

Conestoga Valley Region Strategic Comprehensive Plan 2003



**A Long-Range Plan for the Communities
of the Conestoga Valley School District:
East Lampeter Township, Upper Leacock
Township, & West Earl Township,
Lancaster County, Pennsylvania**



Conestoga Valley Joint Comprehensive Plan

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TABLE OF CONTENTS

	Page
Introduction	i
The Planning Process	1
The Vision and Statements of Community Goals and Objectives	2
Policy and Action Plan	12
Statement of the Relationship Between Planning Elements	12
Statement of the Relationship to Contiguous Municipalities and the County	12
Land Use Initiative	Land Use – 1
Future Land Use / Growth Area Plan	Land Use – 1
Design Guidelines for Planned Employment / Commerce Centers	Land Use – 8
PA 340 / PA 462 Land Use / Transportation Corridor Study	Land Use – 10
Mixed-Use Corridor Designation – Office / Residential	Land Use – 11
Route 30 Corridor Design Guidelines	Land Use – 13
PA Route 772 / PA Route 272 / US Route 222 Land Use and Transportation Study	Land Use – 15
Village Preservation Program	Land Use – 16
Farmland Preservation Strategy	Land Use – 38
Water Resource Protection Program	Land Use – 39
Visual Character Protection Strategy	Land Use – 41
Future Land Use Plan Map	
Action Plan	Land Use Initiative – Action Plan – 1
Transportation and Utilities Initiative	Transportation and Utilities – 1
Roadway Functional Classification Map	Transportation and Utilities – 1
Access Management Retrofit Location Map	Transportation and Utilities – 3
Conestoga Valley Region Roadways Standards	Transportation and Utilities – 3
Regional Coordination with PA Route 23 Corridor Project	Transportation and Utilities – 5
Transportation System Improvement Program	Transportation and Utilities – 7
Transit Enhancement and Commuter Alternatives Program	Transportation and Utilities – 9
Public Utility Monitoring Program	Transportation and Utilities – 10
Transportation Plan Map	
Action Plan	Transportation and Utilities Initiative – Action Plan – 1
Economic Development, Historic Preservation, and Tourism Initiative	Economic Development – 1
Business Models	Economic Development – 1
Business Growth - Transition/Retention Process	Economic Development – 4
Business Attraction Program	Economic Development – 5

TABLE OF CONTENTS (continued)

	Page
History and Heritage Inventory	Economic Development – 7
Preservation Planning Tools Development	Economic Development – 8
Tourism Promotion Strategy	Economic Development – 9
Action Plan	Economic Development Initiative – Action Plan – 1
Community Services and Facilities Initiative	Community Services – 1
Conestoga Valley Community Directory	Community Services – 1
Conestoga Valley Website	Community Services – 2
Older Adults Needs Analysis	Community Services – 3
Volunteer Outreach Program	Community Services – 3
Inter-governmental / Organizational Communications Program	Community Services – 4
Regional Newsletter Insert	Community Services – 6
Conestoga Valley Honors Program	Community Services – 7
Conestoga Valley Recreation Strategy	Community Services – 8
Comprehensive Emergency Services Approach	Community Services – 11
Leola Public Library Strategic Plan	Community Services – 12
Action Plan	Community Services Initiative – Action Plan – 1
Implementation Schedule	Implementation Schedule – 1
Pathways to Achievement	Implementation Schedule – 4

Appendices

Appendix A: Conestoga Valley Region Strategic Comprehensive Plan Community Meetings Report

Appendix B: Technical Advisory Committee Process & Workbook

Introduction

The Joint Strategic Comprehensive Plan is the end result of an twenty-four month cooperative planning effort between East Lampeter, Upper Leacock, and West Earl townships. The Plan is the ending point of the planning process but, more importantly, it is the beginning point for action and implementation.

Throughout the process the Regional Steering Committee (RSC) has been instrumental in maintaining vigilance and coordination. The RSC, a group of more than twenty representatives from the region's governing bodies, planning commissions and members-at-large, steadfastly steered the process through monthly work sessions and special activities. The final work of the RSC, development of the action plan and schedule, sets the stage for the next community effort, implementation. The future of the Conestoga Valley Region is not written in the pages of the plan. The future of the region is determined by the dedication of its citizens to bring the plan to life.

The Planning Process

The strategic comprehensive planning process integrated the elements of the comprehensive plan as required by the Pennsylvania Municipalities Planning Code (PAMPC) with selected principles of strategic planning.

The Plan meets the required MPC elements but is not limited to these elements. Comprehensive plan elements included:

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| → A statement of goals and objectives and a plan for land use, housing, transportation, and community facilities and utilities. | → A discussion of short- and long-range implementation strategies. |
| → A statement of the interrelationship between plan elements. | → A statement indicating the relationship of the plan to planning in surrounding municipalities. |
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Strategic elements included:

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|--|---|
| → Effective focused information gathering. | → Understanding of the future implications of present policy. |
| → Extensive communication and participation. | → Discovery of policy changes to achieve desired futures. |
| → Accommodation of divergent interests and values. | → Focused, reasonable, and orderly decision making. |
| → Development and analysis of alternatives. | → Development of a plan of action. |

For the Conestoga Valley Region this integrated planning process began with the community's answers to important questions during Phase 1 - *Understanding the Community* (focus groups) and Phase 2 - *Envisioning the Future* (visioning forum)

- ✓ ***"What makes us most proud of our region?"***
- ✓ ***"What would we like to see remain the same, changed or improved in our region?"***
- ✓ ***"How will our current region look and feel in twenty years?"***
- ✓ ***"How would our ideal region look and feel in twenty years?"***

The Phase 1 activities led to the development of the Background Summaries Report for demographics and socioeconomics, land use and housing, natural resources and environmental features, transportation, wastewater and water utilities, and community services and facilities.

Synthesizing the information collected in Phase 1 was the focus of Phase 2. Beginning with the “probable future,” that is, the region’s future direction given the continuation of existing conditions and public policies, a community dialogue led to a “preferred future” in statements of the vision and regional goals and objectives.

Dramatic results were achieved as each phase built on the activities of the previous phase. The focus of Phase 3 – *Developing the Technical Analysis* - was to explore the means to attain the region’s goals and objectives. Developing strategies required the technical experience of professional experts in combination with the knowledge of those who would be ultimately responsible for strategy implementation and promotion. Community advisory committees were comprised of steering committee representatives, local experts, interested citizens, and a consultant team facilitator / professional for specific discussion areas. A five-step strategy development process helped the committees develop techniques to address the goals and objectives. Strategies were developed for land use, housing, and the environment; transportation and utilities; economic development and historic preservation; and community services and facilities.

The *Policy Plan* completed in Phase 4 – *Preparing the Policy Plan* - was a compilation of the community advisory committees’ work. The *Policy Plan* includes the a collection of vision statement and goals and objectives developed during Phase 2 and strategies explored during Phase 3.

Creating a sound program for implementation of the strategies delineated in the Policy Plan was the focus of Phase 5 – *Formulating the Action Plan*. The program factored in time commitments, budget constraints, staff requirements, service delivery programs, and regional priorities. The action plan was developed specifically for Conestoga Valley Region.

Phase 6 – *Adopting the Plan and Initiating Implementation* – included activities to obtain the final seals of approval from the public and the governing bodies.

The Vision and Statements of Community Goals and Objectives

The Region’s Community Character / Historic Resources

The Vision:

The strong sense of community and helping one another is expected to continue to be a major asset of the community. The existing community will help newcomers to feel a part of the community and provide opportunities for them to become involved in the helping tradition of the region.

Historic places, which are symbols of the community’s past, will continue to be important. Current and future generations and residents will learn about the importance of these places through educational programs and cultural activities. Individuals and

groups will continue to show an interest in the preservation and restoration of these special places.

