

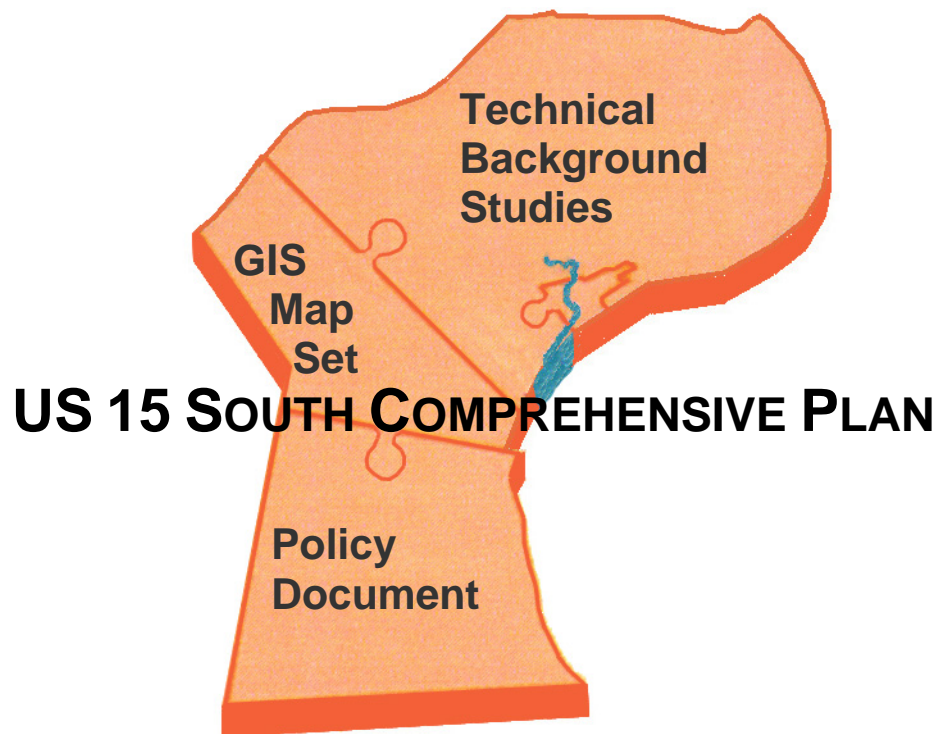


# The Comprehensive Plan for the US 15 South Planning Area

Brady Township, Clinton  
Township, and Montgomery  
Borough (Lycoming County) and  
Gregg Township (Union County)

***ADOPTED***  
***September 13<sup>th</sup> 2005***





The US 15 South Comprehensive Plan is comprised of three documents:

Policy Document

Plan of Regional Cooperation and Partnership  
Relationship to Adjacent and Regional Municipalities  
Plan Review, Maintenance and Approval

Technical Background Studies

Community Development Profile  
Natural and Cultural Resources Profile  
Land Use Profile  
Transportation Profile  
Community Facilities Profile  
Utilities Profile

GIS Map Set

Background Studies Maps  
Future Land Use Map  
Future Transportation Map

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RESOLUTION NO. 05-13-09

**A RESOLUTION OF THE COUNCIL OF THE BOROUGH OF MONTGOMERY IN THE  
COMMONWEALTH OF PENNSYLVANIA ADOPTING FOR THE US 15 SOUTH MULTI-MUNICIPAL  
COMPREHENSIVE PLAN**

WHEREAS, The Montgomery Borough Planning Commission serves as the official planning agency for the Borough of Montgomery; and

WHEREAS, The Lycoming County Planning Commission serves as the official planning agency for Lycoming County; and

WHEREAS, Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247, as reenacted and amended) empowers boroughs and townships of the first and second class, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and

WHEREAS, the Lycoming County Planning Commission, the Board of Supervisors and the Planning Commission wanted to encourage maximum community input and thereby appointed the US 15 South Planning Advisory Team composed of elected officials, planning commission members, as well as representatives from municipalities, school districts, authorities, and public and private sector interests, and

WHEREAS, the Planning Advisory Team was organized to oversee the preparation of the US 15 South Multi-municipal Comprehensive Plan consisting of Clinton Township, Brady Township, Gregg Township, and Montgomery Borough; and

WHEREAS, the Lycoming County Planning Commission has vigorously embraced the concept of multi-municipal comprehensive planning and has taken the lead in coordinating the preparation of the Multi-municipal Comprehensive Plan and has ensured that general consistency was achieved between the Multi-municipal Comprehensive Plan and Lycoming County Comprehensive Plan, as required by the MPC; and

WHEREAS, the Lycoming County Planning Commission was the administering agency of a Land Use Planning and Technical Assistance (LUPTAP) grant used to support the development of the Multi-municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Board of Commissioners is providing Community Development Block Grant (CDBG) funds and staff support to the Multi-municipal Comprehensive Planning effort; and

WHEREAS, the Planning Advisory Team has conducted bi-monthly meetings to develop the Multi-Municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Planning Commission and the Planning Advisory Team undertook a public involvement process by conducting a Key Person Focus Group Workshop to gain insights on existing conditions and issues concerning the functional planning areas of Community Development, Community infrastructure, Transportation Infrastructure, Economic Development, Education, Natural/Cultural Resource Protection & Management, and Local Government, and

WHEREAS, the Multi-municipal Plan addresses many critical issues facing the Multi-municipal Comprehensive Planning Area, including land use, population, housing, economic development, transportation, community facilities and services, public utilities, and natural and cultural resources; and

NOW, THEREFORE, BE IT RESOLVED by the Montgomery Borough Council of the Borough of Montgomery, under the laws of the Commonwealth of Pennsylvania, AND IT IS HEREBY RESOLVED:

1. That the Montgomery Borough Council recognize the Planning Commission of Montgomery the official planning commission for the Borough of Montgomery and that such agency promote public interest in, and understanding of, the Multi-municipal Comprehensive Plan; and
2. That the Multi-municipal Plan submitted by the Planning Commission is hereby adopted by the Montgomery Borough Council

ADOPTED THIS 13<sup>TH</sup> DAY OF September  
~~2004~~. 2005

Borough Council  
Montgomery Borough

*[Signature]*  
Name, Title

(SEAL)

*Christine A. Smith, Councilperson*  
Name, Title

ATTEST:

*[Signature]*  
Name, Secretary *SECRET*

\_\_\_\_\_  
Name, Title

*[Signature]*  
Name, Solicitor

RESOLUTION 2005-03

A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF GREGG, COUNTY OF UNION, COMMONWEALTH OF PENNSYLVANIA ADOPTING THE US 15 SOUTH MULTI MUNICIPAL COMPREHENSIVE PLAN:

WHEREAS, The Gregg Township Planning Commission serves as the official planning agency for Gregg Township, and;

WHEREAS, The Union County Planning Commission serves as the official planning agency for Union County and the Lycoming County Planning Commission serves as the official planning agency for Lycoming County, and;

WHEREAS, Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 505, No. 247, as re-enacted and amended) empowers boroughs and townships of the first and second class, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and;

WHEREAS, The Lycoming County Planning Commission, the Union County Planning Commission, the Board of Supervisors and Planning Commission of Gregg Township wanted to encourage maximum community input and thereby appointed the US 15 South Planning Advisory Team composed of elected officials, planning commission members, as well as representatives from municipalities, school districts, authorities, and public and private sector interests, and;

WHEREAS, the Planning Advisory Team was organized to oversee the preparation of the US 15 South Multi-Municipal Comprehensive Plan consisting of Clinton Township, Brady Township, Gregg Township and Montgomery Borough, and;

WHEREAS, the Lycoming County Planning Commission and the Union County Planning Commission have vigorously embraced the concept of multi-municipal comprehensive planning and has taken the lead in coordinating the preparation of the Multi-Municipal Comprehensive Plan and has ensured that general consistency is achieved between the Multi-Municipal Comprehensive Plan, the Lycoming County Comprehensive Plan and the Union County Comprehensive Plan as required by the MPC, and;

WHEREAS, The Lycoming County Planning Commission was the administering agency of a Land Use Planning and Technical Assistance (LUPTAP) grant used to support the development of the Multi-Municipal Comprehensive Plan, and;

WHEREAS, The Lycoming County Board of Commissioners is providing Community Development Block Grant (CDBG) funds and staff support to the Multi-Municipal Comprehensive Planning effort, and;

WHEREAS, the Planning Advisory Team has conducted bi-monthly meetings to develop the Multi-Municipal Comprehensive Plan, and;

WHEREAS, the Lycoming County Planning Commission, the Union County Planning Commission and the Planning Advisory Team undertook a public involvement process by conducting a Key Person Focus Group Workshop to gain insights on existing conditions and issues concerning the functional planning areas of Community Development, Community Infrastructure, Transportation Infrastructure, Economic Development, Education, Natural/Cultural Resource Protection and Management, and Local Government, and;

WHEREAS, the Multi-Municipal Comprehensive Plan addresses many critical issues facing the Multi-Municipal Comprehensive Planning Area, including land use, population, housing, economic development, transportation, community facilities and services, public utilities, and natural and cultural resources, and;

NOW THEREFORE BE IT RESOLVED, by the Board of Supervisors of the Township of Gregg, under the laws of the Commonwealth of Pennsylvania:

1. That the Board of Supervisors of Gregg Township, Union County recognize the Gregg Township Planning Commission as the official planning commission for Gregg Township and that such agency promote public interest in, and understanding of, the Multi-Municipal Comprehensive Plan, and;
2. That the Multi-Municipal Comprehensive Plan submitted by the Planning Commission is hereby adopted by the Gregg Township Board of Supervisors.

ADOPTED THIS 12 DAY OF September, 2005.

BOARD OF SUPERVISORS

  
David E. Masser, Chairman

  
Gloria R. Munsell, Vice Chairman

  
Paul L. Campbell, Jr., Supervisor

ATTEST:

  
Peggy Hiller  
Secretary

RECEIVED

AUG 19 2005

Lycoming County  
Economic Development &  
Planning Services

RESOLUTION NO. 05-03

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF BRADY THE  
COMMONWEALTH OF PENNSYLVANIA ADOPTING THE US 15 SOUTH MULTI-MUNICIPAL  
COMPREHENSIVE PLAN**

WHEREAS, The Brady Township Planning Commission serves as the official planning agency for Brady Township; and

WHEREAS, The Lycoming County Planning Commission serves as the official planning agency for Lycoming County; and

WHEREAS, Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247, as reenacted and amended) empowers boroughs and townships of the first and second class, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and

WHEREAS, the Lycoming County Planning Commission, the Board of Supervisors and the Planning Commission wanted to encourage maximum community input and thereby appointed the US 15 South Planning Advisory Team composed of elected officials, planning commission members, as well as representatives from municipalities, school districts, authorities, and public and private sector interests, and

WHEREAS, the Planning Advisory Team was organized to oversee the preparation of the US 15 South Multi-municipal Comprehensive Plan consisting of Clinton Township, Brady Township, Gregg Township, and Montgomery Borough; and

WHEREAS, the Lycoming County Planning Commission has vigorously embraced the concept of multi-municipal comprehensive planning and has taken the lead in coordinating the preparation of the Multi-municipal Comprehensive Plan and has ensured that general consistency was achieved between the Multi-municipal Comprehensive Plan and Lycoming County Comprehensive Plan, as required by the MPC; and

WHEREAS, the Lycoming County Planning Commission was the administering agency of a Land Use Planning and Technical Assistance (LUPTAP) grant used to support the development of the multi-municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Board of Commissioners is providing Community Development Block Grant (CDBG) funds and staff support to the Multi-municipal Comprehensive Planning effort; and

WHEREAS, the Planning Advisory Team has conducted bi-monthly meetings to develop the Multi-municipal Comprehensive Plan, and

WHEREAS, the Lycoming County Planning Commission and the Planning Advisory Team undertook a public involvement process by conducting a Key Person Focus Group Workshop to gain insights on existing conditions and issues concerning the functional planning areas of Community Development, Community Infrastructure, Transportation Infrastructure, Economic Development, Education, Natural/Cultural Resource Protection & Management, and Local Government; and

WHEREAS, the Multi-Municipal Plan addresses many critical issues facing the Multi-municipal Comprehensive Planning Area, including land use, population, housing, economic development, transportation, community facilities and services, public utilities, and natural and cultural resources; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the Township of Brady, under the laws of the Commonwealth of Pennsylvania, AND IT IS HEREBY RESOLVED:

1. That the Brady Township Board of Supervisors recognize the Planning Commission of Brady Township as the official planning commission for Brady Township and that such agency promote public interest in, and understanding of, the Multi-municipal Comprehensive Plan; and
2. That the Multi-Municipal Comprehensive Plan submitted by the Planning Commission is hereby adopted by the Brady Township Board of Supervisors.

ADOPTED THIS 8<sup>TH</sup> DAY OF August  
2004.

BOARD OF SUPERVISORS OF  
BRADY TOWNSHIP

James H. Bower Supervisor  
Name, Title

(SEAL)

John R. Massey Supervisor  
Name, Title

ATTEST:

Linda G. Power  
Name, Secretary

Ray A. LaSerna Supervisor  
Name, Title



RECEIVED

NOV 22 2005

RESOLUTION NO. 05-02

Lycoming County  
Economic Development &  
Planning Services

**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF CLINTON THE  
COMMONWEALTH OF PENNSYLVANIA ADOPTING THE US 15 SOUTH MULTI-MUNICIPAL  
COMPREHENSIVE PLAN**

WHEREAS, The Clinton Township Planning Commission serves as the official planning agency for Clinton Township; and

WHEREAS, The Lycoming County Planning Commission serves as the official planning agency for Lycoming County; and

WHEREAS, Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247, as reenacted and amended) empowers boroughs and townships of the first and second class, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances, and

WHEREAS, the Lycoming County Planning Commission, the Board of Supervisors and the Planning Commission wanted to encourage maximum community input and thereby appointed the US 15 South Planning Advisory Team composed of elected officials, planning commission members, as well as representatives from municipalities, school districts, authorities, and public and private sector interests, and

WHEREAS, the Planning Advisory Team was organized to oversee the preparation of the US 15 South Multi-municipal Comprehensive Plan consisting of Clinton Township, Brady Township, Gregg Township, and Montgomery Borough; and

WHEREAS, the Lycoming County Planning Commission has vigorously embraced the concept of multi-municipal comprehensive planning and has taken the lead in coordinating the preparation of the Multi-municipal Comprehensive Plan and has ensured that general consistency was achieved between the Multi-municipal Comprehensive Plan and Lycoming County Comprehensive Plan, as required by the MPC; and

WHEREAS, the Lycoming County Planning Commission was the administering agency of a Land Use Planning and Technical Assistance (LUPTAP) grant used to support the development of the Multi-municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Board of Commissioners is providing Community Development Block Grant (CDBG) funds and staff support to the Multi-municipal Comprehensive Planning effort; and

WHEREAS, the Planning Advisory Team has conducted bi-monthly meetings to develop the Multi-Municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Planning Commission and the Planning Advisory Team undertook a public involvement process by conducting a Key Person Focus Group Workshop to gain insights on existing conditions and issues concerning the functional planning areas of Community Development, Community Infrastructure, Transportation Infrastructure, Economic Development, Education, Natural/Cultural Resource Protection & Management, and Local Government; and

WHEREAS, the Multi-Municipal Comprehensive Plan addresses many critical issues facing the Multi-municipal Comprehensive Planning Area, including land use, population, housing, economic development, transportation, community facilities and services, public utilities, and natural and cultural resources; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the Township of Clinton, under the laws of the Commonwealth of Pennsylvania, AND IT IS HEREBY RESOLVED:

1. That the Clinton Township Board of Supervisors recognize the Planning Commission of Clinton Township as the official planning commission for Clinton Township and that such agency promote public interest in, and understanding of, the Multi-Municipal Comprehensive Plan; and
2. That the Multi-Municipal Comprehensive Plan submitted by the Planning Commission is hereby adopted by the Clinton Township Board of Supervisors.

ADOPTED THIS 25<sup>TH</sup> DAY OF July  
2004<sup>5</sup>

BOARD OF SUPERVISORS OF  
CLINTON TOWNSHIP

Edward J. Shump  
Name, Title

Harold E. Swisher  
Name, Title

ATTEST:

Janet H. Mincemoyer  
Name, Secretary

Richard P. Bonto  
Name, Title

\_\_\_\_\_  
Name, Solicitor



RESOLUTION NO. 05-02**A RESOLUTION OF THE BOARD OF SUPERVISORS OF THE TOWNSHIP OF CLINTON THE COMMONWEALTH OF PENNSYLVANIA ADOPTING THE US 15 SOUTH MULTI-MUNICIPAL COMPREHENSIVE PLAN**

WHEREAS, The Clinton Township Planning Commission serves as the official planning agency for Clinton Township; and

WHEREAS, The Lycoming County Planning Commission serves as the official planning agency for Lycoming County; and

WHEREAS, Pennsylvania Municipalities Planning Code (Act of 1988, P.L. 805, No. 247, as reenacted and amended) empowers boroughs and townships of the first and second class, individually or jointly, to plan for their development and govern the same by zoning, subdivision and land development ordinances; and

WHEREAS, the Lycoming County Planning Commission, the Board of Supervisors and the Planning Commission wanted to encourage maximum community input and thereby appointed the US 15 South Planning Advisory Team composed of elected officials, planning commission members, as well as representatives from municipalities, school districts, authorities, and public and private sector interests; and

WHEREAS, the Planning Advisory Team was organized to oversee the preparation of the US 15 South Multi-municipal Comprehensive Plan consisting of Clinton Township, Brady Township, Gregg Township, and Montgomery Borough; and

WHEREAS, the Lycoming County Planning Commission has vigorously embraced the concept of multi-municipal comprehensive planning and has taken the lead in coordinating the preparation of the Multi-municipal Comprehensive Plan and has ensured that general consistency was achieved between the Multi-municipal Comprehensive Plan and Lycoming County Comprehensive Plan, as required by the MPC; and

WHEREAS, the Lycoming County Planning Commission was the administering agency of a Land Use Planning and Technical Assistance (LUPTAP) grant used to support the development of the Multi-municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Board of Commissioners is providing Community Development Block Grant (CDBG) funds and staff support to the Multi-municipal Comprehensive Planning effort; and

WHEREAS, the Planning Advisory Team has conducted bi-monthly meetings to develop the Multi-Municipal Comprehensive Plan; and

WHEREAS, the Lycoming County Planning Commission and the Planning Advisory Team undertook a public involvement process by conducting a Key Person Focus Group Workshop to gain insights on existing conditions and issues concerning the functional planning areas of Community Development, Community Infrastructure, Transportation Infrastructure, Economic Development, Education, Natural/Cultural Resource Protection & Management, and Local Government; and

WHEREAS, the Multi-Municipal Comprehensive Plan addresses many critical issues facing the Multi-municipal Comprehensive Planning Area, including land use, population, housing, economic development, transportation, community facilities and services, public utilities, and natural and cultural resources; and

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the Township of Clinton, under the laws of the Commonwealth of Pennsylvania, AND IT IS HEREBY RESOLVED:

1. That the Clinton Township Board of Supervisors recognize the Planning Commission of Clinton Township as the official planning commission for Clinton Township and that such agency promote public interest in, and understanding of, the Multi-Municipal Comprehensive Plan; and
2. That the Multi-Municipal Comprehensive Plan submitted by the Planning Commission is hereby adopted by the Clinton Township Board of Supervisors.

ADOPTED THIS 25<sup>TH</sup> DAY OF July  
2004, 5

BOARD OF SUPERVISORS OF  
CLINTON TOWNSHIP

Edward J. Shring  
Name, Title

(SEAL)

Harold E. Swisher  
Name, Title

ATTEST:

Janet H. Mercemoger  
Name, Secretary

Richard P. Banta  
Name, Title

\_\_\_\_\_  
Name, Solicitor

# **The Comprehensive Plan for the US 15 South Planning Area**

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**Adopted by the**

**Brady Township Board of Supervisors  
August 8<sup>th</sup>, 2004**

**Clinton Township Board of Supervisors  
July 25<sup>th</sup>, 2005**

**Gregg Township Board of Supervisors  
September 12<sup>th</sup>, 2005**

**Montgomery Borough Council  
September 13<sup>th</sup>, 2005**

---

**Prepared by**

**US 15 South Planning Advisory Team**

David Eaken, Clinton Township Planning Commission and Montgomery Water  
and Sewer Authority

Edward Shrimp, Clinton Township Supervisor

Herb Marsh, Brady Township Planning Commission

John "Jake" Masser, Brady Township Supervisor

Dianne Peeling, Gregg Township Supervisor

Dale Fisher, Gregg Township Planning Commission

Christine Ringler, Montgomery Borough Council

Lynn Christ, Montgomery Borough Council

Gary Yocum, Montgomery Borough Planning Commission

Shawn McLaughlin, Director, Union County Planning Commission

Kristin Tovey, Community Planner, Union County Planning Commission

Robin Gregg, Allenwood Federal Correctional Center

Vince Matteo, Williamsport Chamber of Commerce

**Lycoming County Department of  
Economic Development and Planning Services**

Jerry Walls, AICP, Executive Director

Kurt Hausammann, Jr., AICP, Deputy Director

Cliff Kanz, AICP

Allen Kaplan, P.G.

William Kelly

Kevin McJunkin, AICP

Mark Murawski

Mary Ellen Rodgers

**Consultants**

Gannett Fleming, Inc.

Delta Development Group

Larson Design Group

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View from Route 405

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	- <i>Outlines a strategic plan for a more balanced population by age, more diversified housing options, and a stronger, more diverse economy</i>	
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	- <i>Includes community goals and objectives related to land use and natural and cultural resources, including sensitive features, such as steep slopes and floodplains</i>	

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	- <i>Outlines a strategic plan for land and resource stewardship, coordinated with infrastructure planning and development</i>	
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	- <i>Outlines a strategic plan for a multi-modal transportation network that improves mobility for people and the economy</i>	
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*View from Maple Hill Drive*

The quality of life in north central Pennsylvania is like no other in Pennsylvania. The people, the economy, and the resources here are intimately entwined to provide safe environments for raising families, invigorating settings for education, stimulating opportunities for business and industry, and scenic landscapes.

The communities of the US 15 South multi-municipal planning partnership have come together to plan for and protect their qualities of rural living. An agricultural heritage and continuing agricultural industry, along with the expanses of forested mountains and uplands, provide scenic settings for many activities. Bald Eagle, White Deer and South White Deer Mountains seclude the Planning Area from the more urbanized activities of the City of Williamsport and offer a seasonal background to the valley below. While topographically separated from the City and its surrounding suburbs, US 15 provides the Planning Area with ready access to the services needed and found only in these more urbanized areas. Local heritage and access to the Susquehanna River are also sources of pride among community residents. Overall, the presence and quality of natural resources in the Planning Area defines its character and value.

Stakeholders from across Lycoming County and Gregg Township, Union County, have expressed that quality of life is first and foremost among their reasons for choosing to live here and an asset to be preserved for future generations. As residents, businesses, community leaders, landowners, policy makers and policy enforcers continue to make daily decisions,

we must remember that each decision is a choice that affects our quality of life and the future of our communities.



*View from Route 54 in Brady Township*

### Role and Purpose of the Comprehensive Plan

### Relationship between the Comprehensive Plan and Other Plans

### Overview of the Planning Process

### Relevance of Statewide Planning Recommendations

## Role and Purpose of the Comprehensive Plan

The Comprehensive Plan is a general policy guide for the physical development of the US 15 South Planning Area. The Pennsylvania Municipalities Code (MPC), Act 247 of 1968, as reenacted and amended, requires the Comprehensive Plan to consider many factors that influence a community such as location, character, and timing of future development.

The Comprehensive Plan evaluates existing land use, transportation systems, housing, community facilities and services, and natural and cultural resources of the US 15 South Planning Area, within the Planning Area boundaries, as well as in the context of the Lycoming and Union Counties. The Plan projects future growth trends based on these analyses and proposes the best possible policies and implementation tools to accommodate expected growth while protecting the Planning Area's vast and precious resources.

### What the Comprehensive Plan does:

- Focuses on current trends and issues in the US 15 South Planning Area and addresses these with innovative solutions.

- Provides the best possible projections on future conditions based on current patterns and strategies to create a more desirable and sustainable future.
- Directs future change through a vision of community potential.
- Establishes the framework for consistency between future land use policies and land use regulatory measures.
- Assists State, County, and municipal officials in their decision making processes.

The Pennsylvania Municipalities Planning Code, Act of 1968, P.L. 805, No. 247, as reenacted and amended empowers local municipalities, including municipal governments...

...to plan for their physical development,

...to develop a "blueprint" for housing, transportation, community facilities and utilities, and for land use.

...to establish community development goals and objectives that guide future growth and development.

#### **What the Comprehensive Plan does not do:**

- Does not affect regulations of individual properties.
- Does not determine land development, neither public nor private.
- Does not preclude future analysis or decision making.

## **Relationship of the Comprehensive Plan to Other Policies and Plans**

### ***Local Policy and Functional Plans***

The US 15 South Comprehensive Plan gives policy guidance and direction to municipal regulations and codes. The Plan makes policy recommendations for future updates to the following functional plans and regulations in order to provide consistent planning among the various decision makers of the US 15 South Planning Area:

- General Plan of Montgomery Borough and Townships of Clinton and Brady
- Brady Township Zoning Ordinance
- Brady Township Subdivision and Land Development Ordinance
- Clinton Township Zoning Ordinance
- Clinton Township Subdivision and Land Development Ordinance
- Gregg Township Zoning Ordinance

- Gregg Township Subdivision and Land Development Ordinance
- Montgomery Borough Zoning Ordinance
- Montgomery Borough Subdivision and Land Development Ordinance
- Lycoming County Zoning Ordinance
- Lycoming County Subdivision and Land Development Ordinance
- Act 537 Sewage Facilities Plans (systems-based)
- Act 167 Stormwater Management Plans (watershed-based)
- Lycoming County Water Supply Plan
- Hazard Reduction/Mitigation Plans
- Susquehanna River Greenway Plan
- Lycoming County Parks, Recreation, and Open Space Plan

### ***County Comprehensive Plans***

The US 15 South Comprehensive Plan aims to achieve its established goals and objectives in a manner that is consistent with that of county comprehensive plans as required by the Pennsylvania MPC. The Plan has, in fact, been prepared concurrently with the update of the Lycoming County Comprehensive Plan and the preparation of five other multi-municipal plans across Lycoming County. The Plan acknowledges and is consistent with the goals of these adjacent municipal partnerships.

### ***Regional Plans***

The US 15 South Comprehensive Plan is not required by the MPC to be consistent with regional planning policy. It is in the best interest of the US 15 South community to be aware of regional planning efforts and to be consistent wherever possible. To this extent, representatives of regional planning efforts were informed of and invited to participate in the US 15 South Comprehensive Plan's development. Input from the following plan(s) has been considered during the planning process:

- Lycoming County Hazard Mitigation Plan
- Lycoming County Water Supply Plan
- State Forest Management Plans
- Open Space, Recreation
- Williamsport Area Transportation Study (WATS) Long Range Transportation Plan

## FAQ—Frequently Asked Questions

### ***Is this the first US 15 South Comprehensive Plan to be prepared?***

No. The General Plan of Montgomery Borough, Clinton Township and Brady Township (1970) was an earlier multi-municipal planning effort used to guide growth and development through zoning and subdivision regulation.

### ***Will the US 15 South Comprehensive Plan be updated in the future?***

The Municipalities Planning Code recommends that all comprehensive plans be reviewed and updated every ten years, or when significant change is anticipated or has occurred. The MPC enables municipalities and multi-municipal planning efforts to amend a comprehensive plan to reflect minor changes in community planning direction.

### ***How will the Plan be used?***

The Plan will be used by local officials, citizen volunteers, land owners, and developers to compare proposed community changes to the Plan's vision and goals. The Plan will also be referenced by County officials, staff, and state agencies in making project and funding decisions.

### ***Who is in charge of making this Plan work?***

While planning commission members, municipal officials and staff will implement this Plan, public support for the vision and recommendations will be important. This public includes residents, business owners, and organizations that have a direct interest in the future of US 15 South. With support from the public, these officials and community leaders can make and uphold the recommended changes to public policy and program physical community improvements to benefit residents.

### ***Does this plan protect the Planning Area's natural areas and open space?***

Declining open space and the need for coordinated management of natural resources were identified early as priority issues for the US 15 South Planning Area. Through a variety of recommended strategic actions, this Plan proposes conservation of these areas. Lycoming County's Parks, Recreation, and Open Space Plan addresses this topic more specifically.



## Definition and Overview of the Planning Area



This US 15 South Planning Area is comprised of four municipalities: Brady and Clinton Townships, and Montgomery Borough in Lycoming County, and Gregg Township in Union County.

The four municipalities are physically and functionally connected by the White Deer Hole Creek watershed, the Susquehanna River and US 15, which lies north-south through the Planning Area.

Industry in the Planning Area is comprised of agricultural and light industrial activity, namely in the townships, while Montgomery Borough serves as the business center of the Planning Area.

### Facts about the US 15 South Planning Area

**Location:** Lycoming and Union Counties, Northcentral Pennsylvania

**Size:** 52.64 square miles (33,692 acres)

**Population (2000):** 10,823, comprised of 5,404 community residents and 5,419 institutionalized persons in three federal and state correctional institutions; the community population has been stable and the institutionalized population has grown by 49.9% growth since 1990

**Community/Economic Profile:**

Median Age: 48.6 years

1999 Median Household Income: \$37,439

Major Employers:

U. S. Government – Allenwood Federal Correctional Complex

School District: Montgomery Area, Warrior Run

Major Transportation Routes: US 15, PA 405, PA 44

**Natural Setting:**

Major watersheds:

Susquehanna River Basin

White Deer Hole Creek

Woodlands: 56 % of total planning area

Agricultural: 30 % of total planning area

Due to the Planning Area's proximity to I-80 via I-180 and US 15, the area is growing as an advantageous location for wholesale trade distribution facilities. State KOZ (Keystone Opportunity Zone) designation for two sites in the Planning Area is intended to invite additional economic development. The presence of a Norfolk-Southern rail line in the Planning Area provides further incentive.

## Overview of the Planning Process

Article III of the Pennsylvania Municipalities Planning Code (MPC)<sup>1</sup> establishes parameters for comprehensive planning, though no particular process is specified. A logical four-phase process was used to prepare the US 15 South Comprehensive Plan. This process enabled Planning Area representatives to answer four key questions that define this comprehensive plan:

- Where are we now?
- Where are we going?
- Where do we want to be?
- How do we get there?

These four questions were integral to this multi-phased planning process (see Figure 1). Phase I (i.e., Technical Background Studies) provided the information necessary to understand the Planning Area's past and present and to determine the issues anticipated to impact its future. During Phase II, a preferred vision statement for each key issue was defined—one that either accepted a trend or stated a preferred trend or condition. Phase III defined the goals, the specific desired outcomes (objectives), and the physical and policy changes that would have the significant and measurable impact needed to fulfill the vision. Phase IV developed strategies and strategic tasks that would catalyze desired changes and outcomes. Finally, in Phase V, implementation tools (i.e. partners and funding sources) were identified to assist the Planning Area in programming the necessary tasks and coordinating resources.

This strategic planning process is based on collective problem identification and consensus decision-making regarding the Planning Area's future. Municipal staff and stakeholders were involved throughout the process to yield the following key outcomes:

- Clarify and focus on the key issues affecting the US 15 South Planning Area,
- Enable community leaders to see problem solving and outcomes as synergistic and achievable,
- Engage the community to realize the issues and strengths of their community,
- Provide a basis for action, and
- Create joint and local ownership of the vision.

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<sup>1</sup> Act of 1968, P.L. 805, No. 247, as reenacted and amended.

This same process was also used to prepare the Lycoming County Comprehensive Plan update and the five other multi-municipal plans. Therefore, it ensured a high level of consistency throughout the planning process and in the final comprehensive plan policies and documents. Representatives from the Union County Planning Commission were also involved in the development of the process and documents in order to assure consistency with Union County policies. Figure 1 summarizes the planning process.

The four plans that follow are the result of extensive discussion and strategy development with the Planning Advisory Team (PAT), regional stakeholders, County Economic Development and Planning Services staff, and the public. Relationships among the topics were quickly recognized as these participants identified and discussed the issues the US 15 South Planning Area faces. These relationships continued to be important as both outcomes and strategies were developed.

1. The Community and Economic Development Plan addresses issues relating to demographic, housing, and economic trends. (Chapter 2)
2. The Land Use and Resource Management Plan addresses issues relating to the designation and limitation of land uses, and to the preservation, conservation and on-going management of natural and cultural resources. (Chapter 3)
3. The Transportation Plan describes the preferred future for transportation systems as a multi-modal network, serving residents, business and industry, and even leisure and recreational travel. (Chapter 4)
4. The Community Infrastructure Plan addresses community services, as well as public utilities and privately developed infrastructure, which facilitate growth and development. (Chapter 5)

Chapter 6 discusses the interrelationship of these four plans in protecting the Planning Area's quality of life. Chapter 7 characterizes the relationship between the US 15 South Comprehensive Plan and Lycoming County's various functional plans. Chapter 8 describes the need and opportunities for consistency between this plan and adjacent multi-municipal, and county comprehensive plans. Finally, Chapter 9 discusses effective implementation and maintenance of this planning document.

Figure 1 The Planning Process

## The Planning Process: Building Consensus and Cooperation from the Bottom Up

Phase V – How do we get started?

### Identifying Implementation Opportunities

*Coordinating private and public, local and state resources to program strategic actions*

Phase IV – How do we get there?

### Discerning the Strategic Actions

*Developing the steps of action needed to catalyze desired change*

### Setting the Objectives

*Identifying physical and policy changes that will have significant, measurable impact*

### Establishing the Goals

*Determining the desired outcomes for areas of planning emphasis*

Phase III – Where do we want to be?

### Creating the Vision

*Characterizing a more desirable Planning Area for the future*

Phase II – Where are we going?

### Validating Issues and Identifying Trends

*Researching issues to determine whether they were perceptual or substantial, and identifying related trends*

Phase I – Where are we now?

### Defining the Issues

*Listing issues of local concern and defining their relationships to quality of life*

## Relevance of Statewide Planning Recommendations

During the development of this comprehensive plan, the Brookings Institution's Center on Urban and Metropolitan Policy published a report, *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania*. The report states that Pennsylvania's future hangs in the balance; that policy decisions at state, county and local levels need to curtail sprawl and focus investment in communities that possess strong assets for the future.

The report identifies demographic and economic trends that have collectively affected Pennsylvania's ability to sustain livable communities and prosperous economies, including:

- **Cities, towns, and older suburbs are losing population.** The state ranks among the top five in the loss of young workers and out-migration.
- **While population is nearly stagnant (only 2.5 percent growth from 1982-1997), land consumption for urbanized uses is up 47 percent.** Pennsylvania ranked 6<sup>th</sup> in the acres of land urbanized between 1982 and 1997.
- **The economy is unfocused in its response to industrial change.** The state ranked among the lowest for percentage income growth (1990-2000), new business starts and growth (2001), and percentage employment growth (1992-2002).

The report concludes that Pennsylvania can once again be competitive “if it focuses its efforts; leverages the assets of cities, towns, and older townships; and overhauls its most outdated and counter-productive policies and practices.” This includes “get[ting] serious about planning and coordination,” by prioritizing investment in infrastructure, education, and select industries, redeveloping unproductive lands, and promoting cooperation.

Post-report commentary by the authors further states that the report is not a wake-up call for urban communities alone—in fact, they state that older doesn't necessarily mean urban. Many rural areas have experienced the same trends, simply at smaller scales.

This report is relevant to the US 15 South Planning Area, and its respective counties, for the region parallels the state in many of these key trends. Like Pennsylvania, the region's older

communities have struggled with population declines. Residents have been moving from Williamsport, South Williamsport, Duboistown, Jersey Shore, Muncy and Montgomery to develop new neighborhoods in adjacent or nearby townships. Able to afford more property at lower tax rates, residents are developing larger properties than those they owned in the city, boroughs and older suburbs. The region has been moving in a positive direction by not focusing exclusively on large manufacturing employers but rather giving attention to a more diverse industry mix. By nurturing partnerships with Lycoming College, the Pennsylvania College of Technology, and Bucknell University, new innovative business development opportunities should unfold.

Many of the strategies contained in this comprehensive plan update are similar to the ideas and recommendations outlined in the *Back to Prosperity* report. Both documents recommend that communities, either at the state, county, or local level:

**Plan for a more competitive, high-quality future...**

...by requiring consistency between infrastructure and land use planning. Through the designation of growth boundaries and the prioritization of infrastructure improvements within these boundaries, this comprehensive plan implements this concept, and

...by promoting quality in multi-municipal planning processes. This comprehensive planning process accomplishes such quality through the extensive involvement of municipal officials, school district officials, and other stakeholders in addressing regional issues with consistent policy suitable for the multi-municipal region as a whole—not simply lumping disparate visions and solutions under one cover.

**Invest in a High Road Economy...**

...by investing in education and workforce training. This plan recognizes the opportunities that public school districts, private facilities, and institutions of higher learning play in developing a capable workforce, and

...by reforming the workforce training system. Industrial restructuring has left many skilled workers competing for the remaining jobs. Workforce training, as outlined in this plan, focuses on retraining for the jobs that are becoming available.

**Promote Large-Scale Reinvestment in Older Communities...**

...by identifying new brownfield uses for old financing tools. The state has restructured some old financing programs and introduced new ones to encourage redevelopment under

Governor Rendell’s Stimulus Package. Municipalities, including those in the US 15 South Planning Area, should consider innovative applications to these programs. Framing improbable project candidates as a creative fit to the program may mean the difference between a successful loan or grant application and an unchanged community eyesore,

...by applying more tax incentives to attract brownfield projects,  
...by encouraging the rehabilitation of older buildings, specifically including home improvements, and

...by making Main Street and small town revitalization central to economic development initiatives. Downtowns represent not only business services and retail shops, but also the social center and cultural identity for many communities. These social and cultural elements can be important factors to companies looking for quality communities for their workforce.

