



**Wayne
Business
District**

**Master Plan
September 11,
2006**

**PHASE II
WAYNE BUSINESS DISTRICT MASTER PLAN**

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INTRODUCTION AND VISION STATEMENT

During the planning process of the 2003 Radnor Township Comprehensive Plan, special emphasis was placed upon the need to develop a long-term Master Plan for the Wayne Business District, establishing planning goals that would guide the future growth and development of the downtown business community.

The 400 plus businesses located within the Wayne Business District employ about 3,200 people, many of them Radnor Township residents. These businesses earned in 2005 over \$259 million in gross revenues subject to the Township's Act 511 local enabling taxes. Those receipts, in turn, generated revenues of \$165,000 in emergency & municipal services taxes, \$228,600 in business privilege taxes, and \$148,400 in mercantile taxes (\$541,000 total) to support Township operations. In addition, in 2006, the owners of the 156 properties in the Business District paid real estate taxes of \$293,000 to the Township and \$1,221,000 to the School.

For over 15 years, the Wayne Business District has grown and prospered into a thriving town, brought upon in part through a mix of revised Township codes, streetscape improvements, and a public/private partnership between Township officials, the business community, and general public. The results of this relationship are now very evident; residents and non-residents enjoy the unique blend of restaurants, mix of retail stores and shops, culture and history that Wayne has to offer.

While a great deal has been accomplished over recent years, the sustainability and future growth of the Wayne Business District cannot be accomplished without a well-conceived strategy. This Master Plan has been designed to guide future land use, investment, and economic decisions to ensure that the Wayne Business District remains recognized as the premier downtown business community on the Main Line.

Vision Statement: The purpose of the Wayne Master Plan is to provide a sound, long-range roadmap to guide the Business District into the future so that it remains a vital and vibrant part of the quality of life in Radnor Township. The Plan proposes a Public/Private Partnership for Action, linking private sector re-development that is encouraged in part by selective public sector improvements. Re-development will be guided by a new Overlay District ordinance. Municipal projects, to be phased in over time, will focus on enhancing the Townscape to better define and balance the Streetscape and the pedestrian environment. Special emphasis in the Overlay District Ordinance should be placed on Mixture of Uses, Height/Scale, Historic Character, Signage, and Architectural Detailing. Special Uses and public improvements, such as Commons Areas and Pedestrian Alcoves along North Wayne Avenue, should reinforce both short- and long-term private sector actions.

The boundaries of the Wayne Business District are defined generally as Aberdeen Avenue to the east, Banbury/Bloomingdale Avenues to the west, the Middle School to the South, and the AMTRAK/SEPTA rail lines to the north (see **Figure 1**).

Legal Basis for the Master Plan

The Master Plan is enabled through provisions of the Pennsylvania Municipalities Planning Code of 1968, PL 805, No 247, as reenacted and amended (MPC). Both the Township's 2003 Comprehensive Land Use Plan and this Master Plan are "plans" as envisioned by the MPC. As stated above, the Master Plan intends to establish a vision for the future of Wayne, organizing and coordinating both private sector and public sector actions to achieve a desired long-term result. The two major implementing tools of the Master Plan consist of:

- The phased redevelopment actions of Wayne property owners and stakeholders, to occur over many years at the discretion of owners/stakeholders; and
- Township-sponsored and funded actions, such as sidewalk and parking area reconstruction, to be incrementally financed over multiple budgetary years.

Although the primary implementing mechanism of the Master Plan is assumed to be accomplished through private sector redevelopment actions, the Master Plan does define certain areas within the business district where through private and, in some cases, private and public sector actions, "special uses" can be facilitated through carefully considered development incentives.

These "special uses" are based on numerous planning factors. Although the extent to which any of these "special uses" are implemented by the respective site owners/stakeholders remains largely a private sector action determined by private sector business decisions, implementation of "special uses" can be facilitated through positive incentives, such as moderately increased height incentives, moderately reduced parking requirements, and other carefully considered inducements. See the Special Uses section below for additional discussion.

