

Chapter 16

The Action Plan: Initiatives, Strategies and Projects

INTRODUCTION

In order for the vision for the Region to be realized and its goals and objectives accomplished, an action program must be established to implement this Plan. The chapters on Design Considerations (Chapter 7) and Historic Resources Preservation (Chapter 11) discuss important principles, initiatives and concepts basic to this plan. The individual plan elements discuss actions and projects to address specific topics. This chapter provides a summary of the major initiatives of this Plan, and then presents prioritized actions which are necessary for the implementation of this plan. A Regional Cooperation Program is presented. Partners in Actions and sources of funding to implement the plan are discussed, as well as various implementation tools.

Major Initiatives of this Comprehensive Plan

- Retention of small town character
- Enhancement and revitalization of downtowns
- Provision of additional recreational opportunities and completion of the rail-trail and other pedestrian enhancements
- Enhancement and management of Main Street and Broadway Corridors
- Mitigation and calming of traffic in the Region
- Expansion of intergovernmental cooperation
- Stabilization of residential neighborhoods and residential revitalization where necessary
- Economic development, revitalization and reinvestment
- Management and enhancement of parking resources
- Implementation of the Keystone Principles for Growth, Investment and Resource Conservation

CONTINUATION OF INTERMUNICIPAL COOPERATION/FIRST IMPLEMENTATION STEPS

The Action Plan is critical to the success of this Comprehensive Plan because it lists the actions to be taken to implement policies and accomplish goals and objectives for the Region. The Pennsylvania Municipalities Planning Code (MPC) enables municipalities to work together to undertake this challenge.

The first step to implementing a multi-municipal comprehensive plan is for the Boroughs to adopt an intergovernmental cooperative implementation agreement that will address future actions, such as revision of ordinances to achieve consistency with the Plan. An example of such an agreement which has been utilized in York County is found in Appendix 4. Relevant MPC provisions are found in Appendix 5. A Regional Planning Committee is established by that agreement. The Regional Planning Committee will review consistency issues; establish the roles for each municipality with respect to implementation of the Plan; amend the Plan as necessary in the future; and cooperate in the regional allocation of land uses through multi-municipal planning and consistent zoning ordinances based on the future land use plan.

The successful implementation of the Tri-Boro Comprehensive Plan involves the acceptance of the Plan Regional Vision and the rendering of direction by the three Borough Councils. Certain areas such as economic development and cost savings through joint purchasing, administration, public works, grant writing and public services require the three Borough Councils to plan on a regional basis. To encourage inter-council communications, the consultant and the comprehensive plan committee recommend that the three representatives of Borough Council meet once a quarter and the three councils meet once a year. The agenda topic for these meetings is "Regional Cooperation."

Cooperation between Planning Commissions and other local organizations in the community as well as cooperation between the Governing Bodies, is vital to the success of this Plan. The citizens of the Region must also stay involved in the planning process. The Goals and Objectives of this Plan should be monitored, and updated when necessary. The Comprehensive Plan is a living document, and should remain a valuable tool for future decision making.

It is absolutely critical that Councils take responsibility for implementation of this Plan. Aspects of implementation can also be delegated to the Regional Planning Committee; a municipal governing body, planning commission or staff; new regional committees formed to address issues such as economic development and transportation; other entity; or combination thereof.

Those responsible for plan implementation should make contact with the identified regional partners and state agencies that can assist in implementation. Contact with DCED (Pennsylvania Department of Community and Economic Development) is necessary, as many programs for implementation start with DCED. As funding for many state grant programs is cut back, it is particularly important that the Boroughs identify opportunities for joint efforts and pursue regional grantsmanship applications. Often priority will be given to funding joint municipal projects. When applying for funding to a state agency, it is important to demonstrate how a project is consistent with the objectives of the agency and the specific funding program. It is also important to demonstrate how the project is consistent with the Keystone Principles discussed in Chapter 1.

Per the MPC, the Boroughs have two years from the adoption of the Plan to make sure that their zoning ordinances, subdivision and land development ordinances, and Act 537 plans, capital improvement plans, and official maps are generally consistent with this Comprehensive Plan. The Boroughs should cooperate to draft consistent zoning and subdivision and land development ordinance language.

To build momentum toward implementation of this plan, a priority project should be chosen for implementation within the next six (6) months, a champion for the project designated, funding secured, and the project begun. This will build momentum toward plan implementation.

