

## ECONOMIC DEVELOPMENT

### REVITALIZE THE ECONOMIC ENGINE

A common theme during the comprehensive planning process was the need to balance preservation of community quality and character with the need to expand the tax base. Many stakeholders and community members expressed the concern that the current mix of land uses relies too heavily on single-family residential development. While nearly all stakeholders identified reinvestment in the Fort Washington Office Park as critical, there was less agreement on other strategies to build the tax base. With less than five percent vacant land remaining, building an expanded tax base will rely largely on reinvestment in existing commercial centers and the Fort Washington Office Park, as described in the following pages.

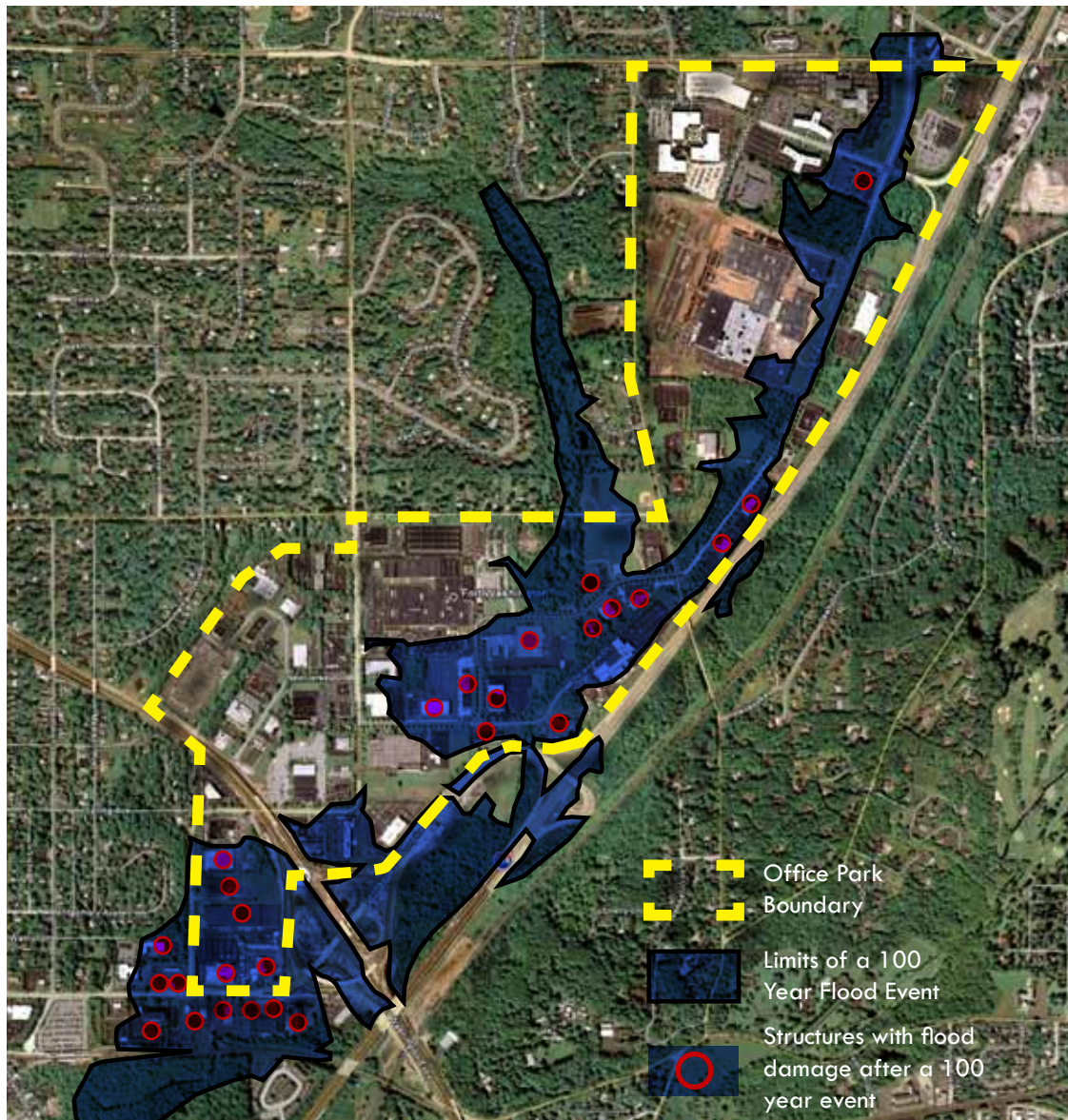
### FORT WASHINGTON OFFICE PARK

The Fort Washington Office Park is an important asset for Upper Dublin Township. The Office Park occupies 470 acres, which is six percent of the total land area. In 2009, it contributed \$4.03 million in total tax revenues to the Township and \$5.8 million to the Upper Dublin School District, representing about one-sixth of the Township's total revenues and a little more than one-tenth of the School District's. The potential for enhancing the value of and increasing the employment at this property, and thereby its tax ratables, is likely the best (and perhaps only) opportunity to satisfy the Township's fiscal needs outlined elsewhere in this Plan.

Fort Washington Office Park was consistently identified during the planning process as a critically underutilized asset. Many see it as key to improving Upper Dublin's non-residential tax base. Flooding, substandard stormwater facilities, poor pedestrian circulation and street infrastructure and the fragmented ownership in the Office Park have discouraged investment and lead to increasingly deteriorated conditions, reduced property values and an underperforming tax base – a cycle that will continue without intervention. An analysis completed during the Comprehensive Planning process showed that the Office Park was underperforming when compared to the Prudential Office Campus in property tax generation.

The solutions to the problems facing the Office Park are complex and will require an integrated mix of policies, regulations, infrastructure investments and financing strategies. During the comprehensive planning process, the Township began designs for \$30 million in stormwater improvements and a \$36 million reconstruction of Virginia Drive – the major transportation corridor in the Office Park – that would raise it out of the floodplain and incorporate stormwater management facilities. Even with these improvements though, it will not be possible to eliminate all flooding in the Office Park. The areas highlighted in red on **Figure 4.6** show the areas expected to still be subject to frequent and significant flooding even after construction of all proposed stormwater improvements.

**FIGURE 4.6: FORT WASHINGTON OFFICE PARK FLOOD-PRONE AREAS**



Temple University’s plan for the Office Park, *Out of the Water: A Revitalization Plan for the Fort Washington Office Park*, lays out an ambitious strategy for redeveloping the Office Park. This Comprehensive Plan seeks to build on Temple’s work to set policy for how the area could be redeveloped over time as a “green” economic driver in a manner that respects the environmental function of area wetlands and floodplains. In 2010, Upper Dublin began a more detailed plan for the sustainable redevelopment of the Fort Washington Office Park. This redevelopment plan – referred to as the “Sustainable Redevelopment Plan” in the recommendations below – will use the Temple Study and the policy recommendations in this section to guide its analysis and provide more detailed strategies for implementation.

## FORT WASHINGTON OFFICE PARK RECOMMENDATIONS

### 9. IDENTIFY AREAS IN THE OFFICE PARK BEST AND WORST SUITED FOR DEVELOPMENT

As noted above, it is not possible to eliminate all flooding in the Office Park; however, the risks of flooding can be dramatically decreased in many areas. Also, some parcels in the Office Park may serve a higher environmental function than others, with the presence of wetlands or other important natural features. The Sustainable Redevelopment Plan will need to identify:

- Areas most suitable for development
- Locations that should be protected from future development
- Places from which existing development should be shifted (and relocated to another area in the Office Park)

### 10. RESTRICT NEW DEVELOPMENT IN AREAS MOST PRONE TO FLOODING

The Township should prohibit new development and expansion of existing development in the areas most prone to flooding. Development restrictions should also be considered for areas that currently protect, or have the potential to protect, significant acreage from flooding due to their water storage capabilities.

### 11. DETERMINE APPROPRIATE DENSITIES AND DESIGN OF NEW DEVELOPMENT

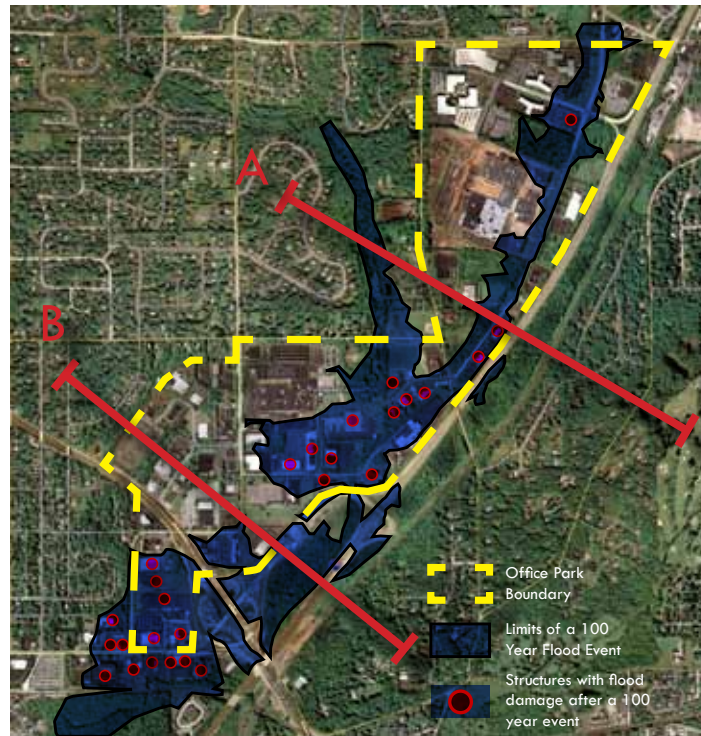
As development is removed from unsuitable areas, densities should be increased in the areas determined to be best suited for development in order to maintain or increase property tax rates in the Office Park.