**Prepare the Ground for Reform...**

...by promoting and creating incentives for regional collaboration. The six multi-municipal plans underway in Lycoming County are a demonstration of the County’s commitment to promoting regional collaboration. The recommendations for continued use of councils of government to provide efficiency for services and supplies are further evidence of the acceptance of collaboration throughout the County.

In conclusion, Lycoming County is well on its way to implementing its County and multi-municipal comprehensive plans as well as many of the recommendations presented in the Brookings Report. By continuing to employ the policies within the comprehensive plans, the County and the planning partnerships will be able to advance their visions for diverse, prosperous, and livable communities.

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Comprehensive Plan

*Intersection of US 15 and Route 44 in Gregg Township*

### Defining the Issues, Validating Issues, and Identifying Trends

#### Population Projections, Forecasts, and Targets

#### Creating the Vision, Establishing the Goals, and Setting the Objectives

#### Discerning the Strategic Actions

The Community and Economic Development Plan draws upon issues related to the Planning Area's demographic composition, housing availability, and economic conditions to outline a strategic plan for a more balanced population by age, more diversified housing options, and a stronger, more diverse economy.

## Defining the Issues, Validating Issues, and Identifying Trends

Many important issues that could potentially impact the community in terms of social and economic conditions were identified in relation to the US 15 South Planning Area or to the broader region. The following issues were noted by the Planning Advisory Team, the Lycoming County Planning Commission, and the Union County Planning Commission as being of particular importance within US 15 South:

1. **Exodus of Younger Generation with Increasing Elderly Population** - This is a concern because as an area ages the social fabric of the community becomes less stable. Fewer younger workers, who generate a greater proportion of the tax base required to support

necessary community services required by older individuals, can create the potential for budget deficits and adversely impact the provision of community services to all individuals.

2. **Diverse Economy** - This was viewed as a real need for the future of the Planning Area.
3. **Housing Stock and Diversity** - This is a concern due to the increasing elderly population needing affordable choices to go with a changing lifestyle. It is also important to younger families with limited budgets.
4. **Good Labor Force** - This was viewed as important to business development and expansion in the Planning Area.
5. **The influence of KOZs** - KOZs were noted as key to improving economic conditions in the area.
6. **Parochial Competition** - This was considered a detriment in terms of achieving regional cooperation to improve local economic conditions.
7. **Storefront vacancies** - These can create a bad image for business development in boroughs and villages.
8. **Lack of retail shopping services** - Although the immediate U.S. Route 15 South study area has a limited amount of retail shopping services, there are numerous opportunities north of the Planning Area in Williamsport and Montoursville areas. Potential exists in the Borough of Montgomery to revitalize vacant storefronts as well.



*Main Street, Montgomery*

These conditions and trends are analyzed in detail in the Technical Background Studies Document, Community Development Profile.

While many other issues were identified, these issues related to community and economic development were of the greatest concern to community leaders and residents of the US 15 South Planning Area. Stakeholders and residents from across the Planning Area and the Counties were invited to discuss these issues and give input to vision statements that described the preferred approach to addressing unfavorable conditions and trends. Discussion was facilitated by statistical analysis from the following sources:

- U.S. Census
- U.S. Department of Labor, Bureau of Labor Statistics
- The Pathfinders, The Williamsport/Lycoming County, Pennsylvania Area Workforce Report (July 2002)
- The Center for Rural Pennsylvania
- Industrial Properties Corporation
- Williamsport/Lycoming Chamber of Commerce
- Department of Community and Economic Development
- Department of Health
- Lycoming County Comprehensive Plan (1997)
- Union County Comprehensive Plan (1996)

## **Population Trends, Projections, Forecasts, and Targets**

### **Trends**

The following tables have been excerpted from the Technical Background Studies Document, Community Development Profile to highlight a few statistical indicators of community composition and to report corrections made by the Census Bureau, regarding institutionalized populations since the data's original release. These tables demonstrate:

- From 1970 to 2000, the total population of the US 15 South Planning Area grew by 121.7 percent. The population of Montgomery Borough declined by over 200 residents, while the populations of the Townships each increased by more than 1,000 residents. These increases are due at least in part to the expansion of correctional facilities in the municipalities. The decline in the Borough's population and increases in the Townships' population earlier in this period may also reflect a

trend of decentralization that has been occurring since the mid 20<sup>th</sup> century. (Table 1)

- Removing the institutionalized population from the total population reveals that the Planning Area’s community population has neither grown nor contracted since 1990; the community population count remained at 5,419 residents in the Planning Area. Population declines in Brady and Gregg Townships have been offset by increases in Clinton Township and Montgomery Borough. The community population declines in Brady and Gregg Townships parallel growth in their institutionalized populations. (Table 2)
- The Planning Area’s mobility rate of 54.8 percent is attributed to the high turnover rate of persons housed at the Allenwood Federal Correctional Complex and the State Correctional Institute at Muncy. The Planning Area’s real mobility rate (exclusive of institutionalized persons) is 28.8 percent, suggesting that the majority (71.2 percent) of the residents are long-term residents with strong ties to the area. (Table 3)
- Housing affordability does not appear to be an issue as the housing value for each Planning Area municipality is comparable to the median value of housing in Lycoming County (\$86,200). (Table 4)
- The Planning Area’s poverty level remained steady between 1989 and 1999 with 10.2 percent of individuals falling below the poverty level. This percentage is slightly less than poverty rates in Lycoming County (11.5 percent) and the state (11.0 percent). (Figure 2)

**Table 1 Population Change 1970-2000**

Municipality	Total Population				Population Change			
	1970	1980	1990	2000	1990-2000		1970-2000	
					#	%	#	%
Pennsylvania	11,800,766	11,863,895	11,881,643	12,281,054	399,411	3.40%	480,288	4.10%
Lycoming County	113,296	118,416	118,710	120,044	1,334	1.10%	6,748	6.00%
U.S. 15 South Planning Area	4,883	5,914	6,653	10,823	4,170	62.68%	5,940	121.65%
Brady Township	255	840	822	1,351	529	64.36%	1,096	429.80%
Clinton Township	1,934	2,467	3,086	3,090	4	0.13%	1,156	59.77%
Gregg Township, Union County*	792	954	1,114	4,687	3,573	320.70%	3,895	491.80%
Montgomery Borough	1,902	1,653	1,631	1,695	64	3.90%	-207	-10.90%

Source: U.S. Census Bureau

\* Gregg Township 2000 population of 4,687 includes 3,679 incarcerated persons. Refer to Table 2.

**Table 2 Institutionalized and Community Populations\*, 1990-2000**

Institutionalized and Community Populations* 1990-2000										
Municipality	Institutionalized Population				Institutionalized Population Change		Community Population		Community Population* Change	
	1990		2000		1990-2000		1990	2000	1990-2000	
	#	% of total pop	#	% of total pop	#	%			#	%
U.S. 15 South Planning Area	1,234	18.55%	5,404	49.93%	4,170	337.93%	5,419	5,419	0	0.00%
Brady Township	292	35.52%	857	63.43%	565	193.49%	530	494	-36	-6.79%
Clinton Township	942	30.52%	868	28.09%	-74	-7.86%	2,144	2,222	78	3.64%
Gregg Township, Union County	0	0.00%	3,679	78.49%	3,679	n/a	1,114	1,008	-106	-9.52%
Montgomery Borough	0	0.00%	0	0.00%	0	n/a	1,631	1,695	64	3.92%

Source: U.S. Census Bureau

\*Community Population is defined as the total population minus the institutionalized population. The Institutionalized population comprises age groups 18 to 64 and 65 + as reflected in Background Tables, in Phase I

**Table 3 Resident Mobility, 1995-2000**

	Resident Mobility*							
	Population 5 years and over	Same house in 1995	New Residents since 1995	Mobility Rate	Origin of New Residents			
					Elsewhere in Lycoming County	Elsewhere in PA	Other State	Abroad
U.S. 15 South Joint Planning Area	10,490	4,740	5,750	54.80%	22.10%	55.50%	11.20%	11.20%
Brady Township	450	329	121	26.90%	50.40%	33.90%	15.70%	0.00%
Clinton Township	3,851	1,873	1,978	51.40%	33.60%	48.80%	1.90%	15.60%
Gregg Township, Union County	-	-	-	-	-	-	-	-
Montgomery Borough	1,557	873	684	43.90%	68.30%	17.70%	12.90%	1.20%

Source: U.S. Census Bureau

\* Resident mobility figures should be viewed with appropriate consideration for the high percentage of institutionalized persons in the US 15 South Planning Area. Due to the particularly high numbers and percentage of institutionalized persons in Gregg Township, these figures have been omitted; they are counted in the Planning Area totals.

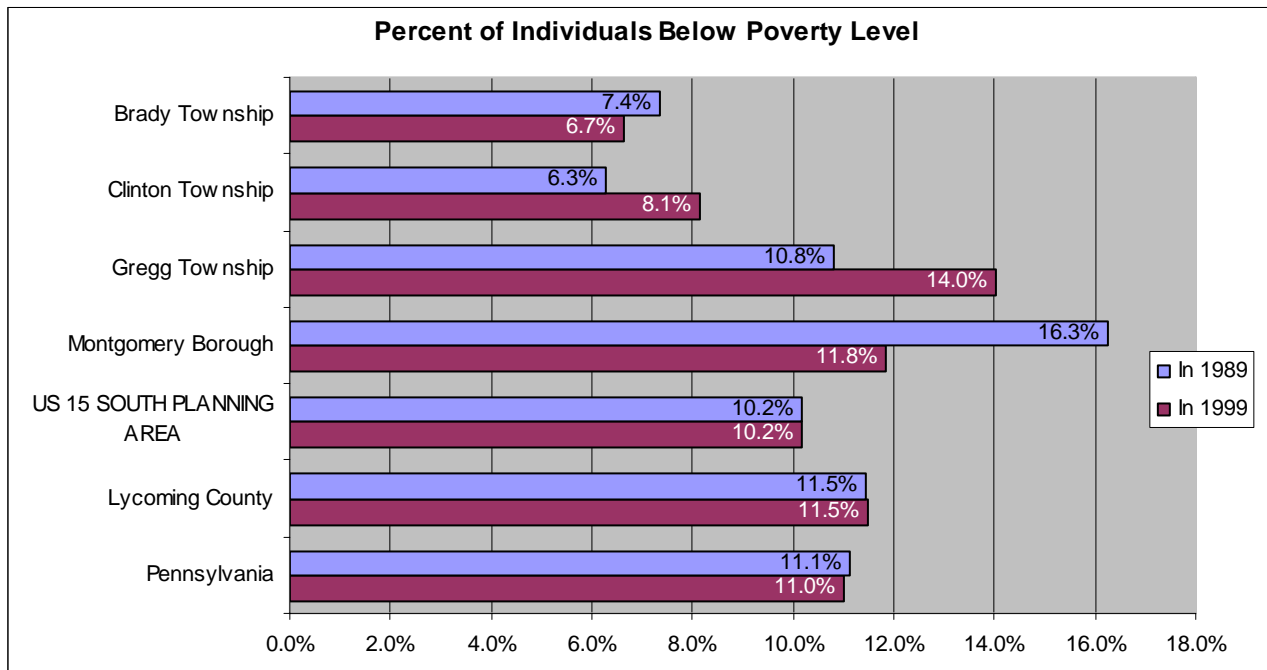
**Table 4 Housing Affordability, 2000**

Housing Affordability							
Municipality	2000 Median Home Value	1999 Median Household Income	Median Monthly Household Income	Median Monthly Owner Costs, with a Mortgage	% of Owner Income	Median Monthly Gross Rent	% of Renter Income
Pennsylvania	\$97,000	\$40,106	\$3,342	\$1,010	30.20%	\$531	15.90%
Lycoming County	\$86,200	\$34,016	\$2,835	\$848	29.90%	\$449	15.80%
U.S. 15 South Planning Area	\$83,450	\$37,439	\$3,120	\$837	26.80%	\$406	13.00%
Brady Township	\$92,800	\$43,958	\$3,663	\$907	24.80%	\$275	7.50%
Clinton Township	\$86,800	\$35,231	\$2,936	\$866	29.50%	\$396	13.50%
Gregg Township	\$85,600	\$36,719	\$3,060	\$780	25.50%	\$492	16.10%
Montgomery Borough	\$68,600	\$33,846	\$2,821	\$796	28.20%	\$460	16.30%

Note: Most lenders employ a monthly housing ratio of 28%. This number is the maximum percentage of monthly gross income that the lender allows for housing expenses. The U.S. Census "monthly owner costs" include the same housing expenses plus the costs of utilities and fuels.

Source: U.S. Census Bureau

**Figure 2 Percent of Individuals Below Poverty, 2000**



Source: U.S. Census Bureau

## Projections, Forecasts, and Targets

Future population growth can be characterized by various methods. Projections, forecasts, and targets were developed and analyzed for this and other county planning processes.

*Projections* are estimates of future populations based on statistical models that extrapolate past and present trends into the future. Projections can be created through very simple or very complex calculations. The choice of method is based on the available data and desired use of the projection.

*Forecasts* are also based on statistical models. Forecast calculations, however, include additional quantifiable factors based on local knowledge, such as building permit approval rates, public utility capacity, or other community investment that could catalyze population growth.

*Targets* express desirable future populations based on public policies and community development goals.

### Population Projections

Population projections of the US 15 South Planning Area were prepared in 2002 by Bondata of Hummelstown. As a result of Census Bureau corrections to population counts in Brady and Clinton Township, these municipal projections were revised by Gannett Fleming in 2004. Population forecasts and targets for Brady and Clinton Townships have also been revised by the Lycoming County Department of Economic Development and Planning Services in response to the Census correction. The formulas for calculating the forecasts and targets have not changed, only the input data (2000 population).

The Union County Planning Commission provided population estimates for Gregg Township, using an independent methodology. The County anticipates moderate growth for Gregg Township—nearly 200 additional community residents by 2020. Gregg Township requested that community population and population estimates from the Union County Planning Commission be used in these tables to more accurately portray its community growth independent of the Allenwood Federal Correctional Complex. For consistency with other municipalities, total population is also shown and is used to reflect the Planning Area's total population.

Population projections, shown below in Table 6, anticipate growth resulting in 600-700 additional residents per decade for the US 15 South Planning Area.

**Table 5 Population Projections**

Municipality	Census Counts				Population Projections					
	1990	2000	1990-2000 Change		2010	2000-2010 Change		2020	2010-2020 Change	
	#	#	#	%	#	#	%		#	%
Lycoming County	118,779	120,444	1,542	1.40	121,397	1,542	1.28	122,859	1,590	1.31
<b>US 15 South Planning Area</b>	<b>6,656</b>	<b>10,823</b>	<b>4,167</b>	<b>62.61</b>	<b>11,512</b>	<b>689</b>	<b>6.37</b>	<b>12,153</b>	<b>641</b>	<b>5.57</b>
Brady Township	822	1,351	529	64.36	1,880	529	39.16	2,409	529	28.14
Clinton Township	3,087	3,090	3	0.10	3,094	4	0.13	3,098	4	0.13
Gregg Township, Union County	1,116	4,687	3,571	319.98	4,780	93	1.98	4,830	50	1.05
Montgomery Borough	1,631	1,695	64	3.92	1,758	63	3.71	1,816	58	3.29

Source: Bondata, 2002; Union County Planning Commission; Gannett Fleming, Inc., 2004, after US Census Bureau population adjustments for Brady and Clinton Townships

**Population Forecasts**

Population forecasts for Lycoming County municipalities were prepared by the Lycoming County EDPS for the County Water Supply Plan Update (2003). These forecasts were developed based on (corrected) 2000 population figures and the average decennial growth rate from 1950-2000. These forecasts suggest brisk growth of more than seven percent per decade for the US 15 South Planning Area by 2020. Brady and Clinton Townships would lead this increase by contributing an additional 12.2 to 25.0 percent of their municipal populations each decade. Under these forecasts, Montgomery Borough would continue to lose approximately 70-75 residents per decade. Population forecasts for Gregg Township were prepared by the Union County Planning Commission and suggest that Gregg Township populations will grow slowly over the next 20 years.

**Table 6 Population Forecasts**

Municipality	Average Growth Rate per Decade (1950-2000)	2000 Population	2010	2000-2010 change		2020	2010-2020 change	
			Forecast (1)	#	%	Forecast (2)	#	%
Lycoming County	-	120,044	128,308	8,264	6.88	138,872	10,564	8.23
<b>US 15 South Planning Area</b>		<b>10,823</b>	<b>11,594</b>	<b>771</b>	<b>7.12</b>	<b>12,435</b>	<b>841</b>	<b>7.25</b>
Brady Township	25.0%	1,351	1,689	338	25.00	2,111	422	25.00
Clinton Township	12.2%	3,090	3,467	377	12.20	3,890	423	12.20
Gregg Township, Union County**	0.0%	4,687	4,817	130	2.77	4,883	66	1.37
Montgomery Borough	-4.3%	1,695	1,621	-74	-4.35	1,551	-71	-4.35

Source: Lycoming County Water Supply Plan; Union County Planning Department; Gannett Fleming

\* The 2000 Census population figures, Gregg Township excepted, reflect total population, including institutionalized person housed at various correctional facilities in the Planning Area, as shown in Table 2.

\*\* These figures reflect total population based on community population growth and a steady institutionalized population of 3679 persons.

\*\*\* These figures reflect forecasted growth in Gregg Township's non-institutionalized or community population only, as provided by the Union County Planning Commission.

(1) Based on 2000 Population x Average Growth Rate per Decade (1950 - 2000); Planning Area total includes Gregg Township's total population forecast.

(2) Based on Forecast 2010 Population x Average Growth Rate per Decade (1950 - 2000); Planning Area total includes Gregg Township's total population forecast.



### Population Targets

Forecasts for Brady and Clinton Townships and Montgomery Borough were further refined as population targets by the Lycoming County Department of Economic Development and Planning Services. (Union County maintains one future population scenario for Gregg Township, as indicated among the forecasts.) Development of these municipal targets for Lycoming County municipalities incorporated a growth percentage for public infrastructure availability (water, sewer, and transportation). These population targets suggest that the US 15 South Planning Area could grow at a slightly more rapid rate than the forecasts indicate. Population gains in Brady and Clinton Townships could be higher and Montgomery Borough's population loss could be less severe.

**Table 7 Population Targets**

Municipality	Development Factor*	2000 Population**	2010		2000-2010 change		2020		2010-2020 change	
			Target (1)	#	%	Target (2)	#	%		
Lycoming County	-	120,044	130,378	10,334	8.61	141,093	10,715	8.22		
<b>US 15 South Planning Area</b>		<b>10,823</b>	<b>11,748</b>	<b>925</b>	<b>8.55</b>	<b>12,609</b>	<b>861</b>	<b>7.33</b>		
Brady Township	2%	1,351	1,723	372	27.50	2,153	431	25.00		
Clinton Township	3%	3,090	3,571	481	15.57	4,007	436	12.20		
Gregg Township, Union County**	n/a	4,687	4,817	130	2.77	4,883	66	1.37		
Gregg Township, Union County (community population only)****	n/a	1,008	1,138	130	12.90	1,204	66	5.80		
Montgomery Borough	1%	1,695	1,637	-58	-3.39	1,566	-71	-4.35		

Source: Lycoming County Water Supply Plan Update (2003); Union County Planning Commission (2004); Gannett Fleming

\* The Development Factor is a calculated estimated of the influence of transportation access, water and sewer availability, infill potential and seasonal residency. Contact Lycoming County EDPS for details on these percentages.

\*\* The 2000 Census population figures, Gregg Township excepted, reflect total population, including institutionalized persons housed at various correctional facilities in the Planning Area, as shown in Table 2. Gregg Township's 2000 population shown here

\*\*\* 2000 population is the total population including 3679 institutionalized persons. Forecasts reflect community population growth and a steady institutionalized population.

\*\*\*\* These figures do not include the institutionalized population. Township forecast figures were provided by the Union County Planning Commission.

(1) Based on Forecast 2010 population x Development Factor; Planning Area total includes Gregg Township's total population forecast.

(2) Based on Forecast 2020 population x Development Factor; Planning Area total includes Gregg Township's total population forecast.

As targets, these figures will require the implementation of this comprehensive plan, namely revisions to policy, and collective and collaborative initiatives to enhance the existing community and to improve the standards for future community development. Only with a focused effort will the US 15 South Planning Area be able to expect to achieve the population target shown.

## Creating the Vision, Establishing the Goals, and Setting the Objectives

Various perspectives on the priority issues were contributed. In some cases, consensus on preferred future conditions and trends was reached quickly. In other instances, more extensive discussion or a broader, more flexible vision statement was needed for all participants to agree. From the preferred vision statements, goals and objectives were developed to outline specific areas of emphasis for sustaining and improving the Planning Area's quality of life.

Municipal boundaries do not constrain social and economic activities. Concerns for young people leaving local communities, for a lack of diverse, affordable housing options, and for the future of small businesses and downtown districts, were expressed consistently across the Planning Area and Lycoming and Union Counties. These concerns exist at both the local and county level and will need to be addressed at both levels, as the strategies indicate.

Furthermore, the vitality of the City of Williamsport influences community and economic development conditions in the surrounding areas of the Lycoming County, including the US 15 South Planning Area. This was recognized by the Planning Advisory Team among the Planning Area's priority concerns. Therefore, trends for the City are presented at the end of this section, as a reference to the need for regional support and action for a healthy living and business environment in the City.

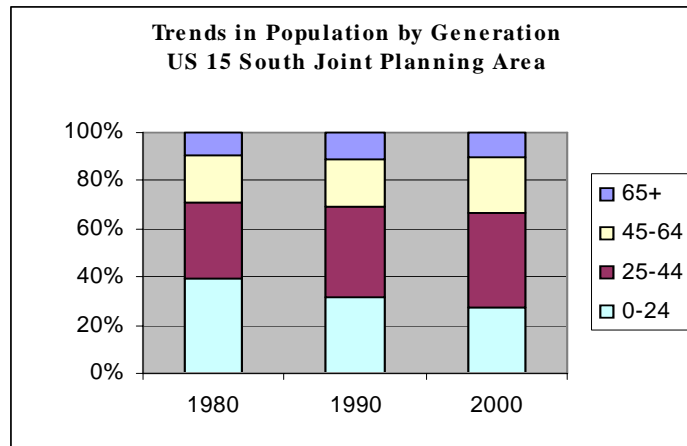
The following discussion of issues, trends and implications, consensus vision, and goals and objectives documents the preferred future conditions for community and economic development topics.

**Issue:** Since fewer younger individuals and families are making the Planning Area their home, our population is growing older. This may be due in part to declining income levels, relatively lower wage rates, and fewer employment opportunities.

**The Implications to Our Community**

- As younger workers (25-55) leave the area, the median housing value will typically decline due to a decreasing demand for larger and higher priced housing. This can adversely impact tax revenues.
- As the median age of the community’s population increases, tax revenues typically decrease. At the same time, demands for community services change based on the needs of its older residents.
- Lower wages impact the disposable income available for improvement investments in real property, which in turn impacts assessed values and tax generation. Lower income populations will typically have higher demands for community and social services than will higher income populations.

**Figure 3 Trends in Population by Generation, 1980-2000**



Note: Allenwood Federal Correctional Complex's inmate population has been excluded.

Figure 4 Annual Median Income Trends, 1979-1999 and 2006 (projected)

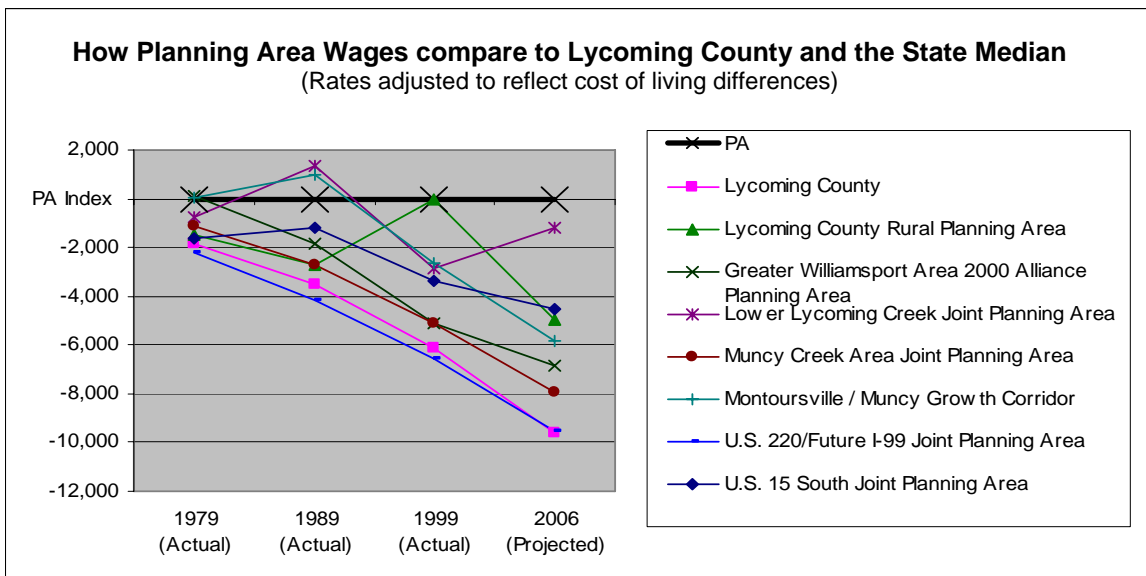
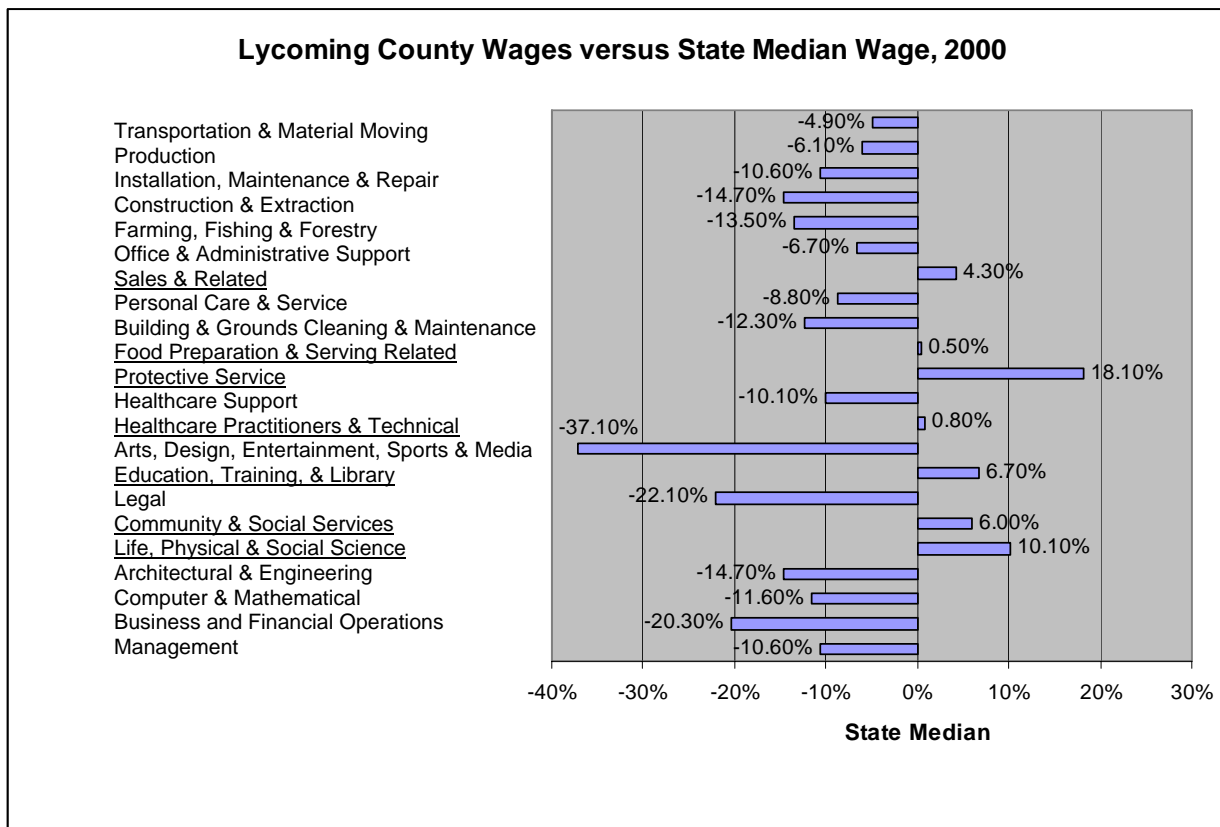


Figure 5 Lycoming County Wages\* vs. State Median Wage, 2000

(Rates were adjusted to reflect cost of living differences; industries above state median are underlined)



\*This analysis was conducted at the county level for Lycoming County only and does not reflect wage data from Gregg Township, Union County.

**Issue:** Since fewer younger individuals and families are making the Planning Area their home, our population is growing older. This may be due in part to declining income levels, relatively lower wage rates, and fewer employment opportunities.

**Our Vision for the Future**

To maintain and enhance our quality of life for all age groups.

**Common Goal**

To maintain and enhance our quality of life

**Common Objectives**

- Increase affordable housing options
- Increase the interaction between all age groups/generations
- Increase awareness about opportunities that impact the quality of life including recreation, social and cultural events, community services and facilities.
- Increase the number and quality of employment opportunities for all ages.

**Issue:** Current housing choices, particularly in terms of type and price, do not meet the changing needs of younger workers, the elderly, and more non-traditional family households.



*Apartments in Montgomery*

### **The Implications to our Community**

- Younger families will need to look elsewhere to find affordable housing to meet their needs.
- An increasing elderly population will have difficulty maintaining an aging housing stock that is better suited to larger and higher income families.
- More individuals and families may need community housing assistance to meet their needs.

### **Our Vision for the Future**

Our community will have suitable, affordable, and diverse housing choices for all ages and income levels. Improvements in housing stock will be undertaken in a manner that will enhance and maintain the integrity of existing neighborhoods, rural communities and outlying rural areas.

### **Common Goal**

To diversify our housing choices while enhancing and preserving our local community settings.

### **Common Objectives**

- Reduce suburban sprawl
- Increase opportunities for senior housing/living development
- Increase community awareness about the advantages of different housing types and densities.
- Examine market supply and demand, to assure that options are available to those that desire them
- Increase housing and building code enforcement
- Establish a more balanced diversity of housing types and price ranges in all communities.

