

IMPLEMENTATION

The Comprehensive Plan sets forth an ambitious agenda and includes many recommendations and strategies to achieve the desired community vision. The recommendations are diverse and are intended to address the immediate and long-term needs of the Township.

The following pages provide an Implementation Matrix of all Comprehensive Plan recommendations. The matrix provides the public and elected officials with information to evaluate the steps required to implement each recommendation, the cost and staffing implications of each recommendation, anticipated timing for implementation and responsible agencies. The matrix will assist decision makers in prioritizing each recommendation.

The matrix includes four evaluation categories for each recommendation:

Action Required

To the immediate right of each recommendation are eight columns indicating different actions that may be required for implementation. Some recommendations will require regulatory actions, such as a policy or an ordinance; others may require a capital expenditure. Some recommendations will require additional planning, changes in staffing, or public outreach. Many of the recommendations will require internal coordination between multiple Township departments or external coordination with outside agencies. Many recommendations will require more than one action to implement.

Impact upon Township Resources

Implementation of every recommendation will require some allocation of resources. This section identifies recommendations requiring significant monetary expenditures above current resource allocations. This section indicates if a recommendation has a financial cost, if the cost is budgeted, and the source of funding. Some recommendation list no cost, which is categorized as having minimal existing operational costs. Funding sources are categorized as local (capital) or other (grants, fees, and other contributions). Explanations are provided for recommendations that are not currently budgeted.

Priority and Timing

This section identifies the priority level for each recommendation (Low, Medium, and High) and anticipated timing (Immediate 0-5 years, Mid-Range 6-10 years, Long-Range over 10 years, or Ongoing).

Implementation Agencies

This section identifies the lead department responsible for implementing each recommendation and also indicates other township departments required. The lead department is indicated on top and contributing departments are shown below the lead department. This section also lists outside agencies and partners required for implementation. Partners may include other government agencies, local non-profits, or civic associations.

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
RESIDENTIAL LAND USE RECOMMENDATIONS									
LR1	Maintain the character of established residential neighborhoods.								
LR1.a	Consider alternatives, including but not limited to increasing the minimum lot width or the minimum lot size to manage further subdivision in the residential districts.								
LR1.b	Create TND districts to ensure infill development is consistent with established community character.								
LR1.c	Consider rezoning areas susceptible to subdivision that are located outside the TND study areas to lower density.								
LR1.d	Encourage private conservation easements.								
LR2	Preserve stable, developed, higher density neighborhoods from unnecessary, speculative redevelopment and preserve the supply of existing affordable housing.								
LR2.a	Areas zoned R6A should be evaluated for rezoning to promote the established residential character of the Township.								
LR2.b	a. The underlying zoning of areas designated R6A should be adjusted to reflect the established pattern and to ensure that infill construction is consistent in scale, mass, and pattern including: <ol style="list-style-type: none"> 1. Consider reducing the density of townhouses in R6, R6A and R7 Districts (Map L16). 2. Establish design standards to regulate the form, pattern, and relationship of apartments and townhouses to the existing neighborhood pattern. 3. Revise bulk and area standards to ensure that higher density infill development, including townhouses is of an appropriate density to match existing development. 4. Establish Traditional Neighborhood Districts to regulate mass, scale and pattern to ensure that new construction complements the established pattern. 								
LR3	Preserve and protect environmentally sensitive areas and historic resources.								
LR3.a	Establish Mill Creek Watershed requirements to enhance water quality and limit future development.								
LR3.b	Consider riparian corridor standards in impaired watersheds								
LR3.c	Strengthen the Natural Features Code.								
LR3.d	Create floodplain penalties similar to the steep slope averaging provisions to limit development near areas prone to flooding.								
LR3.e	Formalize the Mill Creek Conservation Agreement to preserve the scenic viewshed and protect environmentally sensitive lands and historical features.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
No Cost	NA	Immediate zoning change to address existing conditions.	H	I	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
No Cost	NA	-	H	I	B&P	
No Cost	NA	-	M	O	B&P	NLT, LMC
No Cost	NA	Immediate zoning change to address existing conditions.	H	I	B&P	
No Cost	NA	-	H	I	B&P	
Cost Not Budgeted	Local	Enhanced water quality regulations will require professional consultant.	H	I	B&P	
No Cost	NA	-	H	I	B&P	
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	M	LR	B&P	Private Property Owners