Current permitted development densities in the Office Park are relatively low. Gross floor area is limited to 11,000 square feet per acre of lot area; impervious surface coverage is limited to 60 or 65 percent, depending on use; and building heights are capped to a maximum of four stories.

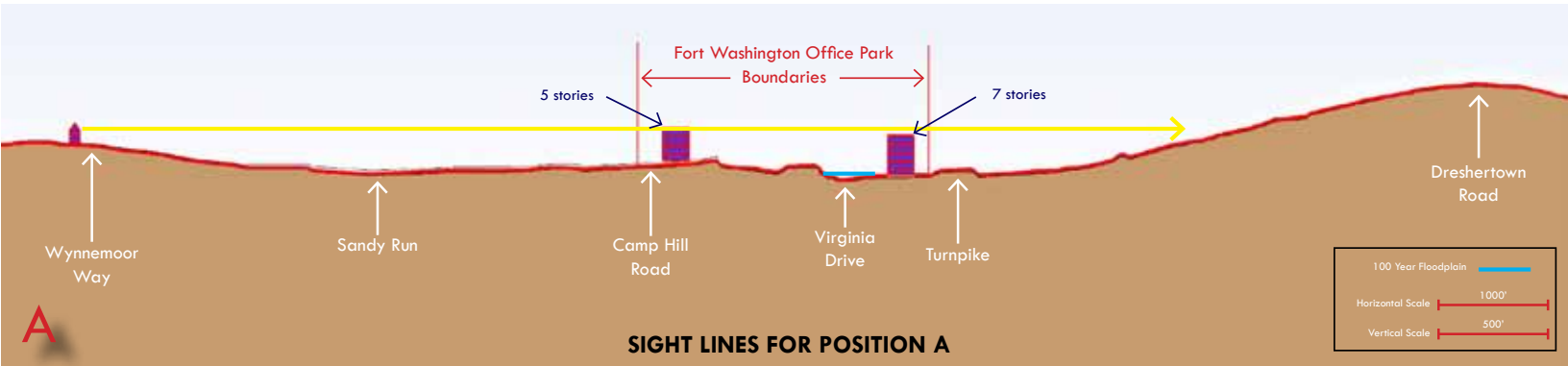
In targeted areas of the Office Park, gross floor area, building coverage limitations and in some cases impervious surface limitations should be increased to permit more intense development. The current impervious surface coverage limitations make sense given that much of the Office Park is located in the 100-year floodplain; however, other stormwater management practices could be used to reduce runoff. For example, development could be required to reduce runoff to a specific percentage below predevelopment levels in return for an increase in impermeable surface coverage.

In terms of building heights, much of the Office Park is located in a shallow valley, so heights in some locations could be considerably higher without encroaching on the surrounding residential neighborhoods' view sheds. Depending on location in the Office Park, maximum heights should be increased to five to eight stories. **Figure 4.7** illustrates the "sightlines" over the Office Park at two key residential neighborhood locations.

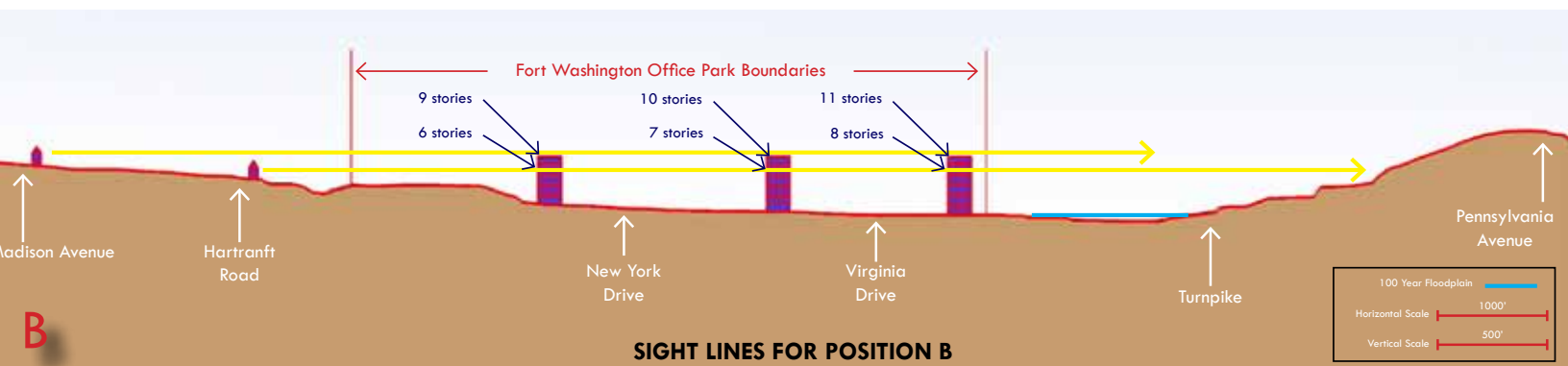
**FIGURE 4.7: BUILDING HEIGHT ANALYSIS**



**SIGHT LINES OVER FORT WASHINGTON OFFICE PARK**



**SIGHT LINES FOR POSITION A**



**SIGHT LINES FOR POSITION B**

Increased development intensities should be paired with environmental design requirements as described in Recommendations 15 below and design standards with setback and buffering requirements for development adjacent to residential uses to limit impacts on surrounding neighborhoods.

## 12. PERMIT A BROADER MIX OF USES IN THE OFFICE PARK

The Temple study recommended mixed-use development in the Office Park to meet the needs of employees, visitors and residents; the comprehensive planning process tested this idea with residents and policy makers. There was considerable interest in additional restaurants, recreation and entertainment uses in the Office Park as well as mixed-use structures that would include ground floor retail with office and/or residential on upper floors and buildings that would mix office with residential above. The Sustainable Redevelopment Plan should further explore these issues to understand the market potential for each of these and make specific zoning recommendations that would facilitate a broader mix of uses in the Office Park.

## 13. CREATE FINANCING MECHANISMS TO FUND MOVING DEVELOPMENT OUT OF THE MOST-FLOOD PRONE AREAS OF THE OFFICE PARK

The Temple Study recommended using transfer of development rights (TDR) as a financing tool to move development out of the floodplain. From a policy perspective, this is probably the most ambitious recommendation in that plan. The upcoming Sustainable Redevelopment Plan should consider this tool and the role it can play - among others - in creating the considerable resources needed to compensate property owners for the value of existing development already located in the floodplain. Such tools could include a redevelopment authority with bonding capacity and tax increment financing to pay for needed infrastructure investments, including structured parking.

## 14. ENCOURAGE “GREEN” DESIGN

Revise Office Park zoning to include incentives or requirements for ecologically sensitive practices to reduce the environmental footprint of development in the Office Park. These could include:

- Reducing surface parking requirements
- Encouraging shared parking
- Density bonuses for stormwater management investments beyond those required in the Township’s stormwater ordinance
- Making new trail or open space connections
- Reducing energy or water usage
- Other improvements that could result in LEED and/or other green building certification

## 15. DEVELOP AND CODIFY INFRASTRUCTURE DESIGN STANDARDS

Street, sidewalk and stormwater infrastructure investments are critical to the future viability and long-term health of the Office Park. The Temple Study lays out some recommendations to increase safety, increase pedestrian and bicycle access, enhance traffic flow, internal and external connectivity as well as adopting “Green Streets” practices and context-sensitive design to improve stormwater management, appearance and safety of the street network. The Township should incorporate such standards into a Fort Washington Office Park Overlay for its development ordinances (e.g. zoning, subdivision and stormwater) that would ensure these standards are met as properties are developed or redeveloped in the Office Park.