Figure 6 Housing Diversity, 2000

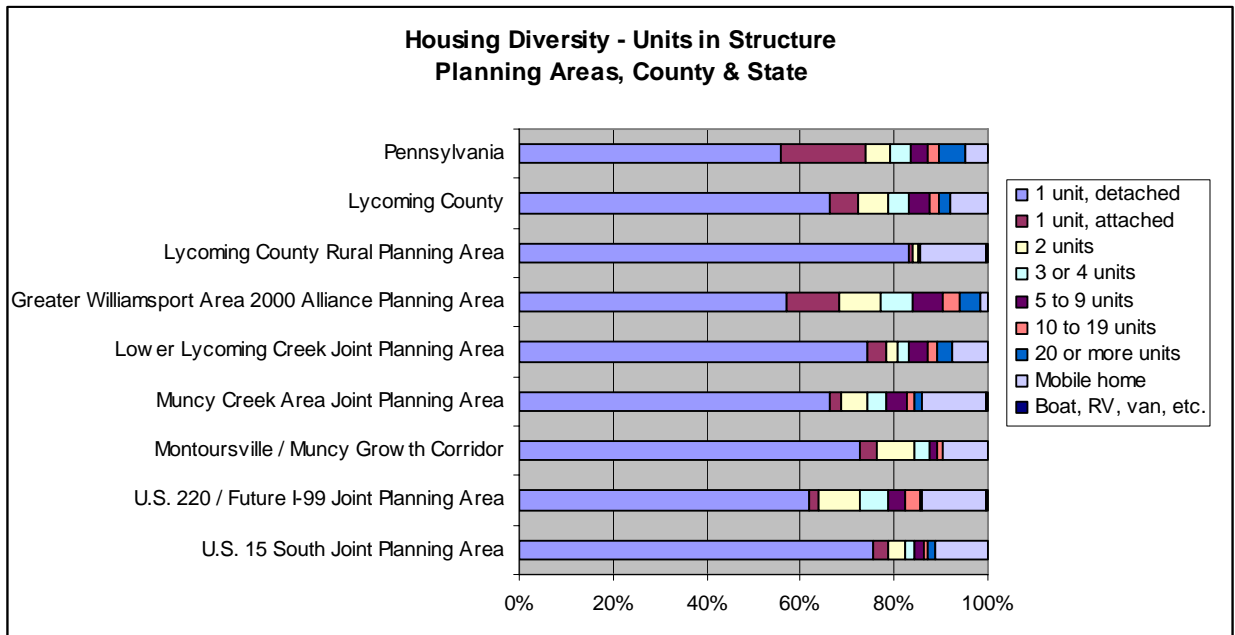


Figure 7 Housing Diversity in the US 15 South Planning Area

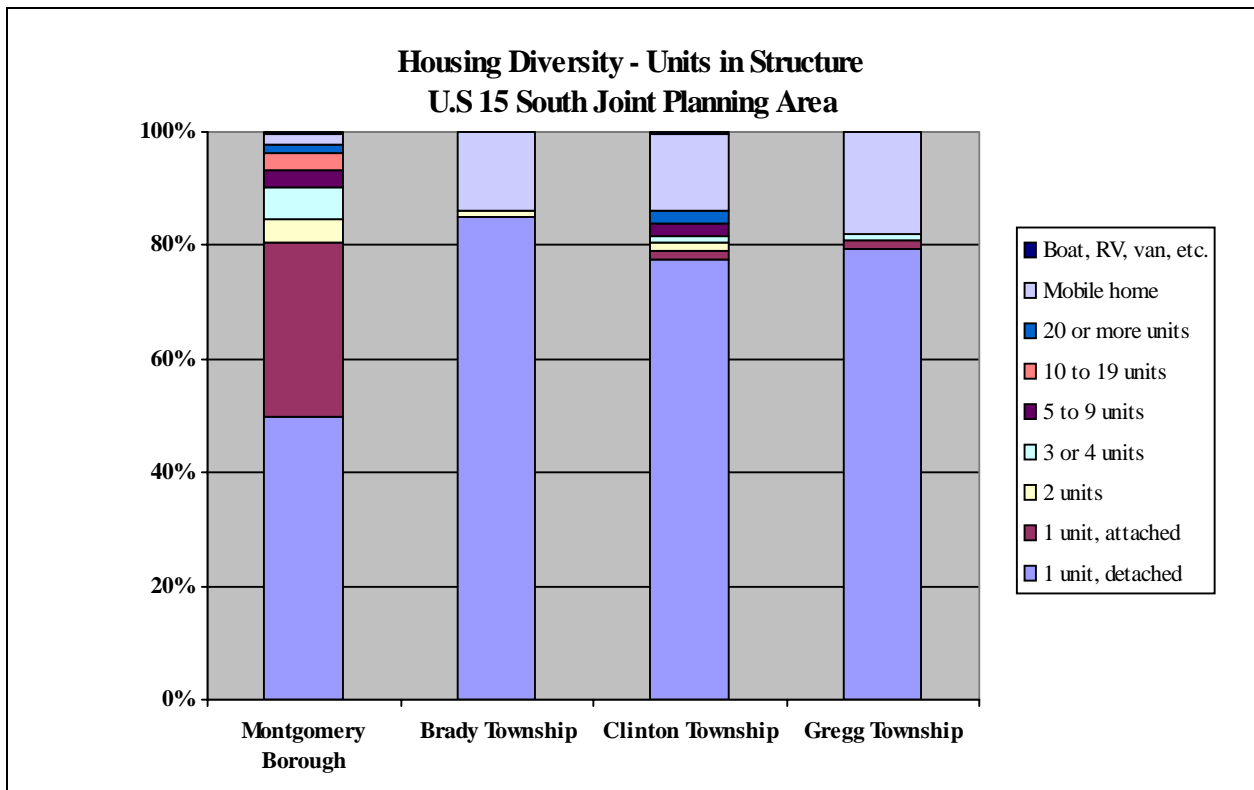


Figure 8 Household Types, 1990 and 2000

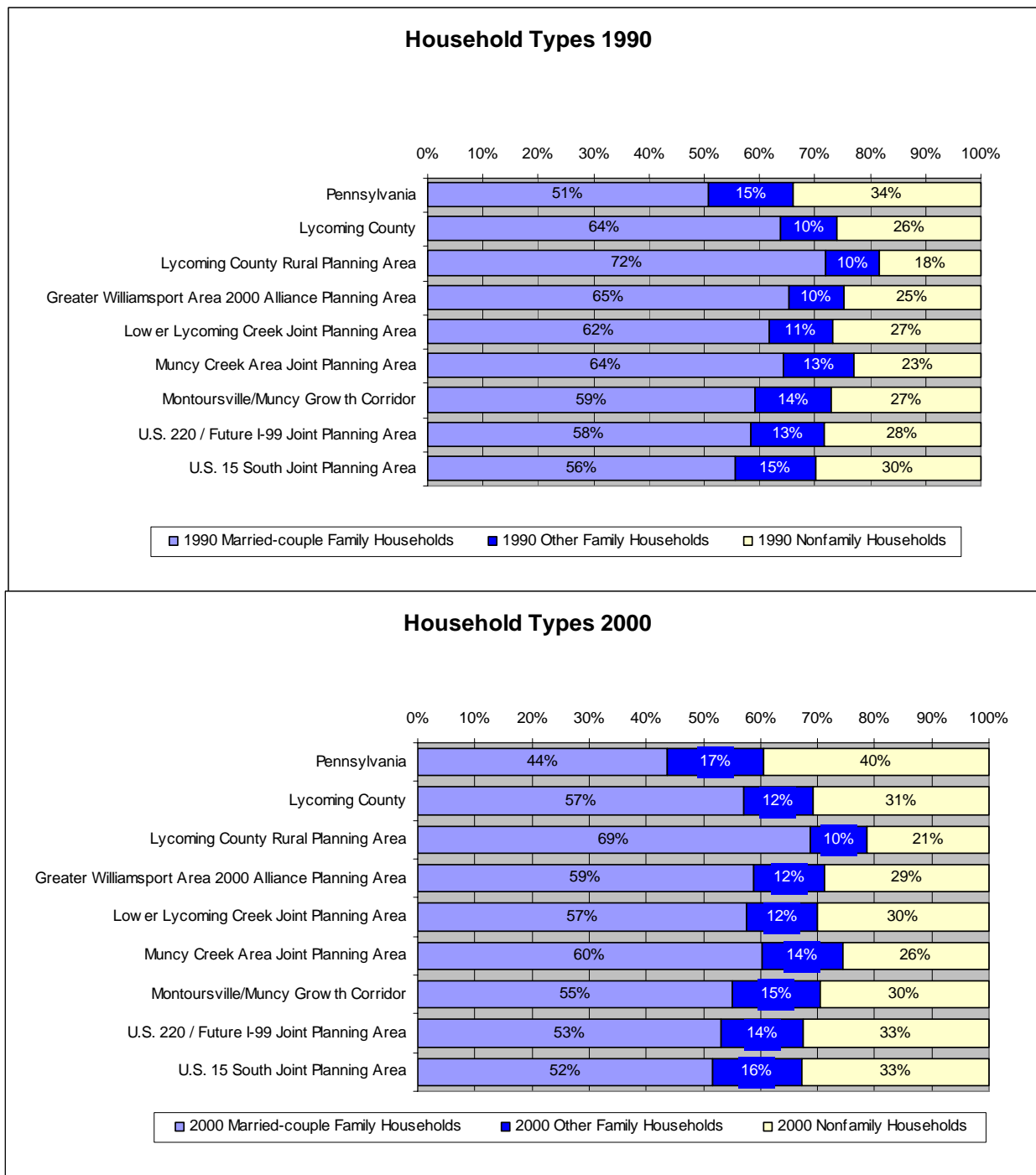




Figure 9 Age of Housing Stock, 2000

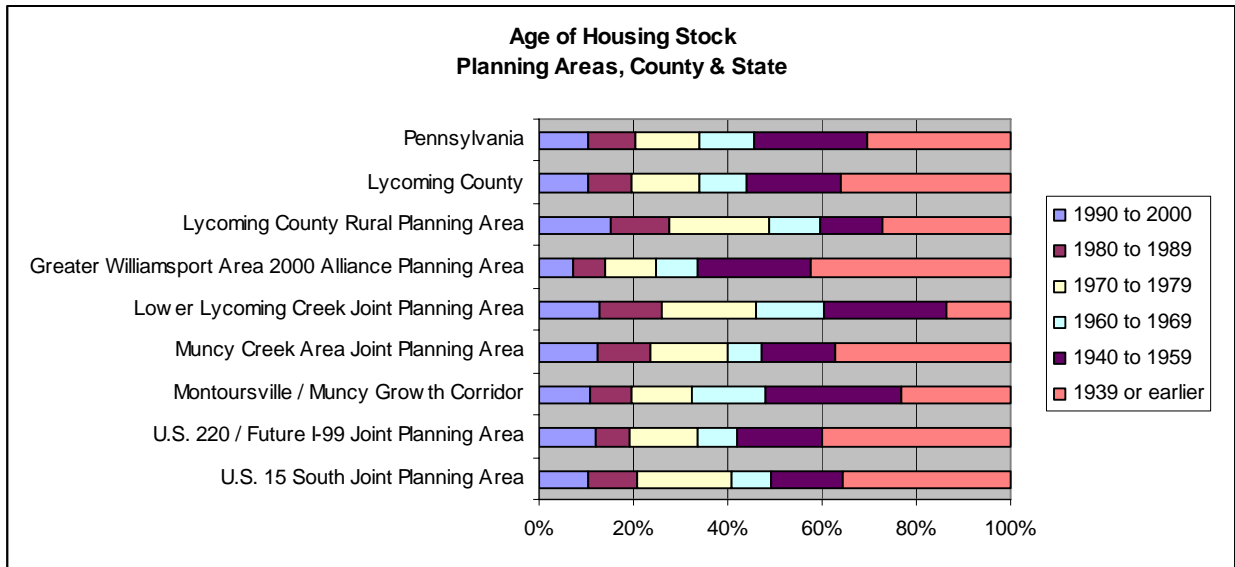
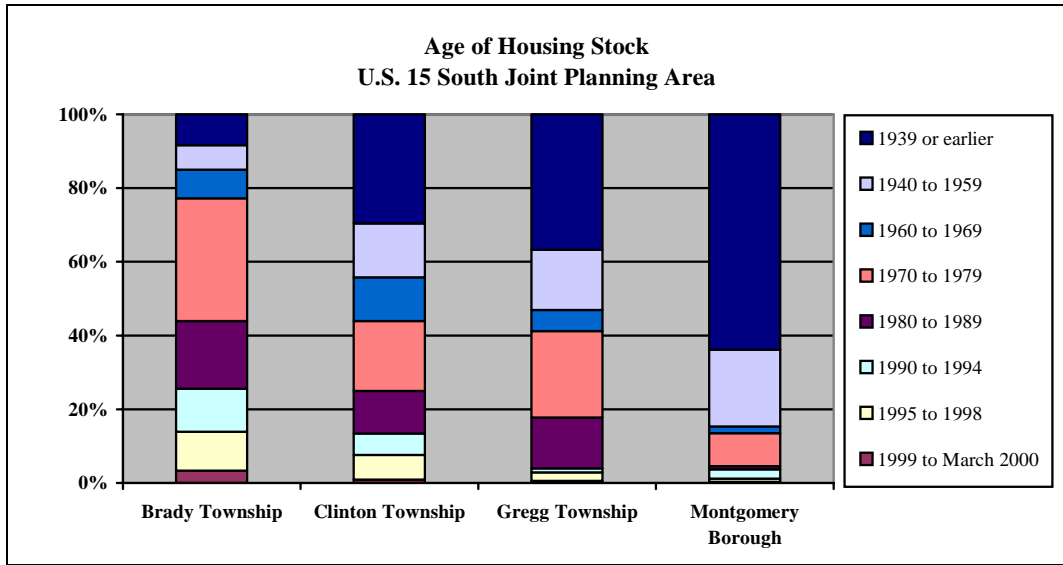


Figure 10 Age of Housing Stock in the US 15 South Planning Area, 2000



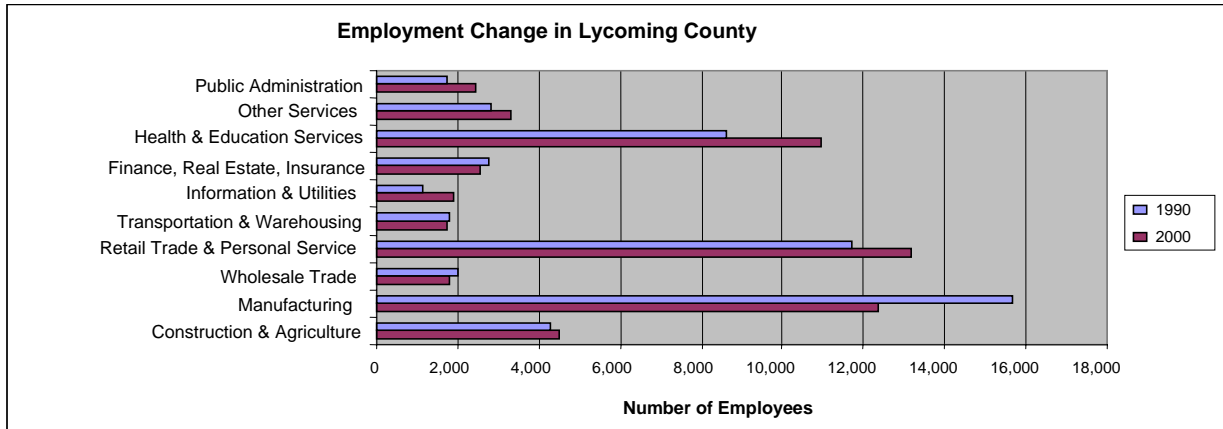
Apartment building in Montgomery



Single Family detached home in Montgomery

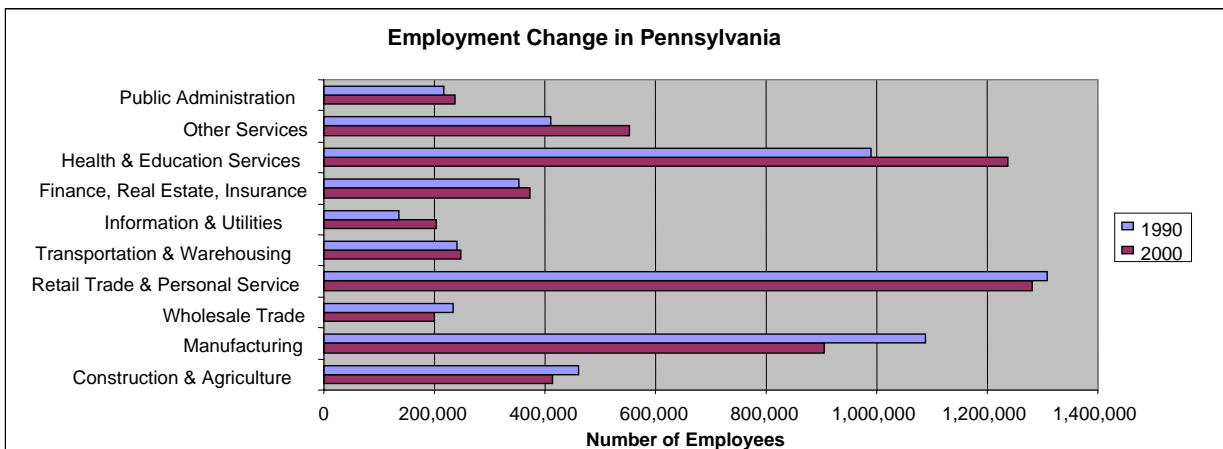
**Issue:** The Planning Area has a good labor force that has served a relatively diverse economy that was anchored by the manufacturing sector. However, it may not be well equipped to support our nation’s changing economy, where the number of manufacturing jobs is *decreasing* and the number of high tech service jobs is *increasing*.

**Figure 11 Employment Change in Lycoming County\*, 1990 and 2000**



*\*This analysis was conducted at the county level for Lycoming County only and does not reflect wage data from Gregg Township, Union County.*

**Figure 12 Employment in Pennsylvania, 1990 and 2000**



### **The Implications to Our Community**

- If fewer manufacturing jobs are available, workers not sufficiently trained for high-tech jobs will be faced with accepting positions that offer lower wages or leaving the area.
- Declining income levels can, in turn, hurt public investments in education and other facilities necessary to attract new industries and younger workers.

### **Our Vision for the Future**

Our workforce will continue to be well trained to support a diverse economy that provides good employment opportunities in all industry sectors. Our economy will be strong as it attracts businesses from outside the Planning Area and grows businesses from within our local community.



### **Common Goals**

To increase and diversify educational and training opportunities

To strengthen and diversify our economy

To attract Industry and Commercial Business

### **Common Objectives**

- Increase local employment of Planning Area graduates
- Increase business start-ups and expansions
- Increase employment of older residents
- Increase dialogue between educational institutions and business community
- Improve the tax environment in order to facilitate business creation
- Increase program capacities to facilitate economic development initiatives.
- Realize full potential of Great Streams Commons
- Develop Lycoming County Industrial Park
- Develop US 15 corridor from Route 54 to top of Penny Hill

**Issue:** Our small business community struggles to expand due to a lack of programs designed to help small businesses access capital and to deal with increasing tax burdens.



*Small Business along US 15*

### **The Implications to our Community**

- In Central Pennsylvania, small businesses with less than 10 employees account for a very large proportion of the total employment. Thus, maintaining small business start-ups can be important to the future of the local economy.
- Small business expansions have an important role to play in maintaining the economic vitality of our downtown business districts

### **Our Vision for the Future**

The Planning Area, in conjunction with Lycoming and Union Counties, will undertake a collaborative, comprehensive public/private effort to assist our small business community's start ups and expansions, utilizing private, local, state, and federal funding resources and assistance.

### **Common Goals**

To maintain the viability of existing small businesses while increasing small business start-ups and expansions.

To provide education and assistance to potential small business startups

### **Common Objectives**

- Increase business start-ups and expansions
- Increase employment of older residents
- Increase dialogue between educational institutions and business community
- Improve the tax environment in order to facilitate business creation
- Increase and expand program capacities to facilitate economic development initiatives for smaller entrepreneurs.

**Issue:** The increasing number of storefront vacancies in our downtown business districts adversely impacts our ability to maintain or improve the vitality of our towns.



*Downtown storefronts in Montgomery*

### **The Implications to our Community**

- This condition can negatively impact the number and variety of retail stores and local service-oriented businesses available to the community.
- Small scale higher tech oriented business investors may look to downtown areas if they provide for a variety of their service needs including legal, communication, health care and food services, as well as quality of life needs such as cultural events and historic preservation districts.

### **Our Vision for the Future**

Our communities will improve the image of our downtown business districts through residential and *mixed-use* development in order to promote future investments within our towns.

### **Common Goal**

To maintain and reinvest in downtown districts as vital centers of our communities



*Main Street, Montgomery*

### **Common Objectives**

- Increase understanding of commercial trends in the downtown areas.
- Invest in infrastructure needs to support business and residential development in the downtown areas.
- Encourage land use policy to support development in the downtown areas.
- Expand business development programs to support small business entrepreneurs.

*The vitality of the City of Williamsport and its immediate surroundings influences community and economic development conditions throughout the region, including the US 15 South Planning Area. This was recognized by the Planning Advisory Team among the Planning Area's priority concerns early in the planning process. Trends for the City are presented here, as a reference to the need for regional awareness for a healthy urban living and business environment. See Table 5 and Figure 13 for statistical details.*

**Issue:** Concerning trends in the City of Williamsport trends include a declining population, increasing number of non-family households, high mobility rate of city residents, low median household income levels, and lack of affordable housing. These trends can impact the fabric of the community leading to higher crime rates and increasing social service needs.

### **The Implications to our Community**

- Declining population means less tax revenues to support community services.
- The higher mobility rate among residents may indicate that the community bond is not as strong within the center city as it may be in the smaller rural communities.
- The lower income levels and increasing percentage of individuals below the poverty level within the City of Williamsport results in less tax revenues to support a community that may have more human service needs than the other surrounding municipalities.



*Target redevelopment area in the City of Williamsport*

### **Our Vision for the Future**

Public and private partnerships within our County will continue to create and promote a more vibrant City of Williamsport where people of all walks of life and income levels will live, work and play, and where residents from across Lycoming County can find employment and entertainment options in an urban setting.



Community Arts Center in Williamsport

**Common Goal**

To create and promote Williamsport as a vibrant place to live, work and play.

**Common Objectives**

- Improve pride in the City by residents and the region
- Improve the City’s image as friendly, exciting, and accessible
- Promote and increase entertainment options (day, evening, and weekend)
- Increase partnership visibility

**Table 8 Demographic Trends for the City of Williamsport and Surroundings, 1970-2000**

Population Change 1970-2000								
Municipality	Total Population				Population Change			
	1970	1980	1990	2000	1990-2000		1970-2000	
					#	%	#	%
Pennsylvania	11,800,766	11,863,895	11,881,643	12,281,054	399,411	3.40%	480,288	4.10%
Lycoming County	113,296	118,416	118,710	120,044	1,334	1.10%	6,748	6.00%
GWA 2000 Alliance Planning Area	62,463	57,831	56,476	55,499	-977	-1.70%	-6,964	-11.10%
Armstrong Township	727	732	676	717	41	6.10%	-10	-1.40%
Duboistown Borough	1,468	1,218	1,201	1,280	79	6.60%	-188	-12.80%
Loyalsock Township	10,581	10,763	10,644	10,876	232	2.20%	295	2.80%
Old Lycoming Township	4,616	5,136	5,526	5,508	-18	-0.30%	892	19.30%
South Williamsport Borough	7,153	6,581	6,496	6,412	-84	-1.30%	-741	-10.40%
Williamsport City	37,918	33,401	31,933	30,706	-1,227	-3.80%	-7,212	-19.00%

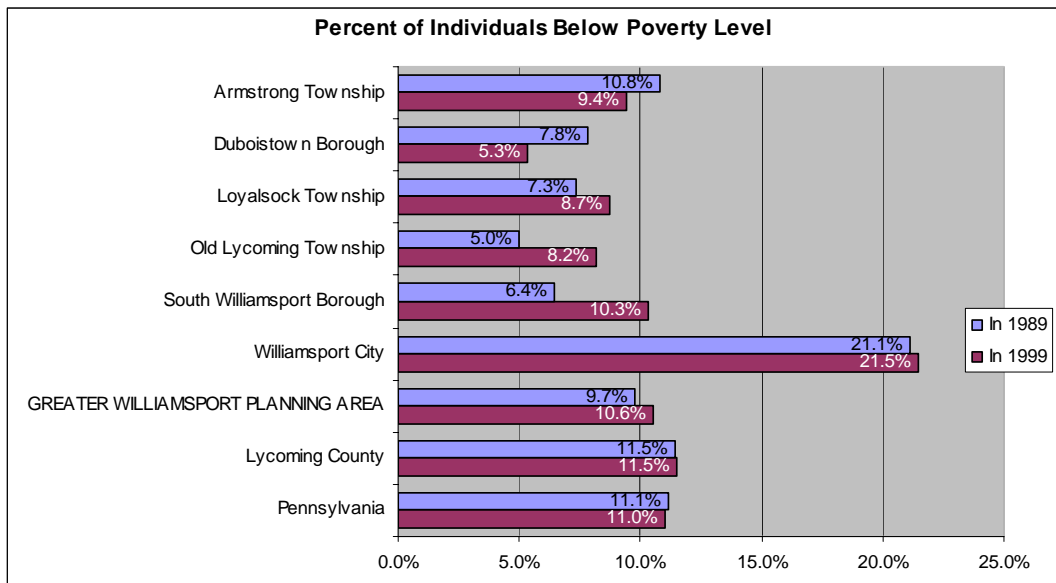
Resident Mobility								
Municipality	Population 5 years and over	Same house in 1995	New Residents since 1995	Mobility Rate	Origin of New Residents			
					Elsewhere in Lycoming County	Elsewhere in PA	Other State	Abroad
Pennsylvania	11,555,538	7,333,591	4,221,947	36.50%	59.50%	20.70%	15.80%	3.90%
Lycoming County	113,461	69,217	44,244	39.00%	66.80%	21.70%	9.60%	1.90%
GWA 2000 Alliance Planning Area	52,437	28,550	23,887	45.60%	65.50%	22.70%	10.40%	1.50%
Armstrong Township	687	503	184	26.80%	82.60%	6.00%	11.40%	0.00%
Duboistown Borough	1,220	840	380	31.10%	84.70%	13.70%	1.60%	0.00%
Loyalsock Township	10,335	6,306	4,029	39.00%	73.50%	14.30%	11.50%	0.80%
Old Lycoming Township	5,257	3,587	1,670	31.80%	81.60%	8.70%	9.20%	0.50%
South Williamsport Borough	6,091	3,575	2,516	41.30%	79.10%	13.80%	6.40%	0.70%
Williamsport City	28,847	13,739	15,108	52.40%	58.60%	28.30%	11.10%	1.90%

Housing Affordability							
Municipality	2000 Median Home Value	1999 Median Household Income	Median Monthly Household Income	Median Monthly Owner Costs, with a Mortgage	% of Owner Income	Median Monthly Gross Rent	% of Renter Income
Pennsylvania	\$97,000	\$40,106	\$3,342	\$1,010	30.20%	\$531	15.90%
Lycoming County	\$86,200	\$34,016	\$2,835	\$848	29.90%	\$449	15.80%
GWA 2000 Alliance Planning Area	\$84,983	\$34,433	\$2,869	\$828	28.80%	\$476	16.60%
Armstrong Township	\$87,900	\$34,844	\$2,904	\$805	27.70%	\$456	15.70%
Duboistown Borough	\$78,700	\$35,132	\$2,928	\$786	26.80%	\$493	16.80%
Loyalsock Township	\$105,900	\$36,806	\$3,067	\$981	32.00%	\$538	17.50%
Old Lycoming Township	\$94,300	\$39,852	\$3,321	\$861	25.90%	\$455	13.70%
South Williamsport Borough	\$75,600	\$34,018	\$2,835	\$746	26.30%	\$488	17.20%
Williamsport City	\$67,500	\$25,946	\$2,162	\$786	36.40%	\$424	19.60%

Note: Most lenders employ a monthly housing ratio of 28%. This number is the maximum percentage of monthly gross income that the lender allows for housing expenses. The U.S. Census "monthly owner costs" include the same housing expenses plus the costs of utilities and fuels.

Figure 13 Poverty Levels for the City of Williamsport and Surroundings, 1990-2000





## Discerning the Strategic Actions

With agreement on the goals and objectives regarding community and economic development, discussion turned to the changes needed in public policy, public education efforts, and cooperative planning and development. This matrix demonstrates that there are several key strategies that could positively impact the priority community and economic development issues identified for US 15 South. Each strategy represents a range of tasks to be undertaken by various partners and entities. The strategic actions on the following pages further define the steps to address the issues.

**Matrix 1 Potential Breadth of Impact of Community and Economic Development Strategies**

Strategy	Key Issues for the US 15 South Planning Area					
	Aging Population	Housing	Economy	Small Business (Defined as less than 100 employees)	Storefront Vacancies	City of Williamsport Trends
Review all applicable ordinances to make sure they are conducive to meeting the specific goals and objectives identified in the comprehensive plan.	X	X	X	X		X
Implement a Central Business District Revitalization and Community Gateway Initiative.	X	X	X	X	X	X
Establish a County Partnership Forum that will meet on a regular basis to create strategic partnerships and coordinate the mutual initiatives among these partnerships to achieve economy of scale and program efficiencies.	X	X	X	X	X	X
Establish a closer working relationship with our educational institutions to make them a more integral player in shaping our community.	X	X	X	X	X	X
Undertake specific actions or programs to promote the development of housing to support the community goals and objectives identified in the Comprehensive Plan.	X	X	X		X	X
Undertake specific actions or programs to promote economic development that supports the community goals and objectives identified in the Comprehensive Plan.	X	X	X	X	X	X
Establish a Regional Cooperation Forum to focus on important issues requiring regional cooperation.	X	X	X	X	X	X

Strategy #1	
<b>Review all applicable ordinances to make sure they are conducive to meeting the specific goals and objectives identified in the comprehensive plan.</b>	
<b>Methods, Tools, and References</b>	
Planning Commission audits of codes for compatibility with goals and objectives while maximizing opportunities provided in the Municipalities Planning Code such as Traditional Neighborhood Development.	
<b>Partners</b>	
Lycoming County, Union County, Lycoming and Union County Planning Commissions, Townships, Boroughs, Chambers of Commerce, Montgomery Community Development Corporation, Lycoming County Industrial Properties Corporation (IPC), Union County Industrial Development Corporation (IDC), Lycoming County Economic Development and Planning Services (EDPS), the development community, Our Towns 2010	
<b>Funding Sources</b>	
DCED-Land Use Planning Technical Assistance Program., Shared Municipal Services	
Strategic Action	Notes
1a. Make regulations conducive to reuse and rehabilitation of older structures.	<p>Older structures including abandoned industrial sites (“brownfields”) are underutilized. Many municipal construction codes contain provisions that unwittingly discourage property rehabilitation and infill development because they evaluate projects against the same standards used for new construction. More flexible guidelines are needed to lower the cost of building renovation and to facilitate reinvestment in established neighborhoods.</p> <p>The municipalities should request assistance from the county planning agencies as needed in identifying appropriate code flexibility. The municipalities should begin by developing a list of code requirements that have discouraged developers from rehabilitation in the communities, as well as the flexibility sought by the developer, if any. Direct discussion with developers and property owners may be helpful in developing this list. The municipalities should then contact the planning agencies if needed to determine what types of flexibility are acceptable and even worthy of promotion to developers.</p> <p>(continued)</p>


Strategic Action	Notes
1a. Continued	<p>Specifically, review existing building and fire codes that may be barriers to downtown housing development. A substantial portion of the housing stock within Montgomery Borough was built prior to 1960. It would be cost prohibitive for developers to satisfy many of today’s code requirements when much of the housing stock was built over 40 years ago. To promote the redevelopment of underutilized downtown buildings (e.g. upper stories of downtown businesses, vacant buildings), a method must be available for developers to seek variances or waivers from current building and fire codes.</p> <p>The Montgomery Community Development Corporation should be consulted for its experience in the rehabilitation of the Borough offices and housing.</p>
1b. Employ good code enforcement to help keep property values where they should be.	<p>This should include enforceable ordinances to address junkyards, junk on individual properties, abandoned vehicles, screening, tree planting and exterior building maintenance ordinances.</p>
1c. Allow for and promote housing diversity.	<p>Lycoming and Union Counties should work with local municipalities to develop Traditional Neighborhood Development Guidelines in order to promote the development of ordinances that will facilitate a diversity of housing types and neighborhood designs.</p> <p>The single-family home is the predominant housing type in the Planning Area. However, apartments and townhouses, in particular, have become a popular housing option for many working professionals and retirees because they require less maintenance and provide a good ‘stepping stone’ toward home ownership.</p> <p>Yet, density restrictions, impervious surface coverage, parking, and setback requirements (continued)</p>

Strategic Action	Notes
1c. continued	<p>often limit the type of housing that can be built within a given municipality. Lycoming and Union Counties can assist municipalities by providing model regulations that support more integrated development.</p> <p>Again, the Montgomery Community Development Corporation should be consulted for its experience in the rehabilitation of local housing.</p>
1d. Examine regulations and policies to see if they are business/citizen friendly.	<p>With the help of the county planning agencies and the Chambers of Commerce, municipalities should assess where ordinance provisions may be adversely impacting business development. This effort should begin with the municipalities conducting an inventory of business-oriented regulations. Once compiled (in text or by reference), the inventory should be reviewed by the county planning agencies, the chamber of commerce, and other business/professional organizations to help identify regulations that may discourage business development and the respective improvements to these regulations.</p>
1e. Evaluate existing regulations in downtown business districts to ensure that opportunities for large, medium and small retail establishments can be provided.	<p>Same as above.</p>
1f. Evaluate existing zoning, subdivision and land development, and building codes to ensure they are conducive to the promotion of vibrant communities.	<p>Municipalities should assess where ordinance provisions may be adversely impacting on initiatives to promote a vibrant community. This should include the development of design standards that address the characteristics of individual neighborhoods and boroughs.</p> <p>(continued)</p>


Strategic Action	Notes
1f. Continued	Similar to other recommended code evaluations, the effort should be initiated by the municipalities. This effort could begin with a discussion of what constitutes desired “vibrancy” in each municipality, followed by a codes review that focuses on direct and indirect restrictions to “vibrant” activities. Facilitation of this review or input to the review process could be provided by the planning agencies and organizations that foster community identity, such as Our Towns 2010, based in Williamsport.
1g. Ensure that ordinances appropriately support any Neighborhood Preservation Programs that may exist or may be established.	Same as above.
1h. Ensure that appropriate mixed-use zoning is provided in the downtown business district of Montgomery Borough.	Same as above.
1i. Meet with businesses to identify potential expansion or permitting issues.	With the help of the county planning agencies and the Chambers of Commerce, municipalities should assess where ordinance provisions may be adversely impacting business development.
1j. Promote mixed-use development within core communities by providing density bonuses or special incentives such as tax abatement, etc.	<p>Promote mixed-use development within core communities by providing density bonuses or special incentives (e.g. tax increment financing, tax abatement) to those developers that include housing within their development proposals. By encouraging more commercial development, communities ease the tax burden on residential property owners, thereby making downtowns a more attractive place in which to live.</p> <p>While the core community of the US 15 South Planning Area, Montgomery Borough, is substantially built-out, redevelopment should include the opportunity or even incentive for mixed-use investment that contributes to both residential and commercial tax bases. In some cases, (continued)</p>

Strategic Action	Notes
1j. Continued	redevelopment agencies may need to be involved to convert underutilized properties, through condemnation and environmental remediation to available sites for private investment.
1k. Promote the use of shared parking agreements for businesses that have different peak hours of operation, through subdivision and land development ordinances (SLDO).	<p>Because parking requirements often inhibit new development, local Subdivision/Land Development Ordinances (SLDO) within the Planning Area should contain provisions for shared parking. Shared parking agreements reduce business costs, maintain downtown density, and promote more pedestrian activity outside the 8 am to 5 pm business day.</p> <p>Montgomery Borough’s cooperative and shared parking arrangements may be a model for other communities in Lycoming and Union Counties in both downtown and other higher density environments. The Borough should share this experience.</p>
1l. Continue to utilize fast-track review/development procedures for businesses locating in downtown business districts.	This recommendation is intended to incentivize downtown business development. Montgomery Borough has been facilitating such fast track procedures. Other municipalities should utilize similar procedures to streamline review processes for projects in designated growth areas.
1m. Designate areas for heavy industry along existing rail lines.	Also see Chapter 3: Land Use and Resource Management.

<b>Strategy #2</b>	
<b>Implement a Central Business District Revitalization and Community Gateway Initiative.</b>	
<b>Methods, Tools, and References</b>	
Partnership creation, community projects, implementation of Lower West Branch Susquehanna River Conservation Plan and marketing the live, work and play benefits of the planning area, and the Market Street Land Use and Transportation Study.	
<b>Partners</b>	
Lycoming County, Union County, City, Boroughs, Townships, Chambers of Commerce, Montgomery Community Development Corporation, Our Towns 2010, Lycoming County IPC, Union County IDC, Pennsylvania College of Technology, Lycoming College, Arts Council, Lycoming Housing Finance Inc., Northcentral PA Conservancy	
<b>Funding Sources</b>	
Federal Transportation Appropriations, Transportation Equity Act Reauthorization, Commonwealth Capital Budget, Transportation Enhancements Funding, DCNR Community Conservation Partnership Program	
<b>Strategic Action</b>	<b>Notes</b>
2a. Establish a partnership between Lycoming County, Chamber of Commerce, and Our Towns 2010 to sustain and implement “Main Street” Initiatives for the Montgomery Borough Central Business District.	The Market Street Land Use and Transportation Study represented a partnership approach relevant to Montgomery Borough. This study brought together the interests of Lycoming County leaders, regional businesses, and community life advocates toward downtown improvements that enhance opportunities for downtown residents, employers and employees, and visitors. While the study focused on transportation, the discussion among the partners expressed broader community interests. This partnership is a model for downtown development initiatives such as in Montgomery Borough.
2b. Explore partnership projects with Lycoming College and the Pennsylvania College of Technology to develop community projects in Montgomery Borough.	Lycoming College and the Pennsylvania College of Technology were active participants as stakeholders in the development of Lycoming County’s comprehensive plan update. They demonstrated an interest in the future development of the County and should be consulted as a potential community partner.

Strategic Action	Notes
<p>2c. Develop additional activities in the downtown area of Montgomery Borough that will increase pedestrian activity during daytime, evening and weekend hours.</p>	<p>This may include a marketing initiative to promote the “live, work and play” concept. Also see Strategic Actions 2d. (cultural events) and 2f. (awareness of the cultural and historical resources), below.</p>
<p>2d. Promote cultural events and establishments in Montgomery Borough as a package.</p>	<p>Our Towns 2010 is currently working with the Chamber of Commerce to identify and promote museums and other cultural attractions in Williamsport. This process may be undertaken in other municipalities, including Montgomery Borough, by Our Towns 2010 and the Chamber. Alternatively, the municipalities could initiate a promotion package of their own, perhaps using the Our Towns 2010/Chamber approach.</p>
<p>2e. Promote initiatives that encourage downtown living.</p>  <p>Apartment building in Montgomery</p>	<p>As the saying goes “retail follows rooftops.” As people fled urban areas, opting for the single-family homes in the suburbs, many businesses have followed suit. Businesses will return to downtown when residents return to downtown. Initiatives for downtown living may include streetscapes with good lighting to promote safety, as have been completed in Montgomery Borough, as well as walkable routes to schools, parks, post offices, and existing shops; transit and park-n-ride sites; restored (converted) historic buildings, e.g. loft apartments; etc.</p>



Strategic Action	Notes
<p data-bbox="246 268 748 443">2f. Increase public awareness of the cultural and historical resources unique to the area by promoting implementation of the Lower West Branch River Conservation Plan.</p> <div data-bbox="274 489 737 1081" style="border: 1px solid black; padding: 10px; text-align: center;"> <p data-bbox="396 543 613 558">The Pennsylvania Rivers Conservation Program</p> <p data-bbox="352 579 657 648"><b>Lower West Branch Susquehanna River Conservation Plan DRAFT</b></p> <p data-bbox="474 672 535 688">May, 2003</p>  <p data-bbox="404 955 605 1018">Prepared by: The Northcentral Pennsylvania Conservancy 329 East Third Street, 2<sup>nd</sup> Floor Williamsport, PA 17761 <a href="http://www.brcweb.net">www.brcweb.net</a></p> </div> <p data-bbox="246 1085 773 1257"><i>The Lower West Branch Susquehanna River Conservation Plan can be used as a preliminary inventory and project/programming reference by municipalities in the river corridor.</i></p>	<p data-bbox="821 268 1411 590">Developed by the Northcentral Pennsylvania Conservancy, the river conservation plan outlines a series of management options to restore, enhance, and protect this river corridor. Many of the recommendations outlined in this study are designed to increase the public’s awareness of the cultural and historical resources unique to this area.</p> <p data-bbox="821 632 1419 1058">As a river community, the Borough should look toward the recommendations made to other small river towns for concepts of linking the river to the town through physical connections (trails, greenways, etc.) and service connections (food; water; travel rentals, such as bikes and boats; etc.), as well as through historical interpretation of Borough settlement along the river. Similarly, the Village of Allenwood should review the plan for recommended community-to-river connections and enhancements.</p>

Strategy #3	
<p><b>Support and participate in a future Joint County Partnership Forum that will meet on a regular basis to create strategic partnerships and coordinate the mutual initiatives among these partnerships to achieve economy of scale and program efficiencies.</b></p>	
<p><b>Methods, Tools, and References</b></p> <p>Existing County Economic Development Strategy, partnerships, and targeting priorities.</p>	
<p><b>Partners</b></p> <p>Lycoming County, Union County, City, Boroughs, Townships, Chambers of Commerce, Montgomery Community Development Corporation, Lycoming County IPC, Union County IDC, Greater Williamsport Alliance, Lycoming Neighborhood Development Corporation, Lycoming Housing Finance Inc., Williamsport Hospitality Group, the Williamsport/Lycoming Foundation, Business Roundtable, Little League World Series, Our Towns 2010, and the development community, Northcentral PA Conservancy/Lumber Heritage Region.</p>	
<p><b>Funding Sources</b></p> <p>DCED, Shared Municipal Services</p>	
Strategic Action	Notes
<p>3a. Implement the Partnership Agreement between Lycoming County and the Williamsport/Lycoming Chamber of Commerce and the Industrial Properties Corporation.</p>	<p>Contact the Lycoming County EDPS office for copies of the <i>Partnership Agreement and the Economic Development Strategy</i>. These should be reviewed periodically to identify objectives that are completed, need to be modified or implemented.</p>
<p>3b. Continue to promote and enhance existing public-private partnerships through the Williamsport/Lycoming Chamber of Commerce and the Greater Williamsport Alliance.</p>	
<p>3c. Target the redevelopment of vacant, “brownfield” properties through partnerships with private developers, and federal, state, local and city resources.</p>	<p>In 2001, Lycoming County established a countywide affordable housing program. As authorized by the Option County Affordable Housing Funds Act (Act 137 of 1992), Lycoming County deposits recording fees for deeds and mortgages in the general fund. To date, these special set-aside funds have been matched (at a 1:4 ratio) with State “Brownfields for Housing” monies to support affordable housing initiatives in previously developed areas. (continued)</p>

Strategic Action	Notes
3c. continued	<p>Union County has a similar program that is funding part of Alvira Place, a townhome development at Great Streams Commons.</p> <p>These programs are powerful economic development tools that are transforming brownfields into productive properties in both Lycoming and Union Counties. These programs should be of interest to the US 15 South Planning Area that noted affordable housing as a priority issue.</p> <p>When municipalities learn of private sector interest in brownfield reinvestment, particularly when such interest may include development of affordable housing units, municipalities should direct these interested parties to the county planning agencies for further information on supporting programs. In addition, the municipalities may wish to explore the possibility of preparing specific brownfield sites for specific uses, e.g. housing or other best use for the community, as incentives for future private investment.</p>
3d. Evaluate local incentives for economic and community development to determine opportunities to leverage federal, state, and private funding resources.	By pooling local incentives and funding resources, there is a greater opportunity to secure Federal, state, and private funding to support community development projects.
3e. Establish a Williamsport/Lycoming Business Roundtable to represent businesses with a significant employment presence in Lycoming County.	<p>In addition to advocating for initiatives that will improve the region’s business climate, the organization can help to increase awareness of the job opportunities available to <i>local</i> college graduates. Because many of today’s students are being prepared for careers in high-tech and emerging industries, they represent tremendous human capital that can strengthen the workforce and diversify the economy. A business recruitment alliance could help to reverse this ‘brain drain,’ by promoting <i>local</i> job opportunities through on-campus recruiting, career fairs, and alumni networks. Membership in the alliance would be (continued)</p>

