

ACTION PLAN

Summary and Phasing of Recommendations

Table 8.1 summarizes the major recommendations of the *Salisbury Township Comprehensive Plan*. Certain items are recommended as high priorities. The timing of each recommendation is listed, as well who should have the primary responsibility to carry out the recommendation.

**Table 8.1
Summary and Phasing of Recommendations**

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
FUTURE LAND USE AND HOUSING RECOMMENDATIONS				
1. Update development regulations regarding natural features, particularly to address seeps, springs and similar features and to avoid increased flooding or harm to water quality.		√	Short Range	BC, PC
2. Work with the Wildlands Conservancy and other entities to preserve the most environmentally sensitive lands in permanently preserved open space.		√	Ongoing	BC, PC
3. Adjust the boundaries of the Conservation-Residential zoning district in selected locations to reflect the availability of more detailed mapping of slopes.		√	Short Range	BC, PC
4. Require a larger minimum tract size for new twins, townhouses and apartments in the R-4 zoning district to avoid incompatible infill development.		√	Short Range	BC, PC
5. Provide additional zoning incentives for housing that is limited to persons aged 55 and older.		√	Short Range	BC, PC
6. Consider long-term alternatives for the future of Waldheim Park, which may involve the extension of public sewage service.		√	Short Range	BC, PC
7.		√	Short Range	BC, PC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
7. Seek to preserve the majority of the School District-owned land along Emmaus Avenue.		√	Short Range	BC, PC, STSD
8. Use “access management” regulations (as recommended by the Lehigh Valley Planning Commission) to properly manage the locations and design of new driveways onto major roads.		√	Ongoing	BC, PC
9. Carry out revisions recommended in the Future Land Use Plan and accompanying text, including creating a new Health Care Overlay Zoning District for portions of the Lehigh Valley Health Network properties.		√	Ongoing	BC, PC
ENVIRONMENTAL CONSERVATION RECOMMENDATIONS				
1. Work with the Wildlands Conservancy, the School District, property-owners and other groups to seek to permanently preserve additional environmentally sensitive lands.	4.10		Short Range	BC, PC, EAC
2. Bolster Zoning and Subdivision and Land Development Ordinance language to strengthen environmental protections. Establish buffer and setback distances from seeps, springs and wetlands.	4.11	√	Short Range	BC, PC, EAC
3. Update the Township’s zoning regulations concerning forestry and tree clearing as part of development.	4.11		Short Range	BC, PC, EAC
4. Establish incentives to promote use of “Green” methods of development.	4.12		Short Range	BC, PC, EAC
5. Update the Zoning Ordinance to promote use of solar and wind energy within appropriate areas.	4.12	√	Short Range	BC, PC, EAC
6. Consider providing flexibility in the Zoning Ordinance to allow a wider range of accessory uses on agricultural parcels.	4.12		Short Range	BC, PC, EAC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities <small>(See abbreviations at end of this table)</small>
7. Encourage property-owners to plant trees and other thick vegetation along creeks, and to cooperatively manage important natural features.	4.12	√	Short Range	BC, PC, EAC
8. Explore asking voters in a referenda to approve a dedicated tax or an open space bond for the permanent protection of open space within the Township.	4.13		Short Range	BC, PC, EAC
COMMUNITY FACILITIES AND SERVICES RECOMMENDATIONS				
1. Maintain and strengthen the relationship between the Township and the Salisbury Township School District.	5.13		Ongoing	BC, STSD
2. Continue to support the Allentown Public Library.	5.14		Annually	BC
3. Continue curbside trash collection and recycling.	5.14		Ongoing	BC
4. Target areas to control bulk trash dumping, and continue to organize trash and litter clean-up events.	5.14		Periodically	BC
5. Carefully control solid waste facilities.	5.14		Ongoing	BC, PC
6. Use and update the adopted Salisbury Township Parks, Recreation and Open Space Plan.	5.15		Ongoing & Periodically	BC, PC, RC
7. Work with the City of Allentown and Lehigh County to implement the Lehigh Mountain Master Plan.	5.15		Short Range	BC, City of Allentown, Lehigh County, PA DCNR
8. Offer a variety of recreational programs.	5.15		Annually	BC, RC
9. Use the Salisbury Township Recreation Advisory Committee to provide input on needed park improvements and recreational programs.	5.16		Ongoing	BC, RC
10. Use PA DCNR's Top 10 Best "Green/Sustainable" Practices.	5.16		Ongoing	BC, PW, EAC, PC
11. Upgrade the Township's existing storm water system over time.	5.18		Ongoing	BC, PW, PA DEP