Initial Implementation Steps

- * Execute an Intergovernmental Cooperative Agreement by the Borough Council
- * Establish Regional Planning Committee
- * Establish responsibility for plan implementation
- * Contact partners for implementation
 - Establish a process for regional grantsmanship efforts
- * Begin the consistency process for municipal ordinances and plans
 - Establish process to discuss intermunicipal consistency, sharing of ordinance provisions and allocation of uses
- * Choose a priority project(s) to complete to build momentum

REGIONAL COOPERATION PROGRAM

Throughout the comprehensive planning process, the three Boroughs have stressed the need for increased cooperation among them. Chapter 9 contains the Proposed Regional Cooperation program; including on-going cooperative activities; comprehensive plan implementation actions and new organizational/planning efforts. It is important that there be increased communication between the three Borough Councils, to promote the continuation of on-going cooperative activities, but also to discuss the implementation of this comprehensive plan.

Regional committees are recommended to address areas of concern which are of impact beyond municipal boundaries. Including transportation, emergency management, economic development and recreation. As appropriate, such as with transportation and emergency management, cooperation with additional municipalities will be necessary.

IDENTIFIED PROJECTS IN THE REGION

Based upon input from public information and workshop meetings, focus group meetings, discussions at Comprehensive Plan Committee meetings and review by the Borough Councils, the following implementation projects have been identified.

The Implementation Projects map at the end of the lists shows the location of identified projects.

DALLASTOWN BOROUGH

The projects in bold have been identified as highest priority.

- **Increase occupancy of vacant/underutilized commercial and industrial buildings**
- **Replace old maintenance building with building to be used for maintenance and recreation**
- **Make water system improvements**
- **Reconfigure Main Street/Walnut Street intersection**
- **Identify additional parking opportunities for customers of Main Street businesses and identify parking management strategies**
- Increase parking opportunities at Cougar Field
- Encourage more efficient parking patterns at Charles Street School
- Develop park in the "Slope Area"
- Main Street streetscape enhancements
- Infrastructure Improvements
- Plan and construct trail(s), including Ma and Pa Greenway
- Provide a public parking lot near Main Street
- Install sanitary sewers in Colonial Heights
- Calm traffic on Main Street, Broad Street, Pleasant Avenue and Walnut Street



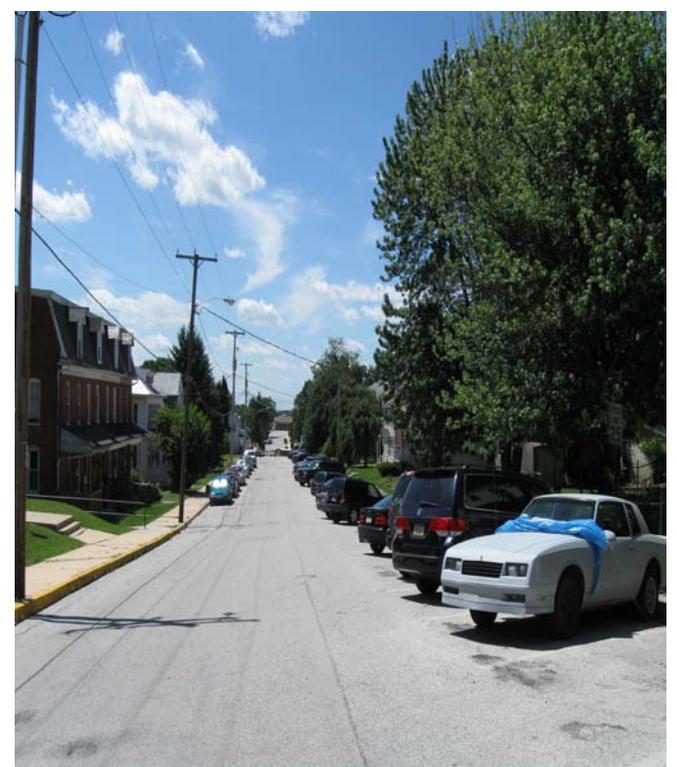
Available commercial property in downtown Dallastown