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
LR4	Identify areas for public open space acquisition as an alternative to residential development.								
LR4.a	Follow established policies in Open Space and Parks and Recreation plans.								
LR4.b	Utilize Transferable Development Rights (TDR), where appropriate.								
LR4.c	Employ the Official Map to designate desired locations for future public open space.								
LR5	Consider establishing a procedure for applicants proposing large scale residential development, and subdivisions creating more than three (3) lots from one (1) lot, offer to present their development plans at a meeting of a recognized community organization with boundaries that include the applicant's property and if the community organization desires to hold a meeting, it must be completed before Township action on the applications.								
LR6	Explore enhancements to the Open Space Preservation District by applying Conservation Design Principles.								
LR6.a	Consider using a two-tiered system to preserve lands on properties between three and five acres in size. Provide a smaller percentage of open space preservation for the lower threshold of three acres.								
LR6.b	Strengthen the Open Space Preservation Overlay District by adding active site review requirements and conservation design practices for future subdivisions.								
LR6.c	The open space should be entirely contained on parcels not intended for development, instead of each lot having a portion of open space on their individual lot with multiple ownerships.								
LR7	Preserve institutional uses (over 5 acres) that contribute to open space and discourage conversion to underlying residential use.								
LR7.a	Refer to institutional land use chapter for corresponding recommendations and strategies.								
LR8	Review and revise as appropriate the Mixed-Use Special Transportation District (MUST) and the Rock Hill Overlay District (ROHO) to ensure that all allowed uses are fully integrated with commercial uses and achieves the desired goals of the districts.								
LR9	Evaluate parking standards and incentives to ensure that proposed development accommodates parking needs for the new development and does not lead to parking in residential neighborhoods or take away from business parking.								
LR10	Evaluate and improve the goals and standards for the commercial districts to ensure that future residential mixed-use development of these areas is consistent with the vision of the Township.								
LR10.a	Revise the commercial districts to include provisions: 1. Ensuring ground level commercial; 2. Developing specific bulk and area standards; 3. Incentives to promote shared parking- and to limit curb cuts; and 4. Requiring streetscape and architectural standards.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Budgeted	Local, Other	These plans, adopted as elements of the Comprehensive Plans, have been implemented over time.	H	O	B&P	Private institutions
No Cost	NA	-	L	LR	B&P	Civic Assn.
No Cost	NA	-	M	MR	B&P	Civic Assn.
No Cost	NA	-	M	O	B&P	Civic Assn.
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	H	I	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	M	MR	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
INSTITUTIONAL LAND USE RECOMMENDATIONS									
LI1	Establish Institutional Zoning Districts/Overlay Districts for institutional uses five-acres and larger to maintain large institutional properties within the Township and to guide future evolution of institutional campuses .								
LI1.a	Require ‘concept visualization tools’ to promote improved public understanding of complex land development projects over five-acres in size in all zoning districts.								
LI1.b	Develop impact standards for parking, noise, light, hours of operation, stormwater management, traffic generation and views into the property.								
LI1.c	Manage the external impacts of institutional development on residential neighborhoods by providing flexibility in bulk, height, coverage and density standards to enable greater concentrations in more appropriate portions of a site.								
LI2	Establish specific regulations for institutional uses five-acres and larger, particularly private educational uses to ensure that future growth is compatible with its surroundings.								
LI3	Review and refine special exception standards governing small scale institutional uses under five-acres in size to ensure that future growth is compatible with its surroundings.								
LI3.a	Review and refine existing Township regulations addressing general nuisance issues, such as noise, light and buffering requirements to address technological and regulatory changes.								
LI3.b	Review and refine off-street parking requirements for all uses, not just institutional uses, to ensure that off street parking required by zoning is actually provided and that operational barriers such as user fees for off street parking are appropriately considered.								
LI4	Protect valued resources, open space and scenic viewsheds under all future circumstances.								
LI4.a	Use the Official Map provisions of the Pennsylvania Municipalities Planning Code (MPC) to designate locations on appropriate institutional properties for future public facilities, including play fields.								
LI4.b	Consider use of the transfer of development rights (TDR) provisions of the MPC to permit the transfer of development rights between institutional properties in order to preserve institutional open spaces determined to be important to the broader community.								
LI4.c	Modify the Open Space Preservation District (OSPD) to apply to all institutional properties five-acres and larger regardless of their zoning designation if they are developed residentially and expand the permitted use of common open space/preservation areas to include active recreation on institutional properties over five-acres subsequently developed for a residential use.								
LI4.d	Encourage institutions to list eligible properties on the Historic Resources Inventory to preserve historic resources throughout the Township. Continue refining township codes to permit neighborhood oriented institutional properties under five-acres to convert to residential or potentially other low-intensity uses.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	Institutions
Cost Not Budgeted	Local		H	I	B&P	Institutions Civic Assn.
Cost Not Budgeted	Local		H	I	B&P	Institutions Civic Assn.
Cost Not Budgeted	Local		H	I	B&P	Institutions Civic Assn.
No Cost	NA	-	H	I	P&R	LMSD Private institutions
No Cost	NA	-	M	MR	P&R	LMSD Private Institutions
No Cost	NA	-	H	I	B&P P&R	
No Cost	NA	-	M	MR	B&P	LMC
No Cost	NA	-	H	I	B&P	LMC
No Cost	NA	-	H	I	B&P	LMC

