lower frequencies of vehicular crashes compared to other major thoroughfares in the Township.

Public Transportation

One fixed-route public transportation route is available in the Carlisle Road study area: Route B – Highland Park/Westport (Figure 8). Route B originates in downtown Harrisburg and connects to the study area via Hummel Avenue. The service connects residential neighborhoods along Carlisle Road and Lowther Road to employment and commercial centers in Harrisburg, Shiremanstown, and other portions of Lower Allen Township.

Figure 8: Fixed Route Public Transportation Network in Carlisle Road Study Area



Strategies

Transportation #1: Improve level of service and safety on congested corridors and intersections.

Carlisle Road

To ensure residents, students, and business owners in the Carlisle Road study area can travel safely and efficiently within the Township and to destinations nearby, multimodal corridor improvements along Carlisle Road should be a priority. The roadway connects to I-83 and traffic volumes on the eastern portion of the corridor are significant during peak hours.

Transportation 1.1.

Conduct a corridor study for Carlisle Road to identify areas of significant safety and congestion concern and outline detailed recommendations for improvement.



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 6:²³³
Lisburn Road



Lisburn Road Study Area

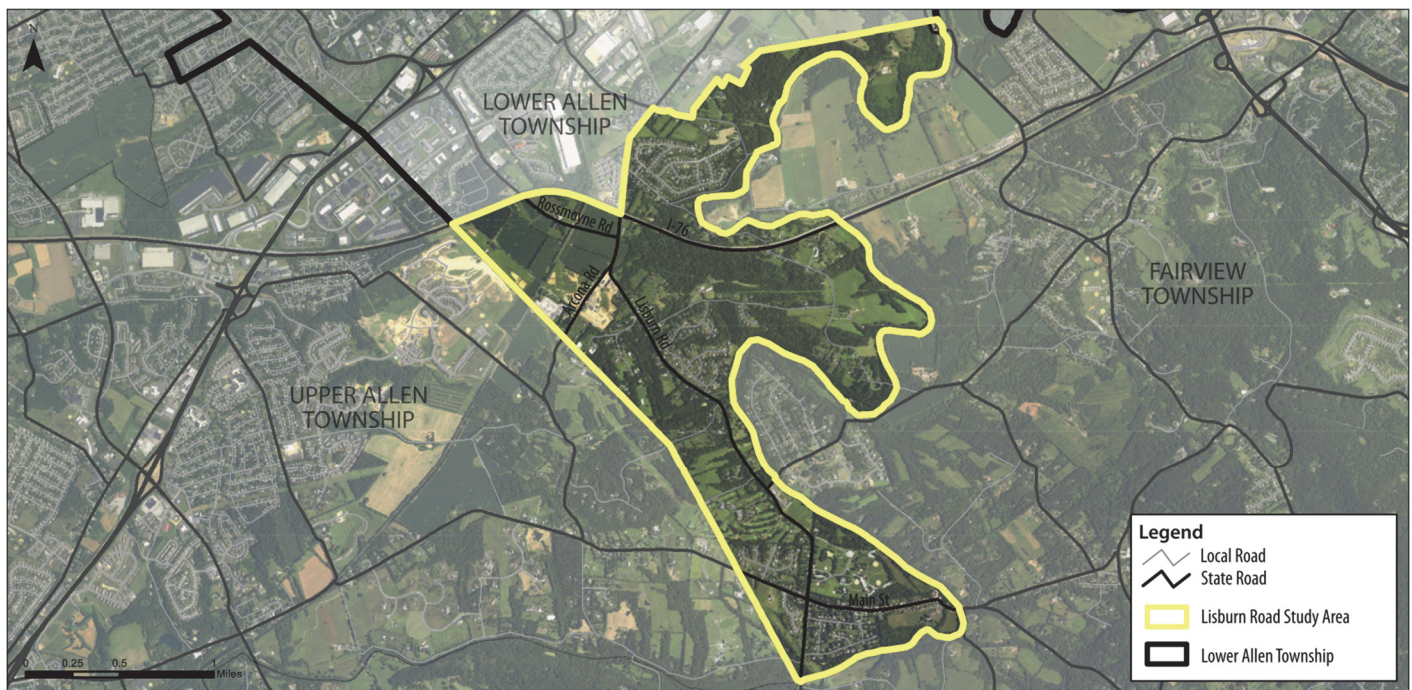
Background

About the Study Area

The Lisburn Road study area makes up the southern portion of the Township and is bordered by Upper Allen Township to the west, the Yellow Breeches Creek (the Fairview Township/York County border) to the east, and the slope extending north of the Creek. The northwest quadrant of the study area is bounded by the Pennsylvania Turnpike before it veers south under Lisburn Road.

Known for its rolling hills, large swaths of green fields and trees, the Lisburn Road study area maintains a rural character. There is little commercial or business activity in this portion of the Township, as much of the land is zoned Single Family Rural Residential.

Figure 1 - Lisburn Road Study Area Map



Demographic and Economic Trends

Population

At 3.44 square miles in size, this portion of the Township is home to 1,969 residents, or 12 percent of the Township's population (Figure 2). The Lisburn Road study area is the least populous section of the Township. However, it is projected to grow by approximately 13 percent over the next five years, compared to an overall growth rate of 3 percent Township-wide (Figure 3). The continued buildout of the Arcona development is the main driver of this population growth.

Figure 2 - Population, 2017

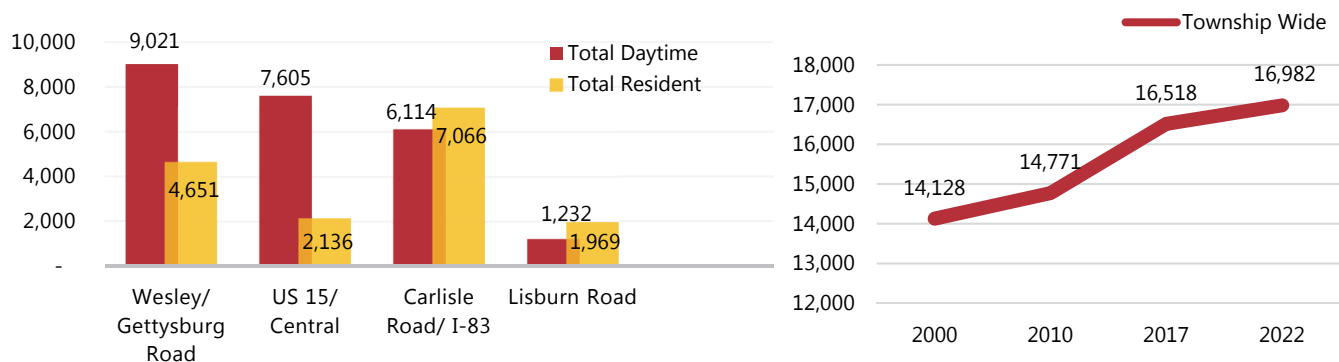
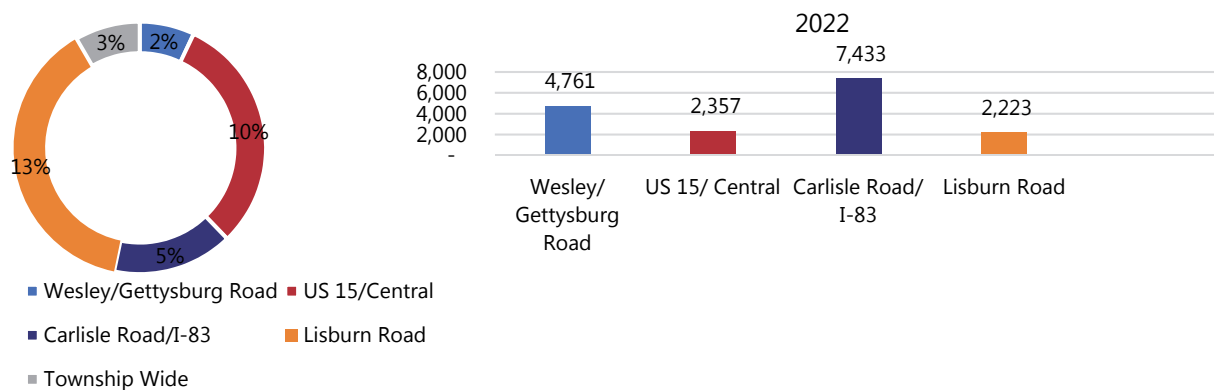


Figure 3 - Population Growth %, 2017-2022



Economics

During normal business hours, the average number of people in the Lisburn Road study area falls by almost 60 percent as residents commute to other areas for work. The study area's median household income is the highest in Lower Allen Township and, at \$262,500, it has the highest median home value in the Township (Figure 4 and Figure 5).