## 16. CREATE A MECHANISM TO HOLD AND MAINTAIN PROPERTIES THAT ARE “DE-DEVELOPED”

As the most environmentally-challenged properties or their development rights are purchased and development there demolished, the Township will need to ensure that a designated entity is responsible for ownership and for maintenance of the property in perpetuity. Since the ultimate goal is to have these properties remain undeveloped open space, the Township, a public authority or business association could be logical entities to own and maintain the properties.

## COMMERCIAL CENTER REINVESTMENT

Retail space in Upper Dublin Township is concentrated in four older neighborhood shopping centers ranging in age from 35 to nearly 50 years old. While the Upper Dublin Shopping Center has been improved with an updated façade, the other three appear worn and need significant capital improvements in order to retain existing stores and upgrade their tenant mix.

With the amount of existing retail space in surrounding communities, it is unlikely that major new retail development could be supported in Upper Dublin. Policies that encourage upgrading the existing supply of space and accommodating additions to supply in selected locations would be appropriate given overall retail market dynamics in the area. Therefore, Comprehensive Plan recommendations focus on strategies to generate additional vitality and tax base, while creating a stronger sense of place in each of the Township’s shopping centers.

Findings from stakeholder interviews and public outreach conducted during the planning process confirm that residents feel that it is important to reinvest in the shopping centers to maintain access to goods and services and to support the tax base. It has been more difficult to come to agreement on what form that investment should take. Earlier vision plans and zoning overlay districts in Maple Glen and the Dresher Triangle Area have sought to encourage mixed-use development in these areas.

To date, these have not been successful in facilitating the mixed-use development patterns desired in their respective plans. Understanding the “disconnect” between the community’s vision as expressed in a master plan and its potential for implementation through the zoning and development process was an important issue for the Comprehensive Plan.

The Comprehensive Plan’s public involvement process sought to gain some insights on the community’s thoughts on appropriate uses and intensity of development for all four shopping centers. Initially, public response indicated that most felt that single-story retail development was an appropriate use for these sites; however, about half of people surveyed would also consider either three- or four-story development to achieve a mix of uses. The number was lower for Maple Glen Shopping Center, for which only about 40 percent of respondents supported more intense development.

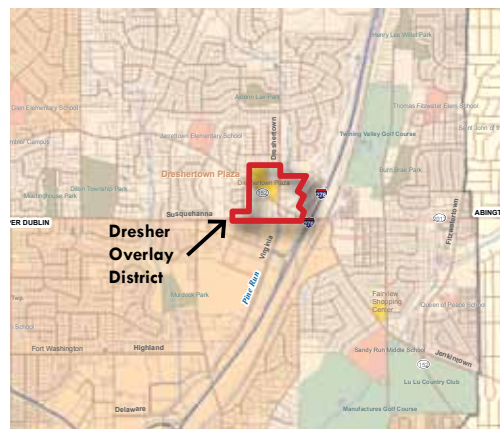
When presented with information on the financial impacts of mixed-use development, community members were even more open to the concept of mixed-use development at some of the Township’s commercial centers. Many indicated that the new tax revenues outweighed the negative impacts of more intense development, particularly if the new tax revenues could be used to address those negative impacts, especially increased traffic volumes. In general, people were more open to the concept of mixed-use in the Dresher Triangle Area and at the Upper Dublin Shopping Center than in other locations. **Figure 4.8** below estimates the net tax impact (total revenues generated less the cost to provide services) for several commercial and residential development types.

This Plan’s recommendations for the Dresher Triangle Area have already been discussed in the Land Use Element. The recommendations below address development issues for other commercial areas in Upper Dublin.

## COMMERCIAL CENTER REINVESTMENT RECOMMENDATIONS

### 17. ENCOURAGE MIXED-USE DEVELOPMENT IN THE DRESHER TRIANGLE AREA

The Dresher Triangle Area provides the opportunity to create a village center for Upper Dublin. The location is relatively central in the Township and immediately adjacent to the Fort Washington Office Park, creating market opportunities during weekdays, evenings and weekends. Base zoning in this area includes both commercial and residential designations, and it is located in the Dresher Overlay District (shown at right), which permits a mix of uses. A ULI study completed in 2008 recommended development of this area as a “town center.”



Property owners in the area have expressed considerable interest in creating a mixed-use center in the Dresher Triangle Area through a combination of redevelopment of the Dreshertown Plaza and development of the largely vacant site across Limekiln Pike. Upper Dublin should take advantage of this interest and revise the provisions of the Dresher Overlay District to support feasible development and redevelopment of this area for a mix of uses including retail, office and residential.

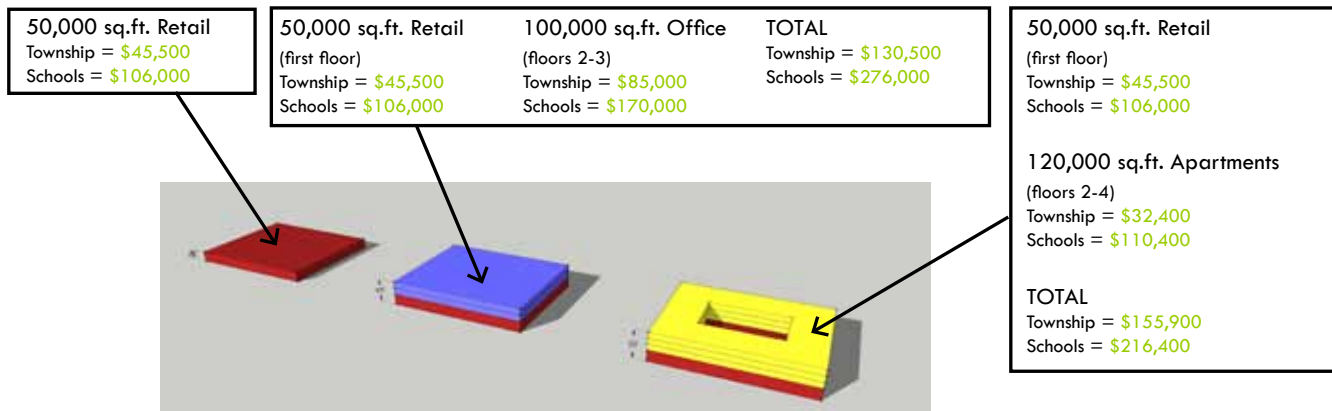
The areas surrounding the Dresher Triangle are single-family residential neighborhoods. It will be important to ensure that development standards are fully protective of community quality of life in surrounding neighborhoods as well as being realistic from a market perspective. Current standards in the Overlay are unrealistic in terms of permitted building heights – which are lower than those permitted in the base zoning in some cases – and the limits on vehicle trips generated.

The Township should regulate the design and density of mixed-use development under a conditional use process or a specific plan for the site. Either of these regulatory tools can be used to provide the Township with greater control over density, design, buffering and traffic standards. Development should be conditioned upon design and density standards that protect community character and quality of life. Standards should focus on design and buffering requirements that mitigate potential negative impacts to immediate residential neighbors. Standards should also require traffic circulation improvements needed to support a higher intensity of development in the area.

### 18. CONSIDER REVISING THE MAPLE GLEN OVERLAY DISTRICT

The Township should consider revising the Maple Glen Overlay District to include commercially zoned properties east of Limekiln Pike. Both the Maple Glen Shopping Center and the surrounding commercial development are in need of new

**FIGURE 4.8: DIAGRAM OF RELATIVE TAX REVENUES BY DEVELOPMENT TYPE AND INTENSITY**



investment. Extension of the Maple Glen Overlay would facilitate a broader range of development types that could create an incentive to reinvest sooner. The specific development standards of the Overlay should be reviewed and revised to permit the somewhat higher densities needed to make it economical to redevelop Maple Glen's commercial properties. As in the Dresher Triangle Area, the Township should consider using the conditional use process for any mix of uses to create enforceable design-based development standards.

#### 19. DETERMINE THE APPROPRIATE ROLE FOR MIXED-USE DEVELOPMENT IN THE UPPER DUBLIN AND FAIRWAY SHOPPING CENTERS

The Upper Dublin Shopping Center has received recent investment in the form of façade improvements; however, during the 10 to 15 year time frame of this Comprehensive Plan it is not unlikely that additional investments will need to be made. The Fairway Shopping Center is in poor condition and continues to deteriorate, which could have negative effects on the surrounding neighborhood. However, the retail services offered by Fairway are an important community asset.

The Township should consider what development types it would like to see at each of these locations – including consideration of mixed-use development – and revise zoning accordingly. This could be accomplished through an overlay, as in Dresher Triangle and Maple Glen, or by changing the by-right zoning. If mixed-use development is proposed, it should be regulated under a conditional use process that includes enforceable design standards.

#### 20. REVISE THE CR-L AND CR-I ZONING DESIGNATIONS TO ENCOURAGE APPROPRIATE REDEVELOPMENT OVER TIME

Outside of the four commercial centers discussed above, commercial areas in Upper Dublin are characterized by narrow strips, one located on Bethlehem Pike adjacent to Ambler Borough, the other three along Pennsylvania Avenue adjacent to the Fort Washington, Oreland and North Hills neighborhoods. None of them present a cohesive or attractive face for the Township or the neighborhoods in which they located.