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
LI4.e	Update the Township’s 1993 Scenic Corridor and Viewsheds Study identifying landscapes and features visible from the public right of way for prioritized protection. Develop regulatory incentives or other strategies to preserve priority landscapes on institutional properties.								
LI5	Partner with institutions to optimize the public use of playing fields and facilities to serve Township residents.								
LI5.a	Foster relationships with private institutions to encourage the use of playfields and recreational facilities by the Lower Merion School District and Township recreational programs.								
LI5.b	Consider developing policies and requirements to discourage limitations, such as private agreements, which restrict reasonable use of institutional playfields by non-commercial third parties to the detriment of the larger community.								
LI6	Manage the external impacts of activities occurring on institutional properties, particularly when the frequency and/or intensity of use is proposed to increase. Develop general policies, clear guidelines and specific requirements for controlling the increased use by outside groups such as other public or private institutions or camps.								

COMMERCIAL LAND USE RECOMMENDATIONS

Township-wide Recommendations

LC1	Revised zoning should reflect existing commercial land use and provide appropriate controls for residential properties, such as appropriate buffers and design standards to ensure the orientation of commercial activities away from residences.								
LC2	Revise commercial zoning, where applicable, to create pedestrian-scaled commercial districts by requiring ground level retail and traditional business district office and service uses in all commercial areas.								
LC3	Revise zoning to limit number of large box stores with regional service areas.								
LC4	Revise commercial zoning, where applicable, to ensure proper placement of buildings to promote appropriately scaled commercial buildings fronted by an attractive, pedestrian-friendly streetscape.								
LC5	Initiate a “Design Summit” with car dealerships within the township to improve the appearance, function, environmental sustainability, and retail viability of the Lancaster Avenue corridor.								
LC6	Develop appropriate bulk and setback controls to achieve desired form for each commercial area (Table 5.36).								
LC7	Develop design standards to promote traditional Village/Downtown/ Main Street character using the Ardmore Storefront Design Guidelines as a template.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
No Cost	NA	-	L	LT	B&P	LMC
Cost Not Budgeted	Local, Other	Maintaining the fields is a budgeted, ongoing expense	H	O	P&R	Institutions
						LMSD
No Cost	NA	-	H	I	B&P	
No Cost	NA	-	H	I	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	Business Owners
						Civic Assn.
Cost Not Budgeted	Local		H	I	B&P	Business Owners
						Civic Assn.
Cost Not Budgeted	Local		H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	Business Owners
						Civic Assn.
Cost Not Budgeted	N		M	MR	B&P	Property Owners
					Civic Assn.	
Cost Not Budgeted	Local	H	I	B&P	Civic Assn.	
Cost Not Budgeted	Local	H	I	B&P		

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
LC8	Manage and expand Township façade improvement grant program as appropriate.								
LC9	Identify priority historical assets within commercial areas and incorporate them into commercial area planning as a means of adaptively repurposing and permanently protecting historic resources. Develop strategies to promote the desired form of commercial areas while accommodating appropriately scaled new development.								
LC10	Prepare Township-Wide Streetscape Standards for each commercial area typology. Require greening, bicycle, and pedestrian improvements with new development and work with private property owners and business associations to make such improvements to businesses not undergoing redevelopment.								
LC11	The Township should continue to coordinate with civic associations and local business owners to improve village streetscape. Particular emphasis should be placed on screening/greening existing parking lots.								
LC12	Provide specific regulations and/or incentives to integrate stormwater management and site greening throughout commercial areas (e.g., green parking lot ordinance).								
LC13	Identify appropriate locations for permanent or seasonal civic space in all commercial areas and ensure that areas considered for public gathering space are appropriately landscaped.								
LC14	Consider establishing a procedure for applicants proposing large scale commercial development offer to present their development plans at a meeting of a recognized community organization with boundaries that include the applicant's property and if the community organization desires to hold a meeting, it must be completed before Township action on the applications.								
Villages Common Recommendations									
LC15	Replace existing auto-oriented C-1, and C-2 zoning with appropriately-scaled village zoning with small-scale, active retail and neighborhood-oriented land uses.								
LC16	Revised zoning should include design standards to promote traditional compact village pattern with low buildings and appropriate ground floor uses.								
LC17	Work with property owners to activate storefronts with attractive merchandise displays and to improve commercial façades.								
LC18	Work with township/private property owners to utilize parking lots for public events when parking is not in high demand.								
Villages – Gladwyne Recommendations									
LC19	Ensure that revised village scale zoning is consistent with Gladwyne Historic District								
LC20	Explore pedestrian safety and streetscape upgrades at intersection of Youngsford Road and Righters Mill Road. Cartway may be reduced and visible crosswalks installed.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Budgeted	Other	-	M	O	B&P	
No Cost	NA	-	H	I	B&P	LMC HC, HARB
Cost Not Budgeted	Local	Incorporate into Township wide rezoning.	H	I	B&P	SEPTA
No Cost	NA	The Township should continue its current practice of partnering with business and civic associations.	M	O	B&P	Civic Assn. Business Owners
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
No Cost	NA	Staff project in conjunction with Business Districts.	M	MR	B&P	Property owners
No Cost	NA		M	O	B&P	Property owners Civic Assn.
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	
No Cost	NA	-	M	O	B&P	Business Owners
No Cost	NA	-	L	O	B&P	Business Owners
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
Cost Not Budgeted	Local, Other	Engineering and Design Solutions will incur costs.	M	MR	PW B&P	Gladwyne Civic Assn.