Maintenance building in Dallastown



Main Street - Walnut Street intersection



On-street parking near Charles Street School



The extent of off-street parking in the vicinity of Cougar Field



Potential park area in Dallastown slope area



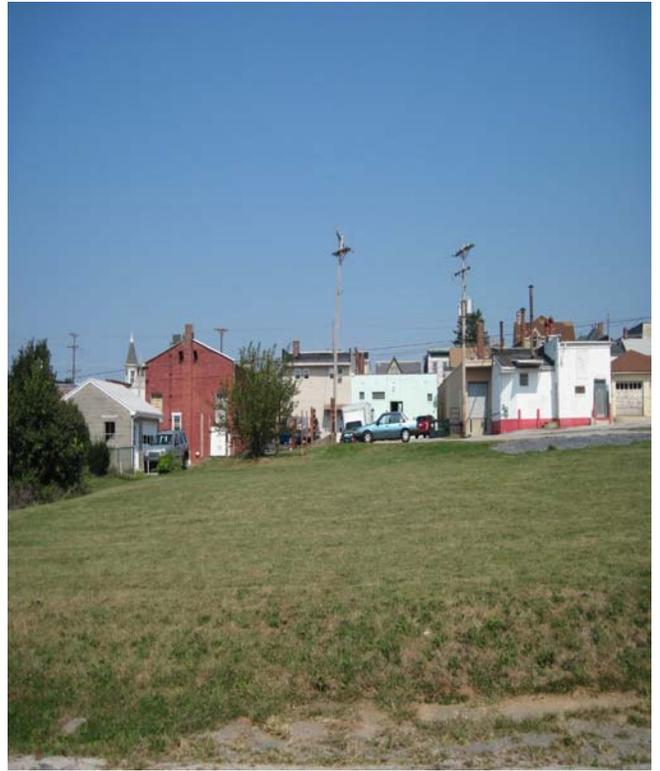
Potential streetscape enhancement area on Main Street in Dallastown



Parking management opportunity in downtown Dallastown



On-going infrastructure improvements (Walnut Street) in Dallastown



Site of possible public parking lot near Main Street in Dallastown



Colonial Heights in Dallastown - potential sanitary sewer service area



An example of the greenery which can be accomplished downtown (Dallastown)

RED LION BOROUGH

Red Lion Borough priorities are as follows:

Park Improvements:

- Remove and replace trees in Fairmount Park, construct restroom facilities, construct additional play areas.
- Construct additional facilities at Redco Avenue and Vulcan Road
- Construct Ma and Pa Greenway with Red Lion Mile

Revitalize Borough Center:

- Restrict residential conversions and encourage reversions to single family
- Develop a parking plan for the Borough Center focusing on existing alleys and lots
- Improve signage for directions to parking facilities and parks
- Complete streetscape project on West Broadway. Add street trees to existing streets

Road Improvements:

- Coordinate projects with Municipal Authority
- Make Lancaster Street connection
- Evaluate additional traffic controls at High and North Charles, North Franklin and High Street
- Develop plan for street improvements on local roads and alleys
- Improve pedestrian access to schools, in particular, Maize Gable and Pleasant View