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
12. Require developers to adequately address and control storm water.	5.18		Ongoing	BC, PC
13. Identify and correct storm water infiltration problems.	5.18		Ongoing	BC, PW, PA DEP
14. Use vegetation and other techniques to control storm water.	5.18		Ongoing	BC, PW, PC, EAC
15. Meet the requirements of the Federal/State MS 4 Stormwater Program.	5.19		Ongoing	BC, PW, PC, EAC
16. Use and update the Township's Act 537 plan.	5.19		Periodically	BC, PC, Township Engineer
17. Identify and correct infiltration and inflow (I&I) problems.	5.20		Ongoing	BC, PW, PA DEP
18. Continue to work with City of Allentown and protect source water areas.	5.20		Ongoing	BC, PC, City of Allentown, EAC
19. Encourage more water conservation.	5.20		Ongoing	BC, PC, EAC
20. Continue to cooperate with area hospitals and health providers.	5.21		Ongoing	BC, Health Providers
21. Periodically examine the need for additional health services.	5.21		Periodically	BC, Health Providers
22. Continue and enhance the Salisbury Township Police Department.	5.21		Ongoing	BC, Salisbury Police Dept.
23. Strengthen fire, ambulance, and rescue services.	5.22		Ongoing	BC, Local and Area Providers
24. Cooperate with adjacent municipalities to share costs and services.	5.22		Ongoing	BC, Adjacent Municipalities
25. Maintain and improve municipal buildings.	5.22		Periodically	BC
TRANSPORTATION RECOMMENDATIONS				
1. Work with PennDOT to carry out projects and resolve traffic problems that involve State Roads.	6.5		Ongoing	BC, PD, PennDOT, PC
2. Continue to address general road improvements	6.5		Ongoing	PW

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
3. Work to implement the LVPC Access Management Study goals and recommendations.	6.5		Ongoing	BC, PD, PC
4. Promote pedestrian and bicycle circulation through national and state design guidelines.	6.6		Short Range	BC, PC, PennDOT, LVPC
5. Study and implement traffic improvements at the intersection of Seidersville Road, Emmaus Avenue and Susquehanna Street.	6.8	√	Short Range	PennDOT, LVPC, PC, PD, BC
6. Continue and include roadway design standards in the Subdivision and Land Development Ordinance.	6.8		Ongoing	PC, PennDOT, BC, LVPC
7. Work to implement the goals and recommendations outlined in LANTA's comprehensive plan.	6.8		Long Range	PC, BC, LANTA
8. Study and implement a township-wide trail network.	6.9	√	Short Range	PC, BC, PA DCNR
9. Promote the cooperation with private landowners to create easements for a trail system.	6.9		Short Range	PC, BC, PA DCNR, WC
10. Separate, to the extent possible, conflicting uses on the public street system in order to minimize safety problems; Give special attention to pedestrian and bicycle routes.	6.10		Periodically	PC, BC, LVPC, PennDOT
11. Review new developments for adequacy of parking based upon need, the potential for joint use of parking facilities, opportunities to encourage ridesharing, and spaces provided for bicycles.	6.10		Ongoing	PC, LVPC
12. Provide adequate signage along all bike paths including areas of conflict with pedestrians and automobile traffic.	6.11		Short Range	PC, BC, PW, RC
13. Continue to upgrade traffic signals as needed.	6.11		Ongoing	PW
14. Continue to cooperate a multi-municipal traffic improvement project regarding to St. Lukes Hospital	6.11		Ongoing	PC, BC, PennDOT, LVPC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
COMMUNITY DEVELOPMENT AND REVITALIZATION RECOMMENDATIONS				
1. Use gateways, signs and banners to enhance the Township's image and identity.	7.1	√	Short Range	PC, LCDCED, PADCED, PW, PennDOT
2. Make people aware of the Township's unique natural and historic resources.	7.2		Ongoing	EAC, WC, RC, PA DCNR, PHMC
3. Identify potential National Register historic sites and districts, and pursue National Register designation.	7.2		Long Range	PC, BC, PHMC, PA DCNR
4. Use additional local Historical Markers to tell stories about Salisbury's history.	7.3		Periodically	PC, PHMC, EAC, PennDOT, PW
5. Continue to provide information about Salisbury's Unique history.	7.3		Ongoing	PC, RC
6. Encourage appropriate and compatible economic development.	7.3		Ongoing	PC, BC, PADCED, LCDCED, LVCO, LVEDC
7. Promote outdoor-recreation based tourism in the Township.	7.3		Ongoing	PC, BC, PADCED, LCDCED, LVCO, LVEDC, PA DCNR, PHMC
8. Establish guidelines to improve the attractiveness of commercial, residential and industrial development, particularly along major corridors.	7.4	√	Short Range	PC, BC
9. Provide incentives to encourage attractive and desired types of development.	7.5		Periodically	PC, BC, LCDCED, PADCED, LVEDC
10. Target older areas of the Township for housing rehabilitation.	7.6	√	Short Range	PC, DC, LCDCED, PADCED, PHFA
11. Encourage commercial revitalization in key areas of the Township.	7.6		Ongoing	PC, BC, LCDCED, PADCED, LVCO, LVEDC
12. Consider additional enforcement systems to address quality of life and building maintenance issues.	7.6		Short Range	BC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities <small>(See abbreviations at end of this table)</small>
13. Identify and prioritize community facility and services needs annually.	7.7		Annually	PC, BC, PW, PD
14. Keep abreast of grants and funding assistance, and continue to aggressively pursue funds.	7.7		Ongoing	PC, BC
15. Prepare a Pathways Plan.	7.7	√	Short Range	PC, BC, PA DCNR
16. Provide connections to parks, schools and other key activity nodes.	7.8	√	Short Range	PC, BC, PA DCNR, EAC, PennDOT, RC, STSD
17. Work with PennDOT to designate Emmaus Avenue and Susquehanna Street as "Complete Streets."	7.8		Long Range	PennDOT, PC, BC

