

ACTION PLAN MATRIX – How to Read

THE ACTION PLAN MATRIX WAS DEVELOPED AS A PRACTICAL AND USEABLE LIST OF PROJECTS, PROGRAMS AND POLICY RECOMMENDATIONS IN THE FOLLOWING FIVE CATEGORIES:

- Projects / Development (P/D)
- Educational / Cultural Programming (E/C)
- Physical Improvements (PI)
- Administrative Actions (AA)
- Marketing / Promotion (M/P)

EACH CATEGORY HAS A TABLE OF ACTION ITEMS PROVIDING THE FOLLOWING INFORMATION:

- Type: The two letter category identifier (See above list)
- Activity: The common name/title of the project, program or policy recommendation
- District: The location of Action Item
 - D = Downtown District
 - H = Historic District
 - RE = Riverfront East
 - RW = Riverfront West
- Timeframe
 - The outlook for project implementation in years (0-3, 3-5, 5+, 10+)
 - PROJECTS UNDERWAY ARE HIGHLIGHTED IN YELLOW
 - PROJECTS COMPLETED ARE HIGHLIGHTED IN GREEN
- Lead & Support: The local, regional or state entity that is either leading and/or providing direct support to an Action Item.

LEAD / SUPPORT			
B&GC	BOYS & GIRLS CLUB	LC	LANCASTER COUNTY
CB	COLUMBIA BOROUGH	PA	PENNSYLVANIA
CBPC	COLUMBIA BOROUGH PLANNING COMMISSION	PENNDOT	PA DEPT. OF TRANSPORTATION
CBPD	COLUMBIA BOROUGH POLICE DEPARTMENT	PE	PRIVATE ENTERPRISE
CBSD	COLUMBIA BOROUGH SCHOOL DISTRICT	ROTARY	COLUMBIA ROTARY CLUB
CDDC	COLUMBIA DOWNTOWN DEVELOPMENT CORPORATION	RT	RIVER TOWNS
CEDC	COLUMBIA ECONOMIC DEVELOPMENT CORPORATION	SVCC	SUSQUEHANNA VALLEY CHAMBER OF COMMERCE
CHIPS	COLUMBIA HISTORIC PRESERVATION SOCIETY	WB	WRIGHTSVILLE BOROUGH
HARB	HISTORIC ARCHITECTURAL REVIEW BOARD	WHT	WEST HEMPFIELD TOWNSHIP
DISTRICT			
D	DOWNTOWN DISTRICT	RE	RIVERFRONT EAST DISTRICT
H	HISTORIC DISTRICT	RW	RIVERFRONT WEST DISTRICT

FURTHER INFORMATION ABOUT ACTION ITEMS ARE DENOTED BY THE FOLLOWING:

- * Projects Found in Columbia Borough Comprehensive Plan are marked with an asterisk

ACTION PLAN MATRIX

ACTION ITEMS: PROJECTS / DEVELOPMENT (P/D)