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
Villages – Penn Wynne Recommendations									
LC21	Explore pedestrian safety and streetscape upgrades at the intersection of Rockglen Road and Manoa Road.								
Neighborhood Main Streets Common Recommendations									
LC22	Revise commercial area zoning for Neighborhood Main Street commercial areas to ensure that future use and bulk standards complement residential neighborhoods.								
LC23	Revise commercial area zoning to ensure that Neighborhood Main Street commercial areas have appropriate suburban form, including parking to the rear and side and landscaped setbacks.								
LC24	Develop consistent architectural and streetscape standards for commercial districts with similar characteristics. Incorporate urban design standards such as designating important intersections for prominent buildings of higher intensity and better design to create a sense of place. Promote connected building where appropriate and incorporate design standards to visually and functionally integrate freestanding buildings.								
LC25	Incorporate streetscape standards into revised zoning. Promote street trees, commercial greening and landscaped setbacks.								
LC26	Link commercial areas with nearby public spaces. Promote small scale gathering spaces such as outdoor dining on a lot-by-lot basis. Require shopping centers to include public gathering space. Promote seasonal use of unused parking for public gathering and special events.								
Neighborhood Main Streets – Rock Hill Road Recommendations									
LC27	Land use controlled by Rock Hill Road Overlay (ROHO) zoning district. Continue to refine zoning regulations as necessary.								
LC28	Allow for the continuation and expansion of limited industrial uses, such as light assembly and technology uses provided they comply with the streetscape, buffer, and design standards set forth in the ROHO district. Zoning should require that any change of use, regardless of type, must comply with these standards as well.								
LC29	Historic block of homes on Rock Hill Road near Conshohocken State Road should be rezoned to reflect their historic character and scale.								
LC30	Modify ROHO zoning to encourage commercial-retail development at either end of Rock Hill Road and reduce the commercial mix requirement.								
LC31	Link commercial development with CHT and regional trail network.								
Neighborhood Main Streets – Penn Valley Recommendations									
LC32	Work with Narberth Borough to coordinate streetscape and programming enhancements to commercial district implemented by the business community.								

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Not Budgeted	Local	Engineering and Design Solutions will incur costs.	M	MR	B&P	Penn Wynne Civic Assn.
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	
Cost Not Budgeted	Local		H	I	B&P	
No Cost	NA	-	M	O	B&P	Property owners
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	L	MR	B&P	
No Cost	NA	-	M	MR	B&P	SEPTA
No Cost	NA	-	M	LR	B&P	
Cost Not Budgeted	Local, Other	Streetscape plans need to be developed first.	L	MR	B&P	Narberth