The region will respect the tradition and lifestyle of community members, including the plain sect community and the importance of each community member to the character and vitality of the region.

The public will continue to use churches, schools, and the community center as gathering places; however, more coordinated emphasis will be placed on activities to gather the community together.

Goal: To preserve and enhance outstanding characteristics of the region, including respect for the region's agriculture tradition and plain sect cultures and special places, which are symbols of the region's past.

- ❑ Identify, record, and where possible, preserve the significance of historic landscapes, sites, structures, and buildings.
- ❑ Educate residents and visitors regarding the significance of the special places and the cultural heritage of the region through literature, programs, and events.
- ❑ Define the public's role in the preservation of special places and celebrate the contribution of businesses, organizations, and individuals.
- ❑ Assist new residents and businesses in the region to feel a part of the community and provide opportunities for them to become involved in the traditions of the region.
- ❑ Encourage neighborhood and block-watch organizations to help maintain safety, security, and cleanliness.
- ❑ Support and enhance community cooperation among and between individuals, neighborhoods, for-profit and non-profit organizations and businesses, social and fraternal organizations, community service providers, and government entities.

The Region's Growth and Development / Land Use

The Vision:

The region will continue to have a variety of residential types including densities to control urban sprawl and preserve agriculture and infill development to fit existing characteristics. A mixture of uses will be encouraged to enhance pedestrian access and common features, including but not limited to sidewalks, street lighting, and signage.

A mix of housing types will be available in the region to provide price and style choices for the community.

Commercial development will be better coordinated, with utilities underground (where possible), with access managed, uniform signage controls, sidewalks, and the size and type of activity limited to appropriate areas.

Members of the community will understand what “growth management” means and its potential impacts both constraints and opportunities. Farmlands will be protected and growth directed to suitable areas through the continued use of growth boundaries, land use regulations to implement these boundaries, and public dialogue to gain and retain support for these policies.

Goal: To provide a range of residential development and housing choices to existing and future residents of the Conestoga Valley.

- ❑ Provide a range of residential development styles including preservation of traditional villages and crossroad communities, subdivisions in suburban settings, new mixed-use developments and infill development to fit existing characteristics.
- ❑ Provide a range of housing types, values, and styles to meet the needs of existing and future residents of the region.
- ❑ Provide affordable housing to accommodate the needs of residents of all ages, including but not limited to seniors, persons with disabilities, single households, and new families.
- ❑ Continue to monitor housing needs through the review of new Census data and housing reports as they become available.

Goal: To improve the visual and physical connections between and within developed and developing areas.

- ❑ Enhance pedestrian movements and access within the developed and developing areas.
- ❑ Utilize a common set of amenities or visual features to draw connections (e.g., signage, street lighting, and sidewalks).
- ❑ Reduce billboard and signage clutter, where possible.

Goal: To introduce a multi-faceted approach to growth management.

- ❑ Provide public education on the meaning and the opportunities and constraints of growth management policies.
- ❑ Reconfirm and/or adopt urban and village growth boundaries in locations in the region which currently have or will have adequate infrastructure (i.e., roadways, public water, public sewer, and stormwater management facilities), are outside the current agriculture areas, and are developed or under development pressure.
- ❑ Develop “what-if” growth management and land use scenarios for the PA Route 23 corridor alternatives. Apply the appropriate scenario to the selected alternative.
- ❑ Direct the region’s non-agricultural growth and development to areas within the urban and village growth boundary.

- ❑ Set a target population density for overall development within the urban and village growth boundary consistent with the County guidelines.
- ❑ Provide for areas of residential, commercial, industrial, office, institutional, recreational, and mixed-use development within the urban and village growth boundary.
- ❑ Continue to plan for secondary impacts to infrastructure and community services that will be evident as the urban and village growth boundary accommodates new growth and development.
- ❑ Reserve the area outside the urban and village growth boundary for agriculture and farm-support, natural resource conservation, and passive recreation activities.
- ❑ Educate farmers regarding the agriculture security areas and programs (e.g., Clean & Green) and the conservation easements as important measures for the protection and preservation of agriculture lands.
- ❑ Create an area of transition between farming activities and areas of growth and development.
- ❑ Define the intensity of farm support activities to occur outside the urban and village growth boundary.
- ❑ Confirm the region's growth management strategy with the public.
- ❑ Base the future land use plan on the growth management strategy.
- ❑ Support growth management policies with land use regulations and design criteria.
- ❑ Monitor the success of the growth management policies with the LCPC GIS and Growth Tracking Reports.

Goal: To provide a coordinated pattern of commercial, industrial, and office development.

- ❑ Discourage linear patterns of development contiguous to major road corridors.
- ❑ Manage access to and from development areas.
- ❑ Develop and implement regional standards, which are appropriate and uniform for various size and types of non-residential developments, such as: signage, pedestrian access, lighting, and landscaping.
- ❑ Match the type and size of these non-residential developments to sites with adequate or planned public amenities and infrastructure.

The Region's Economic Development

The Vision:

Tourism will continue to have a major economic impact. Cultural and heritage attractions will have a larger draw of families touring the region. The region will support the Lancaster Heritage Tourism Program and the Pennsylvania Dutch Visitors and Convention Bureau and will include designated tourist areas and biking facilities.

The region will have a clear definition of farming and farm-support businesses to draw the difference between industry and farm-support businesses as it relates to size, signage, scope of business, and number of employees. The region will reach a balance between preserving farms and allowing farm-support businesses. Appropriate regulations will be put in place within the context of these definitions and balance.

The region will offer increased job opportunities in many sectors, including high tech with competitive wages to sustain and diversify the region's economy. Continuing educational opportunities will be part of the new work environment in the region.

Home offices will continue to grow in number throughout the Conestoga Valley Region without disturbing the quality of residential neighborhoods. Their impact on neighborhood character will be managed with appropriate municipal regulations.

Goal: To sustain the economic vitality of the Conestoga Valley region.

- ❑ Continue to recognize tourism as a major contributor to the economic vitality of the region. While traditional tourist attractions will continue to exist and flourish under the guidance of the Pennsylvania Dutch Visitors and Convention Bureau, the region also will support the efforts of the Lancaster Heritage Tourism Program in providing a new type of cultural and heritage attraction.
- ❑ Develop a clear definition of the characteristics of businesses allowed within the farming community whose primary purpose will be to help sustain and support the area's farming activity.
- ❑ Implement uniform regulations for the development of farm-support businesses based on the definition.
- ❑ Designate areas in the region for the continued growth of employment centers within the urban and village growth boundary and target areas within the reach of a variety of transportation types or modes.
- ❑ Provide continuing education opportunities to prepare area residents for new work environments.
- ❑ Develop a clear definition of the characteristics of businesses allowed within homes and implement uniform regulations for the development of home businesses based on the definition.
- ❑ Update the region's statistical data base when new census information and reports become available to better understand changes which have occurred in industry and

employment sectors, income and educational levels, household and housing characteristics, and population size and diversity, and the correlation between these data and the socioeconomic well-being of the region.

The Region's Natural Environment

The Vision:

The public will be better educated regarding the protection of water quality and the role of homeowners and businesses in keeping water supplies clean.

The region will direct growth away from wellhead areas (where legally possible), will adopt regulatory measures to protect wells and wellhead areas, and provide public education on wellhead protection.

Goal: To protect natural features and conserve natural resources through education, efforts of property owners, and land use management.

- ❑ Protect the water quality of the Cocalico Creek and Conestoga River and its tributaries (e.g., Mill Creek). Continue to educate the public regarding the use of methods to manage sedimentation and nutrient loading of surface waters and best management practices.
- ❑ Carefully manage the use of land having sinkhole and closed depression areas for development, sewage and solid waste disposal, and potential contamination release.
- ❑ Direct development away from the areas of influence around public and community water wellheads.
- ❑ Continue to protect and expand the protection of prime agricultural soils in farming use.
- ❑ Conserve the remaining woodlands and species habitats, particularly along the Conestoga River.