- BC = Salisbury Township Board of Commissioners
- EAC = Salisbury Township Environmental Advisory Council
- FD = Salisbury Township Fire Department
- LANTA = Lehigh and Northampton Transportation Authority
- LCDCED = Lehigh County Department of Community Development
- LVCOC = Lehigh Valley Chamber of Commerce
- LVEDC = Lehigh Valley Economic Development Corporation
- LVPC = Lehigh Valley Planning Commission
- PADCED = Pennsylvania Department of Community and Economic Development
- PA DCNR = Pennsylvania Department of Conservation and Natural Resources
- PC = Salisbury Township Planning Commission
- PD = Salisbury Township Police Department
- PennDOT = Pennsylvania Department of Transportation
- PHFA = Pennsylvania Housing Finance Agency
- PHMC = Pennsylvania Historical Museum Commission
- PW = Salisbury Township Department of Public Works
- RC = Salisbury Recreation Committee
- STSD = Salisbury Township School District
- WC = Wildlands Conservancy

Potential Funding Sources

POTENTIAL SOURCES OF FUNDING AND FINANCING

State, federal and county governments; public and private organizations/entities; and foundations provide various opportunities for funding assistance. Grants and loans from various sources should be used to help fund revitalization activities and other plan implementation items. Since funding sources are always changing, with new programs being added and older programs being revised or deleted, it will be important to continually keep abreast of current funding opportunities. The following table identifies some of the funding assistance programs that should be considered for implementation. The Township should establish, research and continually update a database of available grants and other funding sources. Many funding providers post their grant program offerings on the Internet.

**Table 8.2
Potential Funding Sources**

Name of Program	General Description of Program	Administering Agency
Business In Our Sites Grants and Loans	Empowers communities to attract growing and expanding businesses by helping them build an inventory of ready sites.	PA Department of Community and Economic Development (PA DCED)
Community and Business Development Program	The Community and Business Assistance Program provides grants for community and business assistance projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community and Municipal Facilities Assistance Program	The Community and Municipal Facilities Assistance Program provides grants for community and municipal facility projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community Conservation and Employment Program	The Community Conservation and Employment Program provides grants for community and economic development projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community Development Block Grant (CDBG)	Offers grants for a wide variety of activities, provided the applicant proves by survey or census that the project will benefit 51% low and moderate income persons or handicapped persons or eliminate "blighted" conditions in officially designated areas. For example, funds can be used for housing rehabilitation, handicapped accessibility, street and sidewalk improvements, parks / recreation / trail linkages, planning, and historic rehabilitation.	Lehigh County DCED