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
Neighborhood Main Streets – Merion-Cynwyd Recommendations									
LC33	Incentivize adaptive reuse of underutilized and historic properties located on the edge of the commercial district as multi-family residential or professional office to preserve architecturally-significant buildings.	L		L		L			
LC34	Widen sidewalks, where feasible, while preserving on-street parking.	L	L			L			L
Neighborhood Main Streets – Haverford Recommendations									
LC35	Integrate western section of the Haverford commercial district with Bryn Mawr Village through the application of Bryn Mawr Village District (BMVD) use and bulk standards.	L		L					L
LC36	Coordinate future land use of western section with Haverford Township to create functionally integrated and visually consistent commercial district.			L					L
LC37	Maintain the central section of the Haverford commercial district for institutional use and low- to mid-rise residential development. Central section serves as a defining physical and visual break in the commercial corridor and reinforces the suburban character of the community.	L		L					
LC38	Provide a logical transition from the lower intensity pattern characterizing the eastern section of Haverford to the higher intensity of the Ardmore Traditional Main Street pattern.	L		L					
Neighborhood Main Streets – Wynnewood Recommendations									
LC39	Develop specific standards to regulate shopping centers. Work with the owner of the Wynnewood Shopping Center and adjacent property owners to prepare master plan for the area which allows for orderly, quality growth while addressing concerns of immediate residential neighborhood.	L		L		L			L
LC40	Encourage site assembly of smaller properties on south side of E. Wynnewood Road between Wynnewood Shopping Center and Lancaster Avenue to improve redevelopment potential of sites			L		L			L
Neighborhood Main Streets – Penn Wynne (City Avenue) Recommendations: From Bala Avenue to Orchard Road									
LC41	Coordinate land use with adjacent municipalities to ensure consistent development and design standards are used for both sides of City Avenue.	L		L					L
LC42	Incentivize lot consolidation and mixed use as means to better development.					L			L
Neighborhood Main Streets – City Avenue (South) Recommendations									
LC43	Continue to refine the Bala Village District provisions as necessary to ensure that future development is consistent with the established intent of the ordinance and desired land use and form of the district.	L		L					L
LC44	Coordinate with Saint Joseph’s University to enhance the commercial corridor by providing complementary uses that serve both the University and local residents.	L				L			L

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
No Cost	NA	-	M	MR	B&P	
Cost Not Budgeted	Local, Other	Design Engineering and Installation will incur costs.	M	MR	B&P	Property owners
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	M	MR	B&P	Haverford Township
No Cost	NA	-	H	O	B&P	Haverford Township
Cost Not Budgeted	Local	This may be considered as a part of rezoning.	H	I	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	
Cost Not Budgeted	Local	Rezoning will require significant time and resources.	H	I	B&P	Business Owners Civic Assn.
No Cost	N	-	M	MR	B&P	Property Owners
along City Avenue						
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	M	MR	B&P	
No Cost	NA	The City Avenue District - Bala Village, enacted in 2014, provides consistent standards and will be implemented over time.	H	I	B&P	
No Cost	NA	-	M	O	B&P	EAC

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

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		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
LC45	Develop consistent architectural and streetscape standards for commercial districts with similar characteristics. Incorporate design standards such as designating important intersections for prominent buildings to create a sense of place. Promote connected building where appropriate and incorporate design standards to visually and functionally integrate freestanding buildings.	L		L					
Traditional Main Streets Common Recommendations									
LC46	Identify preservation assets and develop incentives for adaptive reuse of preservation assets.	L		L					
LC47	Promote higher level of public greening in Traditional Main Street districts.	L		L					L
LC48	Continue to utilize parking lots as interim civic spaces until permanent public spaces can be developed. Work with local businesses and civic associations on programming of interim public spaces.	L		L		L			L
LC49	Place maximum sizes on commercial footprints along Traditional Main Streets to retain the local commercial environment.	L		L		L			
Traditional Main Streets – Ardmore Recommendations									
LC50	Update the master plan for Ardmore based on recent development and changing circumstances to serve as the basis for revised zoning. The new master plan will also take into consideration projected development along Lancaster Avenue and Wynnewood Road from Haverford Station to Wynnewood Station. Zoning revisions will be done in conjunction with updates to commercial zoning along the rest of the corridor.			L					
LC51	Evaluate commercial area traffic impacts as part of corridor-wide master plan. Address traffic impacts of recent and projected multi-family development along the corridor.			L					
LC52	Reevaluate MUST Zoning.	L		L					L
LC53	Reevaluate the effectiveness of the Ardmore Commercial Center Historic District as a tool to promote the district’s traditional village-scaled commercial environment while preserving individual historic resources. Develop a fine-grained master plan which identifies specific resources/ blocks as preservation assets and specific blocks where older buildings may be upgraded and wider sidewalks installed.	L		L					L
LC54	Identify a location and develop a central public civic space in Ardmore.		L	L		L		L	
LC55	Evaluate reduction of cartway of Cricket Terrace and feasibility of opportunities such as wider sidewalks, civic space, outdoor dining, and additional on-street parking.		L	L		L			L
LC56	Identify strategies to address issues associated with fragmented ownership and work with property owners to appropriately rehabilitate upper floors of commercial buildings.			L					L