Study Area – Wayne Business District

The Study Area for the Master Plan is shown in Figure 1. That area comprises all or parts of the following streets within the boundaries noted above:

- Aberdeen Avenue (North and South)
- Banbury Way
- Bellevue Avenue
- Bloomingdale

- Lancaster Avenue (East and West)
- Louella Avenue
- Louella Court
- Runnymede Avenue
- Station Road
- Wayne Avenue (North, South, and West)
- Waynewood Avenue
- West Avenue

MASTER PLANNING ELEMENTS

This Master Plan vision will require a partnership of both public and private action over many years. Some of these elements will have to be operationalized primarily through public sector action – implemented through projects sponsored and undertaken by both Radnor Township and also the private sector. Installation of any of the “Town Commons” facilities, for example, would fall into such a category (though that would require cooperation by private landowners involved).

These publicly-sponsored project elements hold especially conspicuous positions in the Master Plan and will have to be phased in over time due to their cost and complexity. These projects may be included in the Township’s capital improvement plan and may be subsidized through various State and Federal grant programs. Alternatively, a variety of Master Plan elements will be implemented primarily through private sector redevelopment-linked actions through the work of the proposed Overlay District ordinance. Provisions relating to historic character, signage, architectural detailing, and height/scale are cases in point. Some elements will be implemented through dual action, both as publicly-sponsored projects as well as private redevelopment.

Proposed Master Plan District Zone

Although Master Plan elements vary to some extent throughout the Wayne Business District, this plan has one functional zone: **Downtown**. **Downtown** reflects the center or hub of the Wayne Business District at the crossroads of Lancaster Avenue and North/South Wayne Avenue and radiating outward a distance of approximately one-half mile (a radius often used by town planners as the outer limit/maximum extent of pedestrian walkability, which is what this plan promotes).

An essential characteristic of the **Downtown** in this master planning process came to be the building front setback/sidewalk/parking configuration. **Downtown**, as defined in this Master Plan, boasts both angled on-street parking, with an additional five-foot buffer between parked cars and traffic lanes (consistent with the existing condition) with an enhanced pedestrian zone, and parking in the rear extending outward approximately one-quarter mile from the crossroads. Where these spaces exist, a 5 foot buffer strip should be provided between parking spaces and the roadway, and appropriately treated with brick pavers or with another aesthetically pleasing material,

in order to maximize the distinction between the active cartway and the more pedestrian friendly environment. These spaces are proposed to be the same in their angling/positioning and dimensions.

Within this radius, this plan recommends, where feasible, the location of parking at certain locations be brought out toward the street from the existing sidewalk, to allow for an expanded sidewalk to further improve walkability, as discussed above. Lines of parking could then be regularly interspersed with landscaped islands to improve the overall aesthetics of the **Downtown**. The plan also proposes that areas be reserved for truck delivery along North Wayne Avenue where pull off space for trucks is an especially important function to be maintained. As mentioned above, additional landscaped islands are proposed to be incorporated into driveway entrances/exits, which will add to the overall “greening” effect in the **Downtown**.

No angled parking currently exists extending beyond the one-quarter mile radius within the Downtown. As parcels undergo redevelopment over time, some buildings within this area are proposed to be brought closer to the sidewalk, generally aligning them with those buildings within the one-quarter mile radius.

Additionally, as the Township’s planned closed-loop system is installed along Lancaster Avenue (closed-loop systems provide actuated control capabilities through their ability to respond to cycle-by-cycle variation in traffic demand while still being able to provide progression for smooth vehicular flows), traffic movement will be improved as the result of this Plan’s recommendation to limit the number of driveway and curb cuts through the redevelopment process. As a result, turning movement onto and off of Lancaster Avenue, in and out of businesses, will be clearer and better managed.

The **Downtown** system is based on enhanced respect for and provision of functions needed to sustain and promote successful human activity of all types. The **Downtown** zone is defined in terms of various code (both zoning and subdivision/land development) standards, including density, block dimensions, mixture of uses, street dimensions and design, parking dimensions and design, building frontages, yard setbacks, building dimensions and heights, and other building elements. The purpose of having a **Downtown** area and the additional code requirements, which will be included in the proposed Overlay District Ordinance, is to ensure that all of the physical elements of the Wayne Business District work to reinforce its specific functions (i.e., an area to shop, eat, and gather).