North Franklin and West High intersection in Red Lion



No pedestrian access to Pleasant View Elementary School along Broadway



Charles Street Bridge in Red Lion



Incomplete pedestrian access to Mazie Gable Elementary School



Incomplete Red Lion Mile



Area of Lancaster Street connection in Red Lion



Desire to improve Fairmount Park and make it more user friendly



Residential Conversion in Red Lion



The Difficult to Negotiate Broadway/Main Intersection in Red Lion



Need to improve wayfinding to Municipal Lot No. 1 in Red Lion



Need for enhancement of parking areas to rear of Main Street in Red Lion



High and North Charles intersection in Red Lion



One Area for Streetscape Enhancements on Main Street in Downtown Red Lion



Proposed park area in western Red Lion



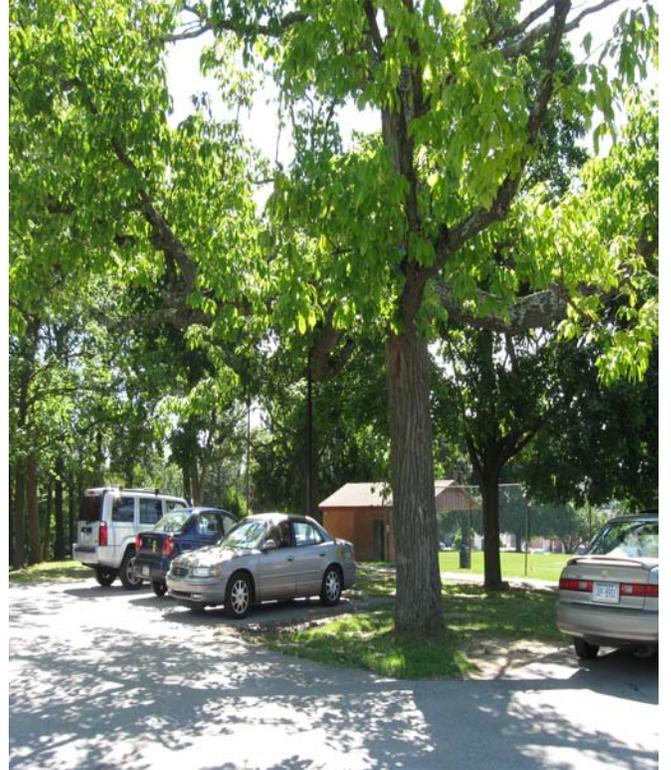
Area of Mill Street connection in Red Lion



Need for sidewalk improvements in Red Lion



Drainage improvements are necessary in the area of David Edwards in Red Lion



Need for additional and facilitated parking in the area of the Library



Tree management is necessary in Fairmount Park



Area along Redco Avenue to be leased for recreation fields

YOE BOROUGH

The projects in bold have been identified as highest priority.

- **Repair bridges at Mason Avenue and Church Street**
- **Calm traffic on Main Street, George Street, Elm Avenue and Philadelphia Street**
- **Main Street and George Street streetscape enhancements**
- **Address Borough-wide storm water drainage issues**
- **Acquire land for parking area in vicinity of E. Pennsylvania Avenue**
- Encourage additional residence-serving commercial development in or near the Borough
- Enhance parking areas in the Borough
- Identify route/acquire land as necessary for Ma and Pa Greenway
- Create a park at the Main Street/George Street intersection
- Investigate opportunities to improve sight distance at intersections of Pennsylvania Avenue and Water Street with Main Street
- Construct sidewalk on E. George Street
- Construct sidewalk on Maple Street to ballfield
- Construct sidewalk from Main Street to Borough park
- Straighten dogleg on George Street at Mason Avenue
- Rezoning current residential parcel to commercial/residential at end of George Street
- Historic preservation of church and other downtown properties
- Coordinate with York Township re: future use of Windsor Cigar property



Mason Avenue bridge in Yoe



Church Street bridge in Yoe



Streetscape enhancement opportunities on Main Street in Yoe



One area for potential parking near E. Pennsylvania Avenue in Yoe



Vacant industrial parcel in York Township adjoining Yoe



Attractive historic building stock in Yoe



Southwest quadrant of Main Street - George Street intersection in Yoe



Potential commercial property at east end of George Street in Yoe



One of the unimproved parking areas in downtown Yoe



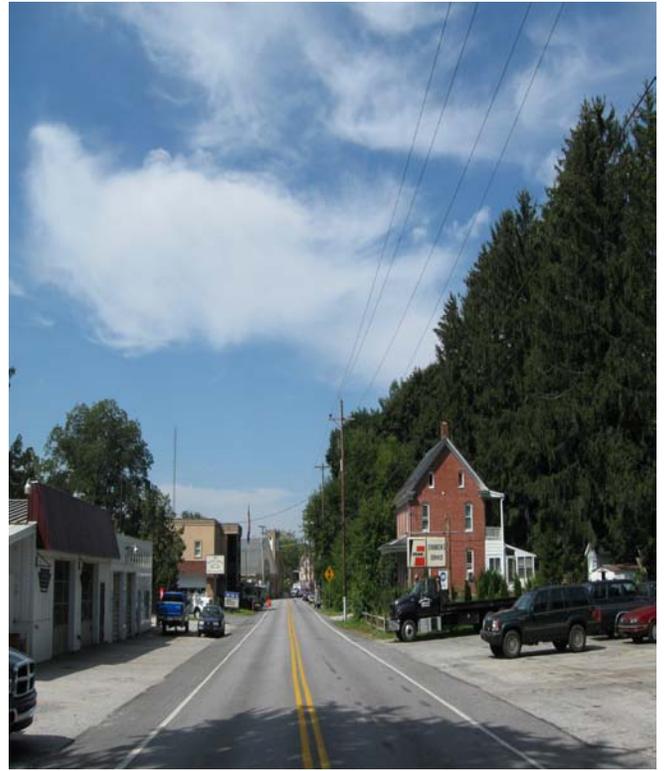
Possible route of Ma and Pa Greenway through Yoe (near Mill Creek)