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Not Budgeted	Local	The City Avenue District - Bala Village, enacted in 2014, provides consistent standards and will be implemented over time.	H	I	B&P	
No Cost	NA	-	H	I	B&P	HC, HARB LMC
No Cost	NA	-	M	MR	B&P	
No Cost	NA	-	L	O	B&P	Civic Assn. Business Owners
Cost Not Budgeted	Local	Rezoning will require significant time and resources	H	I	B&P	Business Owners
Cost Not Budgeted	Local, Other	Master Plans routinely updated.	L	LR	B&P	Civic Assn. AI
Cost Not Budgeted	Local	Master Plans routinely updated.	M	MR	B&P	
Cost Not Budgeted	Local	This may be considered as a part of rezoning.	H	I	B&P	
Cost Not Budgeted	Local, Other	Coordinate with Update of Ardmore Master Plan & zoning.	H	I	B&P	HARB AI
Cost Not Budgeted	Local		H	I	B&P P&R	AI
Cost Not Budgeted	Local		Study underway.	H	I	B&P PW, P&R
No Cost	NA	-	M	MR	B&P	Business Owners

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Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
Traditional Main Streets – Bryn Mawr Recommendations									
LC57	Continue to explore creation of structured public parking through redevelopment of the public parking lot at Lancaster and Bryn Mawr Avenue, and the Central Avenue area, as identified in the Bryn Mawr Master Plan.		L	L		L			L
LC58	Promote commercial area greening by continuing to recognize exceptional local commercial landscape projects.						L		
LC59	Develop a signature public park as part of the redevelopment of the public parking lot at Lancaster and Bryn Mawr Avenue as identified in the Bryn Mawr Master Plan.		L	L		L			L
LC60	Explore creation of a business improvement district to provide supplemental streetscape enhancements and district promotion.			L					L
Traditional Main Streets – Bala Avenue Recommendations									
LC61	Explore preservation strategies for the upper section of Bala Avenue, including historic district designation. If historic district designation is not practical, develop strategies for preservation of key historic resources, such as the Bala Theatre	L		L					L
LC62	Continue to integrate Cynwyd Heritage Trail (CHT) and regional/ township bicycle network with commercial area to make Bala a trail town destination.		L	L		L			L
LC63	Develop CHT as the civic space of Bala Avenue. Work with civic groups to link business activities with CHT (e.g., movie nights on the trail sponsored by the Friends of the trail)			L	L			L	L
LC64	Integrate Bala Gym site and vacant land on Union Avenue into the Bala Avenue streetscape and activities of the commercial district.		L	L		L		L	L
Regional Center – City Avenue (North) Recommendations									
LC65	Continue to refine the City Avenue District provisions and Official Map as necessary to ensure that future development is consistent with the established intent of the ordinance and desired land use and form of the district.	L		L					
LC66	Continue to partner with CASSD and the Pennsylvania Horticultural Society on gateway corridor greening projects.								L
LC67	Continue to refine the public gathering space standards and locations included in the zoning standards and on the Official Map to promote a functionally connected and unifying series of significant public gathering spaces. Identify locations for public actions/investments to complete the network.	L		L					L
LC68	Work with CASSD to program future public spaces.								L
LC69	Fully link the trails and public gathering spaces along the CHT and Pencoyd Trail with trails and gathering spaces within the district.	L	L	L					L

Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
Cost Budgeted	Local, Other	The results of the Bryn Mawr Parking Study, to be completed in 2016 will be incorporated.	H	MR	B&P	SEPTA Civic Assn.
No Cost	NA	-	L	O	B&P	Narberth Borough
Cost Not Budgeted	Local, Other	Implement as part of Bryn Mawr redevelopment.	M	MR	B&P	
No Cost	NA	-	M	MR	B&P	Business Owners
No Cost	NA	-	L	LR	B&P	LMC PHMC
No Cost	NA	-	M	O	B&P	FOCHT Property Owners
No Cost	NA	-	M	O	B&P	
Cost Not Budgeted	Local, Other	Evaluate as part of Bala facilities update.	M	LR	B&P	
No Cost	NA	-	L	O	B&P	Civic Assn. CASSD
No Cost	NA	-	L	O	B&P	CASSD PHS
No Cost	NA	-	L	O	B&P	CASSD
No Cost	NA	-	L	O	B&P	CASSD
Cost Not Budgeted	Local, Other	Township to take leadership role in identifying and closing gaps.	H	O	B&P	Property Owners CASSD