Strategic Action	Notes
3e. continued	<p>Support comprised of companies that have a presence in Lycoming County. efforts of the Pennsylvania Business Roundtable and The Business Climate Coalition to institute state fiscal reforms that deliver a more competitive tax structure to Pennsylvania. In 1999, the Pennsylvania Economy League compared Pennsylvania’s major business taxes to determine how it measured up against competitor states. This study was updated in 2001.</p> <p>Although the General Assembly did institute changes throughout the early 1990s to reduce the state’s business tax liability, Pennsylvania still maintains the 3<sup>rd</sup> highest Corporate Net Income tax (9.99 percent) in the nation. It is also among a handful of states that levies a distinct tax on corporate worth, known as the Capital Stock/Franchise Tax. Although the CS/F tax is scheduled for full elimination by 2009, other changes could be implemented in the more immediate future to reduce business tax liability. Lycoming County can promote a more positive business climate by lobbying for changes to the Commonwealth’s Tax Reform Code</p>
3f. Support efforts of the Pennsylvania Business Roundtable and the Business Climate Coalition to institute state fiscal reforms that deliver a more competitive tax structure to Pennsylvania.	Government Officials and Businesses represented by the Chamber of Commerce need to act as “one voice” advocating a more competitive tax structure statewide.
3g. Utilize the Little League World Series and other conference events as a means to promote historical, cultural and tourism attractions to the City and the surrounding area, including the US 15 South Planning Area.	The Little League World Series represents a two week opportunity for Lycoming County and City to showcase local attractions and highlight the quality of life this area affords those visiting and businesses looking to expand or locate in Lycoming County.
3h. Establish a Keystone Innovation Zone (KIZ) Partnership. (Also see item 6.a)	<p>This partnership will need to include the City, Penn College and Lycoming College.</p> <p>To be considered eligible for State designation, municipalities must establish a (continued)</p>

Strategic Action	Notes
3i. continued	<p>Partnership organization comprised of private business, commercial lending institutions, venture capital networks, and institutions of higher education, et al.</p> <p>Because the Partnership has a specific objective – to seek designation for the KIZ – it could support purposeful interaction between these organizations. The Chamber should take the lead in implementing this action item.</p>
3j. Publicize the existence of partnerships to increase awareness of their value in making for a better community.	<p>Lycoming County and Chamber should work together to produce an educational piece that highlights existing partnerships and clearly defines the importance of such partnerships to this community.</p>
3k. Establish Community Resource Centers as clearing-houses for community information.	<p>Lycoming County, Chamber, and Our Towns 2010 should work together to establish “one-stop shops” that provide all types of community and economic development information to local residents, businesses and future business investors.</p> <p>Such information could be made available and organized as a kiosk in municipal buildings, as well as electronically on a website linked to and from the respective municipal homepages.</p>



*FedEx site development in Clinton Township*

Strategy #4	
<b>Establish a closer working relationship with our educational institutions to make them a more integral player in shaping our community.</b>	
<b>Methods, Tools, and References</b>	
Program implementation, evaluations and partnerships.	
<b>Partners</b>	
Lycoming County, Union County, County Planning Commissions, City, boroughs, townships, school districts, local colleges, Neighborhood Development Corporation, Chambers of Commerce, Lycoming County IPC, Union County IDC, Leadership Lycoming (adult and youth), Leadership Susquehanna Valley, and the Work Force Investment Board.	
<b>Funding Sources</b>	
Not Applicable	
Strategic Action	Notes
4a. Work with the local school districts to establish a senior citizens volunteer program in grades K-12.	<p>As our elderly population grows, it is increasingly disconnected from society at large. Distance separates many senior citizens from their families, while senior housing often limits their interaction with other age groups and sensibilities. A senior citizens volunteer program would provide many seniors with a sense of purpose. It would also expose young children and adults to a positive relationship with elderly people. Volunteers can be paired with students in need of special attention or can be brought on to support specific projects.</p> <p>The municipalities should encourage the Montgomery Area School District and the Warrior Run School District to include seniors in their volunteer recruiting efforts – both those that require classroom assistance as well as those pair adults with single or small groups of students for research and application projects.</p>
4b. Establish a youth mentor/young achievers program that pairs “at risk” high school students with successful students from area colleges.	To reverse the ‘brain drain’ in the region, establish a youth mentor/young achievers program that pairs ‘at risk’ high school students with successful students from area colleges. In the interest of recruiting new students, participating colleges could sponsor (continued)

Strategic Action	Notes
4b. continued	<p>networking opportunities (e.g. campus site visits) that help young adults appreciate the value of a college education.</p> <p>Participating schools can also establish pen-pal programs via email, allowing students to dialogue with their mentors on a regular basis. As incentive for participation on both sides, college students could earn internship credits and high school students could earn credits toward graduation.</p> <p>Such a program could link students of the Montgomery Area School District and the Warrior Run School District with students at Lycoming College and the Pennsylvania College of Technology for a better understanding of higher education opportunities in the region.</p>
4c. Encourage participation in the Leadership Lycoming program.	<p>Such a program empowers residents to address problems in their communities. It also helps to open the lines of communication between citizens and their local government.</p> <p>Municipalities should encourage participation by providing program contacts to interested and candidate program participants.</p>
4d. Encourage the efforts of the region’s Work Force Investment Board and other institutions to identify priority job training needs.	<p>Lycoming County, Union County, the Chambers of Commerce, and local colleges and universities should work together to establish an evaluation approach that can be used to periodically monitor job training needs.</p> <p>Municipalities should encourage the participation of the Montgomery Area School District, Warrior Run School District, and local businesses in these job training assessments.</p>

Strategic Action	Notes
<p>4e. Establish a Teacher/Job Shadow Program to promote dialogue between the business community and the educational community.</p>	<p>Such a program exposes teachers to the skills required of today’s workforce. Teachers can utilize this experience to develop classroom curriculum and exercises designed to provide students the life skills they need to succeed in the business world. This program could be incorporated within the Intermediate Unit’s in-service program as part of the professional development requirements for area teachers.</p> <p>Junior Achievement brings community volunteers in direct contact with students periodically. This concept for a teacher’s job shadow program intends to bring this application into the classroom more consistently. The municipalities should encourage the Montgomery Area School District, the Warrior Run School District, and the Intermediate Unit to explore this concept. The program could focus on basic professional skills or be tailored toward more specific trades and professions.</p>
<p>4f. Participate in future evaluations of the need for countywide centralized high school vocational training.</p>	<p>This evaluation will require the cooperative efforts of the School Districts, including the School Board Members and the District superintendents.</p>
<p>4g. Continue to invite partnership with the schools and colleges to keep the local educational institutions involved in the planning process.</p>	<p>Institutional initiatives such as expansions and/or program changes can have significant impacts on the surrounding community. Coordination of plans with local government will help everyone better understand the needs of the institution and the value they provide within the community.</p> <p>The municipalities should include the Montgomery Area School District and the Warrior Run School District in future discussions about the location of the growth area, planning for recreational facilities, and zoning of school uses, among other community development projects.</p>



<b>Strategy #5</b>	
<b>Undertake specific actions or programs to promote the development of housing to support the community goals and objectives identified in the Comprehensive Plan.</b>	
<b>Methods, Tools, and References</b>	
Program implementation, need assessments, loan fund, partnerships and associations.	
<b>Partners</b>	
Lycoming County, Union County, County Planning Commissions, City, boroughs, townships, Neighborhood Development Corporation, Lycoming Housing Finance Inc., Our Towns 2010, Chambers of Commerce, Montgomery Community Development Corporation, Lycoming County IPC, Union County IDC	
<b>Funding Sources</b>	
U.S. Department of Housing and Urban Development, Community Development Block Grant Program, Pennsylvania Housing Finance Programs, Commonwealth Capital Budget	
<b>Strategic Action</b>	<b>Notes</b>
5a. To help retain an educated and skilled workforce, partner with the region’s major employers to establish a “live near your work” program.	<p>Maryland’s General Assembly established the innovative Live Near Your Work Program (LNYW) in 1997, as part of its smart growth initiative. The objective of the program was two-fold:</p> <ol style="list-style-type: none"> <li>1. to stabilize neighborhoods surrounding major employers and</li> <li>2. to promote homeownership in targeted neighborhoods.</li> </ol> <p>Today, The State of Maryland, the City of Baltimore, several city and county governments, and nearly 85 private businesses participate in the LNYW grant program, which provides a minimum of \$3,000 to homebuyers moving to designated . To qualify, employees must purchase a home in a designated LNYW area, and live there for at least 3 years. The program was capitalized with an allocation in State funds, which is used to match equivalent grants from participating jurisdictions and employers. Participating employers can designate the neighborhoods that they will consider eligible for employee (continued)</p>

<sup>1</sup> The LNYW neighborhoods must be located in State-designated revitalization areas.

Strategic Action	Notes
5a. continued	<p>participation in the LNYW program, with concurrence from the local jurisdiction and the State Department of Housing &amp; Community Development.</p> <p>Due to budget constraints, funding for the Live Near Your Work (LNYW) Program was not included in the State budget for fiscal year 2004. But due to its popularity, the City of Baltimore and other jurisdictions will continue administering the program at the local level.<sup>2</sup></p>
5b. Continue to seek application of the Counties' affordable housing programs.	<p>These programs are valuable economic development tools that transform brownfields into productive properties. Municipalities should bring additional brownfield properties to the Counties' attention for this program.</p>
5c. Conduct a housing needs assessment to determine if the Planning Area's existing housing stock meets the needs of existing and prospective residents.	<p>A housing needs assessment looks in detail at the availability and diversity of housing within a defined area and the ability of residents to purchase or rent housing. The assessment should also identify current gaps in housing options, such as by type or value.</p> <p>This recommendation is made in each of the planning areas. The county planning agencies could provide a model procedure for each planning area to conduct its own assessment, and could possibly provide some facilitation. If several planning areas express interest simultaneously, the Counties may be able to organize a countywide effort. Municipalities should express their level of interest in this project to their respective planning agencies.</p>
5d. Establish a revolving loan fund to support the rehabilitation of historic buildings.	<p>The National Trust for Historic Preservation offers loans, ranging in size from \$50,000 to \$350,000, which can be used to capitalize a revolving loan fund to acquire, stabilize, and rehabilitate historic buildings.</p>

<sup>2</sup> This campaign builds upon the success of the Live Baltimore project ([www.livebaltimore.com](http://www.livebaltimore.com)), funded in part by the Abel Foundation.

Strategic Action	Notes
<p>5e. Explore the feasibility of a residential tax abatement program in Montgomery Borough to entice homebuyers to purchase, construct, or improve homes in our core communities.</p>	<p>Many residential properties fall into disrepair because homeowners are reluctant to invest in improvements that will increase their real estate tax liability. Major construction or remodeling projects generally require a reassessment by the respective county tax assessor’s office. As a result of a higher property valuation, the reassessment often triggers higher real estate taxes. In mid- and low-income areas, it’s the reassessment process that often inhibits people from undertaking property improvements that would contribute to a more stable neighborhood.</p> <p>To encourage homeowners to improve their properties and to entice homebuyers to purchase/construct homes in core communities, the counties and municipalities should explore a residential tax abatement programs for older boroughs, villages, and town centers – namely Montgomery Borough in the US 15 South Planning Area. Residential tax abatement programs exempt homeowners from paying real estate taxes that result from increased property valuation. Abatement terms are set by local ordinance and can be extended to developers of residential properties. The county planning agencies should lead this effort with approval from the municipalities.</p>
<p>5f. Establish Neighborhood Preservation Programs to support property maintenance and beautification in target areas.</p>	<p>Rather than provide a uniform level of service, municipalities may realize better results if various public departments (e.g. code enforcement, police, housing) coordinate their efforts within targeted areas. Targeted programs could include: concentrated code enforcement, spot blight removal, critical home repairs, and home maintenance courses.</p> <p>The program can utilize sweat equity to leverage investment from the public and private sectors. For instance, taking a cue (continued)</p>

Strategic Action	Notes
5f. continued	from Governor Rendell’s ‘Anchor Partner’ program, municipalities should engage leading businesses in their backyard to contribute seed money, which could be matched with other state and federal programs to revitalize residential areas.
5g. Establish neighborhood associations to promote a “sense of community” and to give residents a stronger voice in local government.	Incentives for developing neighborhood associations might include preferential consideration for neighborhood cleanup assistance, targeted code enforcement, and streetscape enhancement programs. Once established, neighborhood associations can establish a range of programs that encourage home maintenance and community togetherness. Examples include tool lending programs, neighborhood block parties, and clean-ups <sup>3</sup> .
5h. Establish an incentive program to promote construction of low-cost homes.	Lycoming and Union Counties should provide educational information to developers and realtors about Federal incentives such as low-interest loans.
5i. Establish an educational program to change perceptions about multi-family housing.	This will need to be cooperative effort with the development and real estate community.
5j. Work with educational institutions to provide opportunities for students to become more integrally involved with local government decision-making.	The Leadership Lycoming and Leadership Susquehanna Valley programs should be maintained. Government for a Day workshops in various locations throughout the Planning Area may be useful.
5k. Identify growth areas for development of larger residential subdivisions where infrastructure is available.	This concept is important to land use and resource management. See Chapter 3.

<sup>3</sup> The City of Madison, Wisconsin maintains a list of recognized neighborhood associations that have registered with its Department of Planning & Development. This list is shared with other city departments and agencies, which will solicit these associations when considering projects, programs, and services, in their respective neighborhood.

Strategy #6	
<b>Undertake specific actions or programs to promote economic development that supports the community goals and objectives identified in the Comprehensive Plan.</b>	
<b>Methods, Tools, and References</b>	
KIZ and KOZ Designation, Business Improvement Districts, and business incubator.	
<b>Partners</b>	
Lycoming County, Union County, City, boroughs, townships, Montgomery Community Development Corporation, local colleges, local lending institutions, Chambers of Commerce, Lycoming County IPC, Union County IDC	
<b>Funding Sources</b>	
KOZ/KIZ Program Funding, Commonwealth Capital Budget, Federal Transportation and Sewer and Water Appropriations, DCED Programs- Business in Our Sites, First Industries Program, Pennsylvania Economic Development Finance Authority, Industrial Sites Reuse Program, Infrastructure Development Program, Opportunity Grant Program, Community Economic Development Program, Machinery and Equipment Loan Fund, PENNVEST, Small Business First	
Strategic Action	Notes
6a. To promote new business start-ups, seek designation of a Keystone Innovation Zone (KIZ) within the vicinity of Penn College.	In early May 2003, the PA House introduced amendments to the 1998 Keystone Opportunity Zone Act that recognized another zone category – the Keystone Innovation Zone. A college or university must be located at the core of any KIZ, which provides tax and other economic incentives (e.g. R&D tax credits) to start-up companies that locate within the zone. The objective of the program is to stimulate growth in knowledge-based industries and to promote public-private partnerships for the advancement of local economies.
6b. Pursue federal funding opportunities that improve the cost of competitiveness of the Planning Area’s Keystone Opportunity Zones (KOZs).	For instance, the Lycoming County Industrial Park offers 361 acres of industrially-zoned property that has good access to major highways and airport service. Yet, the lack of adequate public infrastructure (primarily water and sewer service) places the park at a competitive disadvantage. Lycoming County has communicated this project need to its respective State and Federal legislators and will continue to advocate for high priority infrastructure projects that will facilitate business growth and job creation. (continued)

Strategic Action	Notes
6b. continued	The River Valley Commerce Park in Clinton Township and former industrial complexes in Montgomery Borough are other locations to target investments. These targets should be prioritized to in order for Lycoming County to demonstrate its focused approach. This prioritization could occur by property size. See Strategic Action 6j.
6c. Establish a shared-risk seed fund to provide gap financing to business start-ups and local firms pursuing business expansions.	Due to the low survival rate of many small businesses and the risk adverse nature of the lending industry, it is difficult for small business to obtain the capital necessary to finance start-up or key growth stages. A shared-risk seed fund would pool financing from several area lending institutions, thus reducing the investment risk shouldered by any one company. Once capitalized, the fund can be administered as a revolving loan fund (RLF), which uses loan repayment to make additional loans.
6d. Implement a split-rate real estate tax in Montgomery Borough to promote infill development.	Several cities in Pennsylvania, including Harrisburg and Pittsburgh, utilize the split-rate tax system to encourage infill development and discourage land speculation. Rather than levy a uniform real estate tax, municipalities with a split-rate tax lower the tax burden on buildings and increase the tax burden on land, thus providing incentive to improve properties.
6e. Establish Business Improvement Districts to promote a positive business climate.	To promote a positive business climate, consider the benefits of a Business Improvement District. To establish a business improvement district, property owners within a designated area voluntarily contribute to an annual assessment that supports enhanced services within the BID area. Services typically include security, streetscape enhancements, and marketing. Business Improvement Districts can be particularly beneficial for small businesses, which often have small – or nonexistent – marketing budgets <sup>4</sup> .

<sup>4</sup> By way of example, the City of Reading (Berks County) has maintained a Downtown Improvement District (D.I.D.) within its CBD since 1995. It employs District Ambassadors who maintain radio communication with the

Strategic Action	Notes
6f. Establish a business incubator program.	The Chambers and local educational institutions should work together to establish a business incubator program to assist individuals in successfully establishing new business starts.
6g. Publicize a comprehensive listing of financial assistance available to small business.	This should be a joint effort of the Chambers and the Counties and should include the development of a website.
6h. Establish a long-term funding stream dedicated to a competitive economic development program.	This funding stream should include long-term funding from both county and local resources. It may involve low interest loans or bonds.
6i. Continue to promote Great Stream Commons as shovel-ready sites for future commercial/industrial development.	Great Stream Commons, a 670 acre industrial and residential park located just north of the Village of Allenwood in Gregg Township, offers an environmentally sound mix of commercial, industrial and residential properties along with planned open space, walking trails, and boat access. Infrastructure ready sites, such as this, will make the Planning Area more attractive for new commercial or industrial development.

City police department, alerting them to problems or suspicious activity. They patrol the area on bicycle, providing visitor assistance and after-hours escort service. In addition to the ambassador program, the D.I.D. supports cleaning and beautification activities that have contributed to a positive perception of downtown Reading. The popular Midday Café and Concert Series, held annually, features local restaurants and artists during lunch hour. The Reading D.I.D. has successfully promoted the downtown business district as an inviting place to live, work, and play.

Strategic Action	Notes
<p>6j. Identify and inventory underutilized business and industry properties.</p>	<p>Lycoming and Union Counties and Chambers of Commerce should utilize GIS technology to inventory and monitor redevelopment opportunities. GIS would enable classification of properties by size, e.g. less than one acre, 1-3 acres, 3-5 acres, 5-10 acres, and more than 10 acres.</p> <p>In addition to this inventory, underutilized properties that have low potential for business or industrial re-use should be considered for alternative uses. This may require the cooperative effort of the municipalities, the county or counties, and the state in acquiring, rezoning and preparing the site for new uses. The Montgomery Mills Complex is an example property that may have better use as a regional recreational facility for the Planning Area.</p>



*Great Stream Commons offers future development sites with water, sewer, and other utilities ready for hook-up.*



<b>Strategy #7</b>	
<b>Establish a Cooperation Forum to focus on important issues requiring regional cooperation.</b>	
<b>Methods, Tools, and References</b>	
Partnerships, Regional Asset District, Economic Development Committee, inventories, integration of functional planning areas, targeting, guidelines and capital improvement programs.	
<b>Partners</b>	
Lycoming County, Union County, County Planning Commissions, boroughs, townships, authorities, Chambers of Commerce, Montgomery Community Development Corporation, Lycoming County IPC, Union County IDC	
<b>Funding Sources</b>	
Shared Municipal Services and Land Use Planning Technical Assistance Program	
<b>Strategic Action</b>	<b>Notes</b>
7a. Establish a comprehensive approach to the provision of infrastructure to meet the needs of new and expanding industries.	The Planning Area and Union County have already prepared commercial/industrial sites. The same approach can be used to guide residential and other types of development.
7b. Strengthen cooperation between local and county government.	The Planning Advisory Teams (PATs) should be utilized as a forum to promote this cooperation.
7c. Consider the development of Regional Asset Districts for sharing regional resources.	Also see strategy 3.
7d. Establish an inventory and monitor lands available for industrial development	Also see strategic action 6.j and 6.k.
7e. Integrate local land use planning with transportation planning.	A well-coordinated system that is compatible with and effectively serves the desired land use pattern and community needs is important to promoting business expansions in the area. Also See Chapter 4: Transportation Plan.
7f. Prioritize and target particular projects to support investment by key industries expanding in the regional economy.	Lycoming County and Chamber should work together to identify key industries expanding in the region.

For discussion on how these strategies and actions relate to the other three planning elements, Land Use and Resource Management, Transportation, and Community Infrastructure, see Chapter 6.

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### Comprehensive Plan

*View of the Susquehanna River from Montgomery Borough*

#### Defining the Issues, Validating Issues, and Identifying Trends

#### Creating the Vision, Establishing the Goals, and Setting the Objectives

#### Discerning the Strategic Actions

#### Future Land Use Map

The Land Use and Resource Management Plan draws upon issues related to the US 15 South Planning Area's existing land use patterns and development trends and natural and cultural resource use and management to outline a strategic plan for more thorough and coordinated land and resource stewardship.

### Defining the Issues, Validating Issues, and Identifying Trends

Many of the important issues that could potentially impact the community in terms of land use policy and natural and cultural resource management were identified in relation to the Planning Area or to the broader region. The following issues were noted by the Planning Advisory Team as being of particular importance within US 15 South:

1. **Strip housing developments** – Residents are concerned with the trend to build housing developments that are strung out along one road, which creates access management problems. In addition, they are not conducive to developing a sense of neighborhood.
2. **Promote Traditional Mixed Use Neighborhoods** – Residents and officials would like to encourage mixed-use neighborhoods, though current regulations do not

easily accommodate such designs or the re-use of existing buildings.

3. **Keystone Opportunity Zones** - Three KOZ sites are currently located within Lycoming County; the Lycoming County Industrial Park is located in Brady Township, just across US 15 from Lycoming County landfill. The other two are industrial parks located in Clinton Township. Another KOZ is Great Stream Commons, which is in Gregg Township, Union County. KOZs provide development incentives through reduced or completely eliminated state and local taxes. Once developed, KOZs foster opportunities to strengthen and diversify the local economy.
4. **Allenwood Federal Correctional Center (FCC)** - The Federal Correctional Complex in Gregg Township (Union County) is one of the region's largest employers and its existence is critical to sustaining the region's low unemployment rate.
5. **Open space preservation** - Open space is a key feature of the Planning Area landscape. It protects and preserves groundwater quality and quantity, provides habitat for local biological resources, and provides recreational opportunities. Development is increasingly consuming open space lands and impacting the natural ecosystem.
6. **Industrial Farm Operations**—The sustainability of the traditional family farm is becoming increasingly difficult to achieve as trends in the agricultural industry are shifting towards the proliferation of a franchising trend where independent producers enter into a production contract with animal processing corporations. In addition to the environmental impacts, research is beginning to reveal negative social impacts as well. Lycoming County is in the process of amending Lycoming County's zoning ordinance to limit concentrated animal feeding operations to areas zoned specifically for agriculture, and then only after a public hearing and proof that measures have been taken to protect public health and safety. If approved, such measures would only apply to those municipalities who have adopted Lycoming County's zoning ordinance. Gregg Township already has such provisions in its zoning ordinance.
7. **Uniform Construction Code**—The Pennsylvania Uniform Construction Code (Act 45 of 1999) established consistent construction standards in every municipality in the Commonwealth. The goal of the law is to prevent substandard construction, both for residential and commercial purposes.

The Planning Area municipalities have adopted the UCC and administer the code locally. Central Keystone Council of Governments provides code administration for Gregg Township.

8. **Telecommunication towers** - Due to their rural location and proximity to US 15, the Planning Area municipalities have already begun to experience the development of wireless facilities. There are currently no regulations of wireless telecommunication facilities that may limit liability risks to local municipalities, or prevent the negative visual impacts of the towers. Gregg Township is in the process of developing an ordinance to address this specific issue.
9. **Standardized land use inventory** - The need for developing a standardized land use inventory system has long been recognized. Such a system would greatly benefit the regional cooperation and planning initiatives of the US 15 South Planning Areas' municipalities, as well as enhance land use and community development objectives. Moreover, a standardized land use system would, in part, enable local municipalities and the Counties to achieve consistency among their comprehensive planning policies and land use regulations. To this end, Lycoming County, in cooperation with its municipal partners, has developed the Lycoming County Comprehensive Plan Consistency Manual, which uses the American Planning Association's Land-Based Classification Standards (LBCS) model in their GIS-based land use inventory and classification procedures.
10. **Opportunities for growth** - The potential exists for additional development to occur along the US 15 corridor. Commercial development in this area could easily result in a commercial strip, which leads to access management problems, reduces travel time, and is not conducive to developing a sense of neighborhood. Careful consideration must be given to this land use issue.
11. **Floodplain development** - The eastern section of the Planning Area is located in the floodplain of the Susquehanna River and its tributaries. Protection of existing development remains a constant challenge; however, accurate delineation of the floodplains and appropriate land use regulations will help ensure that new development respects this hazard.
12. **Agricultural Preservation** - The possible future development impacts of the new I-99 corridor may threaten additional agricultural lands. The Planning Area contains nearly 10,000

acres of productive farmland soils, the majority of which are located in the floodplains and most developable land areas. Permanent agricultural preservation has been accomplished in Clinton Township and Gregg Township where development rights have been purchased for several hundred acres. However, over 2,000 acres in Clinton Township have been designated as Agricultural Security Areas. The most popular form of agricultural conservation is the Clean and Green program, in which more than 7,500 acres are currently enrolled from the Planning Area.

13. **Karst Topography** – Portions of the Planning Area’s landscape are underlain by limestone-based geologic formations that are susceptible to the formation of solution caverns and sinkholes. Known as karst topography, these areas are considered to be both hazardous, because of the danger of collapse, and beneficial because they provide unique habitats, mineral sources, and recreational opportunities. These areas are very susceptible to changes in land use and development.
14. **Groundwater** – As a main source of drinking water for residents of the area, groundwater protection will require sound practices regarding sewage and septic systems. New development will need to be sensitive to the fact that paving and other surface alterations will impact both the quality and quantity of accessible groundwater.
15. **Air Quality** – Air quality is very important to the overall quality of life and is generally good in this Planning Area. Identified hazards to air quality include vehicle emissions and open burning. Another impact to air quality comes from the Lycoming County landfill in Brady Township. Methods to minimize air quality impacts need to be developed.
16. **Scenic Resources** – The natural beauty of the area is one its greatest assets and is very important not only to the people who live there, but also to those who visit. The 1973 study, *Scenic Resources of Lycoming County*, identified many of the scenic vistas in the Planning Area, including the Susquehanna River corridor. New development needs to use design techniques that preserve and enhance the views and scenic beauty of the area.
17. **Cultural Resources** – Cultural and historical resources can be found throughout the area. They are an integral part of the quality of life in the region. A strong sense of community and volunteerism help to promote these resources.

For a more detailed analysis of land use and resource conditions and trends, see the following profiles in the Technical Background Studies Document:

No. 2 – Existing Land Use Profile

No. 6 – Natural and Cultural Resources Profile

No. 7 – Flood Hazards Profile

While many other issues were identified, these land use and resource management issues were of the greatest concern to community leaders and residents of the US 15 South Planning Area. Stakeholders and residents from across the Planning Area were invited to discuss these issues and give input to vision statements that described the preferred approach to addressing unfavorable conditions and trends. Discussion was facilitated by statistical analysis from the following sources:

- Lycoming County GIS Database
- A Natural Areas Inventory of Lycoming County, Pennsylvania, 1993
- Lycoming County Scenic Resource Inventory (1973)
- Lower West Branch Susquehanna River Conservation Plan(2003)
- Lycoming County Comprehensive Plan (1997)
- Union County Comprehensive Plan (1996)

## **Creating the Vision, Establishing the Goals, and Setting the Objectives**

Various perspectives on the priority issues were contributed. In some cases, consensus on preferred future conditions and trends was reached quickly. In other instances, more extensive discussion or a broader, more flexible vision statement was needed for all participants to agree. From the preferred vision statements, goals and objectives were developed to outline specific areas of emphasis for sustaining and improving the Planning Area's quality of life.

The following discussion of issues, trends and implications, consensus vision, and goals and objectives documents the preferred future conditions for community and economic development topics.

**Issue:** Development pressure has increased in recent years.

**The Implications to our Community**

- New development is scattered throughout the community anywhere land becomes available, making the rural landscape appear more suburban and creating numerous access points to major roadways.
- Costs for the maintenance of roadway and utility infrastructure and the provision of municipal services increase as the distance between existing and new development increases.

**Our Vision for the Future**

Development in the US 15 South Planning Area will be attracted to sites that expand the community’s towns and villages.



*New development along US 15 South*

**Common Goal**

To maintain and enhance the communities of the US 15 South Planning Area, while reducing suburban sprawl across the rural countryside.

**Common Objectives**

- Attract development to areas adjacent to existing communities
- Discourage suburban-style development in rural areas



**Issue:** Open space and agricultural lands are less prominent. The preservation of natural resources, including open spaces, wetlands, and prime agricultural soils is a high priority.



### **The Implications to Our Community**

- These resources are invaluable and help define the rural character of the US 15 South Planning Area.
- Water and air quality are dependent upon the diversity of the area’s natural resources.
- These resources are essential ingredients of the quality and quantity of the area’s recreational opportunities.

### **Our Vision for the Future**

A community that recognizes and balances the economic, environmental and aesthetic values of its land and natural resources, including prime farmland, to preserve the quality of life.

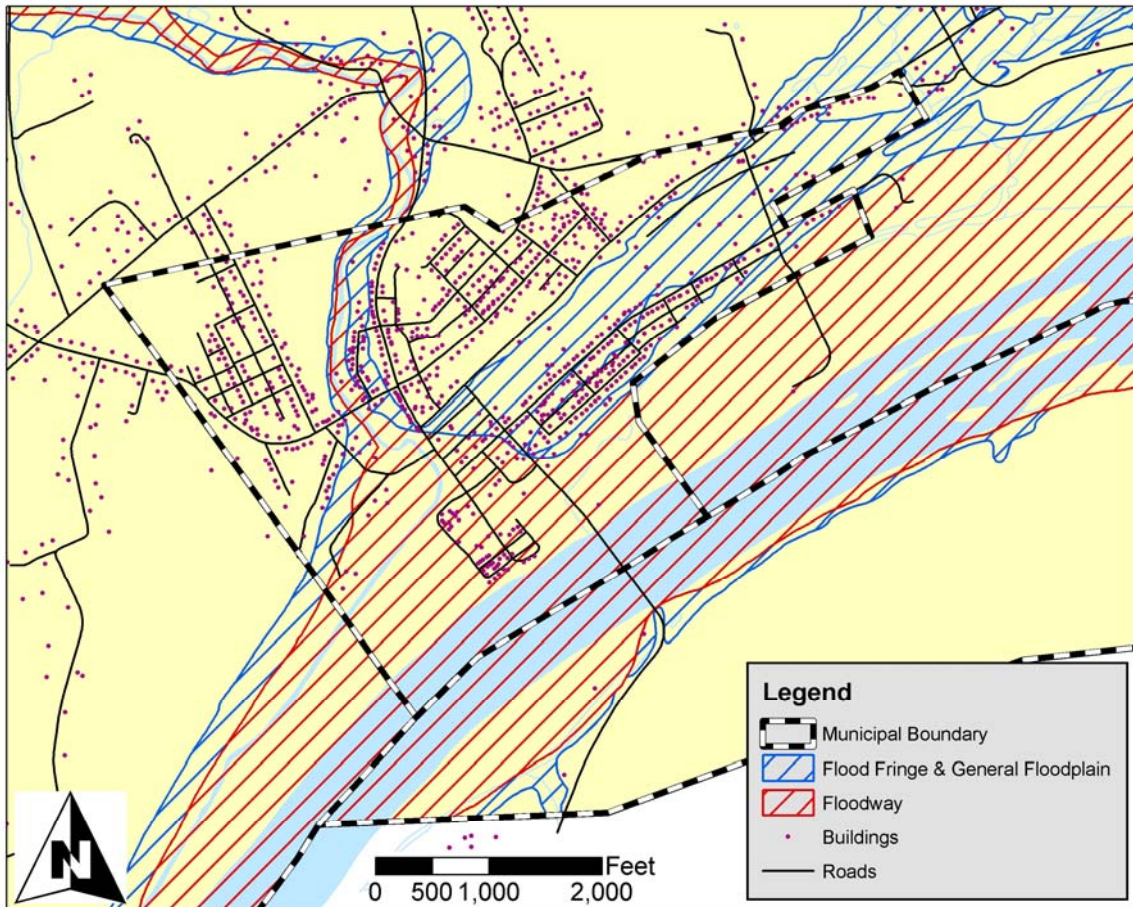
### **Common Goal**

To manage land and associated natural resources with clear regard for economic, environmental, and aesthetic values

### **Common Objectives**

- Focus natural resource preservation efforts
- Encourage a range of public and private preservation techniques appropriate for US 15 South
- Emphasize brownfield development to reduce pressure on greenfields

**Issue:** Much of the usable land in the US 15 South Planning Area is located in the floodplains of the Susquehanna River and its tributaries. Minimizing flood damages, while still allowing for growth and development, is a significant challenge.



*Flood Hazard Mapping for Montgomery Borough*

*Source: Lycoming County EDPS*

### **The Implications to our Community**

- Flooding damages property and can threaten human life.
- Floodplain management and hazard mitigation is essential to reducing the costs of flooding, specifically the direct costs in terms of physical damages and loss of life as well as the indirect costs, such as the disruption of business activities.

### **Our Vision for the Future**

Restrict new floodplain development. Allow continued use and reuse of existing structures and public infrastructure on the floodplains where adequate flood-proofing and flood-mitigation requirements can be met.

### **Common Goal**

To reduce the loss of life and property due to flooding by restricting floodplain development

### **Common Objectives**

- Restrict new floodplain development through County and local ordinances
- Provide incentives for new development to locate in targeted growth areas, rather than in floodplain
- Require and enforce flood-proofing and flood-mitigation requirements for existing properties
- Establish floodplain through study by FEMA.
- Strengthen Black Hole Creek Watershed Association.

**Issue: Many of the Planning Area’s cultural and historical resources are not protected.**

**The Implications to our Community**

- Neglect of historical resources (architecture, building styles and materials, settlement patterns, historic sites, etc.) shows disregard for local heritage.
- Once historical resources have been removed, local heritage is not truly reflected.
- Numerous cultural activities and resources help provide the high quality of life found in the Planning Area. Local celebrations and festivals throughout the area enhance the sense of community.

**Our Vision for the Future**

Our community will prioritize and protect the cultural and historical resources that define our local heritage, while encouraging growth that complements our character.

**Common Goal**

To maintain and develop our cultural identity

**Common Objectives**



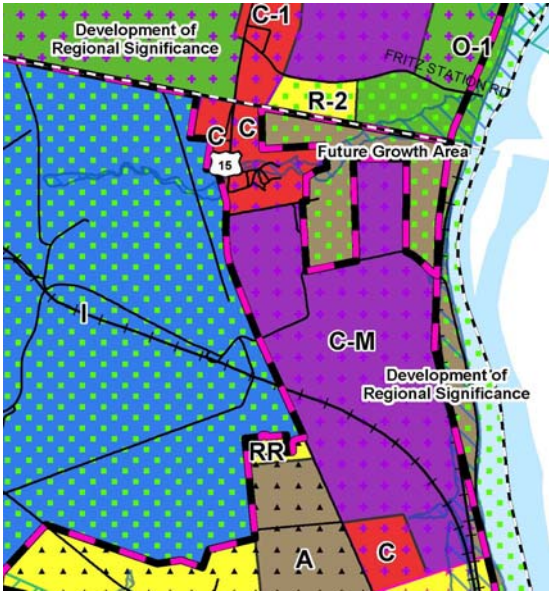
- Conserve significant cultural and historical resources through a prioritization process
- Engage in the development of the Lumber Heritage Region
- Promote state and federal historic preservation programs locally

## Discerning the Strategic Actions


With agreement on the goals and objectives regarding land use and resource management, discussion turned to the changes needed in public policy, public education efforts, and cooperative planning and development. This matrix demonstrates that there are several key strategies that could positively impact the priority land use and resource management issues identified for the US 15 South Planning Area. Each strategy represents a range of tasks to be undertaken by various partners and entities, as further defined under the strategic actions on the following pages.