Figure 4 - Median Household Income, 2017-2022

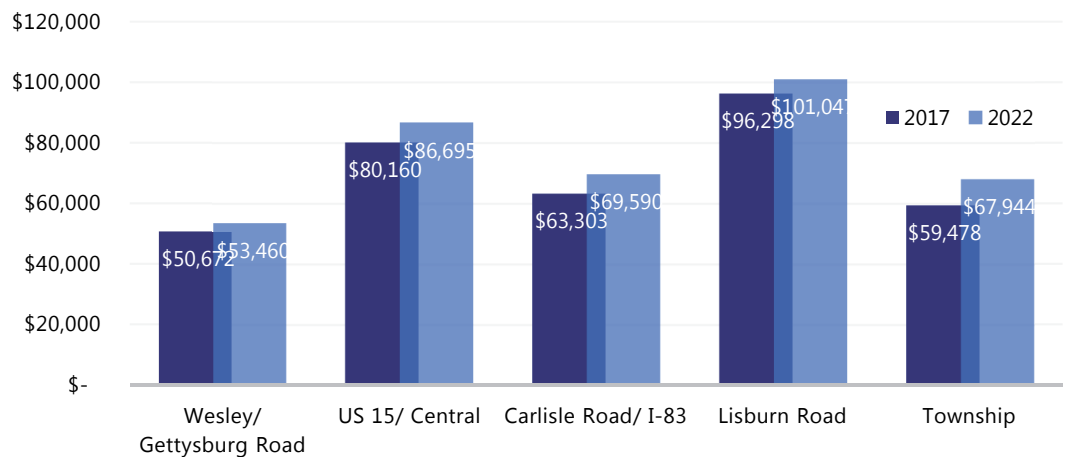
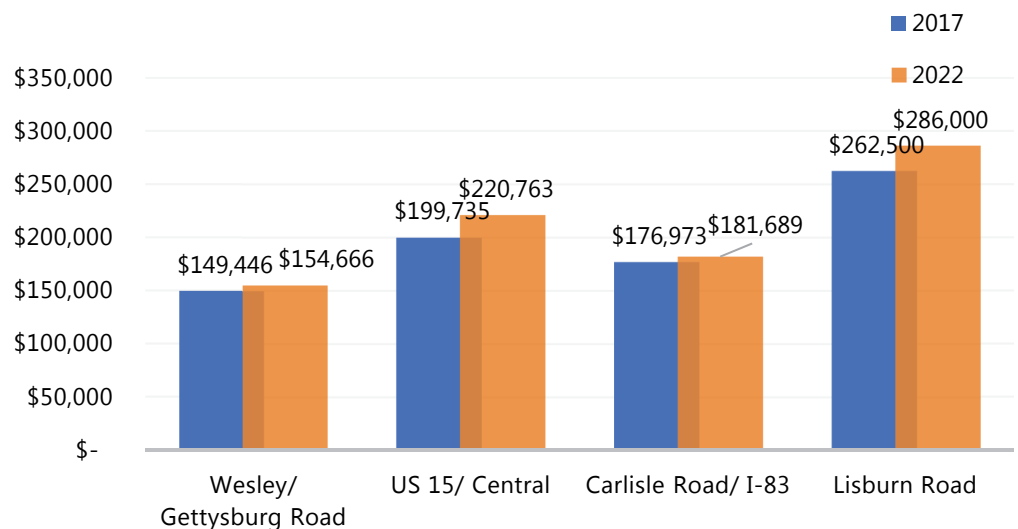


Figure 4 - Median Home Value, 2017-2022



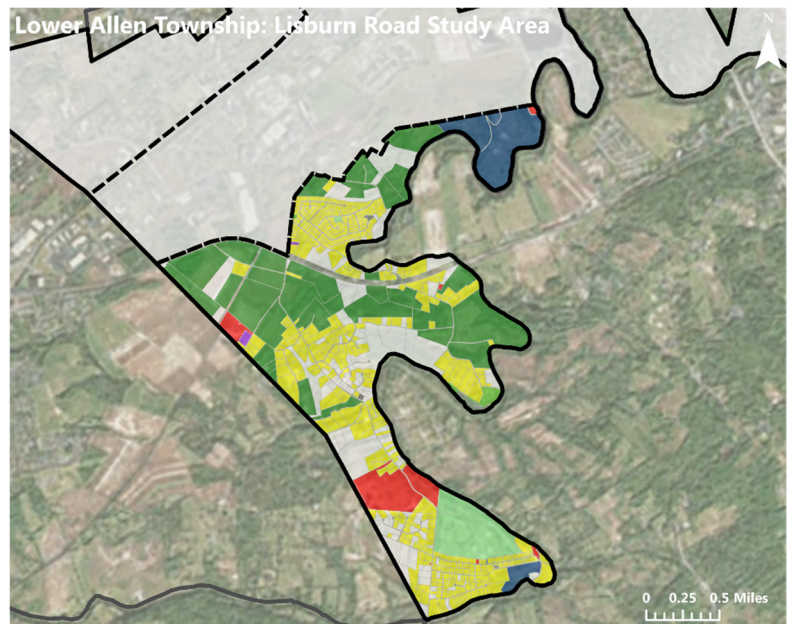
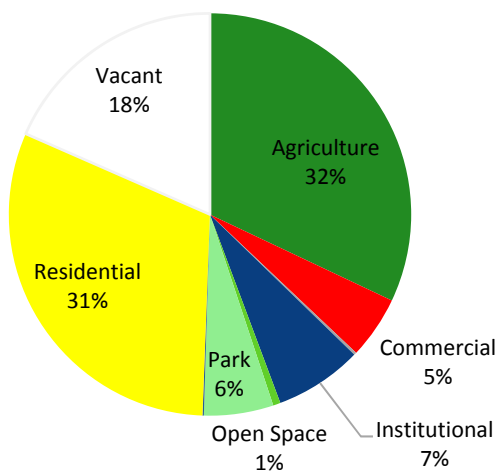
Existing Assets

- **Lower Allen Community Park** – As profiled in Chapters 1 and 2, Lower Allen Community Park is the Township’s largest community park and offers both passive and active recreation. The Barn is a Township-owned building located at the entrance of the park. Available for rent, the Barn is utilized as a community gathering location for local organizations.
- **Liberty Forge Golf Course** – Opened in 2003, the full-length golf course features 18-holes and is located at the southern tip of the Township near Lower Allen Township Community Park. Historically, the property was the Liberty Forge Plantation Farm in Lisburn. The property was used for agricultural uses until approximately 1985.
- **Arcona** – Also previously profiled in Chapters 1 and 2, Arcona features a traditional town center with first floor retail and second story residential. In addition, Phases 1-4 of the master plan will result in several outparcels for commercial use. Arcona is anticipated to become a key activity node in the Township.
- **SCI Camp Hill Property (Undeveloped Land)** – SCI Camp Hill first opened in 1941 and has a 3,272-bed operational capacity. Correctional facility operations are concentrated on a parcel located north of Lisburn Road. The remainder of the 700 acres is undeveloped land that extends south to the Yellow Breeches Creek. This undeveloped land represents an opportunity for the Township to advance both development and open space preservation.
- **Yellow Breeches Creek** –The Yellow Breeches Creek is a tributary of the Susquehanna River and one of the designated Pennsylvania Scenic Rivers. A 13-mile stretch of the creek forms the southern border of Lower Allen Township. There are several access points in the Township, including the Lower Allen Community Park’s non-motorized boat launch.