The Region's Transportation Network

The Vision:

The picture regarding the future of the PA Route 23 corridor will become unblurred; more information will become available to the community to uncover all impacts of various alternatives being considered. A preferred alternative will be selected and implemented. Improvements will be made to the existing Route 23 corridor. A new corridor if publicly acceptable, will be coordinated with land use policy to protect the character of the community.

The conflict between various types of transportation will be lessened with a widening of targeted roadways with shoulders to accommodate pedestrians, bicycles, buggies, and other slow moving traffic. Truck traffic will be directed to roadways, which are able to accommodate larger vehicles.

The region will be served by a broader range of commuter and transit alternatives which are convenient and affordable, such as: carpooling / vanpooling services, employer incentives to employees for use of alternatives to the single occupancy vehicle, park and ride facilities, and improved transit services.

The character of country roads will be maintained and provide needed safety improvements. Major road corridors will be improved to keep through-traffic off country roads.

Goal: To provide a transportation network that meets current and future transportation demands while preserving the region's community character and coordinating network changes with existing and future land use.

- ❑ Create a functional classification system for the Conestoga Valley region, incorporating common roadway design and access management criteria within shared corridors.
- ❑ Preserve the character, function and integrity of rural routes by directing regional traffic away from rural routes and towards identified major collectors and by improving existing deficiencies to meet the roadways' assigned functional classification.
- ❑ Resolve deficiencies along the existing Route 23 corridor by exploring fully the range of alternatives to reduce traffic congestion and improve operational efficiency and safety.
- ❑ Ensure land use will be coordinated and growth managed in the area of influence surrounding the selected PA 23 corridor alternative. If the selected alternative includes a new corridor, particular attention will be given to the land and local roadways impacted by the region's interchange areas.
- ❑ Identify and prioritize network deficiencies of a regional impact and work together with Lancaster County Metropolitan Planning Organization (MPO) to plan and implement the resolution of these deficiencies.
- ❑ Resolve operational deficiencies at the interchange of PA Route 222 and PA Route 772 and related deficiencies at the intersection of PA Route 772 and PA Route 272.
- ❑ Resolve operational deficiencies at the five-point intersection of PA Route 462, PA Route 340, Pitney Road and Lampeter Road.
- ❑ Continue the roadway maintenance program, where currently established, and develop roadway maintenance program in jurisdictions without a program. Highlight program areas where regional cooperation will be a reasonable option.

Goal: To recognize and reduce, where possible, potential conflicts between motorized and non-motorized vehicles.

- ❑ Prioritize major corridors (e.g., PA Route 23, PA Route 340, and PA Route 772) for sight distance and shoulder widening improvements. Target corridors with a high

frequency of crashes involving non-motorized vehicles and/or high potential for crashes due to traffic congestion and the mix of vehicular traffic.

- ❑ Work with the Lancaster County Planning Commission (LCPC), MPO, Pennsylvania Department of Transportation (PENNDOT) and local developers to implement improvements.
- ❑ Consider the recommendations of the LCPC Non-Motorized Transportation Study in the development of plans to accommodate non-motorized vehicles.
- ❑ Provide sidewalks and bicycle facilities in developed and planned urban areas.

Goal: To preserve and expand commuter alternatives and transit options throughout the Conestoga Valley region.

- ❑ Ensure both fixed-route and specialized transit services are meeting existing and future transit demands.
- ❑ Develop a range of commuter alternatives with local business and industry.

The Region's Community Services and Facilities

The Vision:

The region will offer our senior citizens a fuller range of senior services including home-based senior care, small care facilities located within neighborhoods, senior centers / activities, and the "granny flat option."

A regional recreation commission will organize a broad range of recreational programs for all age groups including sports, cultural, informal gatherings, and community festivals / celebrations. A regional parks system will offer a range of facilities throughout the three municipalities available and accessible to the region's citizenry.

The volunteer efforts of the emergency services will continue based up the support of municipalities, businesses, and individuals. The volunteer pool and service funding will be stabilized.

Goal: To provide a wide range of community services and facilities accessible to the region's residents regardless of age and income level. Services include government, emergency, recreation, education, health-care / social, and library.

Administrative Services / Facilities

- ❑ Provide municipal services and staffing to keep pace with growth and development and information technology; however, where possible, streamline government services.
- ❑ Provide municipal facilities to adequately house changes in government programs, levels of service, staffing, and information technology.

- ❑ Give high priority to regional cooperation, collaboration, and support. Target programs, services, and purchases, which are held in common by the region's municipalities and would benefit from regional efforts rather than individual municipal initiatives.
- ❑ Develop formal lines of communication on a regular basis between the region's municipalities and the public.
- ❑ Articulate clearly multi-municipal efforts to the public and the public's role in these efforts.

Emergency Services / Facilities

- ❑ Educate the public regarding the services of the fire and emergency medical service (EMS) providers and the need to support these efforts through monetary contributions and volunteer efforts.
- ❑ Continue the volunteer fire and EMS, where possible, by a regional effort to provide a steady stream of volunteers and to stabilize the service funding.
- ❑ Enhance the level of emergency service and reduce the response time through a regional effort to resolve numbering and roadway inconsistencies, traffic signal constraints, water system constraints, fire-flow capacity problems, and on-site fire protection measures.

Recreation Services / Facilities

- ❑ Provide a regional approach to recreation, including use of facilities and programming and integrating recommendations from existing and future recreation plans and studies. Primary partners in the approach include the three municipalities, the Conestoga Valley School District, and the Conestoga Valley Community Center.
- ❑ Provide a broad range of recreational programs for all ages including sports, cultural, informal gatherings, and community festivals / celebrations.
- ❑ Provide a regional parks system available and accessible to the region's citizenry, including areas for passive (greenways, trails/paths, picnicking) and active recreation.
- ❑ Provide the administrative structure and support to implement the regional recreation approach.
- ❑ Provide particular emphasis on activities and events to gather the people of the region together.

Education Services / Facilities

- ❑ Continue to work with the Conestoga Valley School District to coordinate the District's long-range and strategic planning efforts, with the planning activities of the region and its municipalities.

- ❑ Continue to communicate development and planning activities with the CV School District and to work together to resolve common issues and/or problems and to enhance common features and assets.
- ❑ Continue to communicate with other education service providers throughout the region.

Health-Care/Social Services / Facilities

- ❑ Promote the awareness of health care and social services and area facilities available to the residents and businesses of the Conestoga Valley Region.
- ❑ Develop lines of communication and coordination between these service providers to work together to resolve common issues and/or problems and to enhance common features and assets.
- ❑ Offer a fuller range of senior services including home-based senior care, small care facilities located within neighborhoods, senior centers/activities and “granny flat (echo housing) options”.

Library Facilities / Services

- ❑ Provide library services and staffing to keep pace with service demands and information technology.
- ❑ Provide library facilities to adequately house changes in library programs, levels of service, staffing, and information technology.

The Region’s Public Utilities

The Vision:

The need for more public water will continue as development occurs and concentrates in subdivisions. Township officials will need to ensure new supplies are available and educate the public regarding the need for these new supplies.

Goal: To coordinate public utility service areas (e.g., public water and sewer) with the urban and village growth boundary (areas of existing and planned urban development) and to prohibit the extension of public utilities beyond the urban and village growth boundary, unless to resolve an immediate need.