The Township should review permitted land uses and the development standards in both districts and revised them to ensure compatibility with surrounding residential uses, existing lot sizes and depths and market demand. Specific issues to consider could include limitations on automobile-serving uses, reductions to front and rear yard setbacks, additional design criteria and expanded residential uses.

## HOUSING

### **SUPPORT STRONG AND DIVERSE NEIGHBORHOODS**

Upper Dublin residents deeply value and identify themselves with their neighborhoods. This was evident in discussions during the stakeholder interviews, community meetings and in online survey responses. Preserving and enhancing neighborhoods and ensuring that they are able to meet the needs of current and future residents will be an important issue for the Township over the next 10 to 15 years.

The demographics of the Township are changing. By 2014, nearly 20 percent of residents will be 65 or older – a 30 percent increase since 2000. The majority of Upper Dublin’s housing stock is made up of larger two-story, single-family detached homes, which become difficult for seniors to manage and navigate as their physical abilities and incomes become more limited. In addition to becoming older, the Township’s population is becoming more racially diverse. At 83 percent of the population, the Township is still predominantly white; however, between 2000 and 2009 Asian and Asian American residents increased by an estimated 60 percent, and the number of African Americans living in the Township was estimated to have increased by 20 percent. In a region, state and nation that are becoming increasingly multicultural, Upper Dublin can benefit from its own increasing diversity through exposure to new people, cultures and points of view. To succeed Upper Dublin will need to ensure that there are opportunities for all residents come together and participate in civic opportunities. The Sustainability Element of this Plan discusses strategies to draw residents together and engage them in civic life.

In terms of future housing development, because the Township is almost fully developed, much of the future residential construction will occur as redevelopment and infill. A significant portion of the housing stock is older, and land values are high. This leads to increasing redevelopment and infill pressures and the potential for dramatic changes to the appearance of existing residential neighborhoods. Some existing houses will be torn down and replaced with more modern homes.

A key question for the Township is what types of residential development, redevelopment and infill are appropriate to support quality neighborhoods and to meet changing needs. Community feedback during the planning process indicated that this is an important issue for current residents. When asked the question, “What would cause you to leave Upper Dublin Township?” the top response was “Housing no longer meets my needs,” with 62 percent of responses.

When asked about residential infill development in surveys and workshops, most people indicated that it was okay for new development to be of a different housing type (say townhouses or twin homes instead of detached single-family) as long as it matched existing homes in scale and design. Such responses indicate a willingness to consider



**TYPICAL UPPER DUBLIN RESIDENTIAL STYLES**

infill as a tool to broaden housing types available in the Township. Dublin Meadows is an example of a neighborhood that has successfully mixed housing types – with single-family detached homes and townhouses – in one neighborhood.

Another issue to consider is how to treat residentially zoned properties located along major traffic corridors. For undeveloped properties, tools could include permitting other uses, design protections that orient homes away from the high-traffic corridors and buffering requirements between the busy street and rear or side yards. For existing homes, tools could include some flexibility in permitted uses, such as more liberal home occupation standards or permitting limited office uses.

## **HOUSING RECOMMENDATIONS**

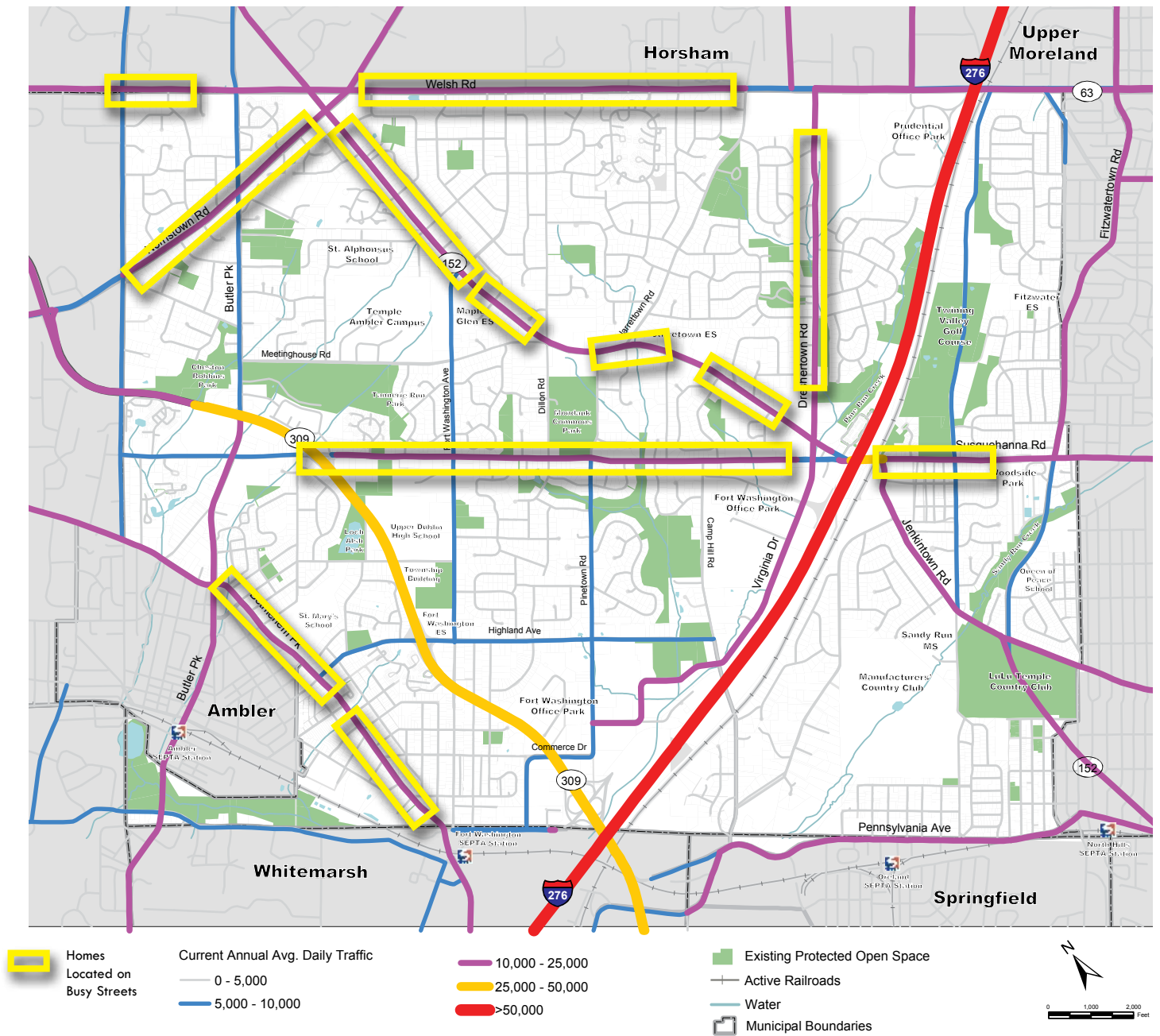
### **21. ENCOURAGE DEVELOPMENT OF ADDITIONAL SENIOR HOUSING OPTIONS**

Upper Dublin should consider zoning changes that would encourage the development of senior housing facilities in higher-density residential and/or proposed mixed-use districts. The Township could consider development regulations and zoning standards that structurally support aging in place, especially in transitional areas and those with good access to mass transit.

### **22. FACILITATE ONGOING INVESTMENT IN THE TOWNSHIP'S EXISTING HOUSING STOCK**

The Township should review and revise its zoning ordinance where needed to encourage ongoing investment in the Township's existing housing stock. One area of concern is for neighborhoods such as East Oreland, North Hills, Fort Washington and the areas near Ambler Borough and Fitzwatertown Road in which existing lot sizes are smaller than the minimum standard for their zoning districts. Because their lots are non-conforming residents seeking to invest in their homes are required to get a zoning variance to complete the work, which can act as a discouragement for

**FIGURE 4.9: HOMES ON BUSY STREETS**



some owners. Zoning changes could include provisions for flexibility in setbacks for house additions, reduction in minimum lot sizes or other strategies to make it easier to expand small houses on relatively small lots. Such provisions should be balanced with design standards and other tools to ensure that neighborhood character is maintained.

### 23. CONTINUE TO PERMIT DEVELOPMENT OF ACCESSORY DWELLING UNITS

Accessory dwelling units, sometimes called “granny flats,” can be an opportunity to expand housing options in the Township by providing for smaller dwellings within established single-family neighborhoods. For some homeowners, the most attractive aspect of an accessory apartment is that the extra space that can be used as lodging for elderly family members or as a guest room with great privacy. Accessory apartments can help seniors stay in their homes longer by providing rental income and/or a place for a caregiver to live. In some cases the accessory unit can provide a single-level home for the senior to live in while family or tenants can move into the remainder of the house, providing assistance or care.