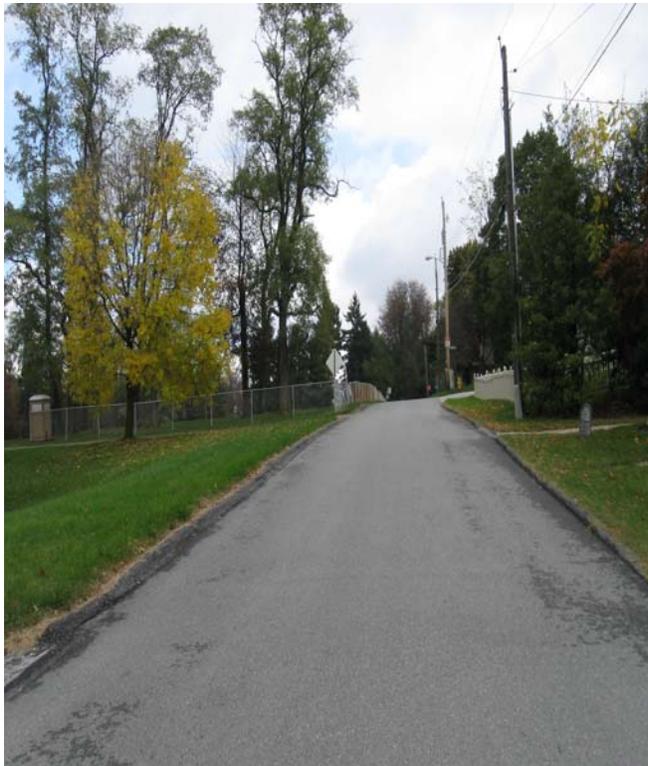
Sight distance concerns at intersections with Main Street in Yoe



Dogleg on George Street in Yoe



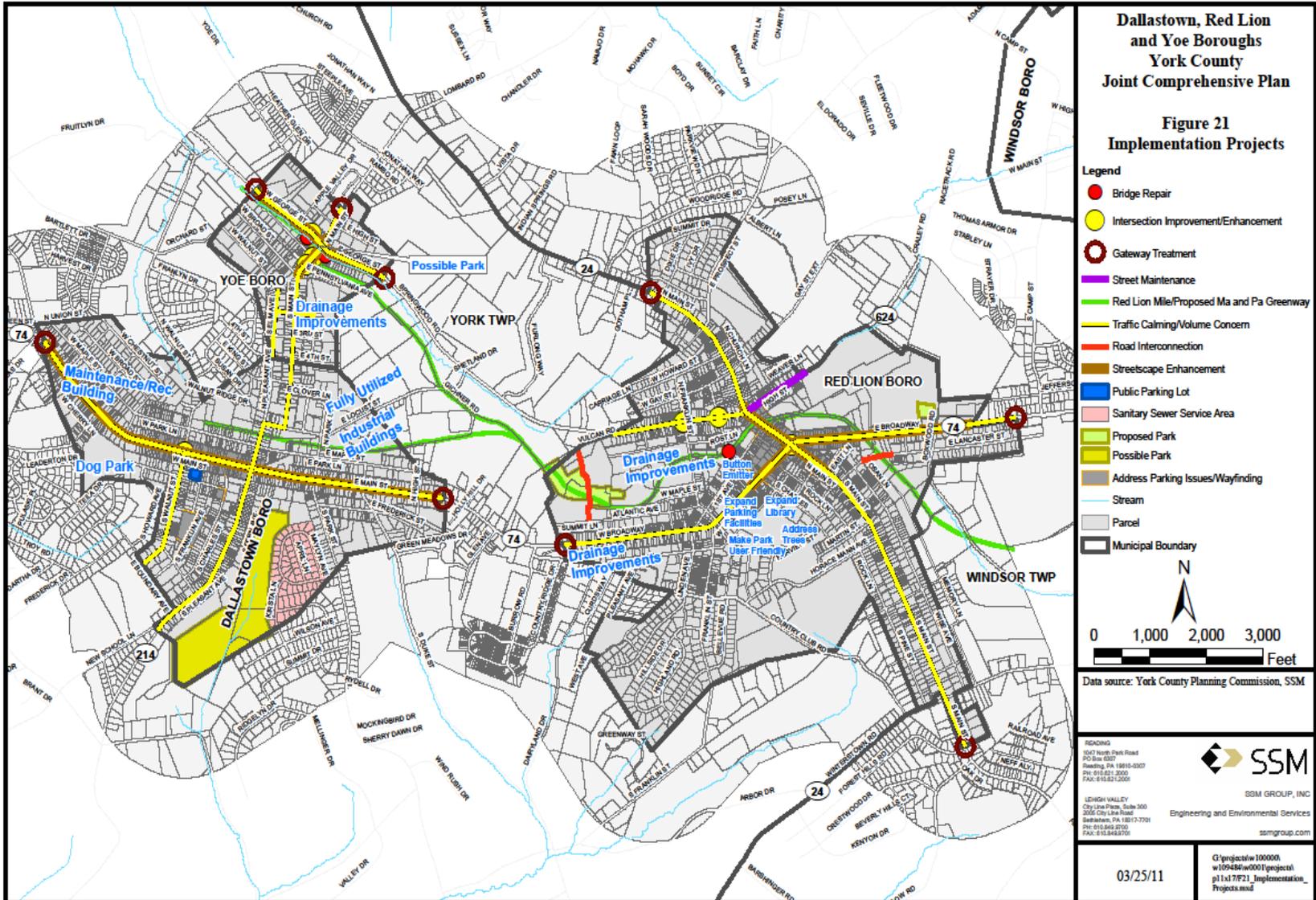
Lack of sidewalk on East George Street in Yoe