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
HISTORIC PRESERVATION RECOMMENDATIONS									
LH1	Engage in affirmative measures designed to add properties eligible for Class I status to the local Historic Resource Inventory.	L		L					L
LH2	Consider and pursue the designation of eligible historic districts.	L		L					L
LH3	Routinely update the Historic Resource Inventory (HRI) to ensure that it adequately protects the community's valued historic resources.	L			L				
LH4	Broaden the scope of the HRI to include resources, such as objects and historic sites, which contribute to the Township's heritage.	L		L					
LH5	Refine and expand the Township's existing incentives for historic preservation to reduce the number of historic resources unnecessarily lost to development, demolition, and neglect.								
LH5.a	Develop specific historic preservation incentives for commercial and institutional properties.	L		L					
LH5.b	Develop new incentives that can help subsidize the costs associated with responsible historic preservation for moderate income property owners. Recognize the potential mutual benefits shared by historic preservation and affordable housing.	L		L					
LH6	Continue to employ a broad set of regulatory and non-regulatory tools to promote the preservation of historic resources.								
LH6.a	In historic districts, promote Traditional Neighborhood Development (TND) zoning to integrate zoning regulations and preservation standards to ensure that the underlying zoning of historic districts is consistent with the existing overall pattern of development with respect to form, scale, and mass.	L		L					
LH6.b	Create a new land use regulation approaches in neighborhoods and business districts where historic designation may not be warranted. Traditional Neighborhood Development (TND) zoning, neighborhood conservation districts, design controls, and incentives could be used to promote development strategies that are consistent with the fabric of existing communities.	L		L					
LH6.c	Evaluate the use of the transfer of development rights (TDR) as enabled by the Municipalities Planning Code to provide a means to compensate property owners for the development potential of their historic property thereby enhancing the appeal of historic designation.	L		L		L			L
LH6.d	Improve the overall approval process for individual historic properties and historic districts by providing clearly written and illustrated design guidelines.	L		L			L		
LH6.e	Continue partnering with historic preservation agencies, such as the Lower Merion Conservancy, the HARB, the Historical Commission, and the Lower Merion Historical Society to implement Township historic preservation policies.			L					L

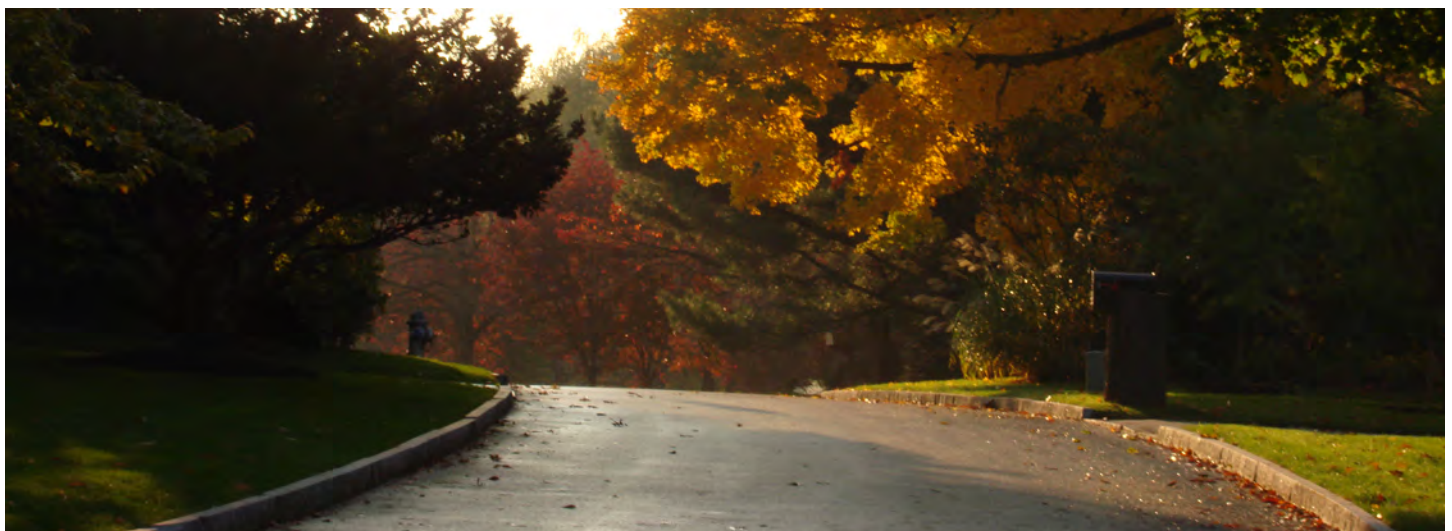
Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
No Cost	NA	Work with property owners to list properties on the HRI.	H	I	B&P	HC, HARB Property Owners
No Cost	NA		H	I	B&P	HC, HARB Property Owners
Cost Not Budgeted	Local	Additional Staff will be required to complete the update to the HRI.	H	I	B&P	HC, HARB Property Owners
Cost Not Budgeted	Local	Additional Staff will be required to complete the update to the HRI.	H	I	B&P	HC, HARB
No Cost	NA	Historic Preservation planner may assist with implementation of recommendations	M	MR	B&P	HC
No Cost	NA	-	M	MR	B&P	HC HARB
Cost Not Budgeted	Local	Rezoning will take a significant amount of staff time and Township resources.	H	I	B&P	HC HARB
Cost Not Budgeted	Local	Rezoning will take a significant amount of staff time and Township resources.	H	I	B&P	HC HARB
No Cost	NA	-	L	LR	B&P	HC HARB
No Cost	NA	HARB is presently advancing an initiative to streamline the HARB approval process.	M	I	B&P	HC HARB
No Cost	NA	-	M	O	B&P	LMC HC/HARB