The Upper Dublin Zoning Ordinance currently permits accessory apartments as a special exception use but restricts occupancy of the unit to “household employees, caretakers, watchmen, or members of the owner’s immediate family.” At a minimum, the Township should continue to permit accessory dwellings under these conditions. It could also consider easing the restrictions on accessory apartments, requiring only that one of the units be occupied by the owner of the property. The other would be free to be rented to a person without relationship to the property owner.

### 24. ENCOURAGE APPROPRIATE RESIDENTIAL INFILL AND REDEVELOPMENT

As a way to introduce a more diverse housing stock to meet the needs of smaller and older households, the Township should consider whether there are opportunities for residential infill or redevelopment at densities higher than the surrounding neighborhood. If so, it should develop conditional use standards for the Zoning Ordinance that would regulate such development to ensure that the bulk, scale and design mimics that of the surrounding neighborhood.

### 25. PERMIT BROADER HOME OCCUPATIONS IN HOMES LOCATED ON BUSY STREETS

Upper Dublin Township has a number of major traffic corridors on which homes directly front the street, including Welsh Road (PA Route 63), Limekiln Pike (PA Route 152), Norristown and Susquehanna Roads. Increased traffic volumes have created challenges for homeowners along these and other corridors. One way to make these homes more attractive to current residents and potential future buyers is to permit home occupations, which can capitalize on the passing traffic. The Township’s Zoning Ordinance currently permits home occupations, restricting overall size to 500 square feet, the number of employees to one and the number of visitors per day to four.

For homes located on busy streets as depicted in **Figure 4.8** the Township should relax these standards, permitting the business to take as much space as it needs as long as the home retains some residential function and appears to be residential in function from the outside. The number of employees and visitors to the site should be limited only by the off-street parking capacity.

## **SUSTAINABILITY**

### ***BALANCING ENVIRONMENTAL, ECONOMIC AND SOCIAL NEEDS***

Upper Dublin Township prides itself on being an environmental leader and has demonstrated commitment to environmental preservation through a variety of initiatives. In terms of energy resources, the Township purchases 100 percent of its electricity from clean energy sources and has completed a greenhouse gas emissions audit to understand ways the Township, residents and businesses can reduce their carbon footprint. Upper Dublin is the first municipality in the area to have a RecycleBank, which offers RecycleBank Rewards that can be redeemed for goods and services at area merchants and restaurants.

Upper Dublin Township has made good progress in becoming a proactive environmental steward. The logical next step is to begin to more fully integrate environmental stewardship into future planning and development decisions, infrastructure investments and the day-to-day decisions it makes as a municipality and as a community. Some strategies can be implemented through municipal investments and actions by Township staff, advisory boards and elected officials. Others will require a concerted effort to engage local residents and businesses in the future of their community. As a tool to facilitate these changes, Upper Dublin has a great resource in the Temple University Center for Sustainable Communities.



**STORMWATER MANAGEMENT**

## 26. ENGAGE RESIDENTS

Creating a sustainable community is not something a Township does on its own. It requires an active partnership between the Township, its residents, businesses and institutions. During the comprehensive planning process, the Steering Committee expressed concern about a lack of social cohesiveness in the Township. While there are many activities for school-aged children, which engage them and, to an extent their parents, there are few other opportunities for people to come together.

Steering Committee members cited a need for an organizing force to bring residents together and provide opportunities to get to know and understand each other. This was identified as a particular concern as older residents become empty nesters, without school aged children to bring them into established activities. There was also concern expressed that as the Township becomes more racially diverse, minority and immigrant residents are not finding opportunities to participate in the community. Volunteer programs are a good way to engage residents – and provide opportunities for social interaction. The Township should pursue programs to actively engage residents in the Townships social, cultural, environmental and economic health, including:

- Park, trail and stream bank cleanup programs
- Neighborhood watch and clean up programs
- Cultural events
- Senior services
- Fundraising for specific projects

## 27. PREPARE A GREENHOUSE GAS ACTION PLAN

Temple University produced a Greenhouse Gas Audit for the Township in 2008. The audit described some potential actions the Township could undertake to reduce its greenhouse gas emissions and categorized options as “easy,” “medium” and “hard” to implement. Sustainable Upper Dublin (SUDS) has been using the audit to craft a Greenhouse Gas Action Plan based on the suggestions contained in the audit. The Township should continue to work with and support SUDS in this project. It should consider adopting the Action Plan as an appendix to the Comprehensive Plan

## 28. ENCOURAGE GREEN BUILDING PRACTICES

The Township should encourage green design in all new development and redevelopment by amending the zoning and subdivision ordinances to provide incentives – or where appropriate requirements – for environmentally sensitive building and site design as well as for public improvements, such as streets and sidewalks.

## 29. PROMOTE ENERGY CONSERVATION IN LAND USE REGULATIONS

The Township should consider modifying the Subdivision and Land Development Ordinance to provide incentives to reduce heating, cooling and lighting loads through climate-responsive design and conservation practices, including:

- Use of passive solar design, including window and landscaping placement and design
- Use of building materials and practices that provide a high-level of insulation

## 30. PROMOTE WATER CONSERVATION IN LAND USE REGULATIONS

In addition to the stormwater management practices discussed in the Natural Resources Recommendations of this Plan, the Township should modify the Subdivision and Land Development Ordinance to require landscape designs that are water efficient through the use of native plants tolerant of local soil and rainfall conditions. The SALDO could go further and offer incentives for private development that meets LEED and Green Globe national environmental standards for water quality.

## **TRANSPORTATION**

### **INVEST IN THE SYSTEM AND EXPAND OPTIONS**

Mobility and access are important transportation issues for Upper Dublin Township. The network of roads within Upper Dublin Township functions well for the most part, and the roads are well maintained; however, the existing network is very auto-oriented, limiting pedestrian mobility and providing poor access by transportation modes beyond the private automobile. Over the next 20 years it will be important for the Township to invest in its existing system and find ways to expand travel options for residents and visitors. In addition to traditional “hard infrastructure” improvements, the Township should stay on top of technological evolutions in information systems and other tools that can contribute to solving transportation problems.

### **INVEST IN THE SYSTEM**

While most roads are in fairly good condition today, many facilities will require significant maintenance or complete reconstruction over the next 10- to 15-years, or they will fall into disrepair. Planning and funding tools to facilitate needed capital investment in the street and sidewalk network are discussed in the Infrastructure Element.

### **TRANSPORTATION INVESTMENT RECOMMENDATIONS**

#### **31. ADVOCATE FOR CONSTRUCTION OF A NEW NORFOLK SOUTHERN RAIL BRIDGE**

The existing Norfolk Southern rail bridge on Susquehanna Road adjacent to the Pennsylvania Turnpike creates a “pinch point” that causes the single largest traffic problem for the Township. The bridge is old with limited clearance, accommodating only two lanes of traffic. The constriction occurs just south of Susquehanna Road’s intersections with Limekiln Pike and Virginia Drive. Commuters to the Fort Washington Office Park use this route as do Dreshertown Plaza shoppers. It is also a regional commuter route to destinations beyond Upper Dublin Township.

The traffic delays cause considerable frustration for Township residents, and resident concern about any increase in traffic in this area has contributed to making new development in the Office Park and the Dresher Triangle Area controversial. Despite the problems caused by the bridge, the Township has no direct control over it; however, the bridge is a critical issue for the Township moving forward, both in terms of traffic and its potential to limit future reinvestment in the shopping center and the Office Park.

Given this, the Township should make it a priority to continue to work with Norfolk Southern, PennDOT and other potential project partners and funders to facilitate the replacement of the Norfolk Southern rail bridge.

### 32. ADVOCATE FOR THE CONSTRUCTION OF AN EASTBOUND PENNSYLVANIA TURNPIKE SLIP RAMP

The Township should continue to work with the Pennsylvania Turnpike Commission, the Commonwealth and other stakeholders to pursue construction of an eastbound Pennsylvania Turnpike slip ramp to serve the Fort Washington Office Park. The property needed for slip ramp should be noted on the Township’s Official Map, a planning tool described in additional detail in the infrastructure recommendations.

### 33. ADOPT A STREET CLASSIFICATION SYSTEM

The Township should adopt a local street classification system. PennDOT has already classified Township streets according to their role in the regional transportation system, ranging from interstate for the Pennsylvania Turnpike, “principal arterial” for streets like Welsh Road and “collector” for streets such as Highland. Other streets are simply “local.” The Township should consider a classification system as a way to tie land use decisions to the transportation network and to assist in transportation investment decisions. The Township could simply adopt the PennDOT classifications as its own, but it could also develop a separate classification system based on local needs.