No Sidewalk on Maple Street to Yoe Ballfield



No Sidewalk from Main Street to Borough Park



IMPLEMENTATION OF PROJECTS AND OTHER ACTION ITEMS

For each project or action item, the following tables present the project or action item, the time frame for implementation, the local responsibility for implementation, and potential partners and funding sources. Short-range projects are those anticipated for implementation in the next 2 years. Mid-range projects are those anticipated for implementation in years 3 to 5. Long-range projects are those anticipated for implementation in years 6 to 10 or beyond. Ongoing projects would be begun or continued within the next 2 years and continue over a period of time.

Project/Action	Implementation Range	Local Responsibility	Potential Partners/ Funding Sources
REGION-WIDE			
Coordinate regionally on emergency management planning	On-going	Borough Councils, Emergency Management Coordinators	York County Emergency Management, Windsor Twp., York Twp.
Implement parking management programs	On-going	Borough Councils, Landowners, Regional Transportation Committee, EDC	YCPC, PADOT
Improve communication with the regional police department, increase foot patrols in the Boroughs	On-going	Borough Councils, Regional police dept.	
Utilize rental unit licensing and inspection	On-going	Borough Councils and Staffs	
Utilize façade improvement programs	On-going	Borough Councils, Red Lion Redevelopment, EDC	PADCED
Utilize code enforcement to enhance the building stock	On-going	Borough Councils and Staffs	
Encourage home ownership, rehabilitation and renovation	On-going	Borough Councils, Property Owners, Banks	YCPC, PHFA, PADCED
Enhance neighborhood infrastructure (sidewalks, curbs, streets, utilities, lighting)	On-going	Borough Councils	YCPC, PADOT, PADCED, PENNVEST, USDA
Implement historic preservation programs	On-going	Borough Councils, Historical Societies, Historic Commissions	PHMC, Historic York
Utilize downtown greenery programs	On-going	Borough Councils, Red Lion Redevelopment, RLABA, Dallastown Beautification, Landowners	
Implement Regional Cooperation Program	On-going	Borough Councils and Staffs	YCPC, YCEDC, Windsor and York Township
Implement the Red Lion Municipal Authority Source Water Protection Program	On-going	Red Lion Municipal Authority, Steering Committee	PADEP, Watershed Alliance of York County
Utilize Capital Improvement Programming	On-going	Borough Councils and Staffs	YCPC, PENNVEST, USDA
Appoint regional Economic Development Committee (EDC) and implement regional economic development program	Short Range	Borough Councils	YCPC, YCEDC, RLABA, Red Lion Renaissance, Dallastown Beautification, Red Lion Redevelopment, York Twp., Windsor Twp.
Appoint regional Transportation Committee to address regional transportation concerns such as traffic calming, access management, congestion management and alternative routes	Short Range	Borough Councils	YCPC, PADOT, York Twp., Windsor Twp.
Sign Intergovernmental Cooperative Implementation Agreement, appoint Regional Planning Committee, begin plan implementation process	Short Range	Borough Councils	YCPC
Update Borough Zoning Ordinances and Maps and SALDOs (see Chapter 6)	Short Range	Borough Councils, Planning Commissions	YCPC, PADCED
Address residential conversions	Short Range	Borough Councils and Planning Commissions	YCPC, PADCED
Address utilization of design guidelines	Short Range	Borough Councils, Planning Commissions	YCPC, PADCED
Prepare Downtown Master Plan and identify strategy for implementation and management of downtown revitalization programs	Short to Mid Range	Borough Councils, Planning Commissions, EDC	YCPC, PADCED, YCEDC, RLABA, Red Lion Renaissance, Dallastown Beautification, Red Lion Redevelopment