**Matrix 2 Potential Breadth of Impact of Land Use and Resource Management Strategies**

Strategic Action	Key Issues for the US 15 South Planning Area					
	<i>Natural resource protection</i>	<i>Historic and cultural resource protection</i>	<i>Floodplain management</i>	<i>Guidance for increased development pressure</i>	<i>Potential recreational/tourism development of open space/public lands</i>	<i>Open space and agricultural preservation</i>
Review and revise ordinances to ensure that they are consistent with the goals and objectives of the comprehensive plan.	X	X	X	X	X	X
Develop and support additional public and/or private programs to achieve the comprehensive plan's goals and objectives.	X	X				X
Develop public education programs to address environmental concerns related to land use and property maintenance.			X			X
Support the continued presence of agricultural and forest industries.			X	X	X	
Improve community image through fostering community pride and enforcement of property maintenance codes.						
Coordinate resource inventory, management, and protection.	X	X				X
Coordinate economic development and transportation and infrastructure planning with land use planning			X	X	X	X
Utilize land management to protect natural resources.			X	X		X

Strategy #1	
<b>Review and revise ordinances to ensure that they are consistent with the goals and objectives of the comprehensive plan.</b>	
<b>Methods, Tools, and References</b>	
Model ordinance(s), e.g. developed by the County Planning Commissions, Natural Lands Trust and other sources	
<b>Partners</b>	
County Planning Commissions, local municipalities, Montgomery Community Development Corporation, Conservation District, Northcentral Pennsylvania Conservancy, next generation land owners	
<b>Funding Sources</b>	
DCED Land Use Planning Technical Assistance Program (LUPTAP) and Shared Municipal Services Program, DEP/DCNR, PENNDOT, watershed organizations, private foundations, employers invested in quality of life for employees	
Strategic Action	Notes
<p>1a. Revise zoning to guide development to growth areas. Utilize growth areas as interim limits to community development. Review zoning to provide for all developed uses within the growth areas. Provide for mixed use zoning districts and multi-story development where appropriate for the community context.</p>	<p>The boundaries of developed areas could be defined officially through designated growth areas. These boundaries would be re-evaluated periodically (every 20 years) to determine if and where relocation is needed to accommodate the future desired amount of development.</p> <p>Begin with an education program for local officials and the general public on the use of growth areas for sound land use planning and community development.</p>
<p><b>Figure 14 Excerpt from the Future Land Use Map (shown over current zoning data)—</b></p> 	<p>Coordinate sewage facilities, water supply, and transportation improvements planning with growth areas, focusing investment within the growth boundary. The Montgomery Borough Water and Sewer Authority and the Gregg Township Municipal Authority are the primary contacts for water and sewer coordination in the Planning Area. Municipal roadmasters and the County transportation planner are contacts for coordinating transportation improvements. This coordination will require the comparison of available water and sewer treatment capacity to (continued)</p>

Strategic Action	Notes
1a. continued	development potential enabled by current zoning provisions.
1b. Develop zoning ordinances that are compatible with land use patterns and densities that define the local character of US 15 South communities.	<p>“Standard” or universal ordinances will yield universal results – Anytown, USA. Locally relevant ordinances model new development after historical patterns and densities and require features that physically and visually connect the community to its specific geographic and socio-cultural place – its “sense of place”. This “sense of place” is further enhanced by site or building features, such as lot size, building scale, building materials, and even roof angles, that are consistent with local architectural patterns.</p> <p>Alternatively, design guidance manuals can provide suggested building patterns, materials, and techniques for certain districts or corridors. These suggestions can be used as a negotiation tool when reviewing land development plans.</p> <p>Both of these techniques require research on the preferred patterns of development, meaning measurement of setbacks, building height, lot sizes, and other features of development that models what the community would like to see in the future.</p>
1c. Develop regulations for site improvements that are compatible with local character	In addition to the above-mentioned features, locally relevant development looks to architectural patterns of historic sites, such as vegetation quantity and species selection, connected sidewalk or trail networks, paving or hardscape materials, and low-impact stormwater management techniques.

Strategic Action	Notes
<p>1d. Develop design guidance for the gateway development. Clearly establish uses compatible with gateway areas. Revise zoning ordinances to restrict salvage yards from community gateway areas. Also establish signage, landscape, and buffer standards and/or regulations.</p>  <p><i>This Streetscape Design Manual for the City and County of Denver was developed specifically to address design issues of commercial and residential streets.</i></p>	<p>Sensitive regulations and quality-based performance standards, developed by the municipalities, in partnership with the county planning agencies, will be needed to guide development in ways that complement the rural landscape and community character. Signage regulations will be of particular importance to these areas which may serve as many or more visitors than residents. Cookie-cutter service facilities, e.g. chain restaurant buildings and signage, should not be permitted, but rather these services should fit into local development patterns.</p> <p>While salvage yards can be well managed, these are not appropriate uses for the entry to a community.</p> <p>Infrastructure plans should be coordinated to provide system service to intensively developed gateway areas. Access management provisions should be incorporated into ordinances to manage traffic turning movements at these highly visible and often busy corridors and intersections.</p> <p>An Official Map (as authorized by the PA MPC), local corridor plan or a gateway overlay could provide long-term street plan guidance.</p>
<p>1e. Revise zoning ordinances to permit CAFOs in appropriate areas, where they would cause minimal community and environmental impacts.</p>	<p>CAFOs have become one arm of agricultural activity. In many cases, they are more heavily regulated than small-scale family farms. The potential impacts to water quality justify careful placement of such uses away from designated growth areas, karst topography and water supply areas, and sensitive habitats.</p>



Strategic Action	Notes
<p>1f. Revise zoning to limit development in desired protection areas through a steep slope/ridgetop overlay district, such as the one in the Lycoming County zoning ordinance.</p>	<p>Include performance standards for driveway access, slope and surfacing; amount of lot to be disturbed; degree of slope allowable for development; and a requirement for erosion and sediment control plans with definitive grading standards.</p> <p>Lycoming County’s steep slope/ridgetop overlay district is an excellent example and should be considered for adoption by all US 15 South planning partners.</p>
<p>1g. Retain complete forest structure (canopy and understory) to protect scenic viewsheds and other environmental benefits through adopted performance standards and incentives.</p>	<p>Local officials should seek out information on the broad benefits of forests in their communities, as well as the authority and limitations to regulating forest management. Educated community leadership is clearly an important component of community development.</p> <p>Begin with educating the general public. See 3a.</p> <p>Develop performance standards and incentives for sound forest management that benefits the community environmentally and economically.</p> <p>Encourage the development of forest stewardship plans.</p> <p>Review ordinances for current guidance on forest retention. Since forestry must be permitted in all zoning districts, develop and adopt standards that protect scenic and environmental benefits. Assist in providing consistent enforcement of ordinances.</p> <p>Gather Northcentral Pennsylvania Conservancy and Linn Conservancy representatives, as well as other land preservation organizations (easements receivers), and Planning Area forest (continued)</p>

Strategic Action	Notes
1g. continued	<p>landowners to discuss the opportunities and benefits of forest conservation easements.</p> <p>Allow for conservation zoning that maintains gross density and concentrates development in non-forest areas. See 2e.</p>
1h. Review and revise local zoning ordinances to permit private and public recreation uses and additional tourism-related uses in appropriate districts.	Some tourism-related uses may already be permitted. Review from the perspective of a potential business owner, considering development requirements as well as uses.
1i. Review local ordinances for standards that require excessive impervious coverage, e.g. wider than necessary streets, excessive parking, etc. Revise such standards with provisions for better stormwater management practices, e.g. for shared parking, uncurbed streets, etc., where appropriate.	<p>US 15 South municipalities should consider the assistance available from organizations, such as the Natural Lands Trust and the Builders for the Bay, that are working to revise these standards. The Natural Lands Trust offers a Growing Greener Audit – a review of current regulations and recommendations for “greener” community standards.</p> <p>Builders for the Bay organizes local roundtable discussions between municipal officials, developers, and environmental interests to discuss site design criteria that meet the needs of all parties. For more information, see <a href="http://www.natlands.org">www.natlands.org</a> and <a href="http://www.cwp.org/builders_for_bay.htm">www.cwp.org/builders_for_bay.htm</a>.</p>

Strategic Action	Notes
<p>1j. Revise local ordinances to regulate new floodplain development and to regulate expansion of existing floodplain development.</p>	<p>Municipalities should also maintain updated ordinances, particularly after FEMA maps are updated.</p> <p>Municipalities should work with their respective counties agencies on continued pursuit of funding for property purchases and retrofits in the floodplain.</p> <p>In addition, US 15 South municipalities, with assistance from the county planning agencies, should seek and provide education on the impacts of building and expanding development in the floodplain. Such education should include floodplain management techniques and the need for strong enforcement.</p>
<p>1k. Revise property maintenance codes to include flood-proofing and flood-mitigation for existing properties in the floodplain.</p>	<p>See above</p>
<p>1l. Review and revise local zoning ordinances to permit additional private and public recreation uses.</p>	<p>See above</p>
<p>1m. Use public infrastructure improvements and extensions as tools to guide development. Encourage service improvements within designated growth area and discourage extension of public water and sewer service to rural resource areas.</p>	<p>Prioritize service improvements within designated growth areas and discourage extension of public water and sewer service to rural resource areas. However, if local health and/or safety conditions warrant such extensions, limit improvements to serve the problem area.</p>
<p>1n. Utilize zoning density capacity to support desired transit improvements within designated growth areas, particularly where current demand fails to warrant extended service.</p>	<p>Prioritize transportation improvements within growth areas.</p>

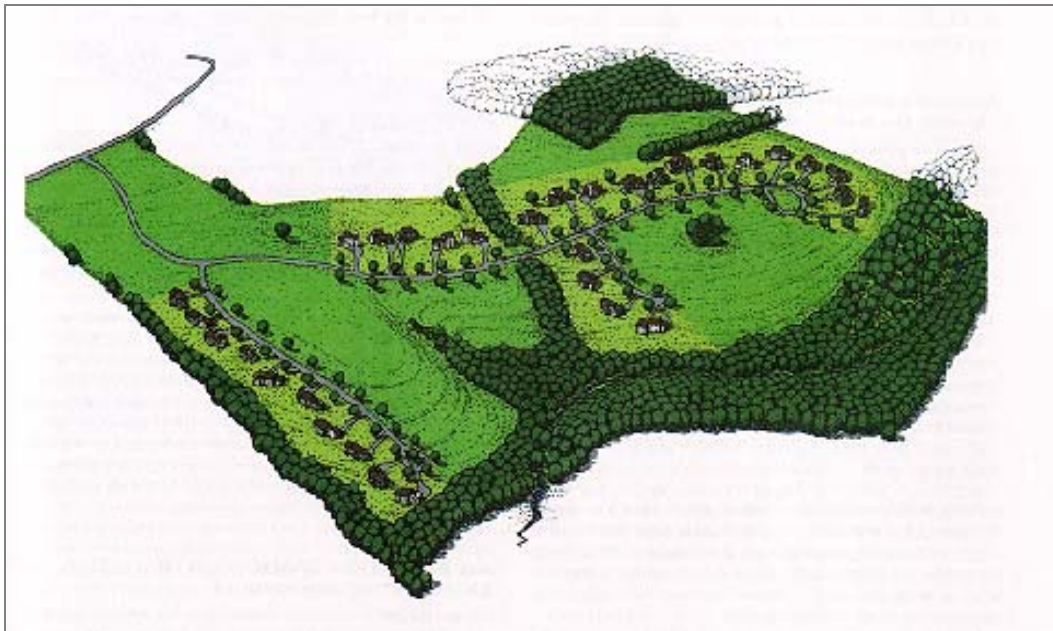
<b>Strategy #2</b>	
<b>Develop and support additional public and/or private programs to achieve the comprehensive plan’s goals and objectives.</b>	
<b>Methods, Tools, and References</b>	
State Keystone Opportunity Zones, PENNDOT Scenic Byways Program, County Agricultural Preservation Program	
<b>Partners</b>	
County Conservation Districts, DCED, PENNDOT, DCNR, Northcentral Pennsylvania Conservancy, Organization United for the Environment, developers, Natural Lands Trust	
<b>Funding Sources</b>	
Keystone Innovation Zone Funding	
<b>Strategic Action</b>	<b>Notes</b>
2a. Support public and private land/resource preservation programs. Support easement donations and purchases with letters of support and/or matching funds.	Where private interests in land and resource conservation coincide with US 15 South goals, these interests should be recognized with letters of support or financial contributions. Leveraging funding is increasingly used as a testament to partnerships and joint pursuit of a common goal. Matching funds from public and private sources can significantly increase the value of one individual’s or organization’s gift or purchase.
2b. Promote programs that address sustainable natural resource production, including both sustainable agriculture and sustainable forestry.	Disseminate existing information or develop new public education materials on sustainable natural resource production, including both sustainable agriculture and sustainable forestry.
2c. Promote the understanding and use of conservation design techniques in land development.	Conservation design techniques allow for development and open space preservation to co-exist on a single site. Applied most often to residential development, the conservation design approach first removes environmentally sensitive features (waterways, wetlands, steep slopes, etc.) from the equation of developable land. Second, it identifies conservation features that are specific to the site, such as wooded areas, prime farmland soils, historic ruins, and scenic views. The remaining land area is then developed for residential lots.
<i>See graphic on following page.</i>	(continued)

Strategic Action	Notes
2c. continued	Overall development density can be achieved, and the open space is maintained jointly by the homeowners.

*Conservation Design for Subdivisions. The Natural Lands Trust can provide educational materials, including a hand-on design workshop, and model ordinance language that incorporates such techniques.*



*A conventional subdivision*



*An open space or conservation subdivision*

*Image Source: Conservation Design for Subdivisions, Randall Arendt*

<b>Strategy #3</b>	
<b>Develop public education programs to address environmental concerns related to land use and property maintenance.</b>	
<b>Methods, Tools, and References</b>	
Multi-media education: newspaper articles, newspaper columns, radio and TV talk shows, website articles, e-newsletter	
<b>Partners</b>	
Media, school districts, municipalities (e.g. newsletters), Conservation Districts, County Extension Service, US Department of Agriculture, Pennsylvania Department of Agriculture, Organization United for the Environment	
<b>Funding Sources</b>	
First Industries Program	
<b>Strategic Action</b>	<b>Notes</b>
3a. Help to disseminate information on the environmental and community benefits of forestland.	
3b. Provide information on agricultural operations: <ul style="list-style-type: none"> <li>▪ state regulations and permitting requirements for agricultural operations.</li> <li>▪ municipalities’ abilities and limitations to regulate such operations</li> <li>▪ accepted agricultural methods</li> </ul>	This information would be distributed through municipal newsletters, websites, or other communication.  Develop a rural agricultural community statement/ clause for inclusion in real estate sales agreements and/or annual resident mailings, e.g. tax bills.
3c. Provide information on the use of growth areas for sound land use planning and community development.	See 1.a. US 15 South municipalities will need to show support for the development and periodic review of growth areas. Municipalities should track the effectiveness of the growth area in the US 15 Planning Area.
3d. Provide information on the impacts of building and expanding development in the floodplain.	Municipalities should forward key concepts in floodplain management to residents.

Strategy #4	
Support the continued presence of agriculture.	
Methods, Tools, and References	
Ordinances, conservation easements, municipal newsletters	
Partners	
Conservation District, USDA, PA Dept of Agriculture, local farmers	
Funding Sources	
First Industries Program	
Strategic Action	Notes
<p>4a. Identify farmland that should be permanently preserved for agricultural use. Consider soil quality and local paths of development and infrastructure in this identification process.</p>	<p>Land use planning and zoning in resource conservation areas should consider the protection of prime agricultural soils from developed uses. Clustering limited development on non-agricultural soils may enable farmers, either present or future, to maintain agricultural lands in productivity.</p>
<ul style="list-style-type: none"> <li>i) Designate funding for agricultural easement purchases.</li> <li>ii) Encourage land use planning and zoning that manage the quantity and quality of land available for agricultural purposes (production, processing and sales), and that manage permitted development patterns to limit encroachment and to maximize agricultural land availability.</li> <li>iii) Promote enrollment in the Agricultural Security Area and Clean and Green programs.</li> <li>iv) Continue to assess active farmland based on its use, not its potential for development.</li> </ul>	<ul style="list-style-type: none"> <li>i) Coordinate funding where possible to maximize funding efficiency. Utilize multiple easements to protect large tracts incrementally. Involve environmental organizations, when property includes wetlands or sensitive habitat.</li> <li>iii) Identify property owners who would benefit from these programs based on the size and location of their property. Meet with them to explain the benefits of these programs.</li> </ul>
<p>4b. Explore the feasibility of non-traditional/ non-production agricultural operations, e.g. organic produce, specialty livestock, aquaculture, etc., as supplemental revenue sources among farmers (a Lycoming County Action).</p>	<p>Invite speakers to meet with local farmers. Consider speakers from the Pennsylvania Association for Sustainable Agriculture and other niche markets. Modify municipal ordinances to permit supplemental uses in agricultural or otherwise appropriate districts.</p>

Strategic Action	Notes
<p>4c. Utilize municipal and multi-municipal zoning to protect large and contiguous agricultural regions through the designation of rural resource protection areas and to designate appropriate districts for concentrated animal feeding operations.</p>	<p>US 15 South municipalities should consider multi-municipal or coordinated zoning to implement this action item. Request assistance from Lycoming County EDPS and Union County Planning Commission in making land use decisions, regarding resource mapping and other data on sensitive resource areas.</p>
<p>4d. Protect resource conservation areas from incompatible public facilities, e.g. public utilities and major road improvements.</p>	<p>As stated in the 1994/1997 Lycoming County Comprehensive Plan, farmers are often required to help pay for local improvements though they gain no benefit, e.g. utility transmission line. The designation of growth areas and implementation through zoning would reduce the potential for this inconsistency. For the then limited instances of this condition, US 15 South municipalities should consider the exemption of farmers from such costs of improvements.</p>



Strategy #5	
Support the sustainability of forest resources and the forest-related economic sector.	
Methods, Tools, and References	
Ordinances, conservation easements, municipal newsletters	
Partners	
Conservation District, forest landowners, foresters, logging companies	
Funding Sources	
Not applicable	
Strategic Action	Notes
5a. Promote enrollment in forest conservation programs, e.g. Forest Legacy Program, Clean and Green – Forest Reserve Program.	Work with partners to provide information on forest conservation programs to forest land owners. Promote understanding of continued opportunities to harvest or manage forestland for other forest resource goals.
5b. Designate funding for forest easement purchases.	Municipalities should consider establishing a funding mechanism that would provide matching monies for other public or private easement purchases. Mechanisms could entail an open space preservation tax that would be invested to yield the municipal contribution for future purchases.
5c. Remove disincentives for timbering.	Currently, forest land owners are taxed on timber as part of the property values and again on the income that timber generates. This results in a disincentive to harvest standing timber. Work with landowners and tax assessors to develop assessment values appropriate for forestland that will not be developed for other uses.
5d. Develop a logging ordinance(s) that supports reforestation. Regulations that protect the long-term benefits of forests should also include the replacement of removed vegetation or provision for natural forest re-vegetation.	If forestry is to be a sustainable part of the region’s economy, its continued presence and health must be ensured. To promote continued environmental benefits from forestland, harvested land must be re-vegetated either by natural or planted means.

Strategy #6	
<b>Improve community image through fostering community pride and enforcement of property maintenance codes.</b>	
<b>Methods, Tools, and References</b>	
Shared Municipal Services	
<b>Partners</b>	
Municipal officials and staff, Montgomery Community Development Corporation, civic and social clubs	
<b>Funding Sources</b>	
DCED Land Use Planning Technical Assistance Program, Shared Municipal Services	
Strategic Action	Notes
6a. Explore shared codes enforcement services through councils of government or other intergovernmental cooperation methods.	Explore the possibility of shared codes enforcement through COG discussions. Identify benefits and cost efficiencies to be gained.
6b. Define and promote local identities at the municipal and neighborhood levels.	<p>Pursue visioning activities to define local identity and develop signage and marketing materials to promote community image(s).</p> <p>The municipalities should also explore ways to promote neighborhood identity as well as a sense of common ownership and pride in their neighborhood’s public spaces. At the municipal level, park and roadway clean-up days can bring volunteers together for a few hours. At the neighborhood level, similar activities can be organized formally through neighborhood associations or informally by the municipality.</p> <p>In addition, the municipalities can promote the Planning Area’s heritage by collecting and displaying memorabilia from local residents and businesses. This collection could be displayed at the local library.</p>

<b>Strategy #7</b>	
<b>Coordinate resource inventory, management, and protection</b>	
<b>Methods, Tools, and References</b>	
Floodplain ordinance provisions, Riparian buffer ordinance/overlay, local building/site design manual, marketing community identity	
<b>Partners</b>	
County Planning Commissions, DCNR, PHMC, Preservation Pennsylvania, Northcentral Pennsylvania Conservancy, Williamsport-Lycoming Arts Council, Lycoming County Historical Society, Union County Historical Society, Organizations United for the Environment (OUE)	
<b>Funding Sources</b>	
State and federal rehabilitation tax credits (historic rehabilitation), PA Travel and Tourism Office=s Matching Grant Fund and Regional Marketing Initiative Fund, DCED LUPTAP Program	
<b>Strategic Action</b>	<b>Notes</b>
7a. Assist in the update to the Lycoming County scenic resource inventory and recommendations. The inventory should address community gateways and scenic vistas and routes (road, rail, trail, and water) beyond its previous scope. Recommendations should include a prioritization of scenic resource protection efforts.	US 15 South planning partners should review the updated document to insure that local scenic resources are adequately identified. Gregg Township should be encouraged to participate in this update as a member of the planning partnership. Planning partners should review the recommendations for items requiring municipal action.
7b. Assist in the development of updates to the Counties’ Historic Preservation Plans or other historic sites inventories. The plan should review preservation techniques and identify appropriate techniques for application in the region. A prioritization list should be developed so that available efforts and fund can be directed toward the most vulnerable properties. An action plan should identify a priority number project for immediate action.	US 15 South planning partners should review the respective updated document to insure that local historic resources are adequately identified. Planning partners should review the recommendations for items requiring municipal action.
7c. Identify riparian forest buffers, wetlands and natural undeveloped water retention areas, and encourage streambank preservation programs.	Become educated on municipal authority to regulate riparian buffer areas. Develop riparian buffer ordinance provisions. (continued)

Strategic Action	Notes
7c. continued	<p>Distribute information on the value of riparian buffers to the general public.</p> <p>Encourage use of buffer areas for non-intensive uses, such as agriculture and forestry.</p>
7d. Encourage restoration of natural floodplain function and use of acquisition and restoration or demolition programs.	<p>Review ordinances for inappropriate permitted activities in the floodplain. Revise ordinances to permit the use of floodplains for greenways, open space, recreation, and agricultural uses.</p> <p>Promote the use of floodplain conservation easements through public education.</p>
7e. Assist in the application of historic properties to the Pennsylvania Inventory and National Register of Historic Places eligibility list. Similarly, support nominations to these preservation programs.	<p>Provide letters of support, where appropriate, to indicate preference and desire for historic designation.</p>
7f. Develop guidelines for historic site/district redevelopment. Include in these guidelines flexibility for conversion and adaptive re-use of historically significant structures.	<p>For historic districts, this should entail a Historic District Overlay. For individual sites not located in a historic district, specific historic site provisions should be developed.</p> <p>US 15 South municipalities should look to Lycoming County EDPS for assistance. Lycoming County may be able to provide a model overlay district for local review and adoption.</p>
7g. Market historic sites redevelopment opportunities. Offer incentives for historic site rehabilitation.	<p>Some businesses, and individuals who lead them, are drawn to historic structures for their historic value and aesthetic appeal. The office environment of architects, designers, lawyers, and other professionals is often telling of their personal style and can be viewed as a marketing component of their business.</p> <p>Incentive could be either financial or procedural.</p>

Strategic Action	Notes
7h. Establish working partnerships that link cultural, economic, and educational development outcomes.	<p data-bbox="841 277 1409 487">US 15 South municipalities should be sure to participate in such partnerships, whether by invitation or by volunteer. This strategy could expand existing partnerships for broader community benefit.</p> <ul data-bbox="841 529 1409 814" style="list-style-type: none"><li data-bbox="841 529 1409 634">▪ Promotion of local cultural program and festivals may be of interest to Planning Area tourists.</li><li data-bbox="841 642 1409 814">▪ The use of existing public and private facilities as locations for cultural programs and events further promotes the facility and may foster more diverse social interactions.</li></ul>

Strategy #8	
<b>Coordinate economic development, transportation, and infrastructure planning with land use planning</b>	
<b>Methods, Tools, and References</b>	
Act 537 plans, WATS TIP, tax and other incentives, Official Map, localized gateway and corridor master plans	
<b>Partners</b>	
Montgomery Community Development Corporation, County Planning Commissions, municipalities, school districts	
<b>Funding Sources</b>	
First Industries Fund, Commonwealth Capital Budget, Federal Transportation Appropriations, DCED Land Use Planning Technical Assistance Program (LUPTAP)	
Strategic Action	Notes
8a. Offer incentives and assist in the development and expansion of tourism-related businesses.	Gather ideas from local tourism and recreational specialists, e.g. outfitters, sports shop owners. Inform local businesses how they can support tourism through friendly service.
8b. Market the Planning Area as “the place to visit for <i>(insert target resource)</i> .” Work with the Bureau of Tourism and the Chambers of Commerce to promote a consistent tourism message.	The Planning Area has a lot to offer, but it can not be everything to everyone. Some focus is needed for a successful tourism campaign. Consider the assets identified in the Lumber Heritage Region Management Plan, Lycoming County Open Space and Greenways Plan, and the Lower West Branch Susquehanna River Conservation Plan. Identify existing themes, unique experience opportunities, and potential target audiences. US 15 South municipalities should participate in Countywide marketing initiatives in order to represent what they do and do not want for their futures. The municipalities could appoint one Planning Area representative or four municipal representatives. Participation could range from regular phone communication to potential committee positions.
8c. Develop multi-modal transportation connections between residential neighborhoods and recreational areas.	Bicycle and pedestrian facilities are important components of any community for non-drivers, both young and old. (continued)

Strategic Action	Notes
8c. continued	Where off-road connections between can be made, they should be requested, if neighborhoods and common destinations not required, of developers. Retrofitting trails into existing development is also possible, particularly when the entire community is in support of increasing transportation alternatives and conservation. Proposed trails in Great Stream Commons should be connected to a broader trail network, as trail planning occurs.
8d. Identify communities that can act as gateways to natural resource areas.	Additional promotion of tourism will bring many more visitors to the Planning Area – visitors who will need directions to state parks, forests, and gamelands; places to eat; places to stay; recommendations on shops to see; and other attractions. The US 15 South Planning Area will need to decide if and how it can contribute and benefit from serving as a gateway community. Planning areas preferences should be expressed to Lycoming County EDPS.
8e. Plan for gateway development prior to marketing.	If the US 15 South planning partners decide to develop as a gateway community, they will need to ensure that appropriate zoning and development guidance is in place prior to inviting development pressure. Consider land use controls, as well as transportation improvements and water and sewer needs for future businesses.
8f. Market these communities for tourism and recreation development, particularly small business that is compatible with local character.	Local economic development should focus some attention on the gateway community in order to promote the identification of a desired area for certain development.
8g. Coordinate infrastructure improvements and expansion within growth areas. Discourage infrastructure investment in rural resource protection areas.	Review Act 537 plans for compatibility with growth areas. Revise for greater consistency, as needed Prioritize transportation improvements within growth areas, including those would benefit KOZ sites in the US 15 South Planning Area.

<b>Strategy #9</b>	
<b>Utilize land management to protect natural resources.</b>	
<b>Methods, Tools, and References</b>	
Forest stewardship plans, open space and greenways designation, buffer ordinances	
<b>Partners</b>	
DEP, Chesapeake Bay organizations	
<b>Funding Sources</b>	
DEP Growing Greener Funding	
Strategic Action	Notes
9a. Promote forest cover and forest stewardship to promote filtration (quality) and infiltration (recharge).	Public education – See 2a. Incorporate Best Management Practices (BMPs) into ordinances. Replace high-maintenance lawn requirements with successional meadow options.
9b. Develop wellhead protection programs for municipal wells.	This strategy is important to this Planning Area where well closures have already occurred. In addition, consideration should be given to long range water supply protection, e.g. mountain reservoir areas.
9c. Develop a greenways plan to complement open space, natural resource, and alternative transportation goals.	Lycoming County is developing a Recreation, Open Space and Greenways Plan that includes greenway recommendations. Municipalities should help to implement recommendations in their Planning Areas.  A US 15 South Recreation, Open Space and Greenways Plan, as a local or community greenway plan, should include Gregg Township. The development of a greenway plan for Gregg Township is encouraged. See also Chapter 5 – Strategy 3.
9d. Protect water supply and water quality.	Develop a better understanding of regional water resources – how much water is available, where is it located, and where can it be reached.  Participate in regional water resource studies – data collection and analysis, public input, and recommendation development. (continued)



Strategic Action	Notes
9d. continued	<p>Review and revise regulations that unnecessarily require impervious surfaces, e.g. large parking lots and wide streets, that direct rainfall into storm sewers and surface waterways, rather than into recharge areas. Review and revise regulations to require stormwater management facilities that improve stormwater quality, groundwater recharge, and wildlife habitat.</p> <p>Reduce water consumption by promoting conservation. Educate consumers on the need for water conservation (water resource stewardship) at all times.</p>
9e. Revise ordinances to establish buffer zones around valuable wetlands.	<p>Define buffer zones by both a minimum distance and hydric soils, allowing the lesser to be the determining factor. Request assistance from the Conservation District in developing guidelines.</p>
9f. Promote land use patterns that reduce vehicle trips and encourage pedestrian, bicycle, and transit alternatives.	<p>Even in rural areas, safe transportation alternatives are needed for those who are unable to drive (both young and old). Trails and paths provide bicycle and pedestrian routes, whether on the road shoulder or on separate surfaces.</p>
9g. Support and monitor compliance with state requirements for environmentally safe mining practices and area restoration after extraction has ceased.	<p>Review municipal ordinances. Regulations should include provisions for state and federal compliance, development/extraction plans, operational performance standards, reclamation performance standards, and inspections.</p>

For discussion on how these strategies and actions relate to the other three planning elements (Community and Economic Development, Transportation, and Community Infrastructure), see Chapter 6.

### *Future Land Use Map*

Growth boundaries have been delineated to separate lands for desirable and suitable growth (or growth areas) from lands to be used for rural use applications (or rural resource areas). These growth boundaries contain significant areas with existing public water and/or sewer service or areas planned for such services in the future. The growth boundaries represent a policy decision to encourage the majority of growth to locate within the boundary, thereby reducing development and its impacts on the rural areas outside the growth boundary.

As elements of public policy, growth boundaries are able to be amended or revised over time, specifically in response to growth and land consumption rates. For example, as a community, in this case a Planning Area or subregion thereof, approaches a build-out condition within its growth boundary (or boundaries), consideration should be given to where the growth boundary should be adjusted to best guide the continued growth of the community. These adjustments, like the original delineation, should be made with regard to public utilities provisions and planning, as well as transportation infrastructure and other community services. Adjustment to growth boundaries should be considered in conjunction with a comprehensive plan review, as the changes to the growth boundary and the future land use plan/map should be made concurrently and coherently.

“Designated growth area,” a region in a municipal or multi-municipal plan that preferably includes and surrounds a city, borough or village, within which residential and mixed use development is permitted or planned at densities of one unit per acre or more, and commercial, industrial and institutional uses are permitted or planned and public infrastructure services are provided or planned.

Act 2000-67 (amendment to the PA MPC)

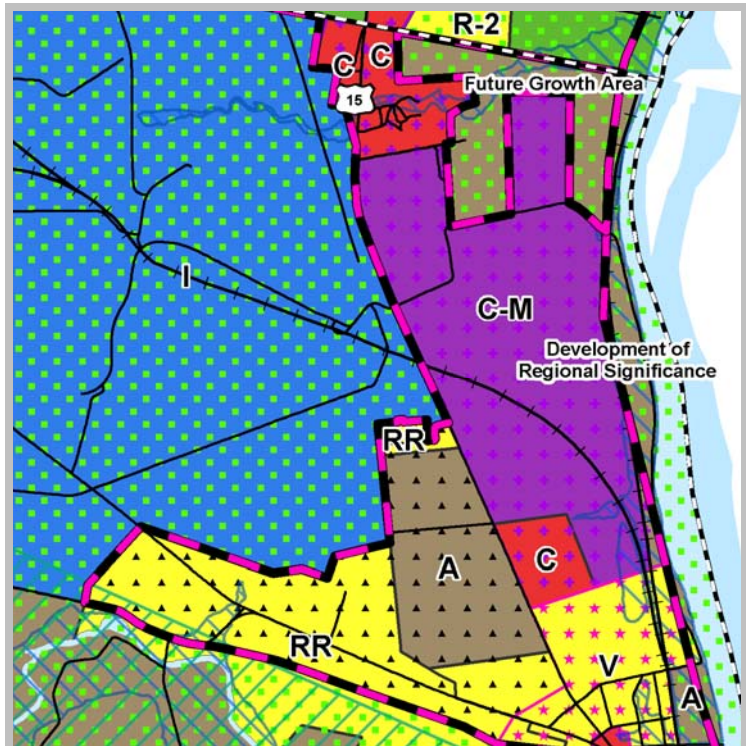
Future growth area and future rural resource areas can also be delineated as part of future land use planning. Future growth areas have been delineated for the US 15 South Planning Area, as shown on the Future Land Use Map.

“Rural resource area,” an area described in a municipal or multi-municipal plan within which rural resource uses including, but not limited to, agricultural, timbering, mining, quarrying and other extractive industries, forest and game lands and recreation and tourism are encouraged and enhanced, development that is compatible with or supportive of such uses is permitted and public infrastructure services are not provided except in villages.

Act 2000-67 (amendment to the PA MPC)

"Future growth area," an area of a municipality or multi-municipal plan outside of and adjacent to a designated growth area where residential, commercial, industrial and institutional uses are permitted or planned at varying densities and urban services may or may not be provided, but future development at greater densities is planned to accompany the orderly extension of urban services.

Act 2000-67 (amendment to the PA MPC)



**Figure 15 Excerpt from the Future Land Use Map**

*This excerpt from the future land use map shows the designated and future growth areas in Gregg Township with existing zoning as the base map.*

The growth areas for the US 15 South Planning Area follow the US 15 corridor, the PA 54 corridor, and the PA 405 corridor, and include most of the Borough of Montgomery. The US 15 corridor growth area recommends a combination of Business/Industry and Neighborhood future land use patterns. Business/Industry uses are also recommended for the PA 405 corridor east of Montgomery. Downtown and Neighborhood uses are recommended for the Borough. Neighborhood uses are recommended for the PA 54 corridor.

Three future growth areas have also been delineated for the US 15 South Planning Area: one between US 15 and Montgomery, another north of Brouse Road, and a third north of Great Stream Commons in Gregg Township, Union County. These areas represent large infill blocks adjacent to the original growth boundary designation. The area in Gregg Township is recommended for Neighborhood uses, while the areas in Clinton Township are recommended as rural resource areas. No further land use guidance is needed for these areas at this time. However, if development pressure increases and the original growth areas begin to reach capacity, these future growth areas should be the first areas reviewed for future land use changes.

The US 15 South Planning Area contains rural resource areas throughout the remainder of the Planning Area, including the floodplain of Montgomery Borough. These rural resource areas are most suitable for woodlands, agriculture, and rural living uses. Rural uses are also recommended for the future growth areas in Clinton Township, as noted above.

In conjunction with the growth and rural resources areas and their respective future land use categories, several overlay categories are recommended to provide special protection or development guidance for specific resources or locations. The following table outlines the special guidance provisions for these overlay areas, to be further developed and refined through local zoning and/or subdivision and land development ordinances.

The US 15 South Planning Area includes a gateway overlay along the US 15 corridor in Clinton Township.

Scenic/High Quality Watershed overlay provisions are recommended for the mountains surrounding the Planning Area, and Floodway/Floodplain overlay provisions are recommended throughout the respective FEMA-designated areas.

The US 15 South Planning Area contains five developments of regional significance:

- Allenwood Federal Correctional Complex (Brady Township)
- Timber Run – the Lycoming County Industrial Park (Brady Township)
- Lycoming County Landfill (Brady Township)
- Allenwood Federal Correctional Complex (Gregg Township, Union County)
- Great Stream Commons (Gregg Township, Union County)

The landfill in Brady Township is significant for the environmental regulations in place to protect air and water quality. The correctional facility in Gregg Township is significant for the size of the property. Great Stream Commons is significant for the size of land area that is ready for business and industry development, based on Union County investment to prepare the property with public utilities and infrastructure.

Specific future land uses are associated with both designated and future growth areas and with rural resource areas, based on the intensity of development and the use requirements for public infrastructure.

These uses are classified in the following tables.