As stated in the Vision Statement, the primary challenge for this Master Plan is to better delineate the Wayne Business District in a way which better develops and enhances the pedestrian environment, even as the Streetscape and its functions are maintained. Stated another way, with the increased traffic along Lancaster Avenue and North/South Wayne Avenue, motor vehicles have taken over much of Town life and have become prominent. Given the crucial role that Route 30/Lancaster Avenue plays as a regional arterial, clearly its functions must be respected. But at the same time, this “respect” must be defined with a sense of balance. Lancaster Avenue is also Wayne’s

“Main Street” – the spine of a wonderful **Downtown**. In what ways can the Streetscape be re-defined and refined so that vehicles and people are better balanced?

Pedestrian Enhancements

Recommended actions to enhance the pedestrian environment proposed in this Master Plan in Wayne include:

- 1. Expand sidewalk width** to a minimum of 6 feet (where feasible) in the center of **Downtown** (East and West Lancaster, North and South Wayne, and West Avenue) and 6 feet in the **Downtown** outlying areas (where feasible); **re-construct sidewalks** in a phased program, providing consistency and continuity in their dimensions and their surfacing, using specially colored and textured materials, which builds on Radnor Township’s existing sidewalk design being used in Wayne.
- 2. Re-construct driveway and alley crossings** of sidewalks to make the sidewalk more attractive and clearly reinforce pedestrian right-of-way and safety.
- 3. Apply street tree requirements** in both private development projects and phased re-construction projects, effectively increasing street trees.
- 4. Add attractive and design-consistent street furniture**, including more benches, streetlights, and waste receptacles.
- 5. Intersperse planted “bulb-outs”** in angled parking areas, in addition to street trees, for added buffering/greening.
- 6. Add Pedestrian Alcoves** to further enhance the pedestrian environment along North Wayne Avenue.

Actions will involve re-construction and expansion of sidewalk areas where additional width in many situations can be obtained as the result of traffic lane standardization, as defined under Traffic and Parking Improvements below. In a limited number of cases, such as the first segment of sidewalk along the southeast quadrant of the Lancaster Avenue/Wayne Avenue intersection, this sidewalk expansion is not feasible. Street, alley, and driveway crossings should be standardized and configured to minimize vehicular travel width, so as to reinforce pedestrian right-of-way and safety. With these enhancements, coupled with additional street trees and bulb-out plantings and coordinated street furniture and lighting, the aesthetics of the pedestrian environment also will be enhanced.

Finally, area available for pedestrian improvements is especially large along North Wayne Avenue. Without impacting existing parking areas and traveling lanes, sidewalks can be widened, allowing for potential outdoor Pedestrian Alcoves; these Alcoves, if desired, can be used to complement owners’ business functions, such as

outdoor cafes, special display and exhibition spaces, and other activities which could enhance retail functions. Definition of Pedestrian Alcoves can be reinforced through provision of attractive vegetated planters.

Major Pedestrian Crosswalks – Managing Pedestrian Movement

Mixing cars and people in a safe and efficient way is a challenge in high intensity areas like Wayne. And although significant progress has been made at the major intersections of East/West Lancaster and North/South Wayne, as well as at East Lancaster and Louella Avenue, this Master Plan proposes implementation of several additional Major Pedestrian Crosswalks to manage the flow of people and vehicles more safely and efficiently. These Major Pedestrian Crosswalks would route and concentrate pedestrian movements to clearly marked locations, alerting drivers to needed slowing/stopping more effectively and efficiently (**See Figure 2**):

- 1. North Wayne Avenue:** located approximately at the center of this block near the entrance/exit of the public parking lot; this pedestrian crossing, which has been considered for some time, should be the first priority crossing.
- 2. North Wayne Avenue intersection with West Avenue and Station Road:** re-configure geometrically and re-construct to clarify and better define this pedestrian crossing.
- 3. West Lancaster Avenue:** connect the proposed Commons on the south side with the Theater and retail uses on the north side of Lancaster Avenue; exact location of this Pedestrian Crossing will be adjusted to conform to Pennsylvania Department of Transportation (PADOT) requirements.
- 4. West Lancaster Avenue:** connect the Bellevue Park and walk lot sidewalk on the north side with retail shops on the south side of Lancaster Avenue.
- 5. East Lancaster Avenue:** connect the Wayne Presbyterian Church on the north side with retail shops on the south side of Lancaster Avenue.
- 6. East Lancaster Avenue:** connect retail shops on the north and south sides of Lancaster Avenue between Louella Avenue and North and South Aberdeen Avenue.
- 7. South Wayne Avenue at the intersection of West Wayne Avenue:** install an enhanced and more clearly defined Pedestrian Crossing to connect the proposed Post Office Commons to **Downtown** movements to the north and east.