Name of Program	General Description of Program	Administering Agency
Community Economic Development Loan Program	Low-interest loans for projects in distressed communities.	PA DCED
Community Services Block Grant (CSBG)	Federal grants to support programs that promote economic self-sufficiency of low-income individuals. Designated Community Action Agencies serving individuals whose income is at 125% of the federal poverty level are eligible for funding. Funds may be used for: case management, job training, food and nutrition, transportation, education, housing, drug and alcohol, and economic development.	Community Action Commission of the Lehigh Valley, Inc., PA DCED and U.S. Dept. Of Health & Human Services
C2P2 - Community Conservation Partnerships Program	Provides 50% matching grants to municipalities to: develop plans for parks/recreation/trails; prepare park/greenway master plans; acquire parkland/nature preserves/greenways; and rehabilitate and improve public recreation areas/greenways.	PA Department of Conservation and Natural Resources (PA DCNR)
Downtown Revitalization Assistance	The Pennsylvania Downtown Center (PDC) promotes and supports the vitality of Pennsylvania's downtowns and traditional neighborhood business districts by providing local groups with the techniques and strategies needed to recapture or sustain their downtowns as a vibrant civic, social, and economic center of activity.	Pennsylvania Downtown Center (PDC)
Economic Development Administration	<p>The Economic Development Administration (EDA) offers grants and technical assistance for economic development. Some of the major EDA programs are listed below:</p> <ul style="list-style-type: none"> • <u>Public Works and Economic Development Program</u> - Public Works and Economic Development investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development. • <u>Economic Adjustment Assistance Program</u> - The Economic Adjustment Assistance Program provides a wide range of technical, planning and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well suited to help address challenges faced by U.S. regions and communities. • <u>Community Trade Adjustment Assistance Program</u> - EDA's Community Trade Adjustment Assistance (Community TAA) Program, which was created by the American Recovery and Reinvestment Act of 2009, is aimed at helping to create and retain jobs by providing project grants to communities that have experienced, or are threatened by, job loss resulting from international trade impacts. 	Economic Development Administration (EDA) / U.S. Department of Commerce

Name of Program	General Description of Program	Administering Agency
	<ul style="list-style-type: none"> <u>Planning Program</u> - The Planning Program helps support planning organizations in the development, implementation, revision or replacement of comprehensive economic development strategies (CEDs), and for related short-term planning investments designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions. 	
Economic Growth and Development Assistance	The Economic Growth and Development Assistance Program provides grants for projects fostering economic growth and development in Pennsylvania that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Elm Street Program	Grant funds for planning, technical assistance and physical improvements to residential and mixed use areas in proximity to central business districts. Elm Street is a 5-year program. A Plan that meets the Elm Street Plan required must be prepared prior to designation. Planning Grants (\$25,000) are available from PA DCED. Operational grants (\$50,000 maximum per year), and Residential Reinvestment grants (\$250,000 maximum per year) should be pursued annually over the five years. Elm Street involves five specific program areas: 1) organization; 2) promotion; 3) design; 4) neighborhoods and economy; and 5: clean, safe and green activities.	PA DCED
Emergency Responders Resources & Training Program (ERR)	ERRTP funds may be used for emergency responder improvement projects. These projects must demonstrate a benefit to community activities associated with police, fire, ambulance or related public safety services.	PA DCED
Historic Preservation - Certified Local Government Grants	Provides modest-sized matching grants to provide technical assistance to municipalities that have official historic districts and meet other criteria to be "certified."	Federal, administered by PA Historical and Museum Commission (PHMC)
Historic Preservation Survey and Planning Grants	Matching grants for historic surveys, historic preservation planning and National Register nominations. Available to municipalities and nonprofit organizations. Cannot be used for construction.	Federal, administered by PHMC
Historic Preservation Tax Credits	Offers federal income tax credits for a percentage of the qualified capital costs to rehabilitate a certified historic building, provided the exterior is restored. The program is generally limited to income-producing properties.	National Park Service
HOME	U.S. Department of Housing and Urban Development (HUD) program that provides municipalities with funding and technical assistance to expand the supply of decent and affordable housing for low and very low moderate income persons. Uses may include: rehabilitation; new construction; acquisition of rental or sales housing and rental assistance.	PA DCED / HUD
Home Ownership Choice Program (HCP)	An initiative of the Pennsylvania Housing Finance Agency (PHFA) to finance new, single-family home construction in blighted areas of the Commonwealth.	PA Housing Finance Agency (PHFA)