### 34. IMPROVE MANAGEMENT OF EXISTING ROADWAY CAPACITY

The Township should pursue and implement tools to increase capacity of the existing transportation network. There are few opportunities for major new transportation facilities or lane expansions in the Township. Transportation capacity improvement initiatives should focus on managing the potential capacity of existing facilities more efficiently. Access management is the term used to describe a set of improvements that can increase roadway capacity without adding lanes. Done well, access management can also make the streetscape more attractive and increase transportation access for pedestrians, cyclists and transit users as well as for drivers.



PENNSYLVANIA AVENUE

Specific access management strategies include use of roundabouts in place of traffic signals or stop signs, consolidation of driveways and improved site design to encourage internal circulation for trips within a development or set of developments. Corridor-wide improvements to pursue include synchronizing traffic signals along major corridors and addition of turning lanes.

## EXPAND TRANSPORTATION OPTIONS

The emerging emphasis on environmental protection and reduction of green house gas emissions as well as the overall aging of the Township's population should play a role in future transportation investment decisions. As redevelopment occurs, development codes should incorporate incentives and/or requirements to improve multimodal transportation access and the stormwater management function of new roads. Because funding for transportation improvements is limited, developing partnerships with private companies – transportation service providers or developers – may bear fruit in terms of creative financing options for capital improvements or new transit options.

## RECOMMENDATIONS TO EXPAND TRANSPORTATION OPTIONS

### 35. EXPAND AND ENHANCE THE PEDESTRIAN AND BICYCLE NETWORK

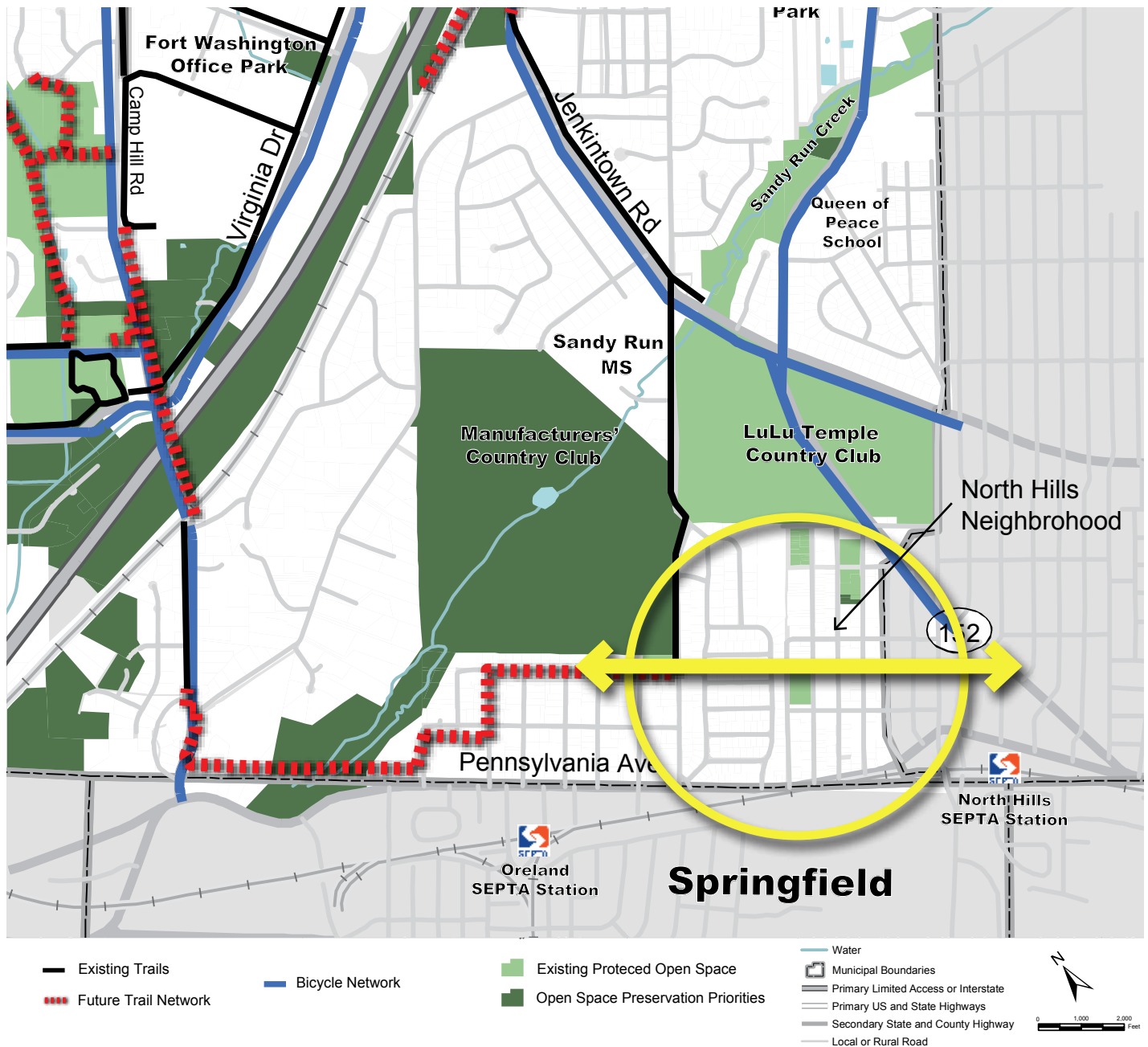
The Township should continue to expand and enhance its pedestrian and bicycle network. An expanded trail network is discussed in the open space recommendations, but much more will be needed to make the Township truly pedestrian and bike friendly. Sidewalks are not continuous and unsafe pedestrian crossings are common in commercial areas. New sidewalks and bike facilities should be incorporated into the streetscaping initiatives described in the Land Use Element, and the sidewalk requirements in the Township's SALDO should be strictly enforced.

In addition to overall enhancements, the Township should seek to improve inter-neighborhood connections between the North Hills and Ambler neighborhoods and adjacent areas in Upper Dublin. Both neighborhoods are very poorly linked to the rest of the community. **Figure 4.10** shows potential connections, which could be included in the Township's Official Map, which is described in more detail in the Infrastructure Element.

### 36. PURSUE DEVELOPMENT OF A PEDESTRIAN CONNECTION UNDER THE NORFOLK SOUTHERN RAIL BRIDGE

The Norfolk Southern Rail Bridge and Pennsylvania Turnpike create a major barrier to pedestrian, bicycle and vehicular traffic between the north and south sections of the Township. The Township should investigate any opportunities to improve bicycle and pedestrian connections through these barriers. An underpass that served a former alignment of Limekiln Pike under the rail bridge and Turnpike still exists. The Township should pursue funding for design and construction of a new bicycle and pedestrian connection at this location using this underpass.

**FIGURE 4.10: INTER-NEIGHBORHOOD CONNECTIONS**



### 37. ADVOCATE FOR IMPROVED TRANSIT SERVICE

While Regional Rail provides a connection to Philadelphia and adjacent suburban communities, existing bus service is limited and does not meet the needs of residents. Lower-income residents with limited access to a private car and seniors with limited driving capabilities have few transit options. Expansion of traditional SEPTA service will be limited by funding constraints because passenger fares pay for only a small portion of total operating costs, so other sources of funding – public or private – often must be tapped to deliver new services.

The Township should advocate for expanded transit service by articulating its specific needs and proposing them in SEPTA's planning process. As a member of the Greater Valley Forge Transportation Management Association (TMA), the Township can work with the TMA to advocate for improvements during the regional transit planning and funding cycle. The Township should work with the TMA to identify specific service requests, such as:

- Better circulation between neighborhoods and commercial centers, including Township shopping centers and services in adjacent municipalities, such as Ambler's downtown and major retailers in nearby commercial centers in Horsham and Upper Moreland Townships
- Service from senior housing facilities to shopping areas, which may include paratransit and other non-tradition services
- Coordination with and support of non-profit senior organizations that provide on-demand services for shopping and medical trips.

The transit service proposals should consider potential funding sources beyond SEPTA's annual budget. Specific opportunities could include public/private partnerships with senior housing operators and federal job access programs administered by the TMA.