RECOMMENDATIONS AND STRATEGIES IMPLEMENTATION MATRIX

Number	Recommendations & Strategies	Action Required to Implement Recommendation							
		Regulatory	Capital	Planning	Staffing	Development	Education/ Enforcement	Internal Coordination	External Coordination
LH6.f	Create a framework to encourage collaboration between the Township's historic preservation advisory bodies, private property owners, and developers to market the potential adaptive reuse of threatened historic resources.			L					L
LH6.g	Recognize and promote local historic preservation efforts through an annual awards program, homeowner preservation workshops, and official Township recognition of continued historic preservation stewardship.						L		
LH6.h	Provide preservation planning training for planning staff and advisory bodies or hire a designated preservation planner to ensure compliance with the increasing number of design-related conditions of approval associated with preservation oriented land development codes.				L		L		
LH7	Strengthen the demolition review process, demolition permitting process, and enforceability by improving the application process, level of specificity, and predictability, as well as establishing penalties for non-compliance.								
LH7.a	Delineate clear and reasonable criteria required by applicants to justify the demolition of an historic property.	L		L					
LH8	Prepare a comprehensive local historic preservation plan to be adopted as the Historic Preservation Element of the Comprehensive Plan.			L	L			L	L
LH9	Continue advocacy for national and state historic preservation efforts that may have local impacts.								
LH9.a	Establish a process for the Building and Planning Department, the Historical Architectural Review Board, and the Historical Commission to update the Board of Commissioners regarding state and federal historic preservation policy issues. Work with Pennsylvania and federal legislators to shape historic preservation policies important to the Township.			L			L	L	L



Impact of Recommendation on Township Resources			Priority & Timing		Implementation Agencies	
Budget Status	Funding Source	Explanation	Priority	Timing	Department Responsible	Partners
No Cost	NA	-	M	LR	B&P	HC
						HARB
No Cost	NA	-	L	O	B&P	HC
						HARB
Cost Not Budgeted	Local	Additional Staffing.	H	I	B&P	LMC
						HC/HARB
No Cost	NA	-	H	I	B&P	HC
						HARB
Cost Not Budgeted	Local/Other	Plan can be prepared by staff with Targeted assistance.	M	MR	B&P	HC
						HARB
No Cost	NA	-	M	O	B&P	HC
						HARB



IMPLEMENTATION TABLE ABBREVIATION KEY**PRIORITY**

L = Low Priority
 M = Medium Priority
 H = High Priority

Timing

I = Immediate (0-5 years)
 MR = Mid-range (6-10 years)
 LR = Long-range (11+ years)
 O = Ongoing

DEPARTMENT RESPONSIBLE

B&P = Building & Planning Department
 IS = Information Services Department
 LMFD = Fire Department
 LMLS = Library System
 LMPD = Police Department
 PIO = Public Information Office
 PSD = Parking Services Department
 PW = Public Works Department
 P&R = Parks & Recreation Department
 TM = Township Manager
 TS = Township Secretary
 TSU = Traffic Safety Unit

PARTNERS

AI = Ardmore Initiative
 CASSD = City Avenue Special Services District
 Civic Assn. = Civic Association
 DCNR = Pennsylvania State Department of Conservation and Natural Resources
 EAC = Environmental Advisory Council
 FOCHT = Friends of the Cynwyd Heritage Trail
 GDVBC = Greater Delaware Valley Bicycle Coalition
 GVFTMA = Greater Valley Forge Transportation Management Association
 HAC = Housing Advisory Council
 HARB = Historic Architectural Review Board
 HC = Historical Commission
 LMAH = Lower Merion Affordable Housing
 LMC = Lower Merion Conservancy
 LMSD = Lower Merion School District
 MCPC = Montgomery County Planning Commission
 NLT = Natural Lands Trust
 PC = Planning Commission
 PennDOT = Pennsylvania State Department of Transportation
 PHS = Pennsylvania Horticultural Society
 SEPTA = Southeastern Pennsylvania Transportation Authority
 VMSC = Volunteer Medical Service Corps of Lower Merion and Narberth
 ZHB = Zoning Hearing Board