Name of Program	General Description of Program	Administering Agency
Home Town Streets and Safe Routes to School	The Home Town Streets Program provides funding for a variety of streetscape improvements that are aimed at reestablishing downtown and commercial centers. The Safe Routes to School Program provides grants and is designed to work with both school districts and pedestrian and bicycle safety advocates to make physical improvements that promote safe walking and biking passages to schools. Both programs require a 20% local match.	PennDOT
Housing and Redevelopment Assistance	Provides state-funded grants for community revitalization and economic development activities at the local level. The program assists the community in becoming competitive for business retention, expansion and attraction.	PA DCED
Industrial Sites Reuse Program, PA (“Brownfields”)	Provides grants of up to 75% and low-interest loans for assessment of environmental contamination and remediation work at former industrial sites. Available to private companies, nonprofit economic development agencies, or authorities that own the land. Mainly targeted towards cities. Financing is not available to the company that caused the contamination.	PA DCED in cooperation with PA DEP
Intermunicipal Projects Grants	Promotes cooperation between neighboring municipalities so as to foster increased efficiency and effectiveness in the delivery of municipal services at the local level.	PA DCED
Keystone Historic Preservation Funds	Provides 50% matching grants to fund analysis, acquisition, or rehabilitation of historic sites. The site must be on the National Register of Historic Places or officially determined to be eligible for listing. The site must be accessible to the public after funding. Grants can be made to public agencies or nonprofit organizations.	PHMC
Keystone Recreation, Park and Conservation Fund	State grants to improve the physical facilities of public libraries.	PA DCED
Land Use Planning and Technical Assistance Program (LUPTAP)	This program provides grant funds for the preparation of community comprehensive plans and the ordinances (e.g., zoning and SALDO) to implement them. It promotes cooperation between municipalities in making sound land use decisions that follow or adhere to the Governor’s Executive Order on Land Use. Priority is given to any county government acting on behalf of its municipalities, any group of two or more municipalities, or a body authorized to act on behalf of two or more municipalities. Applicants are to provide a minimum of 50% match consisting of cash or in-kind services. There are no minimum or maximum amounts.	PA DCED
Land and Water Conservation Fund	The Land and Water Conservation Fund (LWCF) provides matching grants to state and local governments for the acquisition and development of public outdoor recreation areas and facilities.	National Park Service in cooperation with PA DCNR
Lehigh County Casino Revenue Grants	Grants maybe used for capital projects, transportation needs due to increased traffic, safety and crime prevention or other requests which are needed as a result of the location of the casino in South Bethlehem.	Lehigh County DCED
Local Banks	Local banks in the area can contribute funding and financing toward Plan implementation, including making donations for revitalization projects.	Local Banks

Name of Program	General Description of Program	Administering Agency
Local Government Capital Projects Loan Program	This Program provides low-interest loans for equipment and facility needs of small governments with populations under 12,000.	PA DCED
Local Municipal Resources and Development Program (LMRDP)	Grants to municipalities for improving quality of life within the community. Grants may be used for: construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures / land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	PA DCED
Main Street Initiatives Streetscape Amenities Grants	Provides 50% grants up to \$8,000 for banners, benches, trash receptacles, planters, bike racks, signage, and street trees.	Lehigh County DCED
Main Street Program	The Pennsylvania Main Street Program offers grants to local governments to fund "Main Street Managers" to coordinate downtown revitalization strategies and commerce activities. Includes: Anchor Building Grants, which assist in the renovation of integral buildings that are vital to the downtown's health; and Downtown Reinvestment Grants, which provide financial incentives to municipalities for development projects to help eliminate decline.	PA DCED
National Recreational Trails Funding (Symms NRTA)	Provides grants for the acquisition and development of recreation trails (which may include trails for motorized vehicles). A 50% local match is required. Applications may be made by federal, state or local government agencies or organizations.	Federal, administered by PA DCNR
Neighborhood Partnership Program (NAP/NPP)	Corporate tax liability credit for businesses that sponsor a neighborhood organization to develop and implement a neighborhood revitalization plan by contributing a substantial amount of cash per year over an extended period of time. Programs must serve clients who are low-income and residents of economically distressed neighborhoods specified by the neighborhood organization. Projects must fall under one of the following categories: housing; education; health and social services; community development; job training; crime prevention; and community participation.	PA DCED
PA Infrastructure Investment Authority (PennVest)	Offers low-interest loans for construction and improvement of drinking water and wastewater systems. 100% grants may be available for highly-distressed communities. Mainly intended for public systems, but some private systems may be approved. Water projects are funded through the Drinking Water Revolving Loan Fund. Sewage projects are funded through the Clean Water Revolving Fund. PennVest is also authorized to provide loans for projects to control existing stormwater problems, such as separating stormwater from sanitary sewage. The "Advance Funding Program" provides low-interest loans for feasibility studies and engineering of systems if the utility cannot fund such work itself.	PennVest, PA DEP (Bureau of Water Supply Management) – Involves both U.S. EPA and state funds
Pennsylvania Community Transportation Initiative Program	Grants are available from PennDOT as part of the Pennsylvania Transportation Initiative Program. Funds can be used for a variety of transportation projects and initiatives.	PennDOT