- ❑ Upgrade and improve the Village of Brownstown wastewater treatment plant to serve existing and planned development within the urban and village growth boundary.
- ❑ Continue to monitor sewer allocations from Lancaster City to ensure adequate service as new development is planned.
- ❑ Continue to monitor public water supplies and investigate the extension of existing and creation of new multi-municipal arrangements to ensure adequate service and resolve projected deficiencies.

- ❑ Communicate with and educate the public as changes are needed to improve the level of public utility services.

Policy and Action Plan

The Policy and Action Plan sets the direction for growth and development over the next twenty years. The Plan introduces four policy initiatives built around the themes of land use, transportation and utilities, economic development, and community services and facilities. Each initiative includes a series of strategies developed by the community advisory committees and refined by the regional steering committee. The strategies reflect projects, programs and organizational structure needed to meet the region's vision and goals and objectives. An integral part of each initiative is the action plan. The action plan provides a framework for achievement through its prioritized listing of strategies, assignments of responsibility for strategy initiation and primary implementation, benchmarked activities, preliminary cost estimates, and potential funding sources.

Statement of the Relationship Between Planning Elements

Cross references throughout the policy plan and action plan tie the strategies and initiatives together. These references are too numerous to list. In general, the connection between land use and the development of infrastructure (transportation and utilities) are of primary importance to the physical development of the region. The roadway functional classification system, access management retrofit locations, region roadway standards, and public utility monitoring program support the land use strategies and the future land use map. The economic development initiative focuses on agriculture, small business, historic resources, and heritage tourism. Sustaining a healthy business environment requires a direct interface with future land use and transportation. Conserving environmental features requires a land use plan, which is sensitive to both agriculture and natural resources.

Statement of the Relationship to Contiguous Municipalities and the County

The Policy and Action Plan sets forth strategies that have the potential to impact adjoining municipalities. The majority of these strategies are related to land use. For this reason, it is necessary to not only provide the opportunity for the contiguous municipalities to review the Plan, but to also complete a consistency review.

The land use planning at the borders of the region were reviewed for consistency. The review revealed four areas of inconsistency.

- ❑ East Lampeter Township:
 - A residential area south of the railroad track to the north side of PA 340 in the City of Lancaster is abutted by land in current and future industrial land use. The location of industrial land use contiguous to the railroad corridor, next to existing industrial properties to the north, east and west, and the current zoning of the area provides the reasons for this designation. The inconsistency would be resolved with dense screening and wider setbacks / buffers along the border with the residential parcel.

- An area at the border of Paradise Township and East Lampeter Township in the vicinity of Soudersburg. The area is designated for village on the north side of the Pequea Creek in East Lampeter Township and low density residential in Paradise Township. The expectation is the village uses in this area will be residential and low-intensity commercial. The Creek provides a natural separation and barrier between the two communities. Little change is anticipated from the existing situation in the area. To the north of the village of Soudersburg lies an area of rural residential and medium to high density residential in Leacock Township. Buffering and screening would be required for any new nonresidential village-style development in East Lampeter Township.
 - North of Soudersburg along the East Lampeter and Leacock border, the future land use in East Lampeter is agriculture. This area abuts an industrial and limited agriculture commercial area in Leacock Township. An inconsistency may arise were an industrial or commercial enterprise abuts a farm parcel. Measures should be taken in Leacock Township to provide adequate buffers to protect these agriculture parcels. The land in East Lampeter is considered high quality agriculture land and should remain in an agriculture use.
- ❑ West Earl Township:
- A residential area in Akron Borough surrounded by commercial in West Earl. The area along PA 272 is a preexisting condition. Buffering and screening would be required contiguous to residential uses or residential zoned properties.

The Plan is consistent with the Lancaster County Policy Plan and the Growth Management Plan.

Land Use Initiative

Future Land Use / Growth Area Plan

This strategy develops a future land use scenario to guide growth and development for the next twenty years. The scenario begins with urban and village growth boundaries in accordance with the guidelines set forth in the Lancaster County Growth Management Plan. Utilizing the growth area base, a full range of land use categories are represented within the urban growth boundary, a village concept is proposed for the village growth boundaries and rural resource land uses are intended for areas located outside the growth area.

Components:

- ❑ Begin with a clear basis for the delineation of the growth and resource areas. Elements forming the foundation for the delineation are:
 - Pennsylvania enabling legislation. In the year 2000, *the Pennsylvania Municipalities Planning Code* (MPC) was amended to allow regions to establish designated growth areas, future growth areas, public infrastructures areas, and rural resource areas. Article XI – Intergovernmental Cooperative Planning and Implementation Agreements apply these terms in Sections 1101, 1103, and 1104.
 - The *Lancaster County Growth Management Plan*, the region's experience with growth areas and recommendations of the *Lancaster County Growth Tracking Report* (see the *Background Summaries Report* page 2-13 for more information on the *Plan*).
 - The work of the Land Use Community Advisory Committee. Assumptions developed for this plan in addition to the guidance provided by the *MPC* and the *Lancaster County Growth Management Plan* include:

Inside growth area:

- Available infrastructure – public water, public sewer, various classes of roadways
- Capacity of the land to support the built environment
- Maintenance of sensitivity to historical features in growth areas
- Preservation of tourism activities in growth areas
- Management of the fiscal impact of development on schools
- Location of elementary schools within residential areas
- Utilization of rail corridors
- Existing land use with a concentration of medium to high density residential, commercial, industrial, industrial/commercial, and supporting institutional and recreational

Outside growth area:

- Farms and prime farmland soils
- Preservation / conservation of stream corridors / floodplains
- Locations of large contiguous areas of wetlands, steep slopes, and woodlands
- Existing land use with a high concentration of agriculture, open water and woodland, and mines/quarries

- Draw the lines for the urban growth boundaries (UGB) and the village growth boundaries (VGB -see the Future Land Use Plan for the exact location of the boundaries). The new boundaries include:
 - Adjust the existing Central Lancaster UGB (includes part of East Lampeter Township and brings in a small area of Upper Leacock), the Ephrata-Akron UGB (includes portions of West Earl Township) and the Farmersville VGB. The adoption of the Conestoga Valley Region Strategic Comprehensive Plan includes the adoption of adjustments to existing UGBs and VGB.
 - Addition to the Central Lancaster UGB in Upper Leacock Township in the vicinity of Hartman Station Road and PA 23 (New Holland Pike). The addition is a logical extension of the UGB. The extension will form the boundary, which will separate it from the Upper Leacock UGB.
 - Addition to the Ephrata – Akron area UGB in northeast corner of West Earl Township at the interchange area of US 222 at US 322. This area currently does not have public utility services but they are available from contiguous areas. The expectation is any new business development would bring public utilities to the area. The area is a prime target for business development based on its location to the interchange area (see Design Guidelines for Planned Employment / Commerce Centers Strategy for more detail on the expected style and type of development, page 8 of this initiative); however, the area of impact would be limited and buffering would be provided to form a satisfactory transition between business and agriculture activities.
 - Design guidelines and style of development for the Brownstown portion of the Akron – Ephrata UGB are presented in the Village Preservation Program Strategy under the Brownstown component on page 19 of this initiative.
 - Adjustments to the Farmersville VGB based on the lay of the land and the quality of soils in the area. The growth of the area would be limited to existing development and contiguous areas not suited for agriculture activities. This adjustment removes land from the west side of the current VGB in the area of agricultural activity and places more development potential to the north in marginal areas for agriculture activity and northeast side, close to the Fairmount Rest Home. No public water or public sewer is planned for the area, therefore densities will stay relatively low.
 - Adopt new UGB and VGB's (municipalities and County). The adoption of the Conestoga Valley Region Strategic Comprehensive Plan includes the adoption of

one new UGB (Upper Leacock UGB) and seven new VGB's (Talmage, Monterey, Witmer, Smokestown, Bird-in-Hand, Ronks, and Soudersburg). These growth areas are discussed extensively in the Village Preservation Program Strategy beginning on page 16 of this initiative.