**Table 9 Recommended Uses and Development Guidance for Growth Areas and Future Growth Areas**

<b>Growth Area/Future Growth Area</b>			
	<b>Business/Industry</b>	<b>Downtown</b>	<b>Neighborhood</b>
Purpose	To function as centers of commerce supported by industrial activity and accompanied by institutional facilities served with infrastructure	To serve as diverse community centers of mixed-uses including commercial activity, civic and institutional facilities, cultural amenities, and affordable housing opportunities.	To accommodate residential neighborhoods interspersed with public, private and institutional services
Recommended Uses	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Light to Heavy Industry</li> <li>▪ Warehousing, Whole/Retail Stores, Commercial Retail Facilities</li> <li>▪ Commercial Service Facilities</li> <li>▪ Professional Offices</li> <li>▪ Sale of Agricultural Products</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single family detached, townhouses, duplexes, and apartments)</li> <li>▪ Community Facilities</li> <li>▪ Educational Facilities</li> <li>▪ Transportation Facilities</li> <li>▪ Recreation Facilities</li> <li>▪ Parks/Open Space</li> </ul>	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single family detached, townhouses, duplexes, and apartments)</li> <li>▪ Light Industry</li> <li>▪ Small- to mid-scale retail</li> <li>▪ Commercial Service Facilities</li> <li>▪ Professional Offices</li> <li>▪ Community Facilities</li> <li>▪ Parks/Open Space</li> <li>▪ Sale of Agricultural Products</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Educational Facilities</li> <li>▪ Transportation Facilities</li> <li>▪ Recreation Facilities</li> </ul>	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single family detached, townhouses, duplexes, and apartments)</li> <li>▪ Light Industry</li> <li>▪ Small-scale retail</li> <li>▪ Commercial Service Facilities</li> <li>▪ Professional Offices</li> <li>▪ Community Facilities</li> <li>▪ Educational Facilities</li> <li>▪ Transportation Facilities</li> <li>▪ Recreation Facilities</li> <li>▪ Parks/Open Space</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Sale of Agricultural Products</li> </ul>
Recommended Densities	<p>Density ranges (per acre) with public utilities:</p> <ul style="list-style-type: none"> <li>▪ Single-Family Detached Dwellings (4-10)</li> <li>▪ Duplexes (6-12)</li> <li>▪ Townhouses (8-15)</li> <li>▪ Apartments (8-50)</li> </ul> <p>Note:</p> <ul style="list-style-type: none"> <li>▪ No separate density standard for non-residential uses</li> <li>▪ Maximum density of 1 dwelling unit per acre with on-lot utilities</li> </ul>	<p>Density ranges (per acre) with public utilities:</p> <ul style="list-style-type: none"> <li>▪ Single-Family Detached Dwellings (4-10)</li> <li>▪ Duplexes (6-12)</li> <li>▪ Townhouses (8-15)</li> <li>▪ Apartments (8-50)</li> </ul> <p>Note:</p> <ul style="list-style-type: none"> <li>▪ No separate density standard for non-residential uses</li> <li>▪ Maximum density of 1 dwelling unit per acre with on-lot utilities</li> </ul>	<p>Density ranges (per acre) with public utilities of:</p> <ul style="list-style-type: none"> <li>▪ Single-Family Detached Dwellings (4-10)</li> <li>▪ Duplexes (6-12)</li> <li>▪ Townhouses (8-15)</li> <li>▪ Apartments (8-50)</li> </ul> <p>Note:</p> <ul style="list-style-type: none"> <li>▪ No separate density standard for non-residential uses</li> <li>▪ Maximum density of 1 dwelling unit per acre with on-lot utilities</li> </ul>
Recommended Sewer and Water Systems	Public sewer and public water systems	Public sewer and public water systems	Public sewer and public water systems
Recommended Land Use Practices and Tools	Traditional Neighborhood Development (TND), Community Housing, Performance Standards	Traditional Neighborhood Development (TND), Community Housing, Performance Standards	Traditional Neighborhood Development (TND), Planned Residential Development (PRD), Community Housing

**Table 10 Recommended Uses and Development Guidance in the Rural Resource Areas**

<b>Rural Resource Area</b>			
	<b>Rural</b>	<b>Rural Center</b>	<b>Village</b>
Purpose	To support traditional agriculture, forestry and other natural resource production/extraction uses and to accommodate supporting activities.	To concentrate a variety of residential uses and small-scale retail and service activities that support rural communities.	To preserve concentrated residential uses as rural neighborhoods.
Recommended Uses	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Commercial Agricultural and Traditional Agricultural Uses</li> <li>▪ Agricultural Sales and Services</li> <li>▪ Recreation/Open Space Uses</li> <li>▪ Natural Resource Production/Extraction Uses</li> <li>▪ Small scale-industry, businesses, stores, offices and community facilities, which, by nature, require a rural location or are designed to serve the rural area.</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single-family detached dwellings)</li> </ul>	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single family detached dwellings, duplexes, apartments, and mobile home parks)</li> <li>▪ Neighborhood Commercial Uses</li> <li>▪ Light Industry</li> <li>▪ Professional Offices</li> <li>▪ Community Facilities</li> <li>▪ Educational Facilities</li> <li>▪ Recreation Facilities</li> <li>▪ Parks/Open Space</li> <li>▪ Agricultural Sales and Services</li> <li>▪ Sale of Agricultural Products</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Transportation Facilities</li> </ul>	<p><b>Primary:</b></p> <ul style="list-style-type: none"> <li>▪ Housing (single family detached dwellings, duplexes, apartments, and mobile home parks)</li> <li>▪ Neighborhood Commercial Uses</li> </ul> <p><b>Secondary:</b></p> <ul style="list-style-type: none"> <li>▪ Transportation Facilities</li> </ul>
Recommended Densities	<ul style="list-style-type: none"> <li>▪ Minimum density of one (1) dwelling unit per acre.</li> <li>▪ Sliding Scale (Density is based on the size of the lot-effective agricultural zoning application)</li> <li>▪ Open Space/Cluster Development (Densities same as above)</li> </ul>	Density ranges (per acre) with public utilities of: <ul style="list-style-type: none"> <li>▪ Single Family Detached (4-6)</li> <li>▪ Duplexes (6-15)</li> <li>▪ Apartments (8-15)</li> <li>▪ Planned Residential Developments (4-12)</li> <li>▪ Open Space/Cluster Development (Densities same as above)</li> </ul>	Density ranges (per acre) with public utilities of: <ul style="list-style-type: none"> <li>▪ Single Family Detached (4-6)</li> <li>▪ Duplexes (6-15)</li> <li>▪ Apartments (8-15)</li> <li>▪ Planned Residential Developments (4-12)</li> <li>▪ Open Space/Cluster Development (Densities same as above)</li> </ul>
Recommended Sewer and Water Systems	<ul style="list-style-type: none"> <li>▪ On-Lot Disposal Systems (OLDS)</li> <li>▪ Shared On-lot Systems</li> <li>▪ Sewage Management Programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shared On-lot Systems</li> <li>▪ Small Flow or Community Package Treatment Facilities</li> <li>▪ Public sewer and public water systems (in cases of need for public health)</li> <li>▪ Sewage Management Programs</li> </ul>	<ul style="list-style-type: none"> <li>▪ On-Lot Disposal Systems (OLDS)</li> <li>▪ Shared On-lot Systems</li> <li>▪ Sewage Management Programs</li> <li>▪ Small Flow or Community Package Treatment Facilities</li> <li>▪ Public sewer and public water systems (in cases of need for public health)</li> </ul>
Recommended Land Use Practices and Tools	Open Space/Cluster Development/Conservation Design	Traditional Neighborhood Development (TND), Planned Residential Development (PRD), Open Space/Cluster Development/Conservation Design , Community Housing	Planned Residential Development (PRD), Open Space/Cluster Development/Conservation Design

**Table 11 Recommended Uses and Development Guidance for Special Resource and Other Overlay Areas**

<b>Other/Overlay</b>			
	<b>Gateway</b>	<b>Scenic Area/HQ Watershed</b>	<b>Floodway/Floodplain</b>
Purpose	To provide special land use and development guidance at the major entry points to communities	To protect significant natural resources, including stream corridors, woodlands, wetlands, groundwater recharge areas, steep slopes (>25%), and prime agricultural soils, and scenic areas through special land use and development guidance.	To conserve land areas naturally affected by flood events
Recommended Uses	Uses per underlying district	<b>Primary:</b> <ul style="list-style-type: none"> <li>▪ Parks and Open Space</li> <li>▪ Woodlands</li> <li>▪ Agriculture</li> </ul> <b>Secondary:</b> <ul style="list-style-type: none"> <li>▪ Single family detached housing</li> </ul>	<b>Primary:</b> <ul style="list-style-type: none"> <li>▪ Parks and Open Space</li> <li>▪ Stream/River access</li> <li>▪ Woodlands</li> <li>▪ Agriculture</li> </ul>
Recommended Restrictions for Land Use and Development	No Junk/salvage yards	No Junk/salvage yards	No Junk/salvage yards
Special Guidance for Land Use and Development	Access management provisions Signage regulations Property maintenance requirements	Signage regulations Property maintenance requirements	
Recommended Densities	Per underlying recommendations/regulations	<ul style="list-style-type: none"> <li>▪ Minimum density of one (1) dwelling unit per acre.</li> <li>▪ Sliding Scale (Density is based on the size of the lot)</li> <li>▪ Open Space/Cluster Development (Densities same as above)</li> </ul>	
Recommended Sewer and Water Systems	Per underlying recommendations/regulations	<ul style="list-style-type: none"> <li>▪ On-Lot Disposal Systems (OLDS)</li> <li>▪ Sewage Management Programs</li> </ul>	Per underlying recommendations/regulations
Recommended Land Use Practices and Tools	Overlay zoning district, commercial property appearance standards	Overlay zoning district	Overlay zoning district



**Table 12 Acres of Developable Land within the Designated Growth Areas of the US 15 South Planning Area**

MUNICIPALITY	NAME	ZONING DISTRICT	TOTAL ACRES IN ZONING DISTRICT	DEVELOPED ACRES	AVAILABLE ACRES*	NET DEVELOPABLE ACRES**
Brady Township	Designated Growth Area	O-1	1,927.80	471.56	1,456.24	140.66
		A-1	37.34	0.70	36.64	29.94
		R-1	41.80	5.00	36.80	36.80
		R-2	29.49	4.12	25.37	25.37
		C-1	86.31	25.20	61.11	48.91
		I-1	272.59	10.36	262.24	243.52
Clinton Township	Designated Growth Area	O-1	676.98	327.61	349.37	278.78
		FW	26.62	0.72	25.91	0.00
		A-1	2.41	1.37	1.04	1.04
		R-1	1,099.22	449.57	649.64	601.93
		R-2	291.57	155.45	136.11	135.35
		C-1	424.95	216.85	208.10	198.54
		I-1	572.67	181.10	391.57	366.27
		I-2	419.00	176.65	242.35	211.33
	Future Growth Area	FW	1.12	0.30	0.82	0.00
		A-1	139.68	7.07	132.61	66.59
		R-1	1,417.46	236.60	1,180.86	912.22
		R-2	24.37	1.61	22.77	1.15
		I-1	2.35	0.21	2.14	1.36
Gregg Township	Designated Growth Area	A	188.46	12.92	175.54	175.54
		RR	250.03	83.44	166.59	166.59
		V	180.75	62.90	117.85	117.85
		C	186.93	83.40	103.53	103.53
		C-M	508.33	37.69	470.64	470.64
	Future Growth Area	A	135.36	19.06	116.30	114.96
Montgomery Borough	Designated Growth Area	O	32.15	11.75	20.40	0.00
		R-1	164.86	133.35	31.50	17.73
		R-2	51.04	45.45	5.59	0.95
		R-3	10.06	6.18	3.88	0.00
		C	21.17	17.92	3.25	0.11
		I	53.21	40.05	13.15	0.00

Source: Lycoming County EDPS

\* Acres currently in field, cultivated, woods, or vacant land use.

\*\* Available acres minus floodway, floodplain, steep slopes, wetlands, state lands, and federal lands.

**Table 13 Acres of Developable Land outside the Designated Growth Areas of the US 15 South Planning Area**

MUNICIPALITY	ZONING DISTRICT	TOTAL ACRES IN ZONING DISTRICT	DEVELOPED ACRES	AVAILABLE ACRES*	NET DEVELOPABLE ACRES**
Brady Township	O-1	2,293.30	162.21	2,131.09	181.86
	A-1	314.84	33.47	281.37	149.45
	R-1	849.99	246.85	603.14	316.61
Clinton Township	O-1	8,075.16	146.79	7,928.37	2,017.36
	FW	1,745.65	586.40	1,159.25	0.00
	A-1	2,036.31	168.97	1,867.35	920.29
	R-1	484.60	70.17	414.43	101.08
	R-2	295.80	48.46	247.34	119.86
	C-1	33.89	7.08	26.81	18.10
	I-2	228.83	13.67	215.16	0.39
Gregg Township	W-P	3716.17	225.87	3490.30	533.05
	A	2141.94	249.34	1892.60	715.39
	RR	240.97	29.54	211.43	117.54
	V	15.55	6.00	9.55	6.55
	I (Inst)	2197.44	347.64	1849.80	127.75
	C-M	3.50	1.35	2.15	0.30

Source: Lycoming County EDPS

\* Acres currently in field, cultivated, woods, or vacant land use.

\*\* Available acres minus floodway, floodplain, steep slopes, prime ag soils, wetlands, state lands, and federal lands.



## Comprehensive Plan

*Route 54 river bridge east of Montgomery Borough*

### Defining the Issues, Validating Issues, and Identifying Trends

### Creating the Vision, Establishing the Goals, and Setting the Objectives

### Discerning the Strategic Actions

The Transportation Plan draws upon issues related to the movement of people and goods within and throughout the US 15 South Planning Area to outline a strategic plan for a multi-modal transportation network that improves mobility for people and the economy.

## Defining the Issues, Validating Issues, and Identifying Trends

Many of the important issues that could potentially impact the community in terms of transportation conditions and trends were identified in relation to the Planning Area or to the broader region. The following issues were noted by the Planning Advisory Team as being of particular importance within US 15 South:

1. **There are few transportation alternatives** for residents of the Planning Area.
2. **Access management is lacking.** Currently there are too many access drives along the corridor and some are poorly designed. This results in a number of safety issues.

3. **The bridges throughout the Planning Area need major rehabilitation or replacement.** While some of these bridge projects are programmed for funding in the PENNDOT TIP, others have been identified in the Williamsport Area Transportation Study Long Range Transportation Plan, but funding to implement these improvements has not been secured.
4. **Traffic Safety and a poor road system** are two prominent issues for many residents. The 1997 County Comprehensive Plan identified the need to “conduct a comprehensive safety, capacity, and access control study for Route 15 south of Williamsport to the Village of Allenwood.” High accident rates and new development were cited as the basis for the study. At the present time, safety and access are still major concerns of the residents who live along this corridor. This study was recently completed in late 2004.
5. **The Williamsport Regional Airport provides connecting services to Philadelphia; however, affordability is an issue for many residents.** Located in the Borough of Montoursville, the Williamsport Regional Airport is classified by the Pennsylvania Bureau of Aviation as a scheduled service facility and provides services to area businesses, residents, and companies visiting the region. The airport provides commercial airline services with direct flights via US Airways Express to major international hubs at Philadelphia and Pittsburgh. Multiple daily departures connect Williamsport to over 160 cities in the U.S., Canada, Europe, and Central and South America. Due to the Airport Authority’s Fare Watch Program, which is designed to keep the airport’s fees competitive, fares are normally within 5-15 percent of competitor’s prices.
6. **The SEDA-COG Joint Rail Authority has played a key role** in preserving freight services in Lycoming County by purchasing the Williamsport Branch Line from Conrail. Currently, the Lycoming Valley Railroad operates the line. The Authority’s goal is to “preserve service to rail-dependent industries through shortline operations.” At the present time, the Authority serves 8 Counties and owns 300 miles of track and 5 shortline railroads that haul approximately 30,000 carloads of freight annually. This has allowed some 50 companies to remain cost competitive, which, in turn, has protected over 2,000 jobs in the region. The LVRR alone services 20 companies and handles approximately one third of the total carloads of freight. Currently, there are concerns

regarding the preservation of the Norfolk-Southern Harrisburg to Buffalo Main Line.

- 7. Roads of Rural Character.** Many of the roads in the Planning Area should be maintained for their rural character and scenic vistas they provide. In conjunction with the rural character, special consideration should be given to the use of horse drawn vehicles on roads and highways.



*Brouse Road*

For a more detailed analysis of transportation conditions and trends, see the following profiles in the Technical Background Studies Document:

No. 4 - Transportation System Profile

## Creating the Vision, Establishing the Goals, and Setting the Objectives

While many other issues were identified, these land use and resource management issues were of the greatest concern to community leaders and residents of the US 15 South Planning Area. The following discussion of issues, trends and implications, consensus vision, and goals and objectives documents the preferred future for this topic area.

**Issue:** Traffic congestion and access points to roadways are increasing.

### The Implications to Our Community

- Traffic congestion in the US 15 South Planning Area is increasing due to intersections that have reached their capacity to move traffic efficiently.
- Traffic hazards are increasing due to this congestion and to numerous access points onto major roadways.

### Our Vision for the Future

The transportation network in the US 15 South Planning Area will include roadways and intersections, as well as public transit, bicycle and pedestrian facilities, that are improved, where needed, and compatible with desired land uses.



*Route 54 river bridge into Montgomery Borough*

### **Common Goals**

To more fully develop an effective multi-modal transportation network, including public transit components

### **Common Objectives**

- Continue to identify and submit roadway improvements to PENNDOT with priority given to projects with multi-modal components.
- Promote public transit as a local travel alternative
- Explore the expansion of the transit network to unserved communities/population centers (e.g. employment/student centers)
- Explore the interconnection of communities (peripheral site to the existing route)
- Expand park-and-ride facilities
- Encourage appropriate development of brownfields near transit route/stops
- Increase bicycle and pedestrian facilities and connections
- Establish State Bicycle route along Route 405.

## Discerning the Strategic Actions

This matrix demonstrates that there are several key strategies that could positively impact the multiple key community and economic development issues identified for the US 15 South Planning Area. Each strategy represents a range of tasks to be undertaken by various partners and entities, as outlined under the strategic tasks on the following pages.

**Matrix 3 Potential Breadth of Impact of Transportation Strategies**

### Key Issues for the US 15 South Planning Area

Strategy	<i>Multi-modal transportation network</i>	<i>Traffic congestion/roadway network</i>
Maintain and expand (where appropriate) the infrastructure for the region's rail network.	X	X
Maintain public transit as a viable transportation alternative in the region.	X	X
Increase bicycle and pedestrian facilities and connections.	X	X
Maintain/improve roadways to provide a safe and efficient mode of travel for local residents, visitors, and through-travelers.	X	X




<b>Strategy #1</b>	
<b>Maintain and expand (where appropriate) the infrastructure for the region’s rail network.</b>	
<b>Methods, Tools, and References</b>	
Partnerships, Service Evaluations.	
<b>Partners</b>	
Lycoming County, Union County, SEDA-COG, Lycoming County IPC, Union County IDC, Chambers of Commerce, Montgomery Community Development Corporation, Norfolk Southern Railroad, LVRR, PENNDOT, Williamsport Regional Airport	
<b>Funding Sources</b>	
Rail Freight Assistance Program, FAA Funding, Federal Transit Administration Funding, Commonwealth Capital Budget	
<b>Strategic Action</b>	<b>Notes</b>
1a. Continue to work closely with the SEDA-COG Joint Rail Authority to identify opportunities for rail service improvements within the Planning Area.	The Authority should pursue efforts to maintain the capability to connect Great Streams Commons with the regional rail transportation network.
1b. Support effort to provide greater connectivity with other transportation modes – air, road, and transit.	Federal funding strategies currently favor multi-modal connectivity. It is anticipated that future Federal funding programs will also place emphasis on this approach. It is important for the municipalities and counties of the region to establish its intent to be proactive in accomplishing multi-modal connections.
1c. Continue monitoring operations of Norfolk-Southern and their future plans.	The degree to which the key regional railroad provides service to the area is critical to how much influence a multi-modal transportation system can have in attracting industry to desired industrial development corridors. It is important to provide Class 2 or better tracks with connections to competitive Class 1 Railroad Operators such as Norfolk Southern.
1d. Complete projects currently identified in WATS 20 year Long Range Plan	It is important that the Planning Area prioritize critical projects that will impact the implementation of goals and objectives established in this plan. Prioritization should be included as input to PENNDOT’s Four Year Rail Transportation Improvement Plan.


Strategic Action	Notes
1e. Work with existing and potential new businesses, including industrial parks, to assess rail needs and issues.	The Chambers of Commerce should work with the Counties and the industrial development corporations to survey businesses about existing and future rail service needs.
1f. Evaluate the potential for passenger rail and leisure excursion trains.	Should it be determined that there may be a market for such service, that information could be useful in prioritizing funds to improve the rail service infrastructure to Class 1 and Class 2 tracks.
1g. Evaluate need, feasibility, location, and estimated cost for a regional intermodal freight distribution center. (highway, rail, air)	Lycoming and Union Counties should partner with the Chambers of Commerce, Williamsport Regional Airport Authority, IPC, IDC, and SEDA-COG to undertake this assessment.



*Rail corridor through Montgomery Borough, looking east*

Strategy #2	
<b>Increase bicycle and pedestrian facilities and connections.</b>	
Methods, Tools, and References	
Partnerships, Needs Assessment, Susquehanna Greenway Initiative	
Partners	
Lycoming County, Union County, WATS, PENNDOT, Montgomery Community Development Corporation, school districts, developers, health care community	
Funding Sources	
Federal Transportation Appropriations and Transportation Enhancements, Hometown Streets and Safe Routes to School Program, Community Conservation Partnership	
Strategic Action	Notes
2a. Continue working to complete connectors between existing bike routes and pedestrian routes.	An expanded and improved network of bike and pedestrian facilities will provide expanded mobility options to Planning Area residents.
2b. Work with developers to ensure adequate facilities for pedestrians and cyclists in new development projects, as well as in re-development projects.	“Healthy Communities” that provide better opportunities to walk or ride bikes to key daily functions such as school, shopping, civic, and recreation sites are now in more demand.
 <p><i>One example of a walkable community</i>  <a href="http://www.pedbikeimages.org/DanBurden">www.pedbikeimages.org/DanBurden</a></p>	
2c. Continue active participation in the development of the Susquehanna Greenway.	The Susquehanna Greenway was identified as a critical priority during the June 2003 Transportation Workshop. A greenway connection between Montgomery Borough and Gregg Township has been conceived in the early stages of greenway planning. Efforts should now focus on developing this idea and bringing it into being.

Strategic Action	Notes
2d. Coordinate bike/pedestrian facility development among various involved agencies.	Many agencies and organizations have an interest in the improvement of bike and pedestrian facilities. It is important to identify those stakeholders and involve them in the development forum.
2e. Promote the use of bike/pedestrian facilities as a recreation and destination alternative.	All development initiatives, whether it is for the development of highway infrastructure, development of parks, or development of residential subdivisions, should include consideration of pedestrian and bicycle facilities. Local ordinances should be reviewed to ensure that this issue is adequately addressed. Also see Strategic Action 4h.
2f. Continue utilization of available transportation enhancement funding for bike/pedestrian facilities.	This should be coordinated with the prioritization of the Williamsport Area Transportation Study.
2g. Encourage new development to incorporate bike/pedestrian facilities.	Also see Strategic Action 4f above.

Strategy #3	
<b>Maintain/improve roadways through redesign initiatives to provide a safe and efficient mode of travel for local residents, visitors, and through-travelers.</b>	
<b>Methods, Tools, and References</b>	
Partnerships, Transportation and Land Use Management Strategies, Project Prioritization.	
<b>Partners</b>	
Lycoming County, Union County, Local Municipalities, PENNDOT, SEDA-COG, Rail Authority, Transit Authorities, Montgomery Community Development Corporation	
<b>Funding Sources</b>	
Annual Federal Transportation Appropriations Process, TEA Reauthorization, PENNDOT 12-Year Program	
Strategic Action	Notes
<p>3a. Complete programmed bridge replacement and rehabilitation projects. Identify and prioritize additional bridge candidates for TIP funding based upon the PENNDOT BMS state bridge condition data and the Lycoming County Bridge Inspection Program.</p>	<p>With so many roadways and rail routes crossing stream corridors, safe functional bridges are a priority. Municipalities need to work together to promote bridge priorities at the state level.</p>
<div style="text-align: center;">  <p><i>An old and still functional bridge in Brady Township</i></p> </div>	
<p>3b. Continue working with rail and transit authorities to provide alternative modes of travel for local residents and movement of freight, thus alleviating some of the pressures on the road network.</p>	<p>Also see Strategy #1.</p>

Strategic Action	Notes
<p>3c. Continue to work closely with local municipalities/County to identify priorities and to program projects locally through PENNDOT's Twelve-Year Plan.</p>	<p>Also see Strategic Action 1b above.</p>
<p>3d. Explore funding options for programmed projects.</p>	
<p>3e. Integrate land use planning with major transportation projects.</p> <div data-bbox="245 669 769 1136" data-label="Image"> </div> <p><i>The Comprehensive Transportation and Land Use Management Strategy for Marshall's Creek/Route 209 is a good example of integrated land use and transportation planning.</i></p>	<p>Good transportation systems should efficiently serve land use development plans and good land use plans should specifically evaluate and identify the transportation infrastructure necessary to accomplish the desired land use pattern.</p> <p>In the past, this has rarely been accomplished. Today, PENNDOT is working more closely with counties and local municipalities to better integrate transportation and land use planning initiatives. In several locations throughout this state, Comprehensive Transportation and Land Use Management Strategies involving many municipal partners and stakeholders have been initiated. The I-99 Transportation and Land Use Study is a regional example. The Marshall's Creek/Route 209 study is an example</p> <p>Close coordination with utilities will be important if the Planning Area initiates activities associated with the Pennsylvania Scenic Byways Program.</p>



Comprehensive Plan

Montgomery Park

### Defining the Issues, Validating Issues, and Identifying Trends

### Creating the Vision, Establishing the Goals, and Setting the Objectives

### Discerning the Strategic Actions

The Community Infrastructure Plan integrates issues related to community facilities and services and public utilities with a vision for sustained service quality into a strategic plan for the effective delivery of services to residents and businesses in the US 15 South Planning Area. This Plan covers, perhaps, the broadest range of issues of any of the Comprehensive Plan's internal components and definitively involves the greatest number of stakeholders, policy and decision-makers, and state and federal agencies. Therefore, the recommendations of this Plan inherently involve broad partner participation and cooperation.

## Defining the Issues, Validating Issues, and Identifying Trends

Many of the important issues that could potentially impact the community in terms of community facilities, services, and public utilities were identified in relation to the Planning Area as a whole or to the broader region. The following issues were noted by the Planning Advisory Team as being of particular importance within US 15 South

1. **Water Quality for Wells**—There is excellent water quality in the groundwater aquifer. Pollution of groundwater from non-point sources, such as agriculture, has been identified as problematic. Nitrate

contamination forced the closure of one of the Borough's wells not long ago.

2. **Water Quantity for Wells**—Historically, there has been an abundance of water in the groundwater aquifer; however, recent drought conditions appear to have had some impact on supplies in some areas.
3. **Stormwater Management Problems**—Development has occurred without stormwater management controls required. This has led to runoff problem areas adjacent to township roads and complaints amongst residents.
4. **Good Water Supply**—There is a good water supply through the public water supply system and in the groundwater aquifer.
5. **Regional Water System**—The regional water supply is a strongpoint for economic and industrial growth.
6. **Sewer Expansion Capacity**—The existing capacity of public sewerage systems is an asset for the Planning Area's continued development. The Montgomery Borough Water and Sewer Authority currently serves the Borough as well as portions of Brady and Clinton Townships. The Authority is presently preparing a study of future sewer demand. The Gregg Township Municipal Authority serves portions of Gregg Township, including the Great Stream Commons Industrial Park, and the Allenwood Federal Correctional Complex.
7. **Flood Protection**—Flood protection from the Susquehanna River is a primary concern of many citizens. There are still many residences within the 100-year floodplain. Flood protection in these areas has been restricted to moving essential services, such as electricity and heat, to an area in residences that is above the flood levels.
8. **Good school systems (public/private)** - The communities along the US 15 South corridor have the opportunity to attend quality public and private school systems at the elementary, middle school and high school levels. Additionally, there are excellent technical schools, colleges, and universities in the immediate area.



9. **Intermunicipal Cooperation**—There are cooperative agreements in-place and a general spirit of cooperation between the municipalities in providing services.
10. **Public Infrastructure** - The existing infrastructure, including road network, utilities, and services, is in place and can support continued growth.
11. **Landfill Odors** - Undesirable odors from the landfill are a deterrent to growth and retention in the area.
12. **Subdivision without Infrastructure**—An issue that is prevalent throughout the rural areas of these municipalities is residential subdivisions that are planned and constructed without adequate road network, sewage treatment, or water supply.
13. **Immediate Access to State Forest lands**—One of the strong points of this area is its natural setting in the heart of central Pennsylvania. These communities have excellent access to a tremendous State Forest Land and State Game Land resource.
14. **Prime Fishing, Open Space, Clean Air, and Good Water Quality**—There is immediate access to excellent fresh water fisheries, including White Deer Hole Creek and the Susquehanna River. These fisheries have the benefit of good water quality which supports warm water species and cold water species, such as trout in White Deer Hole Creek. This area is rich with open space, both public and private. It is only a short drive, or in some cases a short walk, to peace and solitude in a rural or forest setting. Scenic views surround the area.
15. **Outdoor Recreation**—There are many opportunities for outdoor recreation with numerous hiking and mountain biking trails in nearby State Forest Land and State Game Lands. The opportunities for outdoor recreation in the vast forestland and open fields of the region are endless. The region is also rich with quality streams and creeks, plus the Susquehanna River, offering opportunities for swimming, boating, and fishing.
16. **Golf Courses**—The region has a variety of quality golf courses, including the White Deer Golf Complex and the Williamsport Country Club. There are numerous other golf courses within an hour drive outside Lycoming County.

For a more detailed analysis of community infrastructure conditions and trends, see the following profiles in the Technical Background Studies Document:

No. 3 – Utilities Profile

No. 5 – Community Facilities and Services Profile

Additional information can be found in Lycoming County's *Open Space, Recreation, and Greenways Plan*. For a summary of this functional plan's purpose, goals, and recommendations, see Chapter 7.

## **Creating the Vision, Establishing the Goals, and Setting the Objectives**

While many other issues were identified, these facilities and community infrastructure issues were of the greatest concern to community leaders and residents of the US 15 South Planning Area. The following discussion of issues, trends and implications, consensus vision, and goals and objectives documents the preferred future for this topic area.

**Issue:** Public infrastructure is attractive to residential, commercial, and industrial growth.

### **The Implications to our Community**

- The availability of adequate infrastructure, including road network, sewer, water, electric, gas, and services make this Planning Area an attractive location for new commercial and industrial activities.
- Expanded infrastructure may lead to continued growth along infrastructure corridors.

### **Our Vision for the Future**

Improve and rehabilitate existing infrastructure to maintain quality service levels and to attract new and re-development to targeted areas of the US 15 South Planning Area, and expand the infrastructure network, where growth is desired, through sound planning.

### **Common Goals**

To develop and maintain effective infrastructure systems for long-term community use and to expand systems in targeted areas

### Common Objectives

- Improve/Upgrade infrastructure components
- Replace outdated infrastructure
- Plan expansion in conjunction with sound land use planning

**Table 9 Growth Scenario\* Based on Population Projections versus Sewer Capacity in the US 15 South Planning Area – Part 1**

Municipality	ALL POPULATION SCENARIO IN GROWTH AREA					
	2000 Pop.	Year 2020 Highest Projection / Target	Population Difference	Average Household Size / Municipality	EDUs (1,2)	GPD for Population Difference (3,4)
Brady Township	1,351	2,409	1,058	2.79	379	105,800
Clinton Township	3,090	4,007	917	2.48	370	91,700
Gregg Township (15)	4,687	4,883	196	2.60	75	30,154
Montgomery Borough	1,695	1,816	121	2.70	45	12,100
<b>Totals</b>	<b>9,128</b>	<b>11,299</b>	<b>2,171</b>	<b>---</b>	<b>824</b>	<b>227,654</b>

**Table 10 Growth Scenario\* Based on Population Projections versus Sewer Capacity in the US 15 South Planning Area – Part 2**

Municipality	ACREAGE FOR BUILDOUT DEMAND ULTIMATE SCENARIO			
	Net Dev. Acres in Res. Zones (5,6)	Net. Dev. Acres minus Efficiency Factor of 25%	EDUs (1,7)	GPD (Sewage) for Acres (8)
Brady Township	62.17	46.63	140	39,027
Clinton Township	1,650.65	1,237.99	3,714	921,063
Gregg Township (15)	284.44	213.33	640	166,397
Montgomery Borough	18.68	14.01	42	11,347
<b>Totals</b>	<b>1,997.26</b>	<b>1,497.95</b>	<b>4,494</b>	<b>1,126,488</b>

### **Notes:**

\*Growth area calculations include Designated Growth Areas and Future Growth Areas

- (1) EDU=Equivalent Dwelling Unit – term used in sewage calculations; i.e. dwelling units (DU)
- (2) Based on Population Increase/Average Household (per 2000 Census used for scenario)
- (3) GPD (gal. per day) = Population Difference x 100 gal. per capita
- (4) N/A because municipality has zero acres available for development within the growth area
- (5) Residential zones include A-R
- (6) Net Developable Acres = Acres for development minus (floodway + floodplain + steep slopes + wetland + public ownership)
- (7) 3 DU/acre for estimate of build-out
- (8) GPD = Avg. Household x 100 gal per capita x EDUs

**Table 11 Growth Scenario\* based on Building Permit Trends of Past 20 Years versus Sewer Capacity in the US 15 South Planning Area – Part 1**

Municipality	RESIDENTIAL BUILDING PERMIT DEVELOPMENT PROJECTION AT YEARLY RATE BASED ON LAST 20 YEARS				RESIDENTIAL BUILDOUT DWELLING UNIT (DU) SUMMARY		
	Average DU/yr (9,10)	Total DUs in 2020	Average Household Size	GPD for Building Permits (11)	Population-based (12)	Acreage-based (12)	Building permit-based
Brady Township	3.95	79	2.79	22,041	379	140	79
Clinton Township	11.90	238	2.48	59,024	370	3,714	238
Gregg Township (15)	3.15	63	2.60	16,380	75	640	63
Montgomery Borough	1.55	31	2.70	8,370	45	42	31
<b>Totals</b>	<b>19.00</b>	<b>380</b>	<b>---</b>	<b>97,445</b>	<b>824</b>	<b>4,494</b>	<b>380</b>

**Table 11 Growth Scenario\* based on Building Permit Trends of Past 20 Years versus Sewer Capacity in the US 15 South Planning Area – Part 2**

Municipality	ACREAGE FOR COMMERCIAL BUILDOUT DEMAND SCENARIO			ACREAGE FOR INDUSTRIAL BUILDOUT DEMAND SCENARIO			Comm./ Ind. GPD Totals
	Net Dev. Acres in Commercial Zones (6)	50% Buildout Acreage (13)	GPD (Sewage) for Acres (14)	Net Dev. Acres in Industrial Zones (6)	50% Buildout Acreage (13)	GPD (Sewage) for Acres (14)	
Brady Township	48.91	24.46	17,754	243.52	121.76	88,399	106,154
Clinton Township	198.54	99.27	72,071	578.96	289.48	210,162	282,233
Gregg Township (15)	103.53	51.77	37,581	470.64	235.32	170,842	208,424
Montgomery Borough	0.11	0.06	40	0.00	0.00	0	40
<b>Totals</b>	<b>350.98</b>	<b>175.49</b>	<b>127,406</b>	<b>1,293.12</b>	<b>646.56</b>	<b>469,404</b>	<b>596,811</b>

**Table 12 Available Treatment Capacity at Local Sewer Treatment Plants**

Available GPD at Sewer Plant	
Montgomery	400,000
Gregg	275,000

**Notes:**

\*Growth area calculations include Designated Growth Areas and Future Growth Areas

(6) Net Developable Acres = Acres for development minus (floodway + floodplain + steep slopes + wetland + public ownership)

(9) DU = dwelling units

(10) Average DU/year = (residential units (1980-1989) + residential units (1990-2000))/ 20 years

(11) GPD (gal per day) = DUs in 2020 x Avg. HH x 100 gal per capita

(12) From Table 12 Growth Scenario Based on Population Projections versus Sewer Capacity in the US 15 South Planning Area

(13) Forecast 50% of available acres are developed in growth area by 2020

(14) GPD = Buildout acreage x 726 gal per day per acre

**Issue:** Open Space, State Forest Land and State Game Lands play an important role in our community.



### **The Implications to our Community**

- The natural setting of the Planning Area with abundant open space and immediate access to State Forest Land and State Game Lands provides a great environment to live in and raise a family.
- The natural setting, abundant wildlife, and excellent fishing opportunities provide a tremendous tourism potential.

### **Our Vision for the Future**

The US 15 South Planning Area will expand recreational opportunities on public and private lands where appropriate for and compatible with ownership and natural resource conservation needs.

### **Common Goals**

To expand outdoor recreation opportunities where appropriate.

### **Common Objectives**

- Integrate recreational opportunities with a multi-modal transportation network
- Encourage expansion of passive recreational uses on state lands
- Support tourism expansion, particularly small business tourism operations, e.g. bed and breakfasts, hunting lodges, etc.
- Support wildlife protection through state agencies and local, private organizations
- Promote appropriate towns and villages as gateways to the Area's natural resources

**Issue:** Intermunicipal Cooperation is productive and beneficial.

**The Implications to our Community**

- With intermunicipal cooperation, local governments can coordinate efforts toward providing services, addressing regional issues, and conserving and protecting resources, potentially stretching the tax payer’s dollar.
- Without intermunicipal cooperation, each government operates on its own without expressed concern for the impacts caused to or by adjacent or regional municipalities.

**Our Vision for the Future**

Municipalities of the US 15 South Planning Area will work together, in addition to participation in the West Branch Council of Governments and Keystone Central Council of Governments, to address development, conservation, public safety, emergency services, and regulations with a coordinated, regional approach.

**Common Goals**

To further enhance intermunicipal cooperation

**Common Objectives**

- Encourage municipal membership and participation
- Encourage intermunicipal dialogue

**Issue:** Community character is being compromised.

**The Implications to our Community**

- The image of our community as one based in natural beauty is negatively impacted by those who do not maintain their properties.
- Residents and businesses may choose to relocate to other communities.

**Our Vision for the Future**

Our community will take pride in the natural beauty of the region and care for the rural character of the community.

**Common Goals**

To maintain and enhance the image of the US 15 South Planning Area as a scenic place where communities take pride in maintaining the image of their properties.

**Common Objectives**

- Promote community pride
- Assist landowners in proper disposal of salvage/junk materials
- Promote and increase recycling
- Increase enforcement of property maintenance codes


## Discerning the Strategic Actions

This matrix demonstrates that there are several key strategies that could positively impact the multiple key community and economic development issues identified for the US 15 South Planning Area. Each strategy represents a range of tasks to be undertaken by various partners and entities, as outlined under the strategic tasks on the following pages.