Name of Program	General Description of Program	Administering Agency
PennDOT's Local Technical Assistance Program	The Pennsylvania Department of Transportation provides technical assistance for Walkable Communities Program studies and other studies.	PennDOT
Rails to Trails, PA	Provides grants for feasibility studies, master site plans, acquisition, and improvement of former railroad lines for recreation trails. A 50% local match is required. Open to municipalities, authorities, and non-profit.	DCNR
Regional Partnership Grants	Provides 50% grants to a maximum of \$8,000 for zoning, subdivision and land development ordinances, joint purchases, fire services, police and land use activities.	Lehigh County DCED
Save America's Treasures	Save America's Treasures Grants are available for preservation and/or construction work on National significant artifacts and historic structures and sites. A dollar for dollar, non-federal match is required. The maximum grant request for all projects is \$700,000.	National Park Service
TEA-21 Transportation Enhancements Program (part of federal Transportation Efficiency Act)	The Transportation Equity Act for the 21 st Century (TEA-21) authorizes Federal surface transportation programs for highways, highway safety, and transit.	U.S. DOT funds administered by PennDOT
Tree Vitalize Metro Grants	A partnership involving Lehigh County, Pennsylvania DCNR and other state entities. A maximum grant of \$25,000 in state funds for acquiring and planting trees.	Lehigh County DCED
Urban Development Program (UDP)	Provides grants for urban development and improvement projects. Funds may be used for: construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	PA DCED
Urban Forestry Grants / Tree Improvement Program / Mini-Grant for Planting Trees/PA Community Forest Grants	Several DCNR grants provide funding for tree planting projects on public property or along streets. There is also a Federal "America the Beautiful" grant program for tree planting.	PA DCNR

Name of Program	General Description of Program	Administering Agency
USDA Rural Development Housing and Community Development Programs	<p>Various USDA funding assistance programs are available, including:</p> <ul style="list-style-type: none"> • <u>Housing Repair and Rehabilitation Grants</u> - To dwelling owners / occupants age 62 or older who have very low incomes (50% of the area median income). • <u>Community Facilities</u> - Provides grants and loans to assist in the development of essential community facilities. • <u>Rural Community Development Initiative Program (RCDI)</u> - Provides technical assistance and training funds to develop capacities to undertake housing, community facilities, and community and economic development projects. • <u>Rural Emergency Responders Initiative</u> - Provides support rural emergency responder efforts by financing needed equipment, buildings and services. 	USDA, Rural Development

Sources: Publications and internet sites of various agencies; *Pennsylvanian* magazine; PA DCED, PA DCNR, PennDOT, PA Growing Greener Websites, Lehigh County Department of Community Development.

Foundations

In addition to governmental grants, foundations often donate services and materials, or provide funding for various projects. For example, the Greater Lehigh Valley Chamber of Commerce Foundation offers a \$1,000 community grants revitalization grants to improve the appearance of main streets in the Lehigh Valley. The grants can be used to fund a variety of projects intended to positively impact the Lehigh Valley's downtowns and surrounding traditional neighborhoods. A 50% local match is required. Projects that can be funded include:

- Streetscape Amenities such as Banners, Benches, Planters, Street Trees, Decorative Lighting, Gateway Signage, Landscape Plantings, Bicycle Racks, Directional Signage, Informational Kiosks.
- Plan and Studies such as Downtown Master Plans, Market studies, Parking Studies, Site/Project specific Feasibility studies.
- Promotional Items such as Informational Brochures, Advertising Campaigns; i.e. Billboards, Restaurant Guides.

The Township should identify other possible foundation grants that could be used to implement projects and programs.

Priorities

Priorities for implementation have been established as a result of the planning process (Planning Commission meetings, public meetings, etc.). Priorities will change as items are implemented and circumstances change. The following example guidelines can be used to help with prioritization:

- Is the project consistent with this Comprehensive Plan?
- Is the project needed to improve public safety?
- Is there interest and support for the project?
- Will the delay of scheduling the project result in a lost opportunity?
- Will the project benefit the entire Township or a large area of the Township?
- Can the project be funded, in part, by a state or federal grant or loan funds or a revenue bond rather than with local revenues and/or general obligation bonds?

Intergovernmental Cooperation

Lehigh County, the City of Allentown, other area municipalities, and the Salisbury Township School District should be encouraged to work with the Township of Salisbury whenever possible. The *Salisbury Comprehensive Plan* helps to establish a framework for further cooperative ventures. Intergovernmental cooperation often decreases the cost and improves the quality of many services. The Pennsylvania Intergovernmental Cooperation Act provides broad and flexible authority to organize joint efforts as municipalities deem appropriate. Often, one municipality provides a service to a second municipality through a contract, but many other options are available, including joint agencies, ad-hoc committees or authorities. Salisbury should consider the following types of actions to promote intergovernmental cooperation:

- ***Shared services and shared staff***– Shared personnel can be particularly beneficial for specialized staff, such as different types of construction inspectors or zoning officers. Two or more municipalities can hire the same person to do the same job, with so many hours assigned to each municipality. Each municipality benefits from a highly-qualified, full-time person, as opposed to each trying to find a part-time person. Sharing staff can reduce turnover, which reduces training costs and reduces the potential for mistakes being made by inexperienced staff. In addition, shared staff are available during more hours of the day, which is beneficial to residents and business persons. Some municipalities also have a joint application and testing program for police officer applicants, which reduces costs and results in a larger pool of applicants.
- ***Shared consulting staff***– Municipalities can also benefit from shared or common arrangements regarding consultants, such as municipal engineers, sewage engineers, or solicitors. This can promote good communications between municipal governments, reduce the costs of having professionals educated about complex issues, and eliminate time meeting with consultants of other municipalities to share information.