- The Leacock / Leola / Bareville (the villages of the Route 23 Corridor) discussion on page 27 describes the basis for delineation of the Upper Leacock Urban Growth Boundary. A three-tier approach develops a new UGB for the area, including a framework for adjustment and revisions following the selection and implementation of the PA 23 Corridor improvements.
 - Specific and general guidelines are provided for the seven village areas in the Village Preservation Program Strategy. The future land use map delineates the boundary for each village.
- Future growth areas. The Future Land Use Map shows several areas for future growth. The expectation is these areas will not be brought into the UGB until existing UGB areas have been developed. Of particular note is the area in East Lampeter Township on the southside of Hobson Road between Harvest Drive and the Township Park. The recommendation for this area would be development as a conservation subdivision to preserve the land area around Mill Creek and integrate a path system to link new and existing development to the Township Park.
- ❑ Request that growth tracking reports be developed by the Lancaster County Planning Commission for each new UGB and VGB and revisions be made to reports for the existing UGBs and VGB. Continue to work with the LCPC to monitor progress and make adjustments when necessary.
- ❑ Develop a future land use scenario for the region with the assumption that the participating municipalities will enter into an intergovernmental implementation agreement consistent with the PAMPC for managing and controlling land use at the regional level.
- The impact of the agreement will allow the municipalities to work together to direct land uses to the most desirable locations in the region and restrict specific land uses from developing in unsuitable areas of the region. Municipalities will not need to accommodate every land use within their borders (e.g., big box retailers and heavy industry).
- The recommended method to implement the agreement would be the development of municipal zoning ordinances that would include common terminology, designation of districts, and district regulations consistent with the future land use plan. The agreement would also require each municipality to consult with the participating municipalities prior to making subsequent changes to districts, district regulations, or mapping that would be inconsistent with the future land use plan and the agreed upon zoning designations. Each municipality would retain their own zoning ordinance, zoning hearing boards, and zoning officer; however, each zoning ordinance would include a section detailing the review process by participating municipalities for the review of municipal

changes for consistency with the original agreement, future land use plan, and zoning concept.

- If it is determined that the intergovernmental implementation agreement for zoning will not be accomplished, each municipality will need to implement zoning that will accommodate every type of land use within its borders – this is not the recommended approach.
- ❑ Adopt the future land use map. The adoption of the Conestoga Valley Region Strategic Comprehensive Plan includes the adoption of the Conestoga Valley future land use map as presented herein and described below.
 - The map designates fourteen land use categories.
 - Greenway / Recreation: The class depicts areas in the region designated for conservation or greenway development within the 100 year floodplains of the region's streams and rivers to protect the water quality and to retain the pristine environment / recreation amenities of the region's waterways. The class also depicts areas of existing and/or future public recreation areas. The expectation is other lands may be included for recreation purposes depending on the outcome of a Conestoga Valley Comprehensive Recreation, Parks, and Open Space Plan (see the Community Services and Facilities Initiative, Conestoga Valley Recreation Strategy).
 - Agriculture: This class includes areas in existing agriculture and isolated rural residential areas (average one unit per acre or less). In these areas portions of the farm-parcels may be used for accessory farm support businesses (see the Economic Development Initiative, Business Models Strategy). These areas comprise the majority of the activity located within the region's rural resource area (outside of the growth areas).
 - Low Density Residential: The land use designation represents existing and future areas of low density residential development in the growth area (i.e., one to four units per acre). The largest areas of development potential exist along Tobacco Road in West Earl Township and north of PA 23 in Upper Leacock Township.
 - Medium Density Residential / Traditional Neighborhood Development: Five to nine units per acre describes the medium density residential development. These areas also include locations that may be suitable for traditional neighborhood development.

Traditional neighborhood development is a new concept for Pennsylvania defined and described in the PA Municipalities Planning Code (Articles I and VII-A). The MPC defines a traditional neighborhood development as: "an area of land developed for a compatible mixture of residential units for various income levels and nonresidential commercial workplace uses, including some structures that provide for a mix of uses within the same building. Residences, shops, offices, workplaces, public buildings, and parks are interwoven within the neighborhood so that all are within relatively close

proximity to each other. Traditional neighborhood development of relatively compact, limited in size and oriented toward pedestrian activity. It has an identifiable center and a discernible edge. The center of the neighborhood is in the form of a public park, commons, plaza, square or prominent intersection of two or more major streets. Generally, there is a hierarchy of streets laid out in a rectilinear or grid pattern of interconnecting streets and blocks that provides multiple routes from origins to destinations and are appropriately designed to serve the needs of pedestrians and vehicles equally.” (Pennsylvania Municipalities Planning Code, Act of 1968, P.L. 805, No. 247 as amended – Article I)

Providing the full range of the residential, nonresidential, and common areas in the traditional neighborhood, defined by the MPC, is dependent on the size and characteristic of a particular parcel. The expectation is the development that will occur in the region will be at the minimum compact and pedestrian oriented.

The greatest development potential exists north of US 222 in the location of Stone Quarry Roads in West Earl Township and Willow and Creek Roads in East Lampeter Township. Following the completion of improvements to the PA 23 Corridor, the entire corridor should be reevaluated to determine if other areas of the corridor are suitable for medium density / traditional neighborhood development. The designation of these areas prior to capacity and roadway deficiencies improvements is not recommended.

- High Density Residential: This land use classification recognizes existing and future locations for multi-family housing (density of ten units or more per acre). The plan locates future high density residential development in East Lampeter Township in proximity to existing areas of high density, multi-family and the highway infrastructure that would be able to accommodate the additional traffic generated by this urban style development. Existing roadway constraints in both West Earl and Upper Leacock Townships make these townships less suitable for this type of development. If the constraints are removed additional future areas for high density development may be possible.
- Villages: The village areas are described in detail in the Village Preservation Program Strategy, page 16. These areas may contain a mixture of uses. Residential densities are dependent on the availability of public water and public sewer.
- Mixed-use: This designation is reserved for two corridors, the PA 23 corridor in Upper Leacock and the PA 462 corridor in East Lampeter. The mixed-use classification recognizes the existing mix of use along the corridors – low density residential and low intensity commercial and office uses. This designation establishes a future direction to enhance or recapture the community's character and prevent the development of these corridors into uses less desirable than those in existence. Specific recommendations are provided for each corridor in separate strategies (see Mixed-Use Corridor Designation – Office / Residential and Village Preservation Program Strategy and Leacock / Leola / Bareville component).

- Neighborhood Commercial: The land use class responds to the need for low intensity commercial, oriented to serve the needs of the surrounding residential community. The class recognizes existing areas of neighborhood commercial activities and provides for the limited expansion of these areas along PA 23 in Upper Leacock and Route 340/462 in East Lampeter (see PA 340 / PA 462 Land Use / Transportation Corridor Study addresses a specific strategy for this problem area). Other areas of neighborhood level commercial activity would be found in mixed-use areas, traditional neighborhood developments, and villages. Uses in these areas are compatible with surrounding residential neighborhoods. The neighborhood commercial centers become community gathering places and reduce the need for automobile-oriented trips for the purchase of everyday goods and services.
- Regional Commercial: These areas provide locations for large commercial enterprises with a market area that goes beyond the region. The location of these areas is determined by the presence of a major highway corridor and existing land uses. The largest area is developed along US 30 in East Lampeter Township (see Route 30 Corridor Design Guidelines Strategy, p 13). Other existing areas include locations along PA 23 (Upper Leacock Township) and PA 272 (West Earl Township). In both these locations it is not recommended to expand this land use class given current transportation impediments. In fact at the time of the zoning update, West Earl Township should consider carefully the list of uses and the development potential of the area to ensure “big box” or high traffic generators are not permitted along the PA 272 corridor (see the PA Route 772 / PA Route 272 / US Route 222 Land Use and Transportation Study Strategy, page 16).
- Business Park: The business park classification represents areas with a mix of commercial, office, and light industry. Only one business park exists in the region, the Greenfield Corporate Center (see the Design Guidelines for Planned Employment / Commerce Centers Strategy).
- Industrial: Industrial areas are reserved for both heavy and light industry. The region includes several large industrial areas along PA 772 in West Earl Township (Brownstown Industrial Center) and Cocalico Creek Road, south of PA 23 from the intersection of Horseshoe Road and PA 772 east to the Township line and the Conestoga Industrial Park on Horseshoe Road in Upper Leacock, and an area surrounding the City of Lancaster along the railroad corridor north of PA 340 in East Lampeter Township. Development potential exists in each area.
- Mineral Recovery: The future land use map shows one existing mineral recovery area in the region located on Quarry Road in Upper Leacock Township. This area is outside the region’s growth areas; therefore, if the quarry activity discontinues the expectation is the area will convert to an activity compatible with the surrounding environment and not transition to an industrial use.