### Matrix 4 Potential Breadth of Impact of Community Facilities, Services and Infrastructure Strategies

Strategy	Key Issues for the US 15 South Planning Area			
	<i>Community Facilities</i>	<i>Community Services</i>	<i>Recreation &amp; Open Space</i>	<i>Stormwater Management</i>
Promote intermunicipal cooperation	X	X	X	X
Improve community image and appearance	X		X	
Develop new recreation opportunities			X	
Increase usage of existing recreational and other community facilities (e.g. libraries).	X	X	X	
Promote facilities and services to attract industry.	X	X	X	
Maintain viability of volunteer fire companies	X	X		
Promote effective stormwater management				X
Coordinate facilities and infrastructure development with land use plans.	X			



Strategy #1	
<b>Promote Intermunicipal and Organization Cooperation.</b>	
<b>Methods, Tools, and References</b>	
Planning Advisory Team Involvement, formation of multi-dimensional council, cooperative agreements and educational information.	
<b>Partners</b>	
Lycoming County, Union County, Municipal Government, COGs, Community Service Agencies, School Districts, Public Safety Organizations.	
<b>Funding Sources</b>	
Shared Municipal Services	
Strategic Action	Notes
1a. Identify Council of Government opportunities.	<p>There are currently two Councils of Governments (COGs) operating in the Planning Area:</p> <p>West Branch Council of Governments Keystone Central Council of Governments</p>
1b. Review potential for shared services.	<p>Montgomery Borough provides municipal police services to Brady and Clinton Townships. This arrangement should be shared as a model for other planning areas.</p> <p>Gregg Township is a member of the Warrior Run Community Corporation based in Northumberland County.</p> <p>The Lycoming County Planning Commission should work to establish a “Council of Agencies” and “Council of Public Safety Agencies” and then work with those councils to perform a systematic evaluation of community services (police, fire, recreation, etc.) to see where shared service opportunities may exist. Also see Strategic Action 1c and 1e below.</p>
 <p><i>Clinton Township Volunteer Fire Company</i></p>	
1c. Review potential for cooperative or consolidated services.	<p>Once Strategic Action 1b is completed, the next step will be to see if the results lend themselves to possible cooperative or consolidation efforts. This may need to be coordinated by the county planning agencies, or may evolve naturally from intermunicipal discussions and existing relationships.</p>

Strategic Action	Notes
<p>1d. Schools should work more closely with recreation organizations to provide improved recreational services, including transportation to recreational resources.</p>	<p>The Montgomery Area Athletic &amp; Community Center is an excellent example of the cooperative effort between a School District and the community to maximize recreation potential of facilities and programs. This facility provides adult community indoor recreation during the morning and evenings, while serving student recreation and sports events during the day and early evening. Additional opportunities similar to this should be pursued.</p>
<p>1e. Establish a multi-dimensional “Council of Agencies” that will meet periodically to implement a strategy that effectively and efficiently provides community services and infrastructure to meet the needs of Planning Area residents.</p>	<p>In the past, agencies have not been getting together on a regular basis to address the efficient provision of community services. The existing North Central Interagency Council has provided a forum for professional networking that leads to further collaboration. This needs to be built upon and expanded into more comprehensive “Council of Agencies.” This is a priority action strategy. This council will need to establish a clear set of outcomes with goals, objectives, and strategies for meeting those outcomes.</p> <p>Some of the key issues the Council of Agencies will need to address are good transportation for the elderly and handicapped and the importance of the family in dealing with both family and community needs.</p>

Strategic Action	Notes
<p>1f. Develop and distribute educational material that highlights where and how shared services have worked in a beneficial way for the community.</p>	<p>Examples of shared services arrangements that are working successfully in the region include:</p> <ul style="list-style-type: none"> <li>▪ Montgomery Borough Police Services (with shared service to with Brady and Clinton Townships)</li> <li>▪ Warrior Run Area Fire Department</li> <li>▪ Old Lycoming and City Fire Departments</li> <li>▪ East Lycoming Recreation Authority</li> <li>▪ County/Municipal Zoning Partnership</li> <li>▪ County/Municipal Subdivision Partnership</li> <li>▪ Williamsport Recreation Commission</li> </ul>
<p>1g. Initiate the development of cooperative agreements by building on where good cooperation and agreements now exist.</p>	<p>The Lycoming County Planning Commission staff should develop a reference list of existing cooperative arrangements that will include the following:</p> <ul style="list-style-type: none"> <li>▪ Name of Agreement</li> <li>▪ Function</li> <li>▪ Geographical Service Area</li> <li>▪ Program Scope</li> <li>▪ Legal Requirements for Formation</li> <li>▪ Organizational Structure</li> <li>▪ Scope of Membership</li> <li>▪ Contact Persons</li> <li>▪ Budget</li> </ul>



*Montgomery Area Community Center*

**Strategy #2****Improve Community Image and Appearance.****Methods, Tools, and References**

Ordinances, Streetscape Plans, Clean-up Programs, Gateway Initiative, Art Displays


**Partners**

Lycoming County, Union County, Local Municipalities, Montgomery Community Development Corporation, Community Organizations, Colleges, Schools

**Funding Sources**

Main Street Funding, Streetscape Enhancements

Strategic Action	Notes
2a. Review ordinances to address junkyards.	The presence of junk creates an eye sore and bad image for the region and is consistently viewed as a critical impediment to promoting the Planning Area as a good place to live and do business. The County Planning staffs should prepare a systematic audit of local ordinances and make recommendations on how to improve the regulation of junk.
2b. Review abandoned vehicle ordinances.	Same as above.
2c. Develop community streetscape and traffic calming plans.	Improved streetscapes provide a friendlier neighborhood feeling with safe pedestrian facilities that can promote improved livability in our communities.  An important issue to be addressed in streetscapes is curb cuts that allow for safe travel by handicapped individuals.
2d. Review ordinances for screening and tree planting requirements.	The County Planning staffs should prepare a systematic audit of local ordinances and make recommendations on how to improve the regulation of landscaping and tree planting requirements. It is important that criteria for placing and maintaining trees in a manner that protects public safety be included.
2e. Adopt property maintenance ordinances.	The County Planning staffs should develop a model ordinance.

Strategic Action	Notes
<p>2f. Establish a Community Clean-up Program.</p>	<p>The County Planning staffs should investigate funding opportunities to support such an effort to deal with abandoned cars and unsightly debris. The program should be monitored for success and highlights publicized in order to promote the image of a county and community that cares about the way it looks.</p>
<p>2g. Develop Community Gateways that reflect community heritage.</p> 	<p>The Community and Economic Development Plan identified the implementation of a “Community Gateway Initiative” as a critical strategy for community and economic development in the future. As illustrated on the Future Land Use Map, gateways are typically the entrances to the heart of the Planning Areas, such as the intersection of US 15 and Route 54. On a smaller scale, gateways can also be the small landscaped areas at the municipal border where community signage is placed to introduce the community’s identity, such as is shown in the image to the left. In either case, gateways should reflect the character of the community.</p> <p>Design guidelines should encourage development and redevelopment to reflect community character through:</p> <ul style="list-style-type: none"> <li>▪ Enhanced landscapes, which may involve garden clubs, colleges, local schools and environmental associations in their design and maintenance.</li> <li>▪ Signage that directs the visitors to points of interest.</li> <li>▪ Access management provisions that minimize traffic congestion and abundant turning movements.</li> </ul> <p>The municipalities should look to the county planning agencies for an inventory of gateway successes and publicize those successes.</p> <p>(continued)</p>

Strategic Action	Notes
2g. continued	It will be important to address the transportation and utility infrastructure in these areas as well, through local corridor or site master plans, as well as other local and county infrastructure investment plans.
2h. Promote the development of Public Art Displays.	The public art displays in downtown Williamsport are an integral part of a vision for downtown revitalization. It is important to build upon this approach throughout downtown communities in the region.



*Murals on Trade and Transit Center Building in downtown Williamsport*

**Strategy #3**

**Develop New Recreation Opportunities.**

**Methods, Tools, and References**

Municipal Parks and Recreation plans, Recreation surveys,

**Partners**

Municipalities, Recreation Boards/Departments, Authorities, Montgomery Community Development Corporation, Lycoming County, Union County, School Districts, PA Fish and Boat Commission, PA DCNR, COGs, health care sector, and recreation user groups organizations

**Funding Sources**

Transportation Enhancements, Community Conservation Partnership Program, Growing Greener Funding

**Strategic Action**

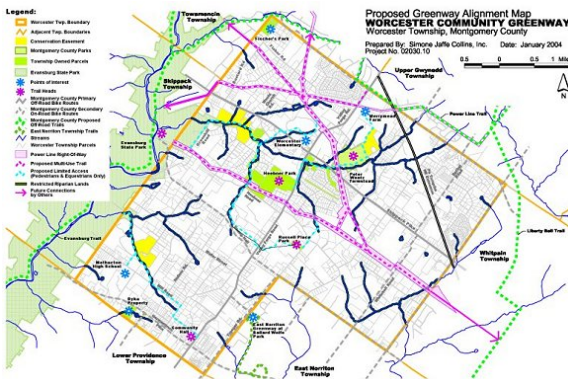
3a. Implement recommendations from the *Lycoming County Comprehensive Open Space, Recreation and Greenways Plan*.

**Notes**


The *Lycoming County Comprehensive Open Space, Recreation and Greenways Plan* is still in development. The only major recommendation for the Planning Area at this time is a trail connection from South Williamsport to Montgomery to Union County. Additional recommendations may be developed as the plan is completed. The municipalities should review the Appendix of the draft documents, when circulated for municipal/public review, for Planning Area level descriptions of recommended projects.

3b. Prepare Community Greenway Plans.


The *Lycoming County Comprehensive Open Space, Recreation and Greenways Plan* provides the county-level framework for open space planning and recreation services. Municipal and intermunicipal planning projects can further this effort by identifying specific sites for future parks and trails, and by promoting open space protection techniques through ordinances and incentives.



Proposed Greenway Alignment Map  
Worcester Community Greenway  
Worcester Township, Montgomery County,  
PA

Strategic Action	Notes
<p data-bbox="250 277 753 373">3c. Maintain and enhance access to the Susquehanna River – visual access, boat access, fishing access, etc.</p>  <p data-bbox="250 777 584 810"><i>Boat access in Montgomery</i></p>	<p data-bbox="831 277 1417 520">The US 15 South Planning Area has excellent access to the West Branch of the Susquehanna River. The current access points to the River need to be maintained and enhanced. An additional access point in the vicinity of Great Streams Commons is planned and should be implemented.</p>



Strategy #4	
<b>Increase usage of existing recreational and other community facilities (e.g. libraries).</b>	
<b>Methods, Tools, and References</b>	
Recreation Forum, Recreation Commissions, Cultural Events Series	
<b>Partners</b>	
Lycoming County, Union County, Local Municipalities, Montgomery Community Development Corporation, Community Organizations, School Districts, Colleges, Business Community and recreation user organizations.	
<b>Funding Sources</b>	
Hometown Streets and Safe Routes to School, Community Conservation Partnership, Transportation Enhancements	
Strategic Action	Notes
4a. Market facilities and their services in ways that attract new users.	<p>Many recreational facilities throughout Lycoming County are underutilized. It is important to publicize and educate residents and businesses about what is available. Additional usage can lead to additional funding to support facilities, encourage “community policing,” and discourage vandalism.</p>
 <p style="text-align: center;"><i>Montgomery Park</i></p>	
4b. Interconnect facilities with bicycle and pedestrian routes.	<p>Providing citizens with transportation choices is important to the vitality of a community. The US 15 South Planning Area should endorse the development of the Susquehanna Greenway Trail from South Williamsport through Union County. This main Greenway Trail should have connections to residential, commercial, and industrial areas.</p>
4c. Encourage businesses to use community facilities, and vice versa.	<p>The River Valley Room conference facilities in the Trade and Transit Center are a good example of this approach. Local business facilities are not fully used and could meet a community need. Little League Baseball’s Conference Center in South Williamsport, when not scheduled for Little League functions, is made available for community functions.</p>

Strategic Action	Notes
4d. Re-establish the free Community Cultural Events Series	Establish a summer program with outdoor movies and concerts in Montgomery Park.
4e. Establish area recreation commissions	<p>Strategy 1 establishes the importance of cooperation and coordination among community service providers. Recreation Commissions are important to focusing on the critical issue of recreation. Such commissions should include representation from:</p> <ul style="list-style-type: none"> <li>▪ Elderly</li> <li>▪ Youth</li> <li>▪ User organizations</li> <li>▪ Municipal Government</li> <li>▪ State Agencies</li> <li>▪ Others</li> </ul>
4f. Convene a forum of local recreation providers.	The Lycoming County <i>Comprehensive Open Space, Recreation and Greenways Plan</i> identified current recreation needs in Lycoming County. The LCPC Staff will facilitate monitoring our performance in serving those needs and revising the strategic actions as necessary as needs change.

**Strategy #5****Promote Facilities and Services to attract industry.****Methods, Tools, and References**

Marketing of facilities, services, events, and achievements, and user comments

**Partners**

Lycoming County, Union County, Local Municipalities, Business Community, Chambers of Commerce, Montgomery Community Development Corporation, Financial Institutions, Community Service Organizations

**Funding Sources**

Commonwealth Capital Budget

**Strategic Action****Notes**

5a. Promote mental and health care facilities and services.

Lycoming and Union Counties have excellent facilities and services which is a strength in attracting new business and industry. A marketing approach for these services should be provided to Lycoming County Industrial Properties Corporation and Union County Industrial Development Corporation, as well as local Chambers of Commerce.

5b. Promote excellent educational opportunities, including technical institutes and colleges.

Residents of the US 15 South Planning Area have excellent access to a variety of institutes of higher learning. It is important to utilize Penn College of Technology, Lycoming College, and Bucknell University as key partners for community and economic development initiatives.

5c. Promote excellent facilities and programs to support musicians, artists, and performing artists.

The Greater Williamsport Area provides an excellent environment, facilities, and programs for musicians, artists and performing artists. This community strength should be exploited in marketing the Planning Area for new business and industry.

<b>Strategy #6</b>	
<b>Maintain viability of Volunteer Fire Companies.</b>	
<b>Methods, Tools, and References</b>	
Service Evaluation, volunteerism policy and rewards program.	
<b>Partners</b>	
Lycoming County, Union County, Municipalities, Fire Companies, Ambulance Service Providers	
<b>Funding Sources</b>	
Local Municipal Government, donations,	
<b>Strategic Action</b>	<b>Notes</b>
6a. Identify shared facility and service opportunities.	<p>Key components of this strategic action can be found in strategic actions 1b and 1c.</p> <p>Lycoming County Department of Public Safety, with assistance from LCPC staff, should facilitate a forum and an evaluation of opportunities for shared emergency services and facilities.</p> <p>The Warrior Run Area Fire Department is a good example of this approach.</p>
6b. Promote volunteerism.	Work with local, county, and state government and private business to establish guidelines and employee reward programs for those who volunteer to help provide emergency service support.
6c. Promote financial support through donations.	Everyone benefits so everyone should contribute in some way. Funding support for emergency service providers should be easily available and publicized in order to promote appropriate support from local government and private business.

Strategic Action	Notes
<p>6d. Develop a comprehensive evaluation of essential emergency service needs.</p>	<p>This evaluation should specifically address provision of adequate back-up service and costly duplication of equipment and services. Some key issues to be considered in this evaluation includes:</p> <ul style="list-style-type: none"> <li>▪ Lack of staffing personnel</li> <li>▪ Increasing training requirements</li> <li>▪ Liabilities for fire companies and individual volunteers</li> <li>▪ Increasing costs for personnel safety equipment</li> <li>▪ Agreement with DCNR to allow personnel to provide first response in rural areas.</li> <li>▪ Need for municipal financial support.</li> <li>▪ Proactive emergency response plans that definitively address special needs for elderly and handicapped individuals.</li> <li>▪ Maintaining adequate services in the environment of budget cutting.</li> </ul> <p>The LCPC staff should facilitate the forum and evaluation of opportunities for shared emergency services and facilities.</p> <p>Gregg Township currently shares fire and emergency services with other municipalities in the Warrior Run School District through the Warrior Run Area Fire Department.</p>

**Strategy #7****Continue to improve stormwater management.****Methods, Tools, and References**

Act 167 Stormwater Management Plans, Watershed Conservation Plans, Subdivision and Land Development Ordinances

**Partners**

Lycoming County, municipalities, DEP, DCNR

**Funding Sources**

Growing Greener Funding

Strategic Action	Notes
7a. Complete Act 167 Watershed Studies.	These studies should become a priority so that stormwater management can be focused in those areas needing attention. The one-size-fits-all approach to detention currently in use does not achieve the desired results.
7b. Implement NPDES Phase II program.	Implementing this program will continue conservation of resources in the Planning Area through control of accelerated erosion, water quality improvements, and groundwater recharge.
7c. Establish watershed associations for all watersheds.	Watershed associations have been very effective in providing an economically feasible method for evaluating the current health of our watersheds.

<b>Strategy #8</b>	
<b>Coordinate facilities and infrastructure development with land use plans.</b>	
<b>Methods, Tools, and References</b>	
Zoning Ordinance Requirements, Capital Programming	
<b>Partners</b>	
Lycoming County, Union County, Local Municipalities, Emergency Service Providers	
<b>Funding Sources</b>	
County and Local Government	
Strategic Action	Notes
8a. Plan infrastructure improvements and expansions to serve planned growth areas.	Priority effort and funding should be focused on the continued viability of the planned growth areas. This viability should focus on maintenance of the existing system prior to system expansion.
8b. Utilize land use controls to manage the demand for community facilities and infrastructure.	<p>Land development should include improvements to extend facilities and infrastructure to adjacent and surrounding parcels in planned growth areas.</p> <p>The Montgomery Borough Water and Sewer Authority provides regional sewer treatment service to adjoining Brady and Clinton Townships and is a regional infrastructure resource for the Planning Area. The system currently has sufficient capacity to service its existing residential, commercial and industrial customers. A study is presently underway to determine if additional capacity should be added in the near future.</p>

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**Comprehensive Plan**

*Great Stream Commons in Gregg Township*

**Interrelationship of Planning Elements**

As mandated by Section 301(4.1) of the Pennsylvania Municipalities Planning Code (MPC), comprehensive plans shall discuss the interrelationships among the various plan components. This demonstrates that the components of the plan are integrated and do not present conflicting goals, policies, or recommended courses of action.

As a result of the integrated discussion held throughout the planning process and integrated policy plans, much of this interrelationship has already been addressed. The matrices on pages 2-25, 3-13, 4-6 and 5-10 summarize specific examples of the interrelatedness of recommended strategies. For further clarity, the following examples of interrelationships among the four policy plans are provided:

- Efforts to increase housing diversity benefit the Planning Area by providing greater options in terms of housing type and value, expanding the community's socio-economic and socio-cultural breadth and depth.
- Economic development incentives stimulate community vitality and support for cultural activities and events.

- The policy of coordinated land use and utilities planning invites development to desired areas.
- The strategy of education and training programs integrated with the larger community strengthens the economic policy of developing a trained, flexible, and locally employable workforce.
- Economic development is strengthened by promoting the Planning Area's historic and cultural resources, as well as its rural recreational opportunities, through tourism activities.
- Economic development incentives for strengthening the Planning Area's agriculture and forestry sector will encourage the active and viable management of resources, while conserving, and possibly preserving, the Planning Area's rural open spaces.
- The Future Land Use pattern provides an opportunity to strengthen both county and municipal tax bases by managing the rate of residential growth, strengthening industrial growth, and preserving the existing agricultural and open space areas.

"The way land is used in your community affects your taxes and the quality of your life. Land uses influence the size of your local government, the types of services it offers, the types of equipment it must purchase, and the taxes and tax rates it must levy."

Timothy W. Kelsey,  
*Fiscal Impacts of Different Land Uses: The Pennsylvania Experience*

- Commercial, industrial, and residential development is encouraged to take place near areas serviced by existing infrastructure, resulting in greater efficiency and effectiveness of community service delivery and management.
- Preservation of the Planning Area's agricultural, open spaces, and sensitive environmental resources will allow the continued enjoyment of the area's recreational opportunities, scenic landscapes, and sensitive flora and fauna.

- The policy of encouraging locally relevant ordinances and conservation design techniques strengthens both the land use and the community facilities and service policies of the plan.
- Progressive zoning of CAFOs protects quality of life in urban and suburban neighborhoods, as well as public water supplies across the Planning Area.
- Utilities service planning and management are needed to protect natural resource quality, e.g. water quality from failing septic systems, and manage regional water supply and withdrawal.

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*View into Lycoming County from the US 15 overlook on Bald Eagle Mountain*

#### Lycoming County Hazard Mitigation Plan

#### Lycoming County Water Supply Plan

#### Forest Management Plans Sproul Tiadaghton Tioga

#### Open Space, Recreation, and Greenways Plan

#### WATS Long Range Transportation Plan

#### Long Range Transportation Planning for Union County

The responsibility for shaping the future of the US 15 South Planning Area is a shared effort. The Comprehensive Plan alone cannot ensure the fulfillment of the community's vision. Instead the Comprehensive Plan lays the foundation for a consistent approach to various functional planning tasks.

The following sections summarize the purpose, goals, and current policy and project initiatives of functional plans developed by Lycoming County and regional agencies. These plans provide one arm of implementation for the Comprehensive Plan. Revisions to the Zoning Ordinances and Subdivision and Land Development Ordinances will provide another. When these documents are reviewed and revised, whether annually, biannually, or within other timeframes, the comprehensive plan should be a reference in order to develop appropriate, consistent updated, functional plans and programs.

See Chapter 9 for the description and guidance on the implementation of the Comprehensive Plan.

## Lycoming County Hazard Mitigation Plan

Lycoming County has put considerable effort into becoming a safer place to live and work. As a major part of that effort, the County has developed a Countywide Vulnerability Analysis. Because of this effort, we know that flooding is the most costly and damaging of all hazards impacting Lycoming County. However, with over 2,200 miles of stream traversing its borders, the County must prioritize needs. Communities with an abundance of repetitive loss properties may require structural flood protection, while areas susceptible to seepage may benefit from preventative activities, such as utility relocation, flood-proofing, and sewage backflow valves. This balanced approach toward flood-mitigation should translate into all other natural and technological hazards. No community has unlimited resources to address all hazard risks. A mitigation plan will prioritize risks and provide a plan of action that is both cost-effective and supportive of sustainable community development.

The Lycoming County Hazard Mitigation Plan will assess hazard vulnerabilities within all 52 municipalities of Lycoming County. Hazards considered include the following: (1) Flooding; (2) Winter Storms; (3) Tropical Storms and Hurricanes; (4) Tornadoes and Windstorms; (5) Hazardous Materials Incidents; (6) Fixed Nuclear Incidents; (7) Droughts and Water Supply Deficiencies; and (8) Fires; and (9) Terrorism.

Because flooding has been the most damaging and life threatening of hazards affecting development within Lycoming County, this plan will emphasize flood risk assessment and mitigation. Within each of the County's principle watersheds, flood problems are identified and development trends considered. The County's Geographic Information System (GIS), historical information, documented flood damage, Flood Insurance Rate Maps (FIRM), and Flood Insurance Studies (FIS) will contribute to the preparation of this planning document.

Additionally, we are encouraging specific local plans addressing the hazards within the most vulnerable communities as a first step toward mitigation. These local plans would be added to the Countywide Hazard Plan as they are developed and adopted. The Lower Lycoming Flood Hazard Reduction Plan has been developed, adopted locally, and forwarded to PEMA for State and FEMA approval.

The events of September 11, 2001 have made us aware that there is a grave need to develop the means to protect our infrastructure in

the event of a terrorist attack. The draft of our plan needs to be expanded to encompass this serious and pressing issue.

The mitigation plan will maximize the benefits of Project Impact. It will support pre-disaster preparedness as compared to post-disaster response. It will emphasize long-term risk reduction over short-term gain. And it will encourage planning at the local level – the first line of defense when disaster strikes.

## **Lycoming County Water Supply Plan**

The Lycoming County Planning Commission completed a Lycoming County Water Supply Plan in 2001, utilizing a \$100,000 grant from PA DEP. The study was developed with the assistance of a specialized professional consultant, Science Applications International Corporation (SAIC), and an Advisory Committee of water supply providers, municipal officials, Chamber of Commerce representatives, and agency officials. The purposes of the Plan are to:

1. Evaluate existing community water system capabilities
2. Project future water needs
3. Identify service deficiencies
4. Evaluate alternative solution strategies and
5. Make recommendations to promote coordination and consistency with County and municipal planning efforts.

The Plan identifies potential cooperative arrangements between water suppliers and helps justify funding requests from State and Federal sources for water supply system improvements. The Plan also provides guidance to the County Commissioners for Community Development Block Grant (CDBG) allocations and other assistance. It also includes suggested Well Head and source protection language to be included in local Zoning Ordinances, as well as assisting with the delineation of Strategic Growth Areas where public water service can be efficiently provided.

## **Forest Management Plans**

The Bureau of Forestry completed the State Forest Resource Management Plan update in 2004. The Plan sets forth a mission and goal of sustainability using an ecosystem management approach. The Plan recognizes that “the state forest provides an abundance of high quality forest products, ... represents a two million acre water treatment plant and air purification system,... provide[s] recreational opportunities and mineral resources, as well as an aesthetic setting that is vital for Pennsylvania's tourism

industry, ...[and] is the largest publicly owned habitat for plants and animals in the Commonwealth of Pennsylvania.” Therefore, the state forest needs sound management to protect its functional integrity or long-term sustainability and the benefits we receive from it.

The following letter excerpt from Dr. James R. Grace, State Forester, to Pennsylvania’s residents outlines the plan’s significant changes from previous management policy:

- The commitment to ecosystem management, which is based on ecological units, such as ecoregions, landscapes, and a newly developed plant community classification system.
- The forest inventory for the state forest was revised and expanded to include additional ecological parameters, an annualized five-year inventory cycle, and permanent crews to conduct the inventory.
- New technologies, such as Global Positioning Systems (GPS), Geographic Information Systems (GIS), web-based management and reporting systems, and computer-based modeling have been employed to aid in data and information management, resource planning, and management decisions.
- Through a partnership with Penn State University, a new timber harvest planning system was developed, which uses a sophisticated linear programming computer model to allow for an improved and more accurate allocation of resources than previous plans.
- The establishment of the regeneration fund, which designates a portion of the receipts from state timber sales to be used to implement management practices to address the over-browsing by deer in order to obtain successful forest regeneration.
- Bio-reserve and Old Growth management systems have been established and mapped.
- Several new sections have been added to the plan, including Communications, Ecological Considerations, Soil Resources, Non-timber Forest Products, and Infrastructure.

The State Forest Resources Management Plan is implemented by the Bureau and the 20 district forest offices across the state. The Tiadaghton State Forest is the largest forest district in Lycoming



County. Each of the district offices are responsible for implementing the Plan's management recommendations, once approved.

Each of the Plan's 12 core management sections will be applied to state forest lands in the Planning Area in some fashion. The following is a list of policy positions and recommendations for which the County may want to work cooperatively with the district offices. These goals represent the Bureau's future policy on key issues of concern that were identified during the early phases of this planning process.

**Communications Goal:** To continue listening to and evaluating the wants and needs of the various publics on forestry issues at the local and statewide level.

*Potential County Role in Cooperation:* The Lycoming and Union County Planning Commissions, County Conservation Districts, and other county agencies can be representatives of Planning Area residents and advocates for public wants and needs to district foresters regarding state forest lands.

**Ecological Considerations Goal:** To integrate ECOMAP into the inventory and management of state forest lands.

*Potential County Role in Cooperation:* The Counties' planning and GIS staff may want to become familiar, if not already familiar, with ECOMAP principles, as a model for County forestland inventory and management and as means to understand forest land and resource classification.

**Ecological Considerations Goal:** To reduce and limit forest fragmentation and promote connectivity of high canopy forests by maintaining fluid corridors throughout the state forests.

*Potential County Role in Cooperation:* The Counties may want to enhance its own policy on forest fragmentation, in regards to lands adjacent to state forestlands, riparian corridors, and other key habitat areas.

**Forest Health Goal:** Determine the degree of impact that adjacent land uses and activities have on state forest health.

*Potential County Role in Cooperation:* The Counties could aid the district office by providing current and future land use data.

**Geology/minerals Goal:** To manage the geologic features, oil gas, gas storage, and hard minerals in a cost-effective and efficient manner and in the greatest benefit of the people of the commonwealth.

*Potential County Role in Cooperation:* The Lycoming and Union County Planning Commissions and other county agencies can be representatives of Planning Area residents and advocates for public wants and needs regarding subsurface activities on state forest lands.

**Recreation Goal:** To provide opportunities for healthful, low-density recreational opportunities that are compatible with maintaining the integrity of forest ecosystems.

*Potential County Role in Cooperation:* The Lycoming and Union County Planning Commissions and other county agencies can be representatives of Planning Area residents and advocates for public wants and needs regarding recreational activities on state forest lands.

**Recreation Goal:** To cooperate with regional and state interests in the promotion of low-density, ecologically-sound tourism opportunities associated with state forest lands.

*Potential County Role in Cooperation:* The Lycoming and Union County Planning Commissions and other county agencies can be representatives of Planning Area residents and advocates for public wants and needs regarding tourism activities and promotion on state forest lands.

**Silviculture/Timbering Goal:** To demonstrate and promote silvicultural practices that sustain ecological and economic forest values.

*Potential County Role in Cooperation:* The Counties and the Conservation Districts could partner with the forest district to demonstrate and promote sustainable forestry that protects ecological and economic forest values.

These potential roles in cooperation by no means require the Counties to take action. However, they do suggest, as noted, ways in which the Counties and the state can work cooperatively toward common goals for forest resources. Simply understanding each other's methods of assessment and management allows for greater discussion between these agencies and the potential for greater consistency in policy and action.

### ***Tiadaghton State Forest***

The Tiadaghton State Forest (District #12) is comprised of 214,973 acres, most of which is in Lycoming County. Small portions extend into Tioga, Potter, Clinton and Union Counties. Geographically, the Tiadaghton State Forest is divided into three major blocks. The South Block is located south of the Susquehanna River in the Ridge and Valley province. The West Block contains the majority of the Tiadaghton State Forest and is centered on the Pine Creek Valley. The East Block, also on the Allegheny Plateau, is located adjacent to Lycoming and Loyalsock Creeks.

The District Plan for the Tiadaghton State Forest outlines history, extensive resource inventories, and agency policy on a wide range of topics. It begins with a classification of the forest lands into land management districts focused on resource uses. The largest percentage of Tiadaghton State Forest is designated for multiple resource use management (51 percent), which is “the least restrictive management zone and applies to areas managed for many resources, such as timber, water, recreation, fauna, flora, and minerals. Appropriate forest community types within this zone may be considered part of the commercial forest land base.”

Within the plan, there are four topics of specific interest to the Planning Area:

- The designation of bio-reserve and old growth areas. Some of these areas are located in the interior of the forest lands while others lie along the edges. Peripheral areas suggest coordination between state, county, and local officials to manage public access.
- The plan recognizes scenic driving as a recreational activity, as well as the face of the state forest to many Pennsylvanians and visitors. The Plan lists public roads in the Tiadaghton State Forest. These roads and their contiguous road segments should be evaluated for potential candidacy for scenic byways designation.
- The plan states, “There are no immediate plans to further develop the mineral resources on the Tiadaghton State Forest, with the possible exception of leases for the exploration of oil and natural gas.” Communication on this topic is of particular concern to residents.

- The plan recognizes the function of state forest lands on municipal and private water supply and states, “Future land use and development within both existing and potential watersheds must be compatible with water production.” Reciprocal acknowledgement that private land use and development affect water quality throughout the downstream watershed should be made in local planning documents.

## Open Space, Recreation, and Greenways Plan

LCPC staff, with assistance from the Larson Design Group and RBA consultant team, has made significant progress in the development of the *Lycoming County Open Space, Recreation, and Greenways Plan*:

1. Completed and compiled a Survey of local needs and demands for recreation programs and park areas;
2. Convened and interviewed a number of Focus Groups (e.g. Youth activities) relating to specialized areas of recreation and natural resource management;
3. Completed an Inventory of existing recreation programs and park facilities and their usage patterns; and
4. Are in the process of developing recommendations for priority in addressing needs for recreation programs and park facilities.

This project will also help address needs identified by local residents at the Our Towns 2010 Workshops and has been recognized by the regional community as a priority, which will enhance existing recreation programs and facilities and will foster increased cooperation and resource sharing between our County’s local governments.

Funding from DCNR (\$80,000) and DCED (\$30,000) has been secured. A 60+ member Recreation Advisory Committee has been formed to review recreation and open space inventory information and provide input into project goals. The Lycoming County Planning Commission staff/consultants and Advisory Committee developed and distributed a Comprehensive Recreation Survey to 5,000 randomly selected Lycoming County households. Of these, 67 were returned due to being undeliverable. To date 1,352 surveys were returned ( $1352/4933 = 27.4\%$ ), a very high percentage for this type of survey. The survey will provide statistically significant information about County recreational needs and will be helpful in obtaining Grant funding for community recreation projects and programs. A summary of

the Survey results is posted on the County Website. A draft of the plan is scheduled for completion by the 2004.

A major focus of this planning effort will be a Comprehensive Open Space and Greenway Initiative. Staff has compiled many data layers and will apply them through the GIS system to develop a comprehensive Open Space and Greenway network. Greenways are linear corridors of open space that will serve to protect natural, cultural, and scenic resources; provide recreational benefits; enhance natural beauty and quality of life in neighborhoods and communities; and stimulate economic development opportunities.

This plan has addressed the municipalities of Lycoming County in fulfilling its scope. Local planning and implementation should reach out to Gregg Township for Planning Area participation.

## **WATS Long Range Transportation Plan**

The Williamsport Area Transportation Study (WATS) Metropolitan Planning Organization (MPO) is responsible for the review and approval of local plans and programs seeking federal and state funds for transportation improvements. The WATS jurisdiction includes all of Lycoming County.

WATS has developed its most current transportation improvement program project listings for the Federal Fiscal Year 2005-2008 Transportation Improvement Program (TIP) and supporting documents for highway and mass transit improvements proposed within Lycoming County. Consistent with the established public involvement process, the TIP will be available for public review during the Summer of 2004. The WATS Coordinating Committee will review the summary of all public comments received and consider adoption of the FFY 2005-2008 TIP.

Multi-task projects listed on the TIP include replacement of the Market Street Bridge, improvements to the Appalachian Thruway (US 15), replacement of the PA 405/442 Muncy Creek Bridge, replacement of the Little Muncy Creek Bridge, development of the Williamsport Airport Access, and five transportation enhancement projects.

The total cost for projects listed on the draft FFY 2005-2008 TIP is more than \$128 million. These projects tap a wide range of

funding sources: 14 federal funding programs and 8 state programs, supplemented by local and other funding sources.

### **Long Range Transportation Planning for Union County**

SEDA-COG's Rural Planning Organization (RPO) is in the process of developing a long range transportation plan for Union County. This plan will provide transportation analysis and planning priorities for Gregg Township, and should be considered in future updates to the comprehensive plan.



Comprehensive Plan

*Nearby South Williamsport on the north side of Bald Eagle Mountain*

### Multi-Municipal Planning Partnerships within Lycoming County and Union County

#### Contiguous County Planning and Development

As mandated by Section 301(a)(5) of the Pennsylvania Municipalities Planning Code (MPC), comprehensive plans shall discuss the relationship of the existing and proposed development of the Planning Area to the existing and proposed plans in contiguous municipalities. The intent of this requirement is to instill planning consistency and coordination along municipal boundaries. Comprehensive planning fully recognizes that municipal boundaries are not physical, social, economic or environmental constraints to the impacts of development and conservation.

### Multi-Municipal Planning Partnerships within Lycoming County and Union County

Early in this planning process, as local issues were identified by each of the six multi-municipal Planning Areas and Lycoming County, it became clear they are faced with similar issues. The specific location, timing, and results of these issues varied from place to place, but nonetheless, the root causes were often identical. Due to such broad-based commonality among priority issues and the common vision to improve conditions and resolve problems (as shown in the following table), many recommendations found within each of the Planning Area comprehensive plan documents reflect common approaches to community improvement.

Matrix 5 Common Comprehensive Plan Issues among Planning Partnerships

Common Comprehensive Plan Key Issues among the Planning Partnerships

Priority Issues identified and addressed through Planning Area Goals and Objectives

Lycoming County	Geater Williamsport Alliance	Lower Lycoming Creek	Montoursville-Muncy	Muncy Creek	US 15 South	US 220/I-99
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Priority Issues identified and addressed through Planning Area Goals and Objectives	Lycoming County	Geater Williamsport Alliance	Lower Lycoming Creek	Montoursville-Muncy	Muncy Creek	US 15 South	US 220/I-99
<b>Land Use and Resource Management</b>							
Guidance for highway and interchange development	X	X	X	X		X	X
CAFO location	X			X		X	
Reduction of visible junk	X					X	
Floodplain management	X	X	X	X	X	X	X
Increased development pressure					X	X	
Open space/public lands development potential	X		X			X	
Conservation of steep slopes and ridgetops	X	X	X	X		X	X
Natural resources management	X	X	X	X		X	X
Protection of cultural and historic resources	X	X	X	X	X	X	
Open space and agricultural preservation					X	X	
Water supply/water quality					X	X	
<b>Transportation</b>							
Multi-modal transportation system	X	X	X	X			X
Public transit	X	X		X			
Traffic congestion/roadway network					X	X	
<b>Community and Economic Development</b>							
Demographic changes	X	X	X	X	X	X	X
Housing needs	X	X	X	X	X	X	X
City impact on the County	X	X	X	X	X		X
County economy and workforce	X	X	X	X	X	X	X
Small businesses	X	X	X	X	X	X	X
Storefront vacancies	X	X			X	X	X
Maintenance/Expansion of infrastructure	X		X	X	X	X	
<b>Community Facilities/Other Topics</b>							
Intermunicipal cooperation			X		X	X	
Community image/appearance					X	X	

"X" denotes a topic identified as a priority concern



Furthermore, this commonality lends itself to broad-based, coordinated, cooperative, and collaborative efforts. Particularly where state and federal funding is sought to implement targeted studies, pursue model ordinance development and local modification/adoption, or transit improvements, government agencies give credence to public and public-private partnerships working together efficiently to address regional issues.