- ***Shared recreation programs*** – Shared or coordinated recreation programs increase the types of programs that can be offered to residents. For example, one municipality may offer a gymnastics program while another municipality offers basketball programs, with residents of each municipality being allowed to participate in each at the same cost per person. Multi-municipal recreation programs have experienced great success in parts of Pennsylvania, where each municipality contributes funds towards one set of programs, often in partnership with a school district.
- ***Joint yard waste collection and composting*** – Disposal of yard waste requires significant land and expensive equipment. Shared facilities can dramatically lower costs.
- ***Snowplowing*** – Frequently, two municipalities must each send out a snowplow to clear different segments of the same street. Trading responsibility for plowing may save money by allowing a single snowplow to clear the entire length of a street.
- ***Joint purchasing*** – Joint purchasing reduces the cost of preparing bid documents and legal ads for each municipality. Also, joint purchasing frequently results in lower costs because larger volumes are being purchased. Joint purchasing is particularly useful for annual purchases of standardized materials, such as road salt. The state also has arrangements that allow municipalities to "piggyback" upon state purchases. State law allows a similar process of "piggyback" bids between municipalities and a county. The Pennsylvania Intergovernmental Cooperation Act includes rules for joint municipal purchasing. Under state law, one municipality can be the lead municipality in purchases, without requiring multiple municipalities to seek bids. Municipalities can also join together to jointly purchase insurance, to hire traffic signal maintenance services, or to jointly contract for solid waste collection. Joint auctions can also be used to sell surplus vehicles and equipment.
- ***Equipment sharing*** – Expensive equipment, such as paving, rolling, and grading equipment, is often needed by each municipality for only portions of the year. The equipment could be jointly owned or be owned by one municipality and leased by other municipalities. Another alternative is an arrangement allowing trading of equipment.
- ***Joint tax collection*** – The Local Tax Enabling Act allows municipalities and school districts to contract with each other to have one office jointly collect local taxes.
- ***Councils of Governments (COGs)*** – A COG is a separate, regional government agency that can be formed to provide municipal services, if authorized by municipalities. For example, various COGs in Pennsylvania provide code enforcement, promote good communications between municipal officials, study issues, and lobby for state or federal funding for projects.
- ***Joint authorities*** – Municipalities can create formal joint municipal authorities to address many types of services, including recreation, public water, and public sewer. Authorities often have access to funding sources which are not available to local government because of the local government's ability to levy taxes.

- ***Joint planning commissions*** – Municipalities can appoint joint planning commissions to serve in place of or in addition to municipal planning commissions.
- ***Incentives for intergovernmental cooperation in grants*** – Many competitive state grant programs provide preference to projects that involve cooperation between more than one municipality. Therefore, if two similar projects are in competition for a grant, and one involves cooperation between several municipalities, the project with several municipalities involved is most likely to be funded.

Other Implementation Techniques

Citizen Input, Outreach, and Involvement

Citizen input should be promoted to keep residents informed about community issues and encourage volunteer efforts to improve the Township. Volunteer efforts by citizen and civic organizations and individuals are essential to further improve the township. Community pride is a powerful motivator, and Salisbury must work to keep residents informed and provide opportunities for meaningful input while making use of new technologies for communication. Salisbury Township should keep its website regularly updated with information that will help spur public interest, enthusiasm, and involvement, including information on recreation programs and agendas for upcoming municipal meetings. Opportunities for citizen involvement should also be highlighted through the newspaper and other media.

On-Going Planning

Planning is a continuous process. The *Salisbury Township Comprehensive Plan* should be implemented through a continuous process of follow-up planning and action. Short-term actions must be taken with some understanding of the long-range ramifications, both benefits and consequences. The plan should be consistently used as an overall guide for decisions relating to land use, housing, environment conservation, historic preservation, community facilities, transportation and community development initiatives. In addition, the plan should be reviewed periodically and, if necessary, updated to reflect changing trends.