- Public Use: This designation is reserved for public buildings and uses, in this case, municipal offices and public schools. The *Background Summaries* community services map indicates the exact location of various public facilities.
- Future Growth Areas: The future land use map shows the location of future growth areas. The following land use changes are suggested for these areas, if they are brought into the growth boundary within the next twenty years:
 - ✓ Area on Horseshoe Road between east of Olde Leacock Village – change to medium density residential / traditional neighborhood development and the area between Newport Road and Maple Avenue – change to industrial (see Leacock / Leola / Bareville – Recommendations / Guidelines for the PA 23 Corridor, page 26). These changes in Upper Leacock Township are based on the implementation of a PA 23 bypass.
 - ✓ Area north of Dale Drive in the area known as Bareville - change to low or medium density residential after improvements are made to the PA 23 corridor (West Earl Township).
 - ✓ Area at intersection of Pitney Road and Willow Road – change to medium density residential / traditional neighborhood development (East Lampeter Township).
 - ✓ Area south of PA 340 and west of the Village of Smoketown – change to medium density residential / traditional neighborhood development.

➤ The distribution of future land uses is shown on the following table.

Future Land Use Classification	Acreage	Percent of the Total Acreage
Future Growth Area	530	Overlay, Not Included in Total
Conservation/Greenway	1,762	5%
Agriculture	24,733	70%
Low Density Residential	2,165	6%
Med. Density Res. / TDR	1,563	4%
High Density Residential	439	1%
Village	938	3%
Mixed Use	423	1%
Neighborhood Commercial	93	0%
Regional Commercial	772	2%
Business Park	812	2%
Industrial	1,325	4%
Mineral Recovery	69	0%
Public Use	479	1%

Source: Lancaster County Planning Commission, 2003.

Design Guidelines for Planned Employment / Commerce Centers

This strategy focuses on the style and design of development within planned employment centers (see future land use map for the location of these centers and/or opportunity sites). The strategy builds on examples within the region of the ideal development type. The design guidelines would be integrated into land use ordinances where appropriate or developed as a companion piece to the ordinance to suggest design elements.

Components:

- ❑ Acknowledge those characteristics of existing employment centers, representing features and ideas that would be an integral part of design in areas, which are slated for future redevelopment or new development. The best example of these features is represented in the Greenfield Corporate Center. The following photographs demonstrate these ideas:

- Integrating green spaces with pedestrian orientation. This photograph shows the parkland integrated into the commerce park – design elements include pedestrian path, period lighting, sculpture, waste receptacles, the interior pond and bridge, tree-lined streets and lawn areas. This park feature represents the ideal. The concept of planned open space within the employment center and pedestrian access is the expectation.
- Using berms, stonewalls, and fencing plus vegetation to screen buildings from the street, manage access, and retain country character.
- Using common elements throughout, such as signage, pedestrian paths, lighting, and parking design.



- Integrating transit stops, bike racks, and horse tie-ups.
 - Controlling access with an interior street system and common access to major roadways.
 - Encouraging a style of building that fits into the character of community. This example shows retail in front / office – commerce center in back.
 - Parking lot design to break up the monotony of large expanses of asphalt and the use of vegetation and islands to manage heat, direct traffic, and manage stormwater. Landscaping would be placed in the front of buildings, within parking lots, and at the edge of pavement.
- ❑ Use a system approach should be taken to stormwater management for the entire employment center rather than a parcel by parcel approach. Best management practices should be encouraged.
 - ❑ Provide the opportunity for buildings to change use between light industrial, commercial, and office by providing flexibility in the list of permitted uses in these areas. These centers will represent the opportunity in which, "home-grown" businesses will be able to grow to larger spaces (see Economic Strategies – Business Models and Business Growth – Transition/Retention Process).
 - ❑ Include the above design guidelines in existing employment centers. These areas include:
 - West Earl Township at Brownstown Industrial Center, located between PA 272 and 772, and the southeast corner of US 222 and US322 interchange and the industrial area on Cocalico Creek Road.
 - East Lampeter Township, the continued extension of the



Greenfield Corporate Center at Greenfield Road.

- Upper Leacock Township, extending the existing business development along PA 23 (only if and when the PA 23 bypass is built) into the northeast quadrant of the interchange area. As part of the planning for this area and during the PENNDOT process, Upper Leacock Township should work with PENNDOT on the development of direct route (Maple Avenue Extended) from the interchange to the designated commerce center. The new roadway would provide a new primary point of access to the center thus removing traffic from PA 23 and also reducing the potential for traffic congestion at the PA 23 / Newport Road (PA 772) intersection.
- Also in Upper Leacock Township, the Conestoga Industrial Center. If the PA 23 Bypass becomes a reality, work with PENNDOT to gain improved access from the Bypass. Options to be considered include an improved Horseshoe Road to handle truck traffic and to provide directional signage or direct access from the Bypass into the Industrial Center.



PA 340 / PA 462 Land Use / Transportation Corridor Study

This strategy recommends East Lampeter, West Lampeter, and Lancaster townships; Lancaster City; Lancaster County Planning Commission; and PENNDOT work together to develop a strategy to resolve the transportation problems associated with the two signalized intersections with Pitney Road, Lampeter Road, PA 340, and PA 462. Conflicts that arise in this area are due to poor access management, roadway alignment, and adjacent land uses (recently added to the mix is the new campus of HACC). The problems include many entities. This area is a gateway to the region and city. It does not present a positive image for the region, townships, City, or County (see the Transportation Strategies)

Components:

- ❑ Seek to resolve conditions illustrated in the photos below.
 - Intersection characteristics:
congested intersection – numerous curb cuts – new structures with some vegetation; little room for queuing behind lights due to close configuration; triangular roadway configuration, making it difficult to manage access; and HACC traffic added to the area. The concerns in this area are shared by many jurisdictions.
 - Roadway characteristics:
Limited sign controls, numerous curb cuts, limited landscaping, limited shoulders, and very difficult left-turning movements.
- ❑ Work with affected municipalities and the Metropolitan Planning Organization (MPO - LCPC) to move the study forward in the PENNDOT Planning Program.
- ❑ Develop better land use controls in the area to manage signage and promote landscaping.
- ❑ Work more closely with PENNDOT on the driveway permitting process and access management.



Mixed-Use Corridor Designation – Office / Residential

The area along PA 462 between Michigan Avenue and Greenfield Road is unique to the study area. Representing homes established in the early 1900's, the area today is in a state of change, influenced by the four-lane unlimited access PA 462 and current commercial zoning of road frontage properties. The potential exists for this area to transition to similar strip commercial activities of the areas to the east and west. This change would further aggravate poor access management and safety on the corridor and would degrade the rest of the neighborhood. A special approach is needed to preserve the existing quality of the neighborhood and manage access in this location of the PA 462 corridor.