### 38. DEVELOP A TOWNSHIP TRANSPORTATION DEMAND MANAGEMENT PROGRAM

Transportation demand management (TDM) refers to a range of strategies and policies to reduce travel demand – specifically that of single-occupancy private vehicles – or to redistribute this demand in space or in time. Sidewalks, bike lanes and better transit access are some of the tools needed to encourage residents to drive less – especially for shorter trips. The Township could go further and create other ways to reduce residents' reliance on their cars – particularly the need to own multiple cars in a household. In pursuing a TDM program, the Township should work with the Greater Valley Forge TMA to take advantage of its considerable programs, which it typically offers to the region's employers. Some of the tools the Township might consider include:

- Car sharing – working with Philly Carshare and/or Zipcar to locate vehicles in the Township
- Carpool and vanpool matching or incentives through Greater Valley Forge TMA
- Telecommuting centers that would allow residents to work close to home in an office environment
- Changes to the Zoning Ordinance that require:
  - Preferred parking for electric vehicles and carpools
  - Bicycle parking

## **NATURAL, HISTORIC AND CULTURAL RESOURCES PROTECT AND CONSERVE**

Upper Dublin Township has made major investments to protect its open space and natural resources. Its 2005 Open Space and Environmental Protection Plan inventoried resources located in the Township and laid out a proactive strategy for protection of those identified as vulnerable. The Township should continue to aggressively pursue strategies to protect its natural resources, particularly water resources to reduce flooding and enhance water quality.

Stormwater management is a critical issue for the Township. In addition to continuing to implement strong protection through regulation, it will need to expand its tools. This may include focusing on a regional rather than individual approach to stormwater management and/or consideration of funding alternatives for improvements and maintenance of facilities.

Another important issue is enhancement of the Township's historic resource preservation capabilities. The Upper Dublin Historical Commission was established in November 2006. Initial efforts focused on updating the Township's historic resource survey, which was adopted by ordinance in March 2008. As a relatively new Commission, its top priority for moving forward is education of the public and other Township boards and commissions about the Commission's existence and the location of historic resources, their cultural and economic importance to the community and options for preservation.

In Pennsylvania, the Municipalities Planning Code (MPC) authorizes municipalities to promote, protect and facilitate the preservation of the natural, scenic and historic values in the environment. It also allows for the regulation, restriction or prohibition of uses and structures at, along or near places having unique historical, architectural or patriotic interest or value.

### **NATURAL RESOURCE RECOMMENDATIONS**

#### **39. IMPLEMENT BEST MANAGEMENT PRACTICES (BMPs) FOR STORMWATER MANAGEMENT**

The most effective way to manage stormwater is to reduce runoff. By containing water on site, allowing it to percolate into the soil, it becomes a water resource, recharging the groundwater supply. Stormwater management has become a major issue nationally, and the increased attention has resulted in new research and an evolving understanding of the most effective strategies to manage water resources.

The Township has been proactive in updating its ordinances as new best management practices emerge. It should continue to review and revise its development ordinances as appropriate and to incorporate the most effective tools possible into

its development standards to minimize potential runoff and encourage mitigating measures such as pervious paving materials. Ordinances should also include street and parking lot design standards that encourage or require on site bio-retention.

#### 40. INCLUDE STORMWATER RETROFITS IN REDEVELOPMENT AND STREET REBUILDING PROJECTS

The Township should continue to ensure that all redevelopment and street rebuilding projects include stormwater retrofits that meet the standards of the Township's current stormwater management requirements.

#### 41. PURSUE A REGIONAL APPROACH TO STORMWATER MANAGEMENT AND ENVIRONMENTAL PROTECTION

As a long-term strategy, the Township should work with neighboring municipalities to develop a regional stormwater management and environmental protection plan for all or a portion of the Wissahickon Watershed. A comprehensive regional approach is likely to yield better results than each municipality could achieve on its own. Other partners to consider in this initiative include the Montgomery County Planning Commission, Wissahickon Watershed Partnership, Pennsylvania Environmental Council, Pennsylvania Department of Environmental Protection and Philadelphia Water Department. Specific issues to address include:

- Developing and implementing agreed upon regional standards for individual environmental resource protection ordinances
- Consideration of coordinated or multi-municipal wellhead protection ordinance(s), particularly between Upper Dublin and Ambler

#### 42. CONTINUE TO PRESERVE AND PROTECT STEEP SLOPES AND RIPARIAN CORRIDORS

The Township recently revised its land use and development regulations to enhance preservation of riparian corridors and encourage planting of riparian buffers along stream banks. Planting trees, shrubs and groundcover creates a "green sponge" that filters water flowing into the stream and traps excess sediment. Riparian buffers are ideally at least 50 feet wide on either side of the stream, and Upper Dublin has revised its development ordinances to require 50 foot setbacks.

Upper Dublin should continue to actively protect both riparian corridors and steep slopes through its development ordinances and acquisition of open space and development easements.

#### 43. ENCOURAGE FLOODPLAIN PRESERVATION AND RESTORATION

The Township should pursue stream and floodplain preservation and/or reconstruction in new development and redevelopment projects. The floodplain is meant to store water after a hydrologic event. Development in floodplains is at risk of periodic flooding, and such development reduces the floodplain's capacity

to store water, increasing flooding downstream. The Township should consider amending its zoning and subdivision ordinances to limit and/or prohibit fill and development in the 100-year floodplain. It can go further by offering incentives for new development to restore a disturbed floodplain.

#### 44. DEVELOP AN ENVIRONMENTAL PROTECTION OVERLAY DISTRICT

The Township should amend its Zoning Ordinance to include an environmental protection overlay district (EPOD) that would supplement underlying zoning to protect natural features such as floodplains, wetlands, steep slopes and woodlands.

#### 45. PURSUE AN ORGANIZATIONAL STRUCTURE AND NEW FUNDING SOURCES FOR MORE PROACTIVE MANAGEMENT OF EXISTING STORMWATER FACILITIES

The condition, effectiveness and ownership of existing stormwater facilities vary greatly throughout the Township. Centralized ownership and consistent maintenance of the facilities would greatly improve overall performance. The Township should consider – on its own or in partnership with neighboring municipalities – the feasibility of creating a stormwater authority or like entity to own and maintain existing and new facilities.

Many communities throughout the country are turning to stormwater authorities as a mechanism to fund the cost of services directly related to the control and treatment of stormwater. An authority is administered and funded separately from the revenues of the general fund, ensuring a dedicated revenue source. Revenues can be generated through sources including service fees, system development charges (connection fees) and special assessment districts. Such authorities are not yet permitted in the Pennsylvania Commonwealth, but enabling legislation is currently pending in Senate Bill 524. As currently drafted SB 524 would enable the formation of water resources management authorities under the Municipalities Authorities Act. Such authorities could be created by an individual municipality or county or by multiple municipalities or counties.

### HISTORIC AND CULTURAL RESOURCE RECOMMENDATIONS

#### 46. ENHANCE HISTORIC PROTECTIONS

Enhance the Township’s historic preservation protections including consideration of the following tools and strategies:

- Identify historic resources in the zoning ordinance
- Consider impacts to historic resources when considering requests for variances, special exceptions and conditional uses
- Allow consideration of nonconforming zoning uses when implementation will facilitate the preservation, rehabilitation and restoration of historic resources
- Consider the creation local historic districts or landmark properties

#### 47. FACILITATE INVESTMENT IN HISTORIC PROPERTIES

Historic resource preservation is an eligible expenditure for the 2008 Open Space Bond Fund. The Township should consider using a portion of the Bond Fund to pay for programs to assist with the preservation of historic resources. Such programs could include a revolving low-interest loan fund and design assistance to owners to help them to assist with preservation of homes and other structures. Other financial incentives could include waiving building permit and recreation fees for projects that would contribute to the restoration of a historic resource.

#### 48. PERMIT LIMITED ADAPTIVE REUSE OF HISTORIC HOMES

Many historic homes are large, which increases the cost of operating and maintaining them. Their size can sometimes provide more space than can realistically be used by modern families. Adaptive reuse – permitting a single-family home to be used in other ways – can be an effective tool to make it economically feasible to purchase and maintain a historic house.

The Township should establish an adaptive reuse policy for historic homes. At a minimum, this should include relaxation of standards for home occupations, including those that limit total square footage, number of employees and daily visitors. The Township should also consider other potentially compatible uses, such as bed and breakfast inns, professional offices and conversion to multi-family use. Any adaptive reuse (beyond relaxed home occupation standards) should be regulated through a conditional or special exception use process that sets our specific standards for minimizing impacts to the surrounding neighborhood and notice requirements for adjacent neighbors.

## **RECREATION & COMMUNITY FACILITIES**

### **SUPPORT AND ENHANCE**

Upper Dublin Township and its School District provide excellent services, which act as a major attraction for new and existing residents. Both are proactive in planning for future facility and program needs. Opportunities to share community facilities between Township departments, such as the Library and Parks and Recreation, and the School District should continue to be pursued as each moves forward with its planning.

The Parks and Recreation Department works closely with the School District, local sports leagues, the library and others to meet recreation programming and facility needs. Continued interdepartmental and inter-agency coordination is needed and will be particularly important to ensure adequate facilities for recreation programs, which may be able to be co-located with the library or other community service locations.

In addition to schools and recreational facilities that are spread throughout the Township, Upper Dublin is working to create a “civic campus” that concentrates many community uses. The campus is anchored by the Township Building and Upper Dublin High School on Loch Alsh Avenue. The Township Building includes the Library, Police Department and an extensive set of well-utilized community rooms. A new fire station is planned to be located along Fort Washington Avenue across from the high school complex.