Existing Land Use

The Lisburn Road study area is comprised of primarily residential and undeveloped land. While the land use categorization shows 32 percent of land use is used for agricultural purposes, the majority of this land is simply undeveloped and is not used for farming. Lower Allen Park comprises approximately 6 percent of land uses in this study area.

Figure 5 – Lisburn Road Study Area Land Use, 2017



Goal 1

**Enhance the Township's existing
residential neighborhoods and
community parks**

Lisburn Road Study Area

Goal 1: Enhance the Township's existing residential neighborhoods and community parks

In the Lisburn Road study area, there are eight unique neighborhoods that offer a diverse housing mix for families and non-family households. Many of the neighborhoods are newer when compared to the northern sections of the Township and were constructed in recent decades. The area also features established neighborhoods, including the Village of Lisburn. The Village of Lisburn is a small neighborhood featuring 70 properties. Of these properties, eleven houses were built before 1900 and 17 houses were built between 1900 and 1915. Through the 2006 and 2018 comprehensive planning processes, residents of the Village reestablished their desire to limit new development in the neighborhood and maintain its primarily residential character.

In the Lisburn Road study area, Lower Allen Township has two public parks including Lower Allen Community Park and Sheepford Crossing park. Situated in the southern tip of the Township, Lower Allen Community Park is a Township wide activity node that is an important asset to the community and a core component of the Township's identity. Lower Allen Community Park hosts a diverse array of amenities managed by the Township, including walking and bike paths, the Fun Fort playground, fishing locations, the one-mile George and Rita Garstad Nature Trail, athletic fields, and sites for tent camping. Athletic fields include six soccer fields, three softball fields, and three sand volleyball courts. Additionally, a dog park was opened in 2004.

Strategies

Parks #1: Maintain the quality of Lower Allen's parks and provide expanded passive and active recreation amenities.

Lower Allen Township Community Park

The public input process demonstrated a high level of satisfaction among residents with Lower Allen Community Park. Through Township interviews and the stakeholder interview process, several recommendations were discussed as opportunities to enhance the park's

facilities as a Township treasure and as a central gathering location for local events.

In 2005, a Master Plan analyzing park conditions and recommending future improvements was completed for Lower Allen Township Community Park. The plan was driven by interest to provide a performance area for a popular summer concert series. While the Master Plan outlines a host of recommendations, the Township indicates many of the recommendations have not been implemented over the past 12 years. The 2018 comprehensive planning process, accordingly, provides the Township with an opportunity to revisit the recommendations and compare them to the public outreach findings of this *2018 Comprehensive Plan*. This comparison can be utilized to identify pertinent improvements outlined in the *Master Plan* that may still strongly align with the public's input.

For example, the public input findings demonstrated a clear public interest in having a recreational water element. In fact, "water features" was the top recreation amenity ranked as important to residents but not currently found in the Township. Lower Allen Community Park may be an optimal location for this type of future investment, due to its size and large number of local and regional visitors. By prioritizing one or two capital improvements in Lower Allen Community Park, the Township may be able to seek state grant funding to improve the financial feasibility of completing the project.

Parks 1.1

Review the *2005 Lower Allen Community Park Master Plan* and evaluate its recommendations that align with the 2018 public input findings related to the Township's parks.

Parks 1.2

Evaluate the opportunity to add a water element at Lower Allen Community Park.

The Barn

Available for rent, the Barn is a Township-owned building that is utilized to host local events and gatherings. Located at Lower Allen Community Park, the ADA accessible building features a lower level with capacity for events with 50 guests or less and the upper level offers capacity for 120.

To maximize the Barn as a revenue generating asset for Lower Allen, the Township should consider renovations and the development of a professionally-designed marketing piece to promote rental use. The venue could be maximized for meeting space, a wedding and event venue, or leased office space.

Parks 1.3

Complete a highest and best use study for the Barn and area surrounding the Barn and promote rental use.

Goal 2

Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Lisburn Road Study Area

Goal 2: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas

Background

South of the PA Turnpike, the Township is primarily rural residential with a large tree canopy intermixed among open space, pockets of densely forested areas, and single-family home developments. There is little commercial or business activity in this portion of the Township, as much of the land is zoned Single Family Rural Residential (R-2). A new mixed-use traditional neighborhood has been developed in this study area since the *2006 Comprehensive Plan*, and has diversified the housing stock to include townhomes and single-family homes in a traditional neighborhood.

Undeveloped land in the Lisburn Road study area can be summarized into five main categories.

- **Park Land:** Lower Allen Community Park is 110-acres of preserved public open space available for public use. The Liberty Forge Golf course is public available for a fee to golfers, providing a recreational asset as well as a view shed of open, green land along Lisburn Road.
- **SCI Camp Hill Property (Undeveloped Land):** The portion of the SCI Camp Hill property in the Lisburn Road study area is currently undeveloped and is viewed as “open space” by many in the public. While offering a view shed, the land is not publicly accessible and is zoned partially zoned C-3 Business Park, and R-2, Single Family Rural Residential. For future land use purposes, the land is undeveloped, but not preserved open space.
- **Privately Owned Property:** The fourth category of open space is undeveloped acreage owned by private property owners, and features agricultural and vacant land uses.
- **Common Open Space:** The final category of open space is permanently preserved open space for the use and enjoyment of residents included as part of the Traditional Neighborhood

Development (TND) Arcona. The TND overlay district requires 15 percent of the gross area be maintained as common open space.

The built environment in the Lisburn Road study area primarily includes low density residential houses in both established neighborhoods like the Village of Lisburn and newer neighborhoods. Retail land uses in the study area are confined to the core community located in the Arcona development, which features first floor retail space. Otherwise, there are almost no commercial or retail land uses in this portion of the Township.

Redevelopment activities are limited in the Lisburn Road study area due to its rural nature, zoning restrictions, and limited infrastructure including transportation. While the Village of Lisburn, for example, could potentially benefit from the addition of neighborhood retail to serve the needs of local residents, redevelopment does not appeal to citizens according to a 2009 Neighborhood Plan for the Village of Lisburn. The Neighborhood Plan suggested no significant changes to the overall character of the community as residents liked the community as is. Recommendations were pedestrian, historic, and resource preservation in nature including items such as improved pedestrian connections, creation of historic markers and districts, and enhancement of Yellow Breeches Creek.

Strategies

Open Space #1: Promote enhancement and preservation of open space in Lower Allen Township.

Preservation of portions of the SCI Camp Hill Property

One of the larger, singly owned tracts of undeveloped areas in the Township and eastern portion of Cumberland County is a 700-acre SCI Camp Hill property (The Commonwealth owns two parcels, one is 628.5 acres and the other is 71.6). While the 71.6-acre parcel north of Lisburn Road is used for active correctional institution operations, the second 628.5-acre parcel is undeveloped and provides a wide expanse of open space when traveling along Lisburn Road.

Not knowing what future conditions may hold in terms of the Commonwealth's need to use the undeveloped land, the Township has been proactive and as part of the *2006 Comprehensive Plan*, the SCI Camp Hill property along with surrounding properties were designated as

Opportunity Site 1 (Eastern Lisburn Road Reuse). The Eastern Lisburn Road Reuse development concept included industrial and business uses surrounding SCI Camp Hill, as well as a new public park and a potential greenway adjacent to the existing Hempt Brother's quarry. This Opportunity Site has not moved past conceptual stage, but the Township has planned for development by enacting zoning.