Components:

- ❑ Recognize the unique characteristics of this neighborhood.

- Residents and customers experience difficulty in accessing PA 462 and must cross two-lanes of traffic for left-turning movements.
- Many of the homes are of a high quality.
- Setbacks in most cases are fairly deep.
- Some residents in back streets have access to PA 340 as well as PA 462; however direct access to the Lincoln Highway is from PA 462.
- As residential units transition to commercial, the conflicts will worsen.



This photo shows homes along PA 462 in the commercial area. Several parking areas exist in front of structures. Several businesses are utilizing the buildings – professional/office type uses. These businesses are able to utilize the existing structure without destroying the character of the neighborhood.

- ❑ Explore ideas to manage access, where possible by strategically locating parking lots to the rear of properties. An example of one possibility is shown in the photo to the left. The photo shows a parking lot for the Inn that is located along PA 462 – parking is to the rear. The lot is large. An investigation with the property owner may reveal a possibility of this being a shared facility for the businesses that front PA 462 – day use only. Pedestrian access would be improved with installation of sidewalks to the businesses from the parking facility. The addition of signalization at the end of Michigan Avenue would solve access issues. Other opportunities should be explored for a shared facility elsewhere within close proximity to the lots fronting on PA 462.
- ❑ Change the land use designation in this area from commercial to mixed-use (residential –office). This designation will enable the character of the neighborhood to be retained, relieve the potential for more strip commercial development, and retain the current intensity of development.



Route 30 Corridor Design Guidelines

Over the past 15 years significant strides have been made on the Route 30 Commercial Corridor to improve character and appearance, manage access and safety, link land use with the transportation system, etc. The Township must remain vigilant in repeating these design elements, with the continuance of redevelopment and development.

Components:

- ❑ Recognize examples of smart design in the corridor and prepare guidelines and land use regulations to ensure the expansion and continuation of these design elements as new development and /or redevelopment occurs.

These design features include:

- Use of access controlled development, such as planned interior streets with one point of entry onto Route 30 at signalized intersections.
- Use of vegetation, orientation of buildings inward, and sign controls.



This photograph shows the use of an internal street system for limiting points of access onto US 30. Sidewalks are present; however, this development could be more pedestrian friendly with the use of more vegetation.

- ❑ Target areas on the Route 30 corridor in need of redevelopment and inclusion of missing features: landscaping, access management, sign management, orientation inward rather than to the roadway, separation of sidewalks from parking areas, transit stops on-site rather than on the roadway, and lighting design.



The two photos above show the use of vegetation throughout the developments. Notice the orientation of buildings inward, sign controls, use of sidewalks, other landscaping features, and controlled access – entryway features.

The following photographs provide examples of areas with missing design features. The majority of this development occurred prior to the adoption of Township's existing ordinances as amended.



- ❑ Review the land use ordinances for the Route 30 corridor to ensure that the recommended design elements are requirements rather than guidelines or options.
- ❑ Ensure that the developers are integrating sidewalks, landscaped parking and frontage areas, acceptable signage, orientation to the interior, and signalization, where needed.
- ❑ Provide signalized local access to the corridor, in addition to signals for businesses.
 - Address the need to provide safe access from community facilities, residential neighborhoods, and rural communities at unsignalized intersections that may not meet existing State warrants for signalization but inhibit or prohibit mobility of local residents. The land use / transportation interface is critical at these locations.
 - Recognize the importance of Witmer Road as being a primary north-south connector to the East Lampeter Township Park (located on Hobson Road), a connector to East End Business Center, major route for movement of tour buses from U.S. 30 to PA 340, and local access route for



The playground area at the East Lampeter Township Park - Witmer Road is a primary access point to the park located on Hobson Road

the plain sect community to residences and farms.

- Work with PENNDOT on developing techniques to provide safe local access onto U.S. Route 30 from Witmer Road and other intersecting unsignalized locations within the U.S. Route 30 corridor. The strategy recognizes that U.S. Route 30 is serving many functions and local access must not take a back-seat.

Without safe local access the route acts as a significant barrier

for north-south movements for local businesses and residents. This barrier is amplified for the many users of non-motorized vehicles in the region. The same attention that is currently given to provide safe and unhindered access for businesses that front the highway must be given to local residents and businesses that use the highway on a daily basis.



East End Business Park located on Witmer Road.

- Work with PENNDOT and property owners in close proximity to signalized intersections or proposed signalized intersections to explore opportunities for providing rear access from intersecting roadways to properties fronting on U.S. Route 30. One prime location would be rear access off of Witmer Road if it is signalized. Other opportunities exist throughout the corridor.

PA Route 772 / PA Route 272 / US Route 222 Land Use and Transportation Study

The strategy focuses on improving the transportation capacity and reducing the operational issues associated with the convergence of PA Route 772 / PA Route 272 / US Route 222 in West Earl Township.

Components:

- ❑ Recognize the connection between land use and transportation in developing a comprehensive approach to improve the current conditions. The proximity of the US 222 ramps to the PA Route 772 and PA Route 272 intersection contribute to the traffic impact at the signalized intersection. It is not uncommon during peak traffic periods for traffic to queue from the traffic signal onto the US Route 222 ramp and onto the main line. The configuration of the US 222 ramps promote cross traffic movements. The convergence of the three roadways has made the PA 272 corridor a valued site for industrial and commercial development. The development of the corridor in this location contributes to traffic at the intersection, which makes left turns difficult. The mix of automobiles, tractor trailers, and nonmotorized vehicles is frequent throughout the intersection and on the intersecting State routes. Recently, the Lancaster Sunday News ranked the top ten worst intersections in Lancaster County using data provided by PENNDOT; this Brownstown intersection was ranked third (Lancaster Sunday News, Sunday , July 15, Gil Smart, Sunday News Staff Writer).

- ❑ Continue to work with PENNDOT and the Metropolitan Planning Organization (MPO) on advancing the improvements to the intersection on the 12-year Program.
 - Explore the potential for other options, such as: partnership programs with the State, County, and businesses; access management; and short-term measures.
 - Target the redesign / reconfiguration of the US 222 interchange to coordinate traffic patterns with the PA 272 and PA 772 intersection.
- ❑ Consider the development of a transportation analysis zone (TAZ) and impact fees to provide a local match for intersection improvements.
- ❑ Require an independent Transportation Impact Study be conducted and submitted as part of land development applications for all industrial and commercial development. The study should identify the cumulative impact of the added traffic on the area's roadways and intersections from the proposed development.
- ❑ Compile a detailed record of the intersection problems, including police reports, video recording of real time problems, traffic counts and capacity analysis, and public complaint records. These records would provide further justification for the need of transportation improvements.

Village Preservation Program

This strategy focuses on the preservation of the region's many village areas. The region does not contain a centralized urban area such as a borough; however, in its place are numerous small centers of residential and neighborhood level retail / commercial activity. These villages are a distinguishing characteristic of the region. They are significant to the region's history, cultural landscape, and community life.

The villages are identified and mapped, where possible the mapping includes the core area of each village and new areas of the village exemplified by the most recent development (see Future Land Use Map).

Components:

- ❑ Identify the role each village plays in the region. The villages may be characterized by four prominent features based on observations and local knowledge:
 - Location – villages located on major commerce routes (e.g., PA 340, PA 23, PA 772) vs. villages located at a country crossroads.
 - Residential population – predominance of traditional communities (residents affiliated with the plain sect communities and their way of life) vs. modern communities.

- ❑ The major type of goods and services provided – tourist focus vs. local focus
- ❑ Predominant style of development – linear vs. grid / or curvilinear

The following matrix identifies each village and the prominent characteristics specific to each village.