Clear visual access at proposed Crosswalks is important for both pedestrians and drivers. Crosswalks should be well-marked and signed with distinct pavement surfacing (for example, **E.P. Henry brick pavers, or similar type to be used, not line striping or stamped concrete**) to reinforce Major Pedestrian Crosswalks for both pedestrians and drivers. Minimizing the length of the Major Pedestrian Crosswalk and the distance that must be traveled across traffic lanes also reduces potential interference with traffic flows and downtime.

Minimizing Crosswalk length can be accomplished through sidewalk bulb-outs/sidewalk extensions, although these extensions will not encroach into the defined Streetscape per se (traveling lanes plus buffer). All new Major Pedestrian Crosswalks must be approved and permitted by PADOT whose regulations specify that such Pedestrian Crosswalks must have a separation distance of at least 400 feet from existing intersections.

Traffic and Parking Improvements – Enhanced Definition of the Streetscape

As the Wayne Business District grows more vibrant, the competition between cars and people grows as well. Complicating the already-large traffic volumes on Lancaster Avenue and adjacent Wayne roadways are numerous parking movements in an out of a variety of different parking configurations. In order to improve traffic safety and efficiency, three cardinal principles have emerged during this master planning process:

- Maintain existing traffic lanes and widths as currently defined by PADOT; strive to standardize traffic movements to maximize steady movement (not necessarily highest speeds).
- Maintain existing parking spaces.
- Standardize parking patterns as much as possible.

All traffic flow and traffic movements, including parking movements, would benefit substantially from making the Lancaster Avenue roadway and all adjacent parking movements as consistent, standardized, and predictable as possible. Such standardization increases both safety and efficiency. Similarly, for traffic flow, PADOT has attempted to “normalize” the four thru-traffic traveling lanes on Lancaster Avenue through Wayne through definition of a centerline and two approximately 10-foot traveling lanes in each direction.

Building on this PADOT system, the Master Plan defines traveling lanes consistent with existing lane widths, and also calls for an extra 5-foot buffer on each side to the cartway, as special protection for parking movements in the **Downtown** area along East/West Lancaster Avenue and North/South Wayne Avenue. **The existing roadway would undergo no changes in the Downtown area.**

In the **Downtown** outlying areas, future parking is envisioned to be provided in the rear yards. As parcels re-develop over time, vehicles currently parked in the front of lots should be re-located to the rear yards, reducing their visibility. Some parking requirement incentives will be necessary, depending upon the mixture of uses that may be part of future re-development.

Structured Parking

Provision for structured parking has been discussed during this master planning process. Although detailed studies necessary to support specific structured parking proposals have not been performed, it is clear that some stakeholders, such as several Wayne merchants, believe that there is a lack of parking in the Business District and that a parking structure is needed.

Some of the sites identified for possible Special Uses – North Wayne Avenue Municipal Parking Lot/Wayne Train Station, Bellevue Park & Walk, and South Wayne Avenue Municipal Parking Lot – would be suitable for structured parking as part of a mixed-use development. Because these Special Uses zones could allow for increased density of use, considering the resulting increased parking requirements through structured parking is supportable. The cost and who would pay for a structured parking facility are two other factors that need to be considered.

Commons

Downtown life would be enriched if there were more places to gather and meet. Such a gathering spot could function on a daily basis, during weekends, or for seasonal festivals and celebrations. Such a “commons” function should provide pleasant and protected sitting areas, with possibly some protection from inclement weather through at least partial enclosure. Such a “commons” area could include protected exhibit space for art and sculpture, and possibly a fountain. Perhaps the most important function for a “commons” is to reinforce the identity of Wayne.