A proactive approach for open space preservation might be for the Township to work with the Commonwealth now to determine if portions of the property could be dedicated in perpetuity for open space.

Open Space 1.1.

Develop an open space preservation strategy to permanently preserve portions of SCI Camp Hill. This action also applies to those portions of the SCI Camp Hill property located in the Central Area study area.

Goal #3

Expand pedestrian and bicycle connections throughout the Township

Lisburn Road Study Area

Goal 3: Expand pedestrian and bicycle connections throughout the Township

Background

"We need to be sure that with all the new construction, we don't sacrifice the natural beauty of places near the Yellow Breeches and the Community Park. We also have a significant number of bikers who enjoy sharing the road, so having bicycle provisions would be a nice addition.

-Lower Allen Township Resident

Community Survey, 2017

As the most distinctly rural area of Lower Allen Township, the Lisburn Road study area stands to benefit from the addition of bicycle and pedestrian facilities to better connect its activity centers. The study area is home to the Township's most popular recreational facility, Lower Allen Community Park, and contains significantly more greenspace than the other study areas. Improving bicycle and pedestrian connectivity within the Lisburn Road study area will not only enhance recreational opportunities, but it will also provide greater connectivity between neighborhoods like Arcona and High Meadow.

The introduction of the higher density, mixed-use Arcona development along Lisburn Road presents the Lisburn Road study area with unique bicycle and pedestrian accessibility challenges. While TND regulations within the Township require the inclusion of open space and trail facilities, these facilities do not always safely connect to areas outside of the development. The *Preliminary Subdivision and Land Development Plan* for Arcona, Phase 2 contains new trails around the northern boundary of the development. The proposed trails will be useful for new residents' recreational activities, but they do not connect the development to nearby activity centers.

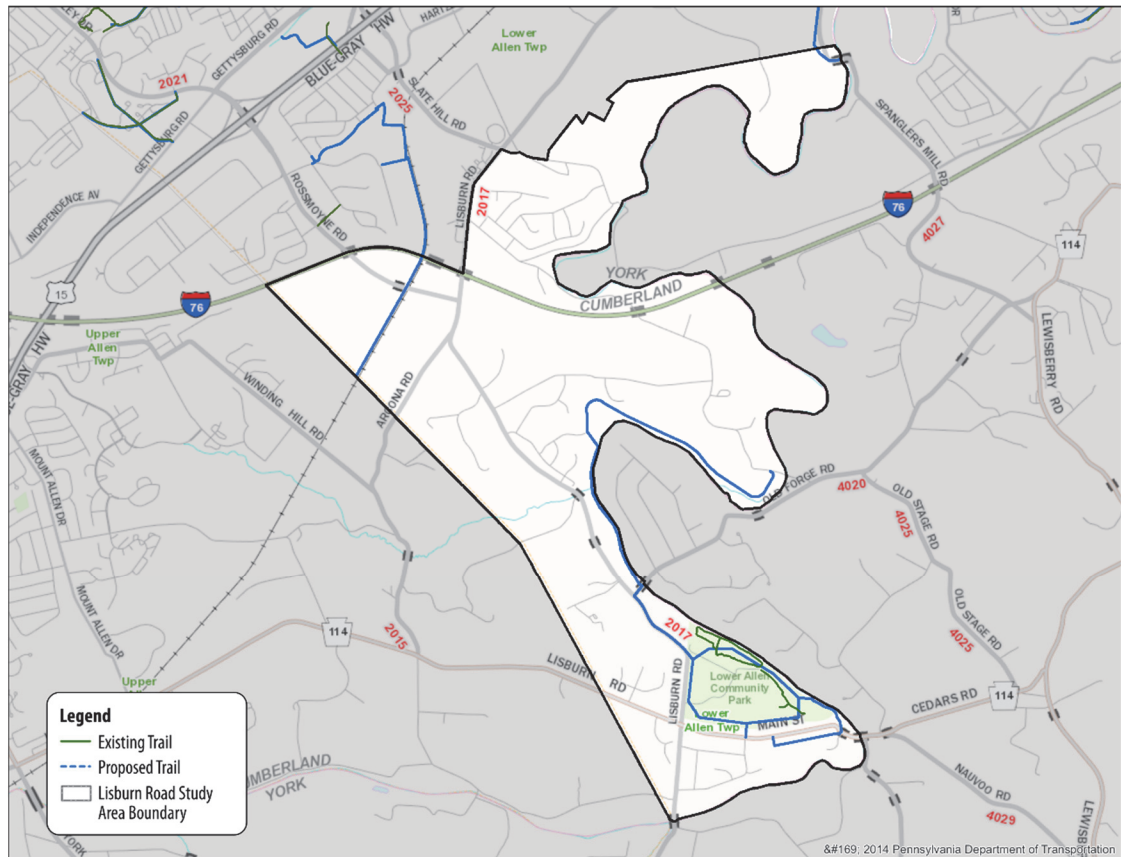
The *Phase 2 Preliminary Plan* introduces three new access points along Arcona Road. The existing commercial center, which includes a restaurant, a hair salon, an art gallery, and a Pilates studio, would be within close walking distance of the new residential properties. It will be important for the Township to ensure safe pedestrian crossing facilities are available along Arcona Road to increase neighborhood walkability.

Proposed Trails

Shown in Figure 6, the Township's Official Map proposes a new trail along the railbed just north of the Arcona development. Implementing this bicycle and pedestrian connection would require significant coordination and collaboration with Norfolk Southern, as the rail line is still active. A second trail facility is proposed in the southern portion of

the study area and it would provide greater access to the Yellow Breeches Creek and Lower Allen Community Park.

Figure 6: Existing and Proposed Trails in the Lisburn Road Study Area



In addition to the priority trail connections identified on the Township's Official Map, a comprehensive network of bicycle and pedestrian facilities is envisioned for the Lisburn Road study area. Figure 7 depicts proposed routes for the study area based on the *2010 Bicycle/Pedestrian Trail Map*. The overall bicycle/pedestrian system would increase significantly if every recommended improvement were implemented.

Figure 7: Additional Proposed Trail Connections



Strategies

Bike/Ped #1: Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.

Lower Allen Community Park

The public expressed a clear interest in improving bicycle and pedestrian connections to Lower Allen Community Park. This interest is also outlined in the *Eastern Cumberland County Regional Trails Master Plan*, which identifies Lisburn Road and Main Street as proposed on-road bicycle routes. The park is viewed as a community-wide treasure and asset, but it is predominately accessible via automobile (except for residents living in the Village of Lisburn). To further elevate the park as a recreational activity center, the Township should advance bicycle and pedestrian accommodations to encourage non-vehicular travel. By giving nearby residents the option to walk and bike, it will improve overall community health, decrease traffic along Lisburn Road, and allow residents of all ages to enjoy the park.

Eastern Cumberland County Regional Trails Master Plan

In 2012, a multi-municipal trail master plan was created for the eastern portion of Cumberland County. The *Eastern Cumberland County Regional Trails Master Plan* included a trail inventory, recommended regional trails based on public input, and a detailed cost estimate of bicycle improvements along priority routes. Lisburn Road was identified as a priority route within the Plan and detailed improvements are listed for the corridor, including pavement markings, wayfinding signage, "Share the Road" signage, and signalized intersection upgrades. In determining bicycle improvements for Lisburn Road and Main Street, the Township has a baseline assessment of existing needs.

Bike/Ped 1.1.

Improve bicycle and pedestrian access to Lower Allen Community Park.

New Development Considerations

As previously mentioned, the Township Subdivision and Land Development Ordinance (SALDO) regulations for traditional neighborhoods include requirements for trail facilities. This is an added amenity for residents, but unfortunately many of these trails do not connect to destinations outside of the development. As the Lisburn Road study area grows in population, the Township must consider bicycle and pedestrian access opportunities that integrate with the proposed site plan and offer greater Township-wide mobility.