### **RECREATION AND COMMUNITY FACILITIES RECOMMENDATIONS**

#### **49. FACILITATE DEVELOPMENT OF A CIVIC CAMPUS**

The Township should continue to pursue development of a civic campus that will concentrate community uses around the Township Building and Upper Dublin High School. A civic campus could accommodate two important community goals: helping to build a community identity through the creation of a “civic town center” and minimizing operational and capital investment costs through shared facilities between Township and School District.

#### **50. MAINTAIN AND ENHANCE OPERATION OF EXISTING NEIGHBORHOOD COMMUNITY FACILITIES**

The Civic Campus should not replace existing neighborhood community facilities such as the North Hills Library, the EPI-Center and Robbins Park Environmental Center. Each of these meets the needs of a specific group or activity that would not be possible to serve as well at the Civic Campus location.

This is particularly important for recreation and library services in North Hills and the EPI-Center. These locations are accessible to young children, seniors and lower income residents who may have limited access to transportation. On average, residents of North Hills have lower incomes than those of other neighborhoods and

a correspondingly lower rate of computer ownership. The computer workstations at the North Hills Library are heavily used.

The Township should partner with the School District and Montgomery County Housing Authority to seek resources to expand computing facilities and hours at the North Hills Library.

#### 51. EXPAND THE LIBRARY TO MEET EXISTING AND PROJECTED FUTURE NEEDS

A public library is an important asset for any community and one of particular importance for Upper Dublin Township, whose residents value education highly. The Upper Dublin Library is too small to meet current community needs. According to the Public Library Facilities Plan prepared in April 2009, most new public libraries contain between one and 1.5 gross square feet per capita. Per capita space in existing library facilities in Upper Dublin is less than 0.6 gross square feet. Staff and user surveys conducted during the facilities planning initiative clearly indicated a need and desire for additional space to meet patrons' needs. The Township should pursue funding for and construct an expansion of the main library branch.

#### 52. EXPAND FACILITIES COORDINATION BETWEEN THE LIBRARY, RECREATION PROGRAMS AND SCHOOLS

Facility – and to an extent program needs – between the recreation department, library and Upper Dublin schools are inter-related, and each organization has identified the need for expanded and/or upgraded facilities. The Township and School District should pursue planning for facilities jointly through the Civic Campus and other initiatives in order to maximize the effectiveness and minimize duplication.

#### 53. CONTINUE TO PURSUE PARK DEVELOPMENT

An important goal of the Township's Open Space Plan is to provide safe access to at least one public neighborhood or community park within one-half mile of every Township residence. The Township has made good progress on this goal since adopting the Plan in 2005. It should continue to pursue properties and resources to complete implementation of this Open Space Plan goal.

#### 54. EVALUATE THE BEST LONG TERM RECREATIONAL AND COMMUNITY USES OF THE TWINING VALLEY GOLF COURSE

Upper Dublin Township owns the Twining Valley Golf Course located on Twining Road between Susquehanna and Welsh Road and leases it to a private operator in a lease that currently extends to 2017. Prior to the end of the current lease, the Township should evaluate current utilization of the golf course as a recreational facility and develop a master plan for the future use of this 115 acre facility.

The master plan should consider ways to expand community access to such a large parcel. In prior discussions residents, have suggested the site as a potential location for a community subscription farm, public library, community center, sledding hill, extensive walking trails, an elementary school and ambulance station

# INFRASTRUCTURE AND COMMUNITY SERVICES

## INVEST FOR THE FUTURE

Upper Dublin Township is known and valued by its residents for excellent public services; however, the cost of providing these services is high and growing. In addition, significant investment is needed in existing infrastructure. The Township completed an initial Capital Improvement Plan for 2008 through 2017, which is included as **Appendix D** to this Plan. This section of the Comprehensive Plan focuses on the tools needed to plan for and build a realistic funding scheme to implement needed infrastructure improvements.

### 55. PREPARE AN OFFICIAL MAP

The Official Map is an effective planning tool to reserve right-of-way for new roads and interchanges as well as land for new open space or public facilities. It can be used to reserve right-of-way along existing roadways for turning lanes at intersections, additional through lanes along corridors and for new street connections. An Official Map identifies properties needed to complete future public improvements. Designation of an Official Map provides the Township with the right of first refusal should a property designated on the map become available for sale.

An Official Map should be considered by the Township to preserve right-of-way for the Pennsylvania Turnpike eastbound slip ramp, improvements to the Norfolk Southern rail bridge, transportation improvements in the Fort Washington Office Park, open space purchases, stormwater management improvements, riparian corridor protections and the development of the Civic Campus.

The Municipalities Planning Code (MPC) provides that a municipality may adopt an Official Map covering a portion or the entire municipality to show elements of the comprehensive plan pertaining to public lands and facilities. An Official Map identifies areas of public interest and need for the purpose of reserving lands for public use. It can be used to implement the planned transportation network and other community facilities. Section 401(a) of the MPC permits municipalities to represent the following facilities on the Official Map:

- Existing and proposed public streets watercourses and public grounds, including widening, narrowing, extensions, diminutions, openings or closings
- Existing and proposed public parks, playgrounds and open space reservations
- Pedestrian ways and easements
- Railroad and transit rights-of-way and easements

- Flood control basins, floodways and floodplains, stormwater management areas and drainage easements
- Facilities, easements and other properties needed to implement recommendations of the comprehensive plan

The Township may use property records, aerial photography, photogrammetric mapping, geographic information systems or other methods for the identification, description and publication of elements of the Official Map. An ordinance must accompany the Official Map that describes the lands identified for future public use. The Township does not need to survey designated lands prior to the adoption of the Official Map and ordinance. At the time of land acquisition or easements, boundary descriptions by metes and bounds must be provided by a licensed surveyor.

#### 56. DEVELOP A CAPITAL IMPROVEMENTS PLAN

The Township should work from its initial 2008 to 2017 10-Year Capital Improvement Plan to develop a more detailed capital improvement plan that identifies capital projects and equipment purchases needed over the next 10 years. It should provide a planning schedule and identify options for financing the plan.

In addition to the \$66 million in needed improvements in the Fort Washington Office Park, the 2008-2017 Capital Improvement Program estimated approximately \$135 million in capital needs Township-wide. This is a significant undertaking for a community that, in a typical budget year, expends \$2 million to \$3 million on capital improvements. Preparation of a more detailed capital improvement plan provides the opportunity to:

- Systematically evaluate all potential projects at the same time
- Plan for financing needs to help stabilize debt and consolidate projects to reduce borrowing costs
- Serve as a public relations and economic development tool
- Focus on maintaining infrastructure while ensuring the efficient use of public funds.
- Foster cooperation among departments and an ability to inform County, PennDOT and other units of government of the Township's priorities

#### 57. PURSUE THE EXTENSION OF PUBLIC WATER AND SEWER TO THE ENTIRE TOWNSHIP

Upper Dublin should make it a policy goal to provide water and wastewater services

to the entire Township and then work with water and wastewater providers to develop a set of strategies for facilitating desired service extensions.

#### 58. CONTINUE TO PURSUE ALTERNATIVE FUNDING SOURCES

Upper Dublin has considerable capital funding needs, and the Township has been vigorously pursuing additional resources to meet those needs. It should continue to do so. The funding campaign should include continuing to pursue outside grant resources but should also consider the formation of municipal or multi-municipal authorities to pursue infrastructure investments, particularly as described in the Natural Resources Element for improved stormwater management.

#### 59. EXPAND INTER-MUNICIPAL OUTREACH AND COORDINATION

Upper Dublin Township staff and some of its boards work informally with adjacent municipalities on issues of shared interest, and Upper Dublin and Whitemarsh Townships are partners in creating the Sustainable Redevelopment Plan for the Fort Washington Office Park that was described earlier in this Plan. The Township should expand its outreach and coordination to neighboring municipalities and increase its formal coordination efforts and partnerships. An inter-municipal approach is more effective than a single municipality acting alone on many projects, and state and regional funding sources often favor multi-municipal projects.

Specific initiatives that would benefit from an inter-municipal approach include:

- Inter-municipal coordination for protection of water resources – The Township’s Environmental Protection Advisory Board is already working with Clean Water Fund/Clean Water Action to explore the potential of a multi-municipal water resource protection management strategy. One issue they are considering is the coordination of agreed upon regional standards for individual environmental resource protection ordinances (floodplains, wetlands, steep slopes, woodlands, etc.).
- Establishing a regional trail network with multimodal connections – trail connections across major roadways will require coordination with Montgomery County, PennDOT and adjacent municipalities.
- Economic development – particularly work with Ambler Borough, the Township’s unofficial downtown
- Provision of community services