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
P/D	Complete Boys & Girls Club Project	H	Completed	B&GC	
P/D	Complete Civil War Trail Project	H	Completed	RT	PA
P/D	Complete 4 th & Walnut Streets CDBG Project	H	Completed	CB	
P/D	Complete Market House Preservation Project*	D, H	Underway	CB	
P/D	Complete River Park Revitalization	RW	Underway	CB	
P/D	Implement State Route 441 Relocation Project	D, H	Underway	CB	
P/D	Coordinate PA462 Bridge Historic Lighting Project	H	Underway	RT	CB, WHT, WB, PennDOT
P/D	Complete 23-29 S. 3 rd Street Parking Project*	D	Underway	CB	
P/D	Complete 106 Locust Street Parking Project*	D, RE	Underway	CB	CBPC
P/D	Complete N. 2 nd Street CDBG Project	H	Underway	CB	
P/D	Facilitate 3 rd & Linden Streets Development	H	Underway	CEDC	PE, CB
P/D	Install Floating Docks	RW	Underway	CB	WHT
P/D	Participate in programs to encourage adaptive reuse of vacant properties	D, H	0-3	CB	CBPC, CDDC, CEDC, SVCC
P/D	Create and implement a parking plan*	D, H	0-3	CB	PE
P/D	Revitalize Rotary Park	H	0-3	RT	CB
P/D	Enhance Walnut Street Gateway	RE	0-3	CB	
P/D	Improve Safety, Landscape, and Walks at PA462 Bridge	RE	0-3	CB	RT
P/D	Provide River Park Amenities (café, pavilion, restrooms, etc.)	RW	3-5	CB	PE, CDDC, CEDC
P/D	Erect an Environmental Center	RW	3-5	CB	RT
P/D	Rehab State Theater (movies, performing arts, etc.)	H	3-5	CEDC	PE, CB
P/D	Complete a Feasibility Study for Creating a Civic Center	D	5+	CB	CDDC, CEDC
P/D	Complete a plan for new uses along Locust Street from 3 rd to 5 th (e.g., pedestrian mall, street cafes, etc.)	D	5+	CEDC	PE, CDDC, CB
P/D	Explore Market for Street Cafes	D	5+	CEDC	PE, CB, CDDC
P/D	Establish a Susquehanna River Museum of Culture/History	RE	5+	RT	CB, PE

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
P/D	Acquire Pennsylvania RR Passenger Station	RE	5+	CB	PE
P/D	Re-Create the River Ferry	RW	5+	RT	PE
P/D	Provide an Area for Boat Repairs (Marina, Dry Dock)	RE	5+	CEDC	PE, CB
P/D	Explore Feasibility of an Entertainment Barge	RW	5+	PE	RT
P/D	Establish an Amphitheater for Entertainment	RW	10+	CB	
P/D	Construct Pedestrian Bridge over RR along PA462 Bridge	RE	10+	CB	
P/D	Re-Create a Canal Boat	RW	10+	PE	RT

ACTION ITEMS: EDUCATION / CULTURAL PROGRAMMING (E/C)

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
E/C	Conduct Seminars at Market (Live Historic Workshops)	H	Underway	HARB	CB
E/C	Provide Arts/Theater Events	D	Underway	CDDC	PE, CEDC
E/C	Enhance Historical Society Activities	D, H	0-3	CHiPS	
E/C	Establish Self-Guided Walking Tours from Market House*	D	0-3	CDDC	CB, CEDC, CHiPS, SVCC
E/C	Increase Displays on River & Towns	RE	0-3	CHiPS	CB, CDDC, CEDC, SVCC
E/C	Install Educational Signage for Walking Tours of the River Park*	RW	0-3	CB	CDDC
E/C	Provide Educational Courses at the River Park	RW	0-3	CB	CBSD, PA
E/C	Increase Opportunities for Recreation	D	0-3	CB	CDDC, CEDC, PE
E/C	Create Educational Materials about the Historic District Ordinance	H	0-3	HARB	CB
E/C	Incorporate Columbia Borough History into CBSD Curriculum	H	0-3	CBSD	CHiPS
E/C	Complete Historic Resource Inventory (Catalog Architectural Photographs and Records)	H	0-3	LC	HARB
E/C	Educate Potential Investors on KOZ & LERTA Opportunities	D	0-3	CB	
E/C	Establish Historic Weekends Using Actors	H	3-5	CDDC	CHiPS, RT
E/C	Introduce Carriage Rides (Historic District)	H	3-5	CDDC	PE

ACTION ITEMS: PHYSICAL IMPROVEMENTS (PI)