Bike/Ped 1.2.

Identify opportunities for additional bicycle and pedestrian connectivity that integrate with trail requirements of new developments.

Goal 4

Improve and maintain the Township's existing transportation infrastructure

Lisburn Road Study Area

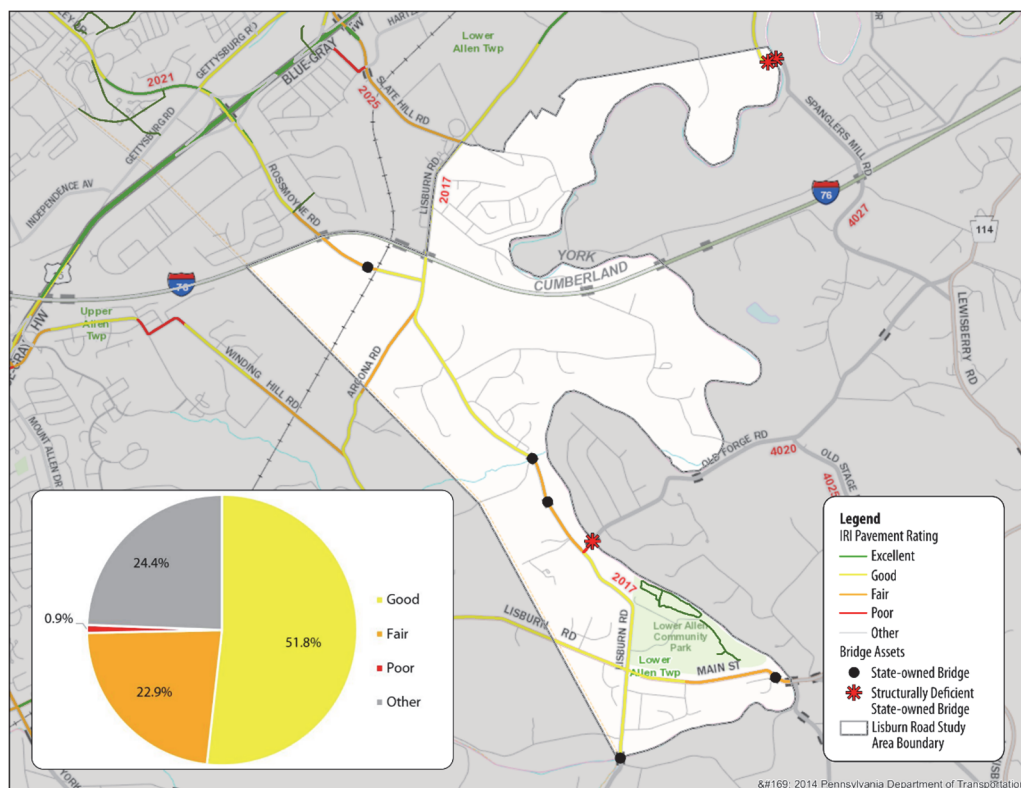
Goal 4: Improve and maintain the Township's existing transportation infrastructure

Background

Roadways and Bridges

As the most rural portion in Lower Allen Township, the Lisburn Road study area is served by a roadway network composed of minor arterials, collectors, and local roads. (I-76, the Pennsylvania Turnpike, traverses the study area with no direct access.) This network contains approximately 9 miles of state-owned roads and 11.7 miles of locally-owned roads. Shown in Figure 8, roughly half of the state-owned roads in the study area are in good condition. Nearly 23 percent are in fair condition and only a small 0.1 mile segment of Old Forge Road near the Village of Lisburn is rated as “poor.”

Figure 8: Pavement Conditions in the Lisburn Road Study Area



In Lower Allen Township, there are 21 state-owned bridges. Of these, only three are structurally deficient and they are all located in the Lisburn Road study area. Through the PennDOT Rapid Bridge Replacement Project, which aims to replace 558 aging bridges throughout Pennsylvania in three years, two of the three structurally deficient bridges in the Lisburn Road study area will be replaced by 2018 with newer, safer structures.

"The current design and traffic problems along Lisburn Road will become an even bigger issue with the expansive growth of Arcona."

-Lower Allen Township Resident

Although many residents identified forth concerns about increased traffic along Lisburn Road, the area still experiences significantly less travel delay and traffic volumes compared to the rest of the Township. However, the significant growth of residential and mixed-use properties along Lisburn Road will continue to impact the safety and performance of the roadway, bridge and bicycle/pedestrian network within the Lisburn Road study area.

Strategies

Transportation #1: Improve level of service and safety on congested corridors and intersections.

Lower Allen Community Park

A common theme that emerged during public outreach was the importance of improving bicycle and pedestrian connections to Lower Allen Community Park. An important complementary strategy to improving bicycle and pedestrian connections is updating the roadway to reduce vehicular speeds and safety concerns, which makes the entire transportation network safer for all users.

Transportation 1.1.

Identify roadway safety improvements along Lisburn Road and Main Street to improve multimodal access to Lower Allen Community Park.

Lisburn Road

The most common transportation issue mentioned by residents who live in the southern part of Lower Allen Township was the significant rate of land development along Lisburn Road, specifically citing the Arcona development, and the effect it is having on traffic. While Phase I of the Arcona development is complete, a *Preliminary Subdivision and Land Development Plan Phase 2* is available for review on the Township's

website. The plan outlines parking and site distance requirements for the development as required by zoning, subdivision, and PennDOT regulations.

Transportation 1.2.

Continue to educate residents and local businesses on the Arcona Master Plan and its impacts, while offering the public opportunities to provide feedback.

Transportation 1.3.

Continue to monitor the traffic impacts from Arcona and other area developments on the roadway network against the approved Traffic Impact Study and identify measures to mitigate the impacts.

Township wide Transportation Asset Management

Aside from traffic and safety concerns along Lisburn Road and Lower Allen Community Park, there were no other prioritized objectives related to improving the transportation system for areas located in the Lisburn Road study area. However, the Township wide recommendations for transportation maintenance, as outlined under Goal 4 in Chapter 2, are applicable to the study area and will benefit safety and mobility in the southern portion of Lower Allen.



LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan

Chapter 7:²³³

Implementation Strategy



Implementation Strategy

To support the implementation of the Comprehensive Plan goal statements, this Chapter provides a complete list of the 12 implementation strategies and corresponding action items that were identified under the four goals. These strategies outline a tactical approach for advancing Lower Allen's 2028 Vision by specifying tangible action steps (66 in total) that can be taken to ensure progress over the next 10 years. In addition to implementation strategies, this chapter also identifies key partners that the Township may collaborate with to support implementation. Partners include local, county, and state entities, as well as qualified consultants who offer expertise in specific areas of need.

A targeted timeframe for the completion of each implementation strategy is also outlined in this chapter. The timeframes include short-term (0-3 years), mid-term (4-6 years), long-term (7-10 years), and ongoing, and prioritize the implementation items that can be advanced in the near-term. The Implementation Strategy also identifies funding resource opportunities, in addition to the Township's annual operating budget, for each strategy, identifying city, county, state, and other resources that may be available to off-set implementation costs. Finally, a high-level cost assumption is presented to represent the magnitude of each strategy in terms of cost. Given the 10-year outlook of this Plan, costs are relative to 2018 and the information presented is intended to provide the Township and its residents with an overall conceptual understanding of the budget impact the action items may have.

Legend	
Symbol	Key
\$	Staff Time but No Additional Impact
\$\$	Low Cost (under \$25,000)
\$\$\$	Medium Cost (>\$25,000 to \$100,000)
\$\$\$\$	High Cost (\$100,000+)

The Implementation Strategy is intended to be used, refined, and updated by the Township throughout implementation.