The challenge of “commons” in Wayne is locating available space, likely to require agreements with existing owners which allow public use. Though the concept of “commons” is for public space(s), such a “commons” function blends readily with the concept of outdoor cafes and eateries, as is being proposed for the North Wayne Avenue block with its Pedestrian Alcoves (see discussion above). Key “commons” solutions are proposed in the Master Plan:

1. Wayne Commons

South of Lancaster Avenue in front of Central Baptist Church and Old Library

To include a serpentine sidewalk (similar to what currently exists in front of the Bellevue Park & Walk), maximizing street buffering with landscaping, with consistent color/texture pavement themes, incorporating stormwater management elements sub-surface for volume control/quality.

2. Post Office Commons

South Wayne and West Wayne Intersection

To possibly include a fountain, kiosk, canopies, benching integrated with planter boxes, designed as outdoor rooms, street buffering, consistent color/texture themes, and maximized stormwater management elements sub-surface for volume control/quality.

3. North Wayne Commons

North Wayne Avenue and Station Road

Could be integrated with possible Special Use re-development, utilizing existing municipal parking area site as part of a re-development plan; “commons” would have the added benefit of being removed from traffic to the maximum extent.

Special Use Areas

The Comprehensive Plan has pointed out the growing demand for different types of uses in the Wayne Business District. Re-development that accommodates these additional uses makes the most sense, given the **Downtown’s** major train station access as well as other public transit and transportation services, the driving force in the Transit-Oriented Development Overlay Zone adopted by the Board of Commissioners in 2004.

Downtown Wayne already offers a concentration of different land uses, for example, through the recent creation of the Town Center - Mixed Use zone and the Town Center – Residential zone. Moreover, the Downtown’s existing Townscape is characterized by multiple mid-rise structures (for example, Wayne Hotel, Wayne Presbyterian Church, to name a few). The challenge is to build upon these familiar and, in some instances, beloved patterns in careful and subtle ways that complement and reinforce the existing Townscape without drastically changing the small-town character of Wayne as time moves forward.

Potential special development and re-development opportunities exist in **Downtown** Wayne for unique and more complex projects that can be expected to involve a blend of both private and public sector actions. Although the supply of vacant sites is limited, three areas in the **Downtown** have been identified in this Master Plan as locations where Special Uses might be appropriate should the demand arise in the future (see **Figure 3**):

1. North Wayne Municipal Lot/Train Station

2. South Wayne Municipal Lot/Post Office

3. Bellevue Park & Walk (AT&T Parking Lot)

Any Special Uses that may be considered must comply with requirements of their underlying zones, and the specific performance standards described above must be satisfied. In reviewing proposals for development at these Special Uses locations, this

Plan recommends that the following factors be incorporated into the overlay district regulations for consideration where applicable:

1. Suitability of the site
2. Location of the proposed site relative to surrounding buildings and structures
3. Arrangement of buildings and structures
4. Building mass, height and scale
5. Density and mix of the proposed use
6. Open areas and landscape improvements
7. Availability of off-street parking in relation to existing on-site parking
8. Impact on Township and School services
9. Fiscal analysis of the proposed development
10. Infrastructure analysis and proposed improvements
11. Impact on traffic and proposed roadway improvements
12. Stormwater Management improvements

In addition, the following questions should be answered consistent with the Township's goals for a specific Special Use:

- Is the proposed building providing a visual anchor at a corner or at some other important physically defining location in the town?
- Is the proposed building consistent with adjacent buildings, blending with other building facades?
- If a parking building is to be constructed, is it designed to resemble human use, rather than automobile use?
- Is height made less conspicuous by topography or design – is it down sloped?
- Is height screened by existing structures? In rear or off street or alley locations?
- Is height impact acceptable?

In each of these cases, additional density and height should be considered for any Special Uses project. Special design considerations should also be part of any Special Uses project to make sure that the proper and most effective design statements sensitive to neighboring structures are being applied as re-development projects evolve over the coming years. Only Special Uses that are complementary to the **Downtown** and the goals of this Master Plan and to surrounding residential communities should be considered. Special care should be given that any Special Uses project does not result in unwanted growth and over-density.