### **The US 15 South Planning Area in Relation to Adjacent Planning Areas**

The US 15 South Planning Area is bordered by three other multi-municipal planning partnerships that have simultaneously developed comprehensive plans. Historic and future development activities in contiguous municipalities have a direct impact on US 15 South's land uses, infrastructure, and economic vitality. Likewise, the future recommendations included in this plan also impact the development patterns of these neighboring communities.

#### *Greater Williamsport Area (2004)*

The Comprehensive Plan for the Greater Williamsport Alliance Planning focuses on the vibrancy of the City, its suburbs, and its neighboring municipalities as places to live, where distinct neighborhoods offer a range of housing options and a sense of coherence and community; as a places to do business, where retail and service shops serve office workers and local residents; as places to invest in historic and modern properties maintained through code enforcement and served by sound, long-range community infrastructure planning; as a places to relax and spend leisure time walking, shopping, biking, and sight-seeing; and as places to visit, where local culture is proudly displayed at community entrances.

#### *Montoursville – Muncy Area (2004)*

The focus of the Comprehensive Plan for the Montoursville-Muncy Planning Area is on maintaining the continued vitality of its downtown, while providing for a variety of housing options, redevelopment of key industrial sites, and guiding new development through land use planning and infrastructure development. The municipalities agree that new development should be pedestrian friendly and potentially served by transit.

Transportation improvements are also a strong component of the plan, including support for the primary runway extension at

Williamsport Regional Airport and completion of the Lycoming Valley Railroad Bridge.

United by the riverfront, the municipalities seek to increase public awareness of the cultural and historic resources unique to the Planning Area by promoting the implementation of the Lower West Branch Susquehanna River Conservation Plan. Through the adoption of their comprehensive plan, they have also agreed to work on a regional basis to identify future highway and municipal infrastructure needs related to the anticipated growth and development as part of the completion of the Susquehanna Throughway and other highway projects.

#### *Muncy Creek Area (2004)*

Planning recommendations contained in the Comprehensive Plan for the Muncy Creek Planning Area address both urban and rural issues, preservation and development, and physical and functional elements of the various communities individually and as a whole. Urban planning topics range from promoting mixed uses, multi-story structures, enhanced streetscapes, well-maintained infrastructure, and shared parking in downtown areas to the preservation of historic districts and older neighborhoods. In addition, the plan recommends land use planning that reduces vehicle trips and encourages pedestrian, bicycle, and transit alternatives. Furthermore, the development and expansion of bikeways and pedestrian circulation routes, both within and beyond the Planning Area, are advised. United by the Muncy Creek corridor, the municipalities envision more stringent stormwater regulations, stronger restrictions on development in the floodplain, as well as property maintenance provisions for flood-proofing and flood-mitigation. The municipalities also seek to improve their control of scenic hillsides and ridgetops. With concern for protecting the rural countryside, the plan recommends municipal and multi-municipal zoning to protect large and contiguous agricultural regions through the designation of rural resource protection areas and to designate appropriate districts for concentrated animal feeding operations. Finally, the plan recommends the application access management provisions, scenic byway corridor designation, and on-lot disposal system management and inspection ordinances to further protect the appearance and quality of the community landscape.

## Union County Planning and Development

### *Union County Comprehensive Plan (1996)*

The Union County Comprehensive Plan clearly addresses suburban sprawl. The Plan acknowledges the severity of unplanned, uncoordinated growth, the need for expanded county and local planning, and the need for greater citizen understanding and participation in local government. The future land use plan utilizes four general categories (urban growth, suburban growth, rural centers, and rural resource areas) for the purpose of guiding growth that will preserve the distinct urban, suburban, and rural lifestyles that County residents enjoy. Furthermore, the plan emphasizes incentives over regulations and subsidies, an ecotourism philosophy toward historical, cultural and environmental resources, and aggressive marketing of the County's agricultural industry.

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Comprehensive Plan

*Stakeholders Workshop at the Genetti Hotel*

### Municipal Responsibilities to the Planning Partnership

#### Plan Review and Maintenance

The responsibility for shaping the future lies in many hands: those of citizens, interest groups, businesses, utilities, institutions, and numerous government entities. The Planning Area's government entities alone total approximately 50 decision-making individuals within the four municipal partners, County governments, two school boards, the Montgomery Water and Sewer Authority, and the Gregg Township Municipal Authority. State and federal agencies add yet another component to decision-making in terms of fiscal, regulatory, and management programs.

To implement multi-municipal comprehensive plans, counties and municipalities shall have the authority to enter into intergovernmental cooperative agreements.

Act 2000-67 (amendment to the PA MPC)

Fortunately, regional planning is on the rise and is leading neighboring communities toward common goals and agreement on collective approaches or strategies toward sustaining and enriching the region's quality of life. Cooperative planning has been accomplished. Now cooperative implementation must carry the vision to fulfillment.

## **Municipal Responsibilities to the Planning Partnership**

Municipal regulations are the cornerstone of implementing a comprehensive plan. Since many of the US 15 South municipalities have their own regulations, these will need to be reviewed for consistency with the joint US 15 South comprehensive plan to assure that they will not hinder the Planning Area's strategic actions. Continued, coordinated, and consistent efforts are needed.

In fact, the productivity and benefits of intermunicipal cooperation were listed among the positive assets of the US 15 South Planning Area at the beginning of this planning process. The following vision, goals and objectives for continued cooperation were defined:

### **Our Vision for the Future**

Municipalities of the US 15 South Planning Area will work together, in addition to participation in the Central Keystone and West Branch Councils of Governments, to address development, conservation, public safety, emergency services and regulations with a coordinated, regional approach.

### **Goals**

To further enhance intermunicipal cooperation

### **Objectives**

- Encourage municipal Council of Government membership and participation
- Encourage intermunicipal dialogue

Numerous strategies are listed throughout the Chapters 2–5. Many of these will require some degree of intermunicipal/intergovernmental cooperation. The municipal planning partners may continue to govern independently, however greater benefits should result if efforts, decisions, and actions are communicated and coordinated at the multi-municipal level.

First and foremost, regular communication among municipal officials within the Planning Area and with the Lycoming County and Union County planning agencies must continue, regarding local planning needs:

- specific needs (transportation improvements, infrastructure improvements, public education, etc.)
- noticeable changes in rural resources, such as water quality, wildlife, forest conditions, etc.,
- opportunities for rural resource preservation, and
- concern for development in adjacent planning areas within and beyond the counties.

Second, municipalities are required to have internally consistent planning and implementation policy, meaning that ordinances, sewage facilities plans, and other municipal plans must be reviewed during or following the adoption of the comprehensive plan to ensure that these plans are guiding the development of the municipality in the same direction as the comprehensive plan states. For example, if the comprehensive plan identifies a particular area of the municipality as a rural resource area, the sewage facilities plan should not include extension of public sewer service into this area, unless required in order to protect health and safety, nor should the zoning ordinance allow or require the provision of sewer service in this area. When consistency determinations are made at the planning stage, potential problems are resolved before major investment and resources are committed.

Updates to these documents are critical to enabling sound, prosperous communities to evolve. Such prosperity can be driven by affordable housing and utilities, safe highways and alternative travel, and diverse recreational amenities. Opportunities for growth and development are associated with the Planning Area's location, government facilities, and available commercial/industrial lands. Unguided development could result in undesirable land use patterns and a reduced quality of life. Therefore, capital improvements must be prioritized in order to make a selective, coordinated investment that results in sustainable community and economic development.

When zoning amendments are needed and prepared, the amendment process in any proposed case must follow the guidelines, excerpted from the MPC Section 916.1 (c) (5) and listed below, of necessary information to be submitted for the review by the respective municipal planning commission and elected officials, and county planning agency.

Amendments, plans and explanatory material submitted by the landowner and shall also consider:

- (1) the impact of the proposal upon roads, sewer facilities, water supplies, schools and other public service facilities;
- (2) if the proposal is for a residential use, the impact of the proposal upon regional housing needs and the effectiveness of the proposal in providing housing units of a type actually available to and affordable by the classes of person otherwise unlawfully excluded by the challenged provisions of the ordinance or map;
- (3) the suitability of the site for the intensity of use proposed by the site's soils, slopes, woodlands, wetlands, floodplains, aquifers, natural resources and other natural features;
- (4) the impact of the proposed use on the site's soils, slopes, woodlands, wetlands, floodplains, aquifers, natural resources and other natural feature, the degree to which these are protected or destroyed, the tolerance of the resources to development and any adverse environmental impacts; and
- (5) the impact of the proposal on the preservation of agricultural and other land uses which are essential to public health and welfare.

The Lycoming County Department of Economic Development and Planning Services has developed a manual to address the need for consistency, particularly in regards to zoning, for its municipalities. The document is an excellent informational and application-based resource on zoning techniques for both intensive and non-intensive land uses. Lycoming County's municipalities and multi-municipal planning partnerships will find this to be a useful reference in the review and revision of their current ordinances.

## **Key Actions for Municipal Partners**

### ***Montgomery Borough***

The borough of Montgomery is one of the urban focal points for community activities within the US 15 South Planning Area. Addressing the vacant storefronts and through traffic and minimizing flood vulnerability for businesses and homes are critical issues that impact on the future vitality of this community.



The Susquehanna River, Montgomery Park and the future Susquehanna Bike Trail can provide a recreational focus to community development and play a significant role in maintaining a vibrant Borough and surrounding area. There have been, or will be in the near future, a number of highly visible community projects which have provided, or may in the future provide, an important focus to revitalizing this community. Such projects include:



*Housing renovation through the Lycoming Neighborhood Development Corporation*

- Bower Street bridge replacement.
- Housing renovation on 37 North Main Street through the Lycoming Neighborhood Development Corporation.
- Constructing the new Skate Park.
- Remediation of the industrial contamination site.

Building upon these initiatives will be important when moving forward to implement the goals and objectives established in this plan.

#### **Key Actions for Montgomery Borough**

It will be important for this municipality to work closely with its citizens to reach a consensus on a vision for the downtown and how it is to look and function in the future. Reuse of the former industrial area and cooperation on services with surrounding communities are important issues



The following list of key strategic actions warrants particular attention within the Borough of Montgomery. Through their implementation, many of the goals and objectives established in this plan will be realized and will result in significant

improvements in the quality of life for the residents of the US 15 South Planning Area as a whole.

**Key Strategic Actions**

- Make regulations conducive to reuse and rehabilitation of older structures.
- Evaluate existing regulations for the downtown to ensure that opportunities for retail establishments can be provided.
- Ensure that appropriate mixed-use zoning is provided in the downtown business district of Montgomery Borough.
- Target the redevelopment of vacant, “brownfield” properties through partnerships with private developers, federal, state, and local resources.
- Establish Neighborhood Preservation Programs to support property maintenance and beautification in target areas.
- Revise property maintenance codes to include flood-proofing and flood-mitigation for existing properties in the floodplain.
- Develop a wellhead protection program to protect the Borough’s water supply.
- Work with developers to ensure adequate facilities for pedestrians and cyclists in new development projects, as well as in re-development projects.
- Support the development of the Susquehanna Greenway.
- Develop a streetscape and traffic-calming plan for the Borough.
- Promote the development of Public Art Displays.
- Establish a summer program with outdoor movies and concerts in Montgomery Park.
- Work with municipal partners to identify opportunities to share facilities and services.

### ***Clinton Township***

Clinton Township is, in one sense, the rural open space area surrounding the urban center of Montgomery. That rural setting has been an attractive growth area for residents looking to enjoy the quality of life associated with the more rural character outside in near proximity to the amenities of Montgomery. While Montgomery's population decreased by 207 from 1970 to 2000, Clinton Township's population increased by 2,013 during the same period.



In addition to population growth, Clinton Township has seen significant industrial development over the past twenty years. The visioning activities that occurred as part of this comprehensive plan point to continued industrial growth. Clear support for that vision will need to be demonstrated through appropriate infrastructure investments and zoning. Maintaining the scenic viewsheds and controlling strip housing development along road corridors are also important issues.

There have been, or will be in the near future, a number of highly visible community projects which have provided, or may in the future provide, an important focus to further growth of this community. Such projects include:

- Re-zoning and expansion of River Valley Commerce Park.
- The Montgomery School District Community Recreation Building.
- Expansion of public transportation to the City of Williamsport.
- Renovation to the 405 bridge over the Susquehanna River.
- Sewer feasibility study for U.S. 15 corridor.

**Key Actions for Clinton Township**

It is important that this community identify the leadership and obtain the help of qualified volunteers to support the function of the Planning Commission and improve cooperation on services with surrounding communities. Expanding infrastructure to the U.S. 15 corridor and access to I-180 through Muncy are important issues for achieving the vision for Clinton Township.

In addition to the collective community development goals and objectives for the Planning Area presented in this comprehensive plan, Clinton Township has developed the following Township-specific community development goals and objectives:

- A. To promote the wise use of natural resources and existing public infrastructure improvements through land use planning.
- B. To reasonably accommodate growth while striving to conserve the scenic rural character of Clinton Township's agricultural and forested areas.
- C. To promote flexibility in the creation of suitable residential environments with a variety of housing types and styles for Township residents.
- D. To recognize the unique development capabilities and limitations of specific areas of the Township, and to encourage the appropriate use of such lands by guiding residential, commercial, institutional, or industrial growth to those areas established to accommodate such development.
- E. To provide suitable areas for residential and nonresidential growth with adequate municipal facilities and services, and cultural, religious, commercial, industrial, recreational, and open space facilities to serve such areas.
- F. To guide growth throughout the Township in a manner that promotes the installation of adequate, economical, and safe development supporting infrastructure prior to or concurrently with new development.
- G. To promote harmony between different land use types by providing suitable sites for each type of land use, and by establishing screening, buffering, density, and performance standards to protect against, reduce, or eliminate adverse impacts on nearby homeowners within residential districts

where potentially intrusive nonresidential land uses are allowed to coexist.

- H. To reduce or eliminate hazards to life and property resulting from improper development of potentially hazardous areas such as: transportation corridors, floodplains, and steep slopes by implementing land use regulations and other preventative measures intended to prevent or alleviate problems like excessive vehicular traffic, inadequate sewerage, groundwater pollution, flooding, stormwater runoff, subsidence, and soil erosion.
- I. To promote the maintenance of an adequate and safe transportation network through the implementation of land use regulation and vehicular access control standards designed to protect the functional integrity of the public street system and promote safe access.
- J. To accommodate future development within the designated growth areas by zoning uses and densities accordingly, and by striving to provide a full range of municipal services (i.e. roads, sewage, water, utilities, fire and police protection, schools, parks, waste disposal, etc.) and nearby consumer desired amenities, goods and services, recreational facilities, cultural activities, and employment opportunities to support such areas.
- K. To accommodate reasonable overall community growth, including population and employment growth, and opportunities for development of a variety of residential dwelling types and nonresidential uses; including the promotion of economic viability and entrepreneurial spirit by allowing home occupations and limited home businesses consistent with residential district regulations; and small businesses and agriculture-related industries consistent with rural district regulations.
- L. To protect aesthetic and environmental qualities of the community, facilitate stable land values, protect against potential nuisance uses of land, and reduce or eliminate the pollution of land, water, and air.
- M. To improve local wages and employment opportunities by zoning to provide for a variety of commercial, light industrial, and heavy industrial uses within appropriate districts, and with sufficient standards to reduce or eliminate adverse

impacts on residential properties from the effects of: noise, light, traffic, glare, smoke, or similar factors.

- N. To provide opportunities for growth and development through zoning, and to seek other means of offsetting or reducing the rising cost of providing municipal facilities and services and rising property and school taxes adversely impacting the elderly, and others on fixed incomes.
- O. To seek out mutually beneficial partnerships and services sharing opportunities for fiscal reasons, and to perform a leadership role by encouraging multi-agency and multi-jurisdictional cooperation concerning matters that impact municipal services, property taxes, fire protection, emergency services, public schools, public utilities, local government, or similar issues impacting resident taxpayers or the community as a whole.

These Township-specific community development goals and objectives are generally consistent with the goals and objectives of this comprehensive plan. They provide additional and in some cases more specific guidance to the development of the Township.

Bearing Planning Area and Township-specific goals and objectives in mind, the following key strategic actions warrant particular attention within Clinton Township. Through their implementation, the goals and objectives established in this plan will be realized and will result in significant improvements in the quality of life for the US 15 South Planning Area as a whole.

### **Key Strategic Actions**

- Identify growth areas for development of larger residential subdivisions where infrastructure is available.
- Revise zoning to guide development to desired growth areas.
- Develop zoning ordinances that are compatible with land use patterns and densities that define the local character of US 15 South communities.
- Revise zoning ordinances to permit CAFOs in appropriate areas, where they would cause minimal community and environmental impacts.

- Use a comprehensive approach to infrastructure improvements to serve expansions in planned growth areas. This should include a mutual agreement with Montgomery Borough for the provision of public water and sewage treatment.
- Identify farmland that should be permanently preserved for agricultural use.
- Promote enrollment in forest conservation programs, e.g. Forest Legacy Program, Clean and Green – Forest Reserve Program.
- Develop a wellhead protection program to protect Montgomery Borough’s water supply.
- Work with developers to ensure adequate facilities for pedestrians and cyclists in new development projects, as well as in re-development projects.
- Support the development of the Susquehanna Greenway.
- Improve Brouse Road as a connection between Route 405 and PA 54, and as a bypass of downtown Montgomery for through traffic.
- Work with municipal partners to identify opportunities to share facilities and services.

### ***Brady Township***

Brady Township is the least populated municipality within the US 15 South Planning Area. Although primarily rural agriculture in nature, the Lycoming County Landfill greatly influences the overall character of this Community. The rural setting has been preserved over the past decade with a population decrease of 28 people and 46 new housing units.

Preserving prime agricultural lands, the rural character of the region, and environmental features, such as “the Sinks,” is important to the members of this Community. The presence of the Lycoming County Landfill, as well as the host municipal fees will continue to influence the region.

Development of the County KOZ Industrial Site, formerly the Callenberger and Feaster Farms, is an important current issue for the Township. The recent completion of two small sewage treatment plants within the Township could have an affect on future residential growth.



*View of County KOZ site in Brady Township*

### ***Key Actions for Brady Township***

Commercial and industrial growth in the Township is limited by the lack of public sewer and karst geology. The limited amount of privately controlled land will also restrict a significant population growth.



The following list of key strategic actions warrants particular attention within Brady Township. Through their implementation many of the goals and objectives established in this plan will be realized and will result in improvements in the quality of life for the US 15 South Planning Area as a whole.

### **Key Strategic Actions**

- Revise zoning to guide development to desired growth areas.
- Develop zoning ordinances that are compatible with land use patterns and densities that define the local character of US 15 South communities.
- Revise zoning ordinances to permit CAFOs in appropriate areas, where they would cause minimal community and environmental impacts.
- Land use controls should include specific requirements for the provision of infrastructure to support planned growth areas.
- Use public infrastructure improvements and extensions as tools to guide development.
- Identify farmland that should be permanently preserved for agricultural use.
- Revise ordinances to establish buffer zones around valuable wetlands and other natural resource areas, such as “The Sinks.”
- Work with developers to ensure adequate facilities for pedestrians and cyclists in new development projects, as well as in re-development projects.
- Support the development of the Susquehanna Greenway.
- Work with municipal partners to identify opportunities to share facilities and services.

### ***Gregg Township, Union County***

Gregg Township is a rural open space area around the Village of Allenwood. The land use is characterized by traditional agriculture and large tracts of woodlands. The Allenwood Federal Correctional Complex has had a significant impact on this Community, from both community character and economical aspects. Excluding the institutionalized population, the Township had a decrease in population over the past decade.



There have been, or will be in the near future, a number of highly visible community issues and projects which have provided, or may in the future provide, an important focus to further growth of this community. Such projects include:

- Great Streams Commons mixed use development.
- Federal Prison Improvement issue – potential closing of the Allenwood Federal Correctional Center in Brady Township and its relocation to Gregg Township.
- Aggressive “Agricultural Preservation” program.

#### ***Key Actions for Gregg Township***

Mixed use development, including commercial, industrial, and planned residential, at Great Streams Commons, along with agricultural preservation establishes the vision for this Community. Future use of the Allenwood Federal Correctional

Complex property could have a significant impact on this Community.

The following list of key strategic actions warrants particular attention within Gregg Township. Through their implementation many of the goals and objectives established in this plan will be realized and will result in significant improvements in the quality of life for the US 15 South Planning Area as a whole.

### **Key Strategic Actions**

1. Revise zoning to guide development to desired growth areas.
2. Land use controls should include specific requirements for the provision of infrastructure to support planned growth areas.
3. Use public infrastructure improvements and extensions as tools to guide development.
4. Identify farmland that should be permanently preserved for agricultural use.
5. Work with developers to ensure adequate facilities for pedestrians and cyclists in new development projects, as well as in re-development projects.
6. Support the development of the Susquehanna Greenway.
7. Promote enrollment in forest conservation programs, e.g. Forest Legacy Program, Clean and Green – Forest Reserve Program.
8. Work with municipal partners to identify opportunities to share facilities and services.
9. Improve Access to the Susquehanna River – visual access, boat access, fishing access, etc.
10. Develop streetscape and traffic calming plans for the Village of Allenwood.
11. Establish a neighborhood preservation program to support property maintenance and beautification in target areas.
12. Make regulations conducive to reuse and rehabilitation of older structures.

## Plan Review and Maintenance

Recent amendments to the MPC (Section 302(d)) require municipal and multi-municipal comprehensive plans to be reviewed every 10 years [Section 301(c)]. However, the US 15 South Comprehensive Plan will only be useful if it is regularly used and updated. For this to occur, it is recommended that the Boards of Supervisors, Councilpersons, and County Planning Commission representatives jointly perform the following actions:

- Annually evaluate the Comprehensive Plan and, if necessary, make modifications to the plan to ensure it remains useful in terms of guiding the decisions made regarding the future growth and preservation of the Planning Area.
- Submit an annual written report to local officials summarizing conclusions on the evaluation of the Comprehensive Plan, the past year's major activities, the upcoming year's major projected activities, and crucial issues that will or may impact the Planning Area.



Comprehensive Plan

Devil's Turnip Patch along US 15

Acronyms

Glossary

References

Acronyms

AADT:	Average Annual Daily Traffic (volume)
ALLARM:	Alliance for Aquatic Resource Monitoring
ASA:	Agricultural Security Area
BMP:	Best Management Practice
CAFCA:	Central Area Fire Chiefs Association
CAFO:	Concentrated Animal Feeding Operation
CHP:	Coldwater Heritage Partnership
CIP:	Capital Improvements Program
COE:	US Army Corps of Engineers
CSO:	Lycoming County Comprehensive Combined Sewer Overflow (Study)
DCED:	Pennsylvania Department of Community and Economic Development
DCNR:	Pennsylvania Department of Conservation and Natural Resources
DEP:	Pennsylvania Department of Environmental Protection
DU:	Dwelling Unit
ECOMAP:	Ecological Classification and Mapping
EDPS:	Lycoming County Economic Development and Planning Services Department
EDU:	Equivalent Dwelling Unit
EMS:	Emergency Medical Services
EOC:	Emergency Operations Center

EOP:	Emergency Operations Plan
EPA:	United States Environmental Protection Agency
FAA:	Federal Aviation Administration
FMA:	Flood Mitigation Assistance Program
FEMA:	Federal Emergency Management Agency
FHWA:	Federal Highway Administration
GED:	General Education Degree
GIS:	Geographic Information Systems
GPD:	Gallons per day
HAZ-MAT:	Hazardous Materials
HMGP:	Hazard Mitigation Grant Program
IDC:	Union County Industrial Development Corporation
IPC:	Industrial Properties Corporation
IS:	Information System
ISTEA:	Intermodal Surface Transportation Efficiency Act
IU:	Intermediate Unit
KOZ:	Keystone Opportunity Zone
LBCS:	Land-Based Classification System
LCPC:	Lycoming County Planning Commission
LEPC:	Local Emergency Planning Committee
LLC:	Lower Lycoming Creek Planning Area
LMA:	Labor Market Area
LQ:	Location Quotient
MATP:	Medial Assistance Transportation Program
MCD:	Minor Civil Division
MCMAA:	Muncy Creek Mutual Aid Association
MGD:	Million gallons per day
MH/MR:	Mental Health/Mental Retardation
MPC:	Pennsylvania Municipalities Planning Code
MSA:	Metropolitan Statistical Area
NASIC:	North American Standard Industrial Classification
NFIP:	National Flood Insurance Program
NPS:	National Park Service
NPDES:	National Pollution Discharge Elimination System
NRCS:	Natural Resource Conservation Service
NRPA:	National Recreation and Park Association
OLDS:	On-Lot Disposal System
OUE:	Organization United for the Environment
PADEP:	Pennsylvania Department of Environmental Protection
PADOT:	Pennsylvania Department of Transportation
PAT:	Planning Advisory Team

PEMA:	Pennsylvania Emergency Management Agency
PFBC:	Pennsylvania Fish and Boat Commission
PGC:	Pennsylvania Game Commission
PHMC:	Pennsylvania Historical and Museum Commission
PNDI:	Pennsylvania Natural Diversity Inventory
PSATS:	Pennsylvania State Association of Township Supervisors
PSSA:	Pennsylvania System of School Assessment
PSU:	Pennsylvania State University
RCP:	River Conservation Plan
SARA:	Superfund Amendments and Reauthorization Act of 1986
SEDA-COG:	Susquehanna Economic Development Association – Council of Government
SIC:	Standard Industrial Classification
TEA-21:	Transportation Equity Act for the 21st Century
TIP:	Transportation Improvement Program
TU:	Trout Unlimited
UCC:	Uniform Construction Code
UCPC:	Union County Planning Commission
UCIDC:	Union County Industrial Development Corporation
WATS:	Williamsport Area Transportation Study
WSA:	Williamsport Sanitary Authority

## Glossary

Act 167 (also known as the Stormwater Management Act): Pennsylvania regulation enacted to correct existing stormwater management problems and to prevent future problems through stormwater planning at the watershed level. See also Watershed Stormwater Management Plan.

Act 537 (also known as the Sewage Facilities Act): Pennsylvania regulation enacted to correct existing sewage disposal problems and prevent future problems, through proper planning of all types of sewage facilities, permitting of individual and community OLDS, as well as uniform standards for designing on-lot disposal systems (OLDS).

Agriculture: The production, keeping, or maintenance, for sale, lease, or personal use, of plants and animals useful to man, including but not limited to; forages and sod crops; grains and seed crops; dairy animals and dairy products, poultry and poultry products; livestock, including beef cattle, sheep, swine, horses, ponies, mules, or goats or any mutations or hybrids thereof, including the breeding and grazing of any or all of such animals; bees and apiary products; fur animals; trees and forest products; fruits of all kinds, including grapes, nuts, and berries; vegetables; nursery,

floral, ornamental, and greenhouse products; or lands devoted to a soil conservation or forestry management program.

**Agricultural Operation:** An enterprise that is actively engaged in the commercial production and preparation for market of crops, livestock and livestock products and in the production, harvesting and preparation for market or use of agricultural, agronomic horticultural, silvicultural and aquacultural crops and commodities. The term includes enterprise that implements changes in production practices and procedures or types of crops, livestock, livestock products or commodities produced consistent with practices and procedures that are normally engaged by farmers or are consistent with technological development within the agricultural industry.

**Arterial Highway:** A Principal Arterial provides land access while retaining a high degree of thru traffic mobility and serves major centers of urban activity and traffic generation. They provide a high speed, high volume network for travel between major destinations in both rural and urban areas. A Minor Arterial gives greater emphasis to land access with a lower level of thru traffic mobility than a principal arterial and serves larger schools, industries, hospitals and small commercial areas not incidentally served by principal arterials.

**Center for Local Government Services:** The Governor’s Center for Local Government Services located within the Department of Community and Economic Development.

**Collector Road:** A Collector Road serves dual functions – collecting traffic between local roads and arterial streets and providing access to abutting properties. It serves minor traffic generators, such as local elementary schools, small individual industrial plants, offices, commercial facilities, and warehouses not served by principal and minor arterials.

**Commercial Land Use:** Land uses type that generally includes those establishments engaged in retail trade or services.

**Community Park:** Focuses on meeting community-based recreation needs, as well as preserving unique landscapes and open spaces; usually serves two or more neighborhoods and a ½ to 3-mile radius; and has an optimal size of between 20 and 50 acres, but should be based on the land area needed to accommodate the desired uses.

**County:** Any county of the second class through eighth class.

**County Comprehensive Plan:** A land use and growth management plan prepared by Lycoming County planning commission and adopted by Lycoming County commissioners which establishes



broad goals and criteria for municipalities to use in preparation of their comprehensive plan and land use regulation.

**Dwelling Unit:** A building or structure designed for living quarters for one (1) or more families, including manufactured homes which are supported either by a foundation or are otherwise permanently attached to the land, but not including hotels, boarding/rooming houses or other accommodations used for transient occupancy.

**Flood, 100-year:** A flood which is likely to be equaled or exceeded once every 100 years (i.e., that has a one (1%) percent chance of being equaled or exceeded in any given year). A study by the Federal Insurance Administration, the United States Army Corps of Engineers, the United States Department of Agriculture's Soil Conservation Service, the United States Geological Survey, the Susquehanna River Basin Commission, the Department of Environmental Protection, or a licensed professional registered by the Commonwealth of Pennsylvania to perform such a study is necessary to define this flood.

**Flood Fringe:** That portion of floodplain outside the floodway.

**Floodplain:** A floodplain may be either/or a combination of: (a) a relatively flat or low land area which is subject to partial or complete inundation from an adjoining or nearby stream, river or watercourse, during a 100-year design frequency storm; or (b) any area subject to the unusual and rapid accumulation of runoff or surface waters from any source.

**Floodway:** The channel of a stream, river, or other body of water, and any adjacent floodplain areas, that must be kept free of encroachment in order that the 100-year flood can be carried without increasing flood heights by more than one (1) foot at any point and without creating hazardous velocities.

**Forestry:** The management of forests and timberlands when practiced in accordance with accepted silvicultural principles, through developing, cultivating, harvesting, transporting and selling trees for commercial purposes, which does not involve any land development.

**Freeway:** Limited access roads designed for large volumes of traffic between communities of 50,000 or more to major regional traffic generators (such as central business districts, suburban shopping centers and industrial areas); freeways should be tied directly to arterial roads, with accessibility limited to specific interchanges to avoid the impediment of through traffic.

**Household:** A family living together in a single dwelling unit, with common access to and common use of all living and eating areas

and all areas and facilities for the preparation and serving of food within the dwelling unit..

Housing Unit: A room or group of rooms used by one or more individuals living separately from others in the structure, with direct access to the outside or to a public hall and containing separate bathroom and kitchen facilities.

Hydric Soil: A soil that is saturated, flooded, or ponded long enough during the growing season to develop anaerobic conditions in the upper part.

Industrial Land Use: This land use category generally includes: (1) establishments engaged in transforming raw materials into new products, usually for distribution to other regions and not on sale on-site, and (2) establishments engaged in wholesale trade, storage or distribution with little or no retail trade or service.

Local Roads: Those that are local in character and serve farms, residences, businesses, neighborhoods and abutting properties.

Location Quotient: The degree to which the local area specializes in a particular industry relative to a comparison region.

Minerals: Any aggregate of mass or mineral matter, whether or not coherent. The term includes, but is not limited to, limestone and dolomite, sand and gravel, rock and stone, earth, fill, slag, iron ore, zinc ore, vermiculite and clay, anthracite and bituminous coal, coal refuse, peat, crude oil and natural gas.

Municipalities Planning Code (MPC): The Pennsylvania Municipalities Planning Code, Act of July 31, 1968, P.L. 805, No. 247, as amended and reenacted , 53 P.S. \_\_\_10101 et seq.

Natural Resource Production Uses: A lot of land or part thereof used for the purpose of, but not limited to, mineral extraction and forestry operations. (See also definitions for Minerals and Forestry.)

Open Space: Any parcel or area of land or water essentially unimproved and set aside, dedicated, designated, or reserved for the public or private use or enjoyment or for the use and enjoyment of owners and occupants of land adjoining or neighboring such open space.

Pennsylvania Municipalities Planning Code (MPC): See definition of Municipalities Planning Code (MPC).

Prime Farmland Soils: Prime farmland, as identified by the U.S. Department of Agriculture, is the land that is best suited to producing food, feed, forage, fiber, and oilseed crops. It has the soil quality, growing season, and water supply needed to economically produce a sustained high yield of crops when it is

treated and managed using acceptable farming methods. Prime farmland produces the highest yields with minimal inputs of energy and economic resources, and farming it results in the least damage to the environment.

**Prime Agricultural Soils:** Prime farmland has the soil quality, growing season, and moisture supply needed to produce sustained high yields of crops economically when treated and managed with modern farming methods. It can be farmed continuously or nearly continuously without degrading the environment and will produce the most with the least amount of energy. This land is the most responsive to management and requires the least investment for maximum productivity.

**Principal Arterial Highway:** Principal Arterials provide land access while retaining a high degree of thru traffic mobility and serve major centers of urban activity and traffic generation. They provide a high speed, high volume network for travel between major destinations in both rural and urban areas.

**Public/Institutional Use:** Land use category that typically involves establishments or properties providing educational, cultural, or social services for the community. This category includes uses such as public and private schools, municipal offices and grounds, churches, and cemeteries.

**Public/Quasi-Public Land Use:** Areas or buildings where the public is directly or indirectly invited to visit or permitted to congregate.

**Recharge:** The addition to, or replenishing of, water in an aquifer.

**Recreational Land Use:** This land use category typically includes public and private parks and recreation areas.

**Retail:** The selling of goods or merchandise to the public for personal or household consumption and rendering services incidental to the sale of such goods. [Comment: An important characteristic of a retail trade establishment is that it buys goods for resale.

**Single Family Residential:** Consists of the following types:

1. Dwelling, Single Family, Attached (Row): A dwelling designed, occupied or used by one family, having two (2) party walls in common with other buildings and no side yards, commonly called row houses or townhouses.
2. Dwelling, Single Family, Detached: A dwelling used by one (1) family, having one (1) side yard, one (1) party wall in common with another dwelling.

3. Dwelling, Single Family, Semi-Detached: One building arranged or designed for dwelling purposes where two dwelling units exist, separate from each other by a party wall and having two (2) side yards.

Slope: The deviation of a surface from the horizontal, usually expressed in percent degrees. (Comment: Slope percent is calculated by dividing the vertical distance by the horizontal distance times 100.)

Sustainable Agriculture: Sustainable agriculture was addressed by Congress in the 1990 "Farm Bill" [Food, Agriculture, Conservation, and Trade Act of 1990 (FACTA), Public Law 101-624, Title XVI, Subtitle A, Section 1603 (Government Printing Office, Washington, DC, 1990) NAL Call # KF1692.A31 1990]. Under that law, "the term sustainable agriculture means an integrated system of plant and animal production practices having a site-specific application that will, over the long term:"

- satisfy human food and fiber needs
- enhance environmental quality and the natural resource base upon which the agricultural economy depends
- make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural
- biological cycles and controls
- sustain the economic viability of farm operations
- enhance the quality of life for farmers and society as a whole.

Wastewater: Water carrying waste from homes, businesses, and industries that is a mixture of water and dissolved or suspended solids; excess irrigation water that is runoff to adjacent land.

Watershed Stormwater Management Plan: Defined in the context of Pennsylvania Act 167, it provides the framework for improved management of the storm runoff impacts associated with the development of land. The purposes of the Act are to encourage the sound planning and management of storm runoff, to coordinate the stormwater management efforts within each watershed, and to encourage the local administration and management of a coordinated stormwater program.

Wetlands (Freshwater): An area that is inundated or saturated by surface water or groundwater at a frequency and duration sufficient to support, and that under normal circumstances does support, a prevalence of vegetation typically adapted for life in saturated soil conditions.

## References

### Planning Documents

- Lower West Branch Susquehanna River Conservation Plan (2003)
- Lycoming County Comprehensive Plan (1994, as amended)
- Lycoming County Open Space, Recreation, and Greenways Plan (draft 2004)
- Lycoming County Scenic Resource Inventory (1973)
- Lycoming County Water Supply Plan (2001/2003 Update)
- A Natural Areas Inventory of Lycoming County, Pennsylvania, 1993
- State Forest Management Plan (draft 2004) and District Plan for Tiadaghton State Forest (draft 2004)
- Susquehanna River Greenway Plan (planning activities)
- Williamsport Area Transportation Study (WATS) Long Range Transportation Plan

### Adopted County and Municipal Regulations

- General Plan of Montgomery Borough and Townships of Clinton and Brady, 1970
- Brady Township Zoning Ordinance, 1999
- Brady Township Subdivision and Land Development Ordinance, 2000
- Clinton Township Zoning Ordinance, 1987
- Clinton Township Subdivision and Land Development Ordinance (date?)
- Gregg Township Zoning Ordinance, 1968 as amended
- Gregg Township Subdivision and Land Development Ordinance, 1991
- Montgomery Borough Zoning Ordinance, 1971 as amended
- Montgomery Borough Subdivision and Land Development Ordinance, 1993
- Lycoming County Subdivision and Land Development Ordinance (1972, as amended)
- Lycoming County Zoning Ordinance (1991, as amended)

### Guidance Publication by Lycoming County EDPS

- How to Guide Your Community's Growth through Comprehensive Planning and Consistent Land Use Controls (draft 2002)

### **Sources of Statistical Data**

- The Center for Rural Pennsylvania
- Industrial Properties Corporation
- Lycoming County GIS Database
- Pennsylvania Department of Community and Economic Development
- Pennsylvania Department of Health
- U.S. Census
- U.S. Department of Labor, Bureau of Labor Statistics
- Williamsport / Lycoming Chamber of Commerce