Township-wide					
Goal Statement: Enhance the Township's existing residential neighborhoods and community parks					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Neighborhood #1 Protect the existing quality, character, and livability of Lower Allen's neighborhoods.	Neighborhoods 1.1. Maintain existing level of code enforcement in Lower Allen Township by maintaining adequate staff capacity.	• Lower Allen Township*	Ongoing	• Annual Operating Budget	\$
	Neighborhoods 1.2. Maintain the Township's existing level of public services.	• Lower Allen Township*	Ongoing	• Annual Operating Budget	\$
	Neighborhoods 1.3. Develop an educational campaign for homeowners, renters, and property owners on property maintenance standards and code requirements.	• Lower Allen Township*	Short-term (0-3 years)	• Annual Operating Budget	\$-\$\$
	Neighborhoods 1.4. Amend Township code to implement stricter requirements for maintaining street trees.	• Lower Allen Township*	Mid-term (4-6 years)	• Annual Operating Budget	\$\$
Parks #1 Maintain the quality of Lower Allen's parks and provide expanded passive and active recreation amenities.	Parks 1.2. Evaluate opportunities to establish additional public park acreage and bicycle and pedestrian trail connections by 2021.	• Lower Allen Township*	Mid-term (4-6 years)	• Annual Operating Budget • PA DCED Community Conservation Partnerships Program (C2P2) • Greenways, Trails and Recreation Program (GTRP)	\$\$\$
	Parks 1.2. In coordination with the Recreation & Parks Board, conduct a public input process with residents to determine specific opportunities for park improvements that can be accomplished with existing budget allocations.	• Lower Allen Township* • Recreation & Parks Board • West Shore Recreation Commission	Short-term (0-3 years)	• Annual Operating Budget	\$\$

LOWER ALLEN TOWNSHIP
2018 Comprehensive Plan Update
 IMPLEMENTATION STRATEGY

Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Parks 1.3. Develop a guide of the Township's parks system, to include all Township-owned, School District-owned, and privately-owned park areas that are open for public use and all bicycle and pedestrian routes.	<ul style="list-style-type: none"> • Lower Allen Township* • Recreation & Parks Board 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$-\$\$
	Parks 1.4. Serve as a regional partner to enhance amenities and access management to the Yellow Breeches Creek.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning Department • Neighboring Municipalities 	Ongoing	<ul style="list-style-type: none"> • PA DCED Community Conservation Partnerships Program (C2P2) • PA DCED Greenways, Trails and Recreation Program (GTRP) 	\$-\$\$\$
Township-wide					
Goal Statement: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Open Space #1 Promote enhancement and preservation of open space in Lower Allen Township.	Open Space 1.1. Develop a strategy to educate residents and businesses about the value of and need to protect and enhance Township open space, and provide information on the Township's ordinance provisions to preserve open space.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning Department 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Cumberland County Land Partnerships Grant Program 	\$-\$\$
	Open Space 1.2. Review the Township's zoning ordinance and make changes to the Single Family Rural Residential (R-2) zoning district and the Open Space Development (OSD) overlay district in an effort to maximize open space preservation.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning Department 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Cumberland County Land Partnerships Grant Program 	\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Open Space 1.3. To improve the Yellow Breeches Greenway and Cedar Run Greenway, review the strategies from the Cedar Run Watershed Cold Water Conservation Plan, Yellow Breeches Creek Rivers Conservation Plan, and the Cumberland County Land Partnerships Plan to prioritize implementation strategies based on feasibility.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning Department • Property Owners • Yellow Breeches Watershed Association • Alliance for the Chesapeake Bay 	Long-term (7-10 years)	<ul style="list-style-type: none"> • Cumberland County Land Partnerships Grant Program • PA DEP Growing Greener • PA DCED Community Conservation Partnerships Program (C2P2) • PA DCED Greenways, Trails, and Recreation Program • USEPA Five Star Restoration Challenge Grant Program 	\$\$\$
Economic Development #1 Encourage revitalization of existing commercial and industrial corridors by redeveloping or reusing properties.	Economic Development 1.1. Evaluate the Township's historic requests for variances and waivers, and amend the ordinance regulations to mitigate future requests for relief from the minimum standards.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Cumberland County Planning Department 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
	Economic Development 1.2. Assess the potential for developing business attraction/retention tools such as tax incentives.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Cumberland Area Economic Development Corporation CAEDC 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$-\$\$\$
	Economic Development 1.3. Conduct a Transportation Corridor Study along Gettysburg Road-State Road-Hummel Avenue from the Township's border with Lemoyne Borough west to Wesley Drive to improve transportation circulation and support existing and future economic development.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • Cumberland County Planning Department • PA Department of Transportation (PennDOT) • Lower Allen Township Development Authority 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program 	\$\$\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Economic Development #2 Facilitate increased economic development transactions through the Lower Allen Township Development Authority.	Economic Development 2.1. Explore ways to develop a continual revenue source to fund economic development projects such as but not limited to capitalizing a revolving loan fund.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Cumberland Area Economic Development Corporation 	\$\$\$
	Economic Development 2.2. Partner with the Cumberland Area Economic Development Corporation and affiliate, Real Estate Collaborative LLC, to prioritize and implement redevelopment projects in the Township.	<ul style="list-style-type: none"> • Lower Allen Township* • Lower Allen Township Development Authority • Cumberland Area Economic Development Corporation • Real Estate Collaborative LLC 	Long-term (7-10 years)	<ul style="list-style-type: none"> • PA Office of the Budget Redevelopment Assistance Capital Program 	\$\$\$\$
Economic Development #3 Improve and strengthen the image and identity of Lower Allen Township	Economic Development 3.1. Develop design standards and incentivize their use by developers to transform the Township's commercial and industrial centers into functional, attractive, and sustainable centers of economic activity.	<ul style="list-style-type: none"> • Lower Allen Township* • PA Department of Community and Economic Development 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PA DCED Municipal Assistance Program 	\$\$\$
	Economic Development 3.2. Engage in a branding campaign to help promote the Township as a desirable place to live and work.	<ul style="list-style-type: none"> • Lower Allen Township* • Consultant 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PA DCED Municipal Assistance Program 	\$\$\$