Project/Action	Implementation Range	Local Responsibility	Potential Partners/ Funding Sources
DALLASTOWN BOROUGH			
Increase occupancy of vacant/underutilized commercial and industrial buildings	On-going	Regional Economic Development Committee (EDC), Landowners	YCEDC, YCPC, Developers, PADCED, PADEP, PENNVEST, RACY, YCIDA
Make water system improvements	On-going	Dallastown-Yoe Water Authority	YCPC, PENNVEST, USDA, PADCED
Identify additional parking opportunities for customers of Main Street businesses and identify parking management strategies	On-going	Borough Council, EDC, Property Owners	YCPC, PADCED
Infrastructure Improvements, including those of Dallastown-Yoe Water Authority	On-going	Borough Council	YCPC, PENNVEST, PADCED, USDA
Calm traffic on Main Street, Broad Street, Pleasant Avenue and Walnut Street	On-going	Borough Council, Regional Transportation Committee	YCPC, PADOT, PADCED, PADCNR
Encourage more efficient parking patterns at Charles Street School	Short Range	Borough Council, Dallastown Area School District	
Plan and construct trail(s), including Ma and Pa Greenway	Short to Mid Range	Borough Council, Rail Trail Steering Committee	YCPC, PADCNR, PADOT, York Co. Rail Trail Authority, York Twp.
Increase parking opportunities at Cougar Field	Mid Range	Borough Council, Recreation Board, Dallastown Cougar Athletics	PADCNR
Replace old maintenance building with building to be used for maintenance and recreation	Mid Range	Borough Council, Recreation Board	YCPC, USDA, PADCED, PADCNR
Provide a public parking lot near Main Street	Mid Range	Borough Council, EDC	YCPC, YCEDC, PADCED, USDA
Install sanitary sewers in Colonial Heights	Mid to Long Range	Borough Council	PADEP, PENNVEST
Develop park in the "Slope Area"	Mid to Long Range	Borough Council, Recreation Board	PADCNR, Landowners, York Co. Dept. of Parks and Recreation, Conservation Society of York Co., Farm and Natural Lands Trust of York County
Main Street streetscape enhancements	Mid to Long Range	Borough Council, EDC	PADCED, PADCNR, PADOT, YCPC
Reconfigure Main Street/Walnut Street intersection	Long Range	Borough Council	YCPC, PADOT, PADCED, PADCNR