Implementation Tools

The many available implementation tools should be used, as appropriate, to carry out the plan. The Salisbury Township Comprehensive Plan establishes overall policies for guiding future conservation and development. However, the plan is only a guide for local policy. In Pennsylvania, the following major tools are available to help implement the plan:

- Zoning ordinance
- Subdivision and land development ordinance
- Construction codes
- Official map
- Computerized mapping
- Capital improvements planning
- Municipal annual spending
- Federal, state, and county grants

Zoning Ordinance

Municipal zoning ordinances are the primary legal tool to regulate the uses of land and buildings. Zoning ordinances include a zoning map that divides a municipality into different zoning districts. Each district permits a set of activities and establishes a maximum density of development. Salisbury Township's zoning ordinance and zoning map should be updated as needed to be generally consistent with the Salisbury Township Comprehensive Plan and to modernize standards and to address local concerns. In addition to regulating land uses and densities, zoning also controls:

- Building height.
- Percentage of a lot that may be covered by buildings and paving.
- Minimum distances that buildings may be placed from streets and property lines.
- Minimum size of lots.
- Maximum sizes and heights of signs.
- Protection of important natural and historical features.

Subdivision and Land Development Ordinance

A Subdivision and Land Development Ordinance (SALDO) regulates the creation of new lots, the construction of new streets by developers, and the site engineering of new commercial, industrial, and institutional buildings. The SALDO also contains design standards and required improvements for new development. The SALDO is being updated at the same time as this Comprehensive Plan is being prepared.

Construction Codes

By State law, a modern, standardized construction code applies within all Pennsylvania municipalities. Pennsylvania's model code, which was prepared by a national organization, is particularly important to minimize fire hazards.

A municipal property maintenance code is a tool many municipalities use to help control blight. Enforcement of a maintenance code requires the staff to regularly monitor conditions in the area covered by the code.

Official Map

The Pennsylvania Municipalities Planning Code (MPC) grants municipalities the authority to adopt an Official Map. An Official Map can designate proposed locations of new streets, street widenings, intersection improvements, parks, natural areas, trails, greenways, and other municipal uses. The map may cover an entire municipality or only certain areas. The Official Map process is particularly useful to reserve rights-of-way, such as for a future street widening.

When an Official Map is adopted by the governing body, the municipality is provided with a limited amount of authority to reserve land for the projects on the map. If land designated on the map is proposed for development, the municipality has one year to either purchase the land for its fair market value or decide not to proceed with the project. The 1-year period provides time for the municipality to raise funds to acquire the land and avoid lost opportunities. If the 1-year period is not in effect, a building permit can be obtained almost immediately to construct a building that could obstruct future municipal projects. An Official Map also serves to provide notice to property owners about the municipality's future plans.

Computerized Mapping

The Lehigh Valley Planning Commission (LVPC) maintains a computerized mapping system, often referred to as a Geographic Information System (GIS). This information is updated regularly, and is a good source for planning.

Capital Improvements Planning

The Township should continually plan and budget for major capital expenditures. "Capital" improvements are projects involving a substantial expense to construct or improve major public facilities that have a long life span and that are not funded through annual operating expenses. Examples of capital projects include major street improvements, major storm sewer construction projects, and parkland acquisition.

A municipal Capital Improvements Program (CIP) identifies needed projects, establishes project priorities, identifies possible funding sources, and helps to budget for the project. A typical CIP looks five years in the future. A CIP should identify major street reconstruction projects that will be needed over the next few years. Coordinating street reconstruction helps utilities avoid the need to cut into a street shortly after repaving. Through a CIP, many different projects can be combined into a single bond issue, which avoids the high administrative costs of multiple bond issues. A CIP also allows a municipality to carefully time any bond issues to take advantage of lower interest rates.

Other Implementation Tools

Municipal budgeting can influence the implementation of local comprehensive plans and community revitalization plans. In addition to establishing local priorities and providing municipal funds for projects supported by the plan, local budgets establish municipal tax rates, which influence business and personal decisions about locating inside or outside a municipality. Also, grants from federal, state, county and other sources can help finance projects and reduce the financial burden on local taxpayers. Salisbury should continue to aggressively pursue potential project funding from both the public and private sector.

Role of the Township Board of Commissioners

Final decisions on nearly all matters affecting the development and preservation of Salisbury Township rests with the Township Board of Commissioners. Therefore, close communications and cooperation between the planning commission, the Township staff, and the elected officials will remain essential in continuing to improve quality of life in Salisbury.

Role of the Township Planning Commission

The Salisbury Planning Commission has the responsibility for the preparation and implementation of the comprehensive plan, and the preparation of zoning and subdivision ordinances. The planning commission reviews proposed developments. The planning commission also has a role in reviewing proposals of other government agencies.