Township-wide					
Goal Statement: Expand pedestrian and bicycle connections throughout the Township					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Bike/Ped #1 Create well-connected and safe bicycle and pedestrian networks throughout the Township.	Bike/Ped 1.1. Create a Township Bicycle/Pedestrian Task Force to identify, assess, and address bicycle/pedestrian issues, provide overall guidance for the development of the Township's bicycle and pedestrian planning initiatives, and ensure inclusion of the Eastern Cumberland County Regional Master Trail Plan.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$\$
	Bike/Ped 1.2. Communicate the Township's 2018 Comprehensive Plan to the Harrisburg Area Transportation Study (HATS) and ensure the Plan's bicycle and pedestrian recommendations are considered for inclusion into the HATS Regional Transportation Plan (RTP).	<ul style="list-style-type: none"> • Lower Allen Township* 	Ongoing	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
	Bike/Ped 1.3. Conduct a Township-wide Sidewalk Inventory and Conditions Assessment to identify and prioritize sidewalk gaps and pedestrian improvements.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) 	\$-\$\$
	Bike/Ped 1.4. Commission a Traffic Study to identify and propose solutions to high activity intersections or corridors with poor bicycle and pedestrian accommodations.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Multimodal Transportation Fund (MTF) • PennDOT Transportation Alternatives Program (TAP) • County Land Partnerships Grant 	\$\$\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Bike/Ped 1.5. Continue to advance projects that will close major gaps as identified on the Township Official Map and 2009 Pedestrian/Bicycle Trail Map, and update the map accordingly per Task Force recommendations.	<ul style="list-style-type: none"> Lower Allen Township* Harrisburg Area Transportation Study PennDOT District 8-0 	Ongoing	<ul style="list-style-type: none"> Annual Operating Budget PA DCED Community Conservation Partnerships Program (C2P2) PA DCED Greenways, Trails, and Recreation Program 	\$\$\$-\$\$\$\$
	Bike/Ped 1.6. Review Township ordinances and regulations to identify opportunities to incentivize alternative modes of transportation.	<ul style="list-style-type: none"> Lower Allen Township* 	Short-term (0-3 years)	<ul style="list-style-type: none"> Annual Operating Budget 	\$
Bike/Ped #2 Improve the safety and walkability of Lower Allen's neighborhoods.	Bike/Ped 2.1. Continue to distribute educational materials outlining homeowner responsibilities for sidewalk maintenance.	<ul style="list-style-type: none"> Lower Allen Township* 	Ongoing	<ul style="list-style-type: none"> Annual Operating Budget 	\$
	Bike/Ped 2.2. Develop a guide of the Township's bicycle and pedestrian routes.	<ul style="list-style-type: none"> Lower Allen Township* Township Bicycle/ Pedestrian Task Force Bicycle South Central Pennsylvania Colleges/Universities with GIS or Planning Program 	Short-term (0-3 years)	<ul style="list-style-type: none"> Annual Operating Budget Regional Connections Grant Program County Land Partnerships Grant 	\$-\$\$
	Bike/Ped 2.3. Partner with the West Shore School District to improve safety and walkability for students in Lower Allen.	<ul style="list-style-type: none"> Lower Allen Township* West Shore School District 	Mid-term (4-6 years)	<ul style="list-style-type: none"> Annual Operating Budget PennDOT TAP 	\$\$
Bike/Ped #3 Routinely integrate bicycle and pedestrian improvements as part of the road and bridge project delivery process.	Bike/Ped 3.1. Partner with PennDOT and HATS to identify potential bicycle and pedestrian improvements along roads that are scheduled for roadway maintenance.	<ul style="list-style-type: none"> Lower Allen Township* Harrisburg Area Transportation Study PennDOT District 8-0 	Short-term (0-3 years)	<ul style="list-style-type: none"> Annual Operating Budget PennDOT Connects Program 	\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Bike/Ped 3.2. Revisit the recommendations included in the Eastern Cumberland County Regional Trails Master Plan as applicable to Lower Allen Township and ensure the outlined improvements are made known to PennDOT and HATS.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland County Planning • Harrisburg Area Transportation Study • PennDOT District 8-0 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
Township-wide					
Goal Statement: Improve and maintain the Township's existing transportation infrastructure					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Transportation #1 Improve level of service and safety on congested corridors and intersections.	Transportation 1.1. Continue to monitor and improve timing and coordination of traffic signals to improve traffic flow.	<ul style="list-style-type: none"> • Lower Allen Township* 	Ongoing	<ul style="list-style-type: none"> • Annual Operating Budget • PennDOT Green Light-Go • Township Liquid Fuels Fund 	\$-\$\$\$
	Transportation 1.2. Conduct safety audits for high crash locations.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$\$\$
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Transportation #2 Enhance access to public transportation and ride-share opportunities.	Transportation 2.1. Increase the visibility of the Pennsylvania Senior Citizen Shared-Ride Program and Medical Assistance Transportation Program (MATP) through a targeted educational campaign that focuses on areas of the Township with higher densities of residents age 65 and older.	<ul style="list-style-type: none"> • Lower Allen Township* • Capital Area Transit • PennDOT Bureau of Public Transportation 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$-\$\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Transportation 2.2. Partner with Capital Area Transit (CAT) to define fixed route transit access improvements along routes located within the Township in order to increase use of CAT service. Improvements may include upgraded and/or increased signage, additional bicycle and pedestrian connections from bus stops to activity nodes, and extension of routes to service new developments.	<ul style="list-style-type: none"> • Lower Allen Township* • Capital Area Transit 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$-\$\$\$\$
Transportation #3 Improve performance of rail and truck freight facilities for improved goods movement.	Transportation 3.1. Conduct outreach to the Township's industrial businesses to better understand freight and freight logistic needs in the Township and opportunities for expansion and growth.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland Area Economic Development Corporation • Capital Region Economic Development Corporation 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
Wesley Drive/Gettysburg Road Study Area					
Goal Statement: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Economic Development #1 Encourage revitalization of existing commercial and industrial corridors by redeveloping or reusing properties.	Economic Development 1.1. Reevaluate the 2006 Comprehensive Plan Opportunity Site 3 recommendations for Gettysburg Road.	<ul style="list-style-type: none"> • Lower Allen Township* • Cumberland Area Economic Development Corporation • Property Owners 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PA DCED Municipal Assistance Program 	\$\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Economic Development 1.2. Engage the West Shore School District to proactively plan for the reuse of the Lower Allen Elementary School property and surrounding properties.	<ul style="list-style-type: none"> • Lower Allen Township* • West Shore School District • Cumberland Area Economic Development Corporation • Property Owners 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PA DCED Municipal Assistance Program 	\$
Goal Statement: Expand pedestrian and bicycle connections throughout the Township					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Bike/Ped #1 Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.	Bike/Ped 1.1. Prioritize the Gettysburg Road and Simpson Ferry Road corridors from Lower Allen Drive to Wesley Drive as candidates for streets improvements, including additional sidewalks, additional crossing facilities, and expanded bicycle facilities like pavement markings and signage.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$\$
Bike/Ped #2 Improve the safety and walkability of Lower Allen's neighborhoods.	Bike/Ped 2.1. Identify and implement specific pedestrian-oriented upgrades to infrastructure along Wesley Drive (e.g. signal timing) to improve pedestrian safety.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PennDOT Transportation Alternatives Program (TAP) • PennDOT Green Light-Go • Township Liquid Fuels Fund 	\$\$\$\$
	Pike/Bed 2.2. Improve connectivity to the US 15 pedestrian bridge.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • West Shore School District • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PennDOT Transportation Alternatives Program (TAP) 	\$\$-\$\$\$

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Goal Statement: Improve and maintain the Township's existing transportation infrastructure					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Transportation #1 Improve level of service and safety on congested corridors and intersections.	Transportation 1.1. Conduct a roadway safety audit for Gettysburg Road to identify potential multimodal safety improvements. Based on findings, implement safety recommendations along Gettysburg Road.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Long-term (7-10 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$\$
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Transportation 1.2. Continue to improve safety and function of the Rossmoyne Road/Wesley Drive interchange with US 15.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Annual Operating Budget • PennDOT Green Light-Go • Transportation Improvement Program (TIP) 	\$\$\$
	Transportation 1.3. Improve safety along Wesley Drive from US 15 to Simpson Ferry Road through traffic signal design and operation enhancements.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PennDOT Green Light-Go • Township Liquid Fuels Fund 	\$\$\$
US 15/Central Study Area					
Goal Statement: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas					
Strategy	Action Items	Partners	Timeframe	Funding Opportunities	Cost
Open Space #1 Promote enhancement and preservation of open space in Lower Allen Township.	Open Space 1.1. Develop an open space preservation strategy to permanently preserve portions of SCI Camp Hill. This action also applies to those portions of the SCI Camp Hill property located in the Lisburn Road study area.	<ul style="list-style-type: none"> • Lower Allen Township* • PA Department of Corrections • PA Department of General Services 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Cumberland County Land Partnerships Grant Program • PA DCED Community Conservation Partnerships Program (C2P2) • PA DCED Greenways, Trails, and Recreation Program 	\$\$\$