Improving Stormwater Management

The Consultant Team has scrutinized all Master Plan-related development actions in the **Downtown** for their potential to integrate an array of stormwater management Best Management Practices which will serve to further reduce stormwater peak rates, runoff volumes, and pollutant loadings. Recommended stormwater practices to be used here include:

- **Sidewalk re-construction** should include stormwater volume control/quality elements buffered from structures.
- **Parking area re-construction** should include stormwater volume control/quality elements buffered from the cartway.
- **“Commons” construction** should include stormwater volume control/quality elements.

Radnor Township has recently enacted new stormwater management regulations designed to minimize stormwater impacts on residents. These regulations will be implemented over time, as new subdivision and land development projects occur in the future, site-by-site. Such re-development will be gradual and will continue for many years, such that significant improvements in stormwater in the Upper Ithan Creek and Wayne areas resulting from this re-development will be gradual as well, unless some additional actions are taken. The actions proposed in this Master Plan are designed to accelerate implementation of the Township’s stormwater management program and the positive impacts resulting from this new program.

Maintaining the Townscape - Height and Scale

A variety of provisions relating to setbacks and front/side/rear yards and height are envisioned in this Master Plan. These provisions are consistent with “New Urbanist” town- building principles, blended with the existing Wayne context. The basic outline of building setback and height requirements is as follows:

This Plan recommends that the maximum permitted height of all buildings within the Downtown zone (except as may otherwise be permitted for Special Uses) be 3 stories up to 42 feet. This modest increase in height will permit higher ceilings, provide opportunities to screen roof mounted equipment from pedestrian view, and encourage enhanced architectural detailing of buildings. Building setbacks will vary where no front angled parking is provided. The overarching goal of this process is to bring future structures out toward the street and place parking in the rear where applicable.

Historic Character

Historic character guidelines should be developed as a goal to guide future re-development projects in the **Downtown**. These guidelines should be applied by the Planning Commission and Board of Commissioners in their reviews of projects in the

future. The Township's Design Review Board should review every future project in the **Downtown** area for their consistency with these new "guidelines." Any construction in Special Uses zones, as discussed above, should be undertaken in conformance with these "guidelines."

Improved Architectural Details with Signage

Design can make all the difference in terms of the success of a development project; the challenge is how to achieve good design. Proper zoning, implemented with poor design, can be counterproductive. On the other hand, proper zoning, implemented with good design, will help to ensure success. The proposed District Overlay provisions for inclusion in the SALDO set forth a variety of design criteria for the **Downtown**:

- Street trees
- Sidewalks
- Street lights
- Banners
- Sidewalks
- Street lights
- Parking
- Crosswalks
- Curbs and curb cuts
- Plaza/commons
- Waste receptacles
- Benches
- Inverted "U" bicycle racks
- Wayfinding signs

PROPOSED MASTER PLAN CONCEPTUAL MAP

The proposed Master Plan, including all of the elements discussed above, is shown as a conceptual map in **Figure 1**.

Master Plan Adoption and Implementation

Phase II of the Wayne Master Plan has gone through numerous adaptations over the past year as a result of constructive, quality input from the business community and other stakeholders and several Implementation Committee discussions. The Master Plan was officially presented by the consultants to the Implementation Committee at a public meeting held and telecast live on cable channel 10 on June 6, 2006. This Plan has incorporated some of the stakeholder concerns raised at that meeting and is the result of a broad consensus reached by the Implementation Committee.

Phase II of the Wayne Master Plan is presented herewith to the Board of Commissioners. It is recommended that the Board permit additional public input over the rest of the summer before it approves a final version. After the Master Plan has been adopted, its vision will be implemented through adoption of an Overlay District

Ordinance, which will require that both the Zoning and SALDO ordinances be amended, pursuant to the processes established under the MPC. This process will involve additional input by the Township and Delaware County Planning Commissions, the business community and other stakeholders, a required public hearing, and then final action on the proposed code amendments, with any modifications, by the Board of Commissioners.

The Township will then have to plan and prioritize infrastructure improvements envisioned in the Master Plan that it desires to implement; Township staff should work with the Implementation Committee to direct and to develop a long-range implementation plan for the Board of Commissioners' consideration during the Township's annual budget process.