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
PI	Increase Walkability	D	Underway	CB	
PI	Improve Lighting	D	Underway	CB	
PI	Enhance Streetscape to better display Architecture	D	Underway	CB	CDDC
PI	Provide Adequate Parking for River Park Visitors	RW	Underway	CB	
PI	Install Cameras for Monitoring and Safety	RW	Underway	CB	CBPD
PI	Establish Columbia as Trailhead for Northwest Lancaster County Trail *	RW	Underway	CB	LC
PI	Identify Anchor Buildings for Targeted Downtown Redevelopment	D	0-3	CEDC	CB, CDDC, CHIPS
PI	Improve Maintenance of Streetscape*	D, H	0-3	CB	PE, CDDC, CEDC, Citizens
PI	Create Harmonious Transition among three Target Areas	D	0-3	CB	
PI	Establish Parking with County Parks (Chickies Rock)*	RE	0-3	CB	PE
PI	Create a Pedestrian Friendly Promenade along the River	RW	0-3	CB	
PI	Establish Façade Improvement / Preservation Program	H	0-3	CB	HARB
PI	Develop and Install Gateway and Directional Signage*	D, H, RE, RW	0-3	CB	CBPC
PI	Develop a Plan for Increased Porch Lighting	H	0-3	HARB	Citizens
PI	Improve Sidewalk Maintenance	H	0-3	CB	PE
PI	Provide Landscaping along Railroad Tracks	RE	3-5	CB	
PI	Install Period Lighting and Signs for Neighborhoods	H	5+	CB	CDDC
PI	Provide Areas for Camping and Recreation	RW, RE	5+	CB	PE
PI	Connect Rotary Park and River Park	RE	5+	CB	

ACTION ITEMS: ADMINISTRATIVE ACTIONS (AA)

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
AA	Enact LERTA	D	Completed	CB	CBSD, LC
AA	Maintain KOZ	RE	Completed	CB	
AA	Reduce Truck Traffic in Downtown Area	D	Completed	CB	
AA	Work with Railroad to Acquire Riverfront between Bridges	RW	Underway	CB	
AA	Improve Code Enforcement	D	Underway	CB	CBPD, HARB
AA	Enforce HARB Requirements	H	Underway	CB	HARB
AA	Increase Owner-Occupied Dwelling Units	D	0-3	CB	
AA	Encourage Deconversion of smaller apartment units	D	0-3	CB	
AA	Pursue Traffic Calming Measures (25 MPH, etc.)	RE	0-3	CB	
AA	Cultivate Partnership with the Von Hess Foundation	H	0-3	CB	HARB
AA	Consider a Smaller Historic District Boundary	H	0-3	CB	HARB
AA	Review and Update HARB Ordinance	H	0-3	HARB	CB
AA	Review Zoning to ensure Mixed Use in Riverfront and Downtown Districts	D, RE, RW	0-3	CB	

ACTION ITEMS: MARKETING / PROMOTION (M/P)

TYPE	ACTIVITY	DISTRICT	TIMEFRAME	LEAD	SUPPORT
M/P	Develop a New Marketing Plan	D, H	0-3	CEDC	CB, CDDC, SVCC
M/P	Explore New Branding / Identification	D	0-3	CDDC	CB, CEDC, SVCC
M/P	Recruit Investors to Provide Goods/Services (Recreational)	RE	0-3	CEDC	CB, CDDC, PE, SVCC
M/P	Increase Coordination with Regional Tour Groups	H	0-3	SVCC	CB, CDDC, CEDC
M/P	Involved more Citizens in Beautification Group Efforts*	H	0-3	CDDC	PE, CEDC
M/P	Create a Cultural Tour Directory (Historic Homes and Businesses)	H	0-3	CDDC	PE, CEDC, CHIPS
M/P	Coordinate and Expand Hours of Historic Site Operations	H	0-3	CDDC	CB, CEDC, SVCC
M/P	Increase Variety of Available Businesses	D	0-3	CEDC	CDDC, CB, PE, SVCC
M/P	Establish Standard Business Hours	D	0-3	CDDC	PE, CB, CEDC, SVCC
M/P	Increase Nightlife Activity	D	3-5	CDDC	PE, CEDC
M/P	Open Historic Buildings for Uses in Addition to Tours	H	3-5	CDDC	PE, CB, CEDC
M/P	Recommend Additional Homes for National Register Designation	H	3-5	HARB	CB
M/P	Explore Feasibility of Tourist Trolley coming into Columbia	H	5+	CDDC	PE, RT