Project/Action	Implementation Range	Local Responsibility	Potential Partners/ Funding Sources
RED LION BOROUGH			
Fairmount Park improvements	On-going	Borough Council, Friends of Fairmount	YCPC, PADCNR
Complete streetscape project on West Broadway. Add street trees to existing streets.	On-going	Borough Council, EDC	YCPC, PADCED, PADCNR, PADOT, USDA, Landowners
Continue making traffic lights generator adaptable	On-going	Borough Council	
Coordinate projects with Municipal Authority	On-going	Red Lion Municipal Authority	YCPC, PENNVEST, PADCED, USDA
Improve signage for directions to parking facilities and park	Short Range	Borough Council, EDC	PADCED, PADOT
Restrict residential conversions and encourage reversions to single family	Short Range	Borough Council	YCPC, PADCED
Evaluate additional traffic controls at High and North Charles	Short Range	Borough Council	PADOT
Develop a parking plan for the Borough Center focusing on existing alleys and lots	Short to Mid Range	Borough Council, EDC, Property Owners	YCPC, PADCED
Get traffic control button at Fire Station	Short to Mid Range	Borough Council	PADOT
Construct additional recreation facilities at Redco Avenue and Vulcan Road	Short to Mid-Range	Borough Council	PADCNR
Construct Ma and Pa Greenway with Red Lion Mile	Short to Mid Range	Borough Council, Rail Trail Steering Committee, Red Lion Mile Committee	YCPC, PADCNR, PADOT, York Co. Rail Trail Authority, York Twp.
Install emitters on [Winterstown, at Fire Station, and at the Square] signal lights	Short to Mid Range	Borough Council	DGS
Evaluate addition of traffic controls at North Franklin and High	Short to Mid Range	Borough Council	PADOT
Historic Overlay District	Short to Mid Range	Borough Council, Historical Commission, Historical Society	PHMC, Historic York
Make Lancaster Street connection	Mid Range	Borough Council	YCPC, PADOT, USDA
Expand Kaltreider-Benfer library	Mid Range	Borough Council, Library	PDE, USDA
Address drainage problems in vicinity of David Edwards	Mid Range	Borough Council	
Facilitate parking in vicinity of library	Mid Range	Borough Council, Library	PADCNR, USDA
Improve vehicular and pedestrian movement at the Broadway/Main intersection	Mid to Long Range	Borough Council	YCPC, PADOT, PADCED
Improve Charles Street Bridge	Mid to Long Range	Borough Council	YCPC, USDA
Connect Vulcan Road and N. Mill Street	Long Range	Borough Council	YCPC, USDA
Improve pedestrian access to Mazie Gable School and Pleasant View School	Long Range	Borough Council, School District	PADOT, YCPC, Landowners, PADCED, PADCNR, USDA

YOE BOROUGH			
Project/Action	Implementation Range	Local Responsibility	Potential Partners/ Funding Sources
Address Borough-wide storm water drainage issues	On-going	Borough Council	YCPC, PENNVEST, PADOT
Acquire land for parking area in vicinity of E. Pennsylvania Avenue	On-going	Borough Council, EDC	YCPC, YCEDC, PADCED, USDA
Enhance parking areas in the Borough	On-going	Borough Council, EDC, Landowners	YCPC, PADCED
Rezoning current residential parcel to commercial/residential at end of George Street	Short Range	Borough Council	YCPC, PADCED
Identify route/acquire land as necessary for Ma and Pa Greenway	Short to Mid Range	Borough Council, Rail Trail Steering Committee	YCPC, PADCNR, PADOT, York Co. Rail Trail Authority, York Twp.
Construct sidewalk on E. George Street	Mid Range	Borough Council	YCPC, PADOT, PADCED, PADCNR, USDA
Calm traffic on Main Street, George Street, Elm Avenue and Philadelphia Street	Mid Range	Borough Council, Regional Transportation Committee	YCPC, PADOT, PADCED, PADCNR
Construct sidewalk on Maple Street to ballfield	Mid Range	Borough Council	YCPC, USDA
Construct sidewalk from Main St. to Borough park	Mid Range	Borough Council	YCPC, USDA
Coordinate with York Township re: future use of Windsor Cigar property	Mid Range	Borough Council, EDC	YCEDC, York Twp.
Main Street and George Street streetscape enhancements	Mid to Long Range	Borough Council, EDC	YCPC, PADCED, PADCNR, PADOT
Encourage additional residence-serving commercial development in or near the Borough	Mid to Long Range	Borough Council, EDC	Landowner, YCEDC, York Township
Investigate opportunities to improve sight distance at intersections of Pennsylvania Avenue and Water Street with Main Street	Mid to Long Range	Borough Council, Landowners	PADOT
Historic preservation of church and other downtown properties	Mid to Long Range	Borough Council, Historical Commission	PHMC, Historic York
Create a park at the Main Street/George Street intersection	Long Range	Borough Council, EDC	YCPC, PADCNR, PADOT, PADCED
Straighten dogleg on George St. at Mason Avenue	Long Range	Borough Council	YCPC, PADOT, PADCED, PADCNR
Repair bridges at Mason Avenue and Church Street	Long Range	Borough Council	YCPC, USDA

KEY IMPLEMENTATION TOOLS

Descriptions of planning tools which can be used to implement this plan are found in Appendix 7.

GRANT PROGRAMS FOR IMPLEMENTATION

Some projects can be funded solely through local funding sources, but many will require grant or loan assistance from state and federal agencies. Appendix 6 contains a list of a number of programs available to help implement the projects identified in this Plan. The programs are grouped by type of initiative, such as Economic Development or Infrastructure/Transportation.