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Economic Development #1 Encourage revitalization of existing commercial and industrial corridors by redeveloping or reusing properties.	Economic Development 1.2. Reevaluate the conceptual development plan prepared for SCI Camp Hill. Continue dialogue with the Commonwealth to express the Township's interest in future development and open space preservation at the property.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • PA Department of Corrections • PA Department of General Services • Cumberland Area Economic Development Corporation 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Township Annual Operating Budget 	\$\$\$
	Economic Development 1.3. Explore the potential to redevelop the Hempt Bros., Inc. quarry property.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Property Owners 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Economic Development 1.4. Meet with the Bon-Ton property owners to determine the potential to redevelop the property to complement surrounding retail development.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Property Owners • Cumberland Area Economic Development Authority 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$
	Economic Development 1.5. Work with tenants and management at business parks surrounding the Rossmoyne Road/Wesley Drive interchange with US 15 to identify ways to improve employee and visitor amenities.	<ul style="list-style-type: none"> • Lower Allen Township* • Property Owners/ Tenants 	Short-term (0-3 years)	<ul style="list-style-type: none"> • Annual Operating Budget • Cumberland Area Economic Development Authority 	\$
	Economic Development 1.6. Evaluate mixed use redevelopment opportunities surrounding the Capital City Mall and update the Township's land use regulations as appropriate.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Property Owners 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PA DCED Municipal Assistance Program 	\$\$\$

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	Economic Development 1.7. Complete an assessment of vacant and underutilized parcels along the Gettysburg Road-State Street-Hummel Avenue corridor to determine properties suitable for redevelopment.	<ul style="list-style-type: none"> • Lower Allen Township Development Authority* • Lower Allen Township • Property Owners • Cumberland County Planning Department • Cumberland Area Economic Development Authority 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • PA DCED Municipal Assistance Program • Cumberland Area Economic Development Authority 	\$\$\$
Goal Statement: Expand pedestrian and bicycle connections throughout the Township					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Bike/Ped #1 Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.	Bike/Ped 1.1. Improve bicycle and pedestrian access and safety at and near Capital City Mall by extending sidewalk infrastructure and bicycle amenities.	<ul style="list-style-type: none"> • Lower Allen Township* • Capital City Mall Property Owners • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$
	Bike/Ped 1.2. Improve bicycle and pedestrian connectivity on east-west routes located in the Central Area study area.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • Transportation Improvement Program 	\$\$\$
	Bike/Ped 1.3. Prioritize Gettysburg Road-State Road-Hummel Avenue from Lower Allen Drive to 18th Street for complete streets improvements.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) • Transportation Improvement Program 	\$\$\$\$

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Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
	Bike/Ped 1.4. Conduct an intersection improvement master plan for Hummel Avenue, 17th Street, and 18th Street to identify targeted pedestrian and bicycle upgrades.	<ul style="list-style-type: none"> Lower Allen Township* Harrisburg Area Transportation Study PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> Regional Connections Grant Program PennDOT Transportation Alternatives Program (TAP) Transportation Improvement Program 	\$\$\$
Carlisle Road/I-83 Study Area					
Goal Statement: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Economic Development #1 Encourage revitalization of existing commercial and industrial corridors by redeveloping or reusing properties.	Economic Development 1.1. Engage existing commercial property owners to identify existing needs and opportunities in order to encourage investment.	<ul style="list-style-type: none"> Lower Allen Township Development Authority* Lower Allen Township Property owners 	Short-term (0-3 years)	<ul style="list-style-type: none"> Annual Operating Budget 	\$
Goal Statement: Expand pedestrian and bicycle connections throughout the Township					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Bike/Ped #1 Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.	Bike/Ped 1.1. Conduct a safety audit on Carlisle Road and evaluate complete streets improvements.	<ul style="list-style-type: none"> Lower Allen Township* Harrisburg Area Transportation Study PennDOT District 8-0 	Short-term (0-3 years)	<ul style="list-style-type: none"> Regional Connections Grant Program PennDOT Transportation Alternatives Program (TAP) Transportation Improvement Authority 	\$\$\$\$
Goal Statement: Improve and maintain the Township's existing transportation infrastructure					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Transportation #1 Improve level of service and safety on congested corridors and intersections.	Transportation 1.1. Conduct a corridor study for Carlisle Road to identify areas of significant safety and congestion concern and outline detailed recommendations for improvement.	<ul style="list-style-type: none"> Lower Allen Township* Harrisburg Area Transportation Study PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> Regional Connections Grant Program 	\$\$\$

Lisburn Road Study Area Action Items					
Goal Statement: Enhance the Township's existing residential neighborhoods and community parks					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Parks #1 Maintain the quality of Lower Allen's parks and provide expanded passive and active recreation amenities.	Parks 1.1. Review the <i>2005 Lower Allen Community Park Master Plan</i> and evaluate its recommendations that align with the 2018 public input findings related to the Township's parks.	<ul style="list-style-type: none"> Lower Allen Township* Recreation & Parks Board 	Short-term (0-3 years)	<ul style="list-style-type: none"> Annual Operating Budget 	\$
	Parks 1.2. Evaluate the opportunity to add a water element at Lower Allen Community Park.	<ul style="list-style-type: none"> Lower Allen Township* Recreation & Parks Board 	Mid-term (4-6 years)	<ul style="list-style-type: none"> PA DCED Community Conservation Partnerships Program (C2P2) 	\$\$\$
	Parks 1.3. Complete a highest and best use study for the Barn and area surrounding the Barn and promote rental use.	<ul style="list-style-type: none"> Lower Allen Township* Recreation & Parks Board 	Mid-term (4-6 years)	<ul style="list-style-type: none"> Annual Operating Budget 	\$\$
Goal Statement: Promote a balance of open space preservation and the development and redevelopment of commercial and industrial areas					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Open Space #1 Promote enhancement and preservation of open space in Lower Allen Township.	Open Space 1.1. Develop an open space preservation strategy to permanently preserve portions of SCI Camp Hill. This action also applies to those portions of the SCI Camp Hill property located in the Central Area study area.	<ul style="list-style-type: none"> Lower Allen Township* PA Department of Corrections PA Department of General Services Cumberland County Planning Department 	Short-term (0-3 years)	<ul style="list-style-type: none"> Cumberland County Land Partnerships Grant Program PA DCNR Community Conservation Partnerships Program (C2P2) PA DCED Greenways, Trails, and Recreation Program 	\$\$\$

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Goal Statement: Expand pedestrian and bicycle connections throughout the Township					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Bike/Ped #1 Create well-connected and safe bicycle and pedestrian networks that support the vision and goals of the Township's Comprehensive Plan.	Bike/Ped 1.1. Improve bicycle and pedestrian access to Lower Allen Community Park along Lisburn Road and Main Street.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$
	Bike/Ped 1.2. Identify opportunities for additional bicycle and pedestrian connectivity that integrate with trail requirements of new developments.	<ul style="list-style-type: none"> • Lower Allen Township* • Township Bicycle/ Pedestrian Task Force 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Regional Connections Grant Program • PennDOT Transportation Alternatives Program (TAP) • PennDOT Multimodal Transportation Fund (MTF) 	\$\$\$
Goal Statement: Improve and maintain the Township's existing transportation infrastructure					
Strategy	Action Items	Lead* and Partners	Timeframe	Funding Opportunities	Cost
Transportation #1 Improve level of service and safety on congested corridors and intersections.	Transportation 1.1. Identify roadway safety improvements along Lisburn Road and Main Street to improve access to Lower Allen Community Park.	<ul style="list-style-type: none"> • Lower Allen Township* • Harrisburg Area Transportation Study • PennDOT District 8-0 	Mid-term (4-6 years)	<ul style="list-style-type: none"> • Annual Operating Budget 	\$\$\$
	Transportation 1.2. Continue to educate residents and local businesses on the Arcona Master Plan and its known and potential traffic impacts, while offering the public opportunities to provide feedback.	<ul style="list-style-type: none"> • Lower Allen Township* 	Ongoing	<ul style="list-style-type: none"> • Annual Operating Budget 	\$-\$\$
	Transportation 1.3. Continue to monitor the traffic impacts from Arcona and other area developments on the roadway network against the approved Traffic Impact Study and identify measures to mitigate the impacts.	<ul style="list-style-type: none"> • Lower Allen Township* 	Ongoing	<ul style="list-style-type: none"> • Annual Operating Budget 	\$