VILLAGE	LOCATION		RESIDENT ¹ POPULATION		GOODS & SERVICES		DEVELOPMENT STYLE	
	COMMERCE ROUTE	COUNTRY CROSS-ROADS	TRADITIONAL	MODERN	TOURIST Focus	LOCAL Focus	LINEAR	GRID / OR CURVILINEAR
Brownstown	x			x		x		x
Talmage	x		x	x		x	x	
Farmersville		x	x	x		x	x	
Leacock /Leola /Bareville	x			x		x		x
Monterey		x	x			x	x	
Witmer		x	x	x		x	x	
Bird-in-Hand (western edge)	x			x	x		x	
Ronks		x	x	x		x	x	
Soudersburg	x			x	x		x	

- ❑ Recognize the distinctions between the region's village areas and consider the following specific guidelines / recommendations for the future of these villages. The villages are classified based on common characteristics and to simplify the discussion of ultimate recommendations. Two villages are considered urban, based on the amount and style of new development, the population served, and regional influence. These villages are Brownstown and Leacock/Leola/Bareville. The villages of Monterey, Talmage, Farmersville, Ronks, and Witmer are desirable locations for accommodating the needs of the region's more traditional communities. The remaining villages serve a dual role in the region, serving the local community and attracting tourists. These villages include Bird-in-Hand and Soudersburg. These distinctions are provided for planning purposes only and are not meant to give any village a particular tag – there are common features to all of the villages and these village serve many purposes.

¹ Note: The plain sect communities are the major stewards of the agriculture land in the Conestoga Valley. A direct correlation exists between the presence of these communities in the region and the character of the region. The land, housing, and space needs of these communities may change as these communities continue to grow in population, family farms deplete their development rights, and non-farm activities and businesses increase. The municipalities of the Conestoga Valley should ensure that these needs will be accommodated in locations that will fit into their desire to maintain close connection to community and lifestyle choices. Several villages may be prime targets to accommodate these needs.

Plan for the development, redevelopment, and preservation of the region's urban villages: Brownstown and Leacock / Leola / Bareville.

Brownstown: The village is the central place within West Earl Township's recently adopted Urban Growth Boundary (portion of the Ephrata-Akron Area Urban Growth Boundary - see Urban Growth Boundary Strategy). U.S. 222 and the Conestoga River in combination with Urban Growth Boundary will limit the future expansion of this village area.

Characteristics:

- ❑ Recognize the following characteristics in planning for the future.
 - The original settlement was a crossroads community located at Main Street and the intersection of PA 772. The settlement dates back to the 1840's. The following picture shows the pattern of development with small lots, shallow front yards, narrow side yards, and sidewalks.
 - The majority of the buildings along Main Street are in residential use with a few professional offices / businesses.
 - A small commercial area is located at the intersection of PA 772 and Main Street (the majority of the commercial activities are located on the PA 772). The commercial activities have both an orientation to the neighborhood and to the regional traveler but generally are of the size and scale which fit into the village.



Typical development along Brownstown Main Street

- Sidewalks are not consistent along the Main Street with many sections being in disrepair.
- Recent development has extended modern subdivisions to the four quadrants surrounding the original settlement.
- The ability to extend the original character of the community has been lost with the modern suburban style subdivisions as represented in the previous picture.



Typical style of development surrounding the original settlement.

- The new development style is in stark contrast to the size, scale, and character of the original pattern. Features typical of the new style and differing from the traditional village are larger lots (equals greater consumption of land per home), wider setbacks, lack of sidewalks in some cases, loss of connection to other parts of the village as a result of the use of cul-de-sacs and few intersecting streets, loss of pedestrian scale development, and greater use of pavement. In overall massing and land area, this style of development has changed the character of the community, which is no longer the quaint traditional community of the past.
- As the center of recent population growth increased the demand has increased for community services. The newly constructed post office and elementary schools have been located within the confines of the modern subdivision and away from Main Street. The Brownstown Elementary School's location provides a neighborhood school, which allows many students the opportunity to walk to school. Critical sidewalks appear to be missing to the school and the post office.

Recommendations / Guidelines:

- ❑ Recapture and enhance Main Street as a central place for the community and consider Main Street, not PA 772, as the community's front door. PA 772 is a major thoroughfare for the region and will not be able to function as the community center but should continue to exude the character of the community. Consider the following recommendations:



Brownstown Elementary School is located within walking distance of residents

- Streetscape enhancements for Main Street and the intersection of Main Street and PA 772.
 - Develop and implement a Main Street enhancement program to amplify its sense of place and historic context and to pull the community together. Components of the program should include improvements to sidewalks, curbing, and lighting and the addition of street furniture, where appropriate.
 - Require planting strips, vegetation, sidewalks, and access management (see the transportation strategies) with any new development or redevelopment at the Main Street and PA 772 intersection. Ensure the pedestrian signals are working to allow easy pedestrian movements through the intersection.
- Implement village sign standards to be used to control signage along Main Street and PA 772 in the Brownstown area – the same standards may be applied in Talmage.

- Identify historic properties (see the Economic Strategies – History / Heritage Inventory & Preservation Planning Tools Development – a good starting point is the historical booklet developed for the Bicentennial) and develop a plan for their protection and enhancement.
- Amend land use controls. The current zoning ordinance regulates Main Street as it does all other residential areas in the village. The differences between the original settlement pattern and the new development are remarkable. It is highly improbable that this regulation would be able to effectively deal with this variation without putting unnecessary constraints or restrictions on both types of development.
- ❑ Require all new development within one-half mile of Main Street or a community facility to include sidewalks / pathways to recapture the pedestrian orientation. Consider working with existing developments to retrofit sidewalks or pedestrian paths / bikeways into the development. Identify missing pedestrian links to the post office, school, and other community facilities.

Leacock / Leola / Bareville (the villages of the Route 23 Corridor): The PA 23 corridor (New Holland Pike) contains remnants of three historic villages: Leacock, Leola, and Bareville. The Conestoga Valley Bicentennial Historical Booklet (published in 1976) explains their importance: “The history of the three towns in Upper Leacock is as important as the township itself... Bareville, Leola, and Leacock were strung along the New Holland Turnpike (originally a toll road with three toll gates in the Township) with all the traffic going through them.” (p.28)

This important location led to considerable growth and development. Today, growth and development has erased the visual boundary between the three villages. The PA 23 corridor continues to be the center of activity in the township of Upper Leacock and a major center for the entire Conestoga Valley region.

Characteristics:

- ❑ A written history was prepared for these villages (Bicentennial Historical Booklet – page 28 to 32). This history provides the foundation for understanding the current situation. Highlights include:
 - The earliest settlement in the area included a home (eventually became the Mechanicsburg Hotel and later an apartment house), the Spread Eagle Hotel in Leacock (the place of the first Upper Leacock elections and eventually became a general store), the Midway Hotel in Leola at the intersection with Horseshoe Road (in later years the center of town was located at Main Street and Maple Street – Batteus Corner), and a house and barn in Bareville (in later years the home became the Bareville Hotel and the barn was relocated to U.S. 30). The mixture of early uses demonstrates the importance of these early villages to both residents and travelers.
 - The impact of transportation infrastructure on land use patterns is part of the area's history. The introduction of the railroad in 1889 and the trolley in 1901 brought increased activity and industry to the area, a rail station, and a post

office. The three villages became connected in new ways – the boundaries were beginning to disappear.

- Further connections were made as business brought technology with the introduction of the telephone in the late 19th Century and sidewalks and streetlights in the early 20th Century.
- As the community grew, more public services became available with the first water system in the late 1930s. By this time the former villages were known as the “Tri Towns”
- This history set the stage for the community of today. A mixture of residential and business uses continue to occupy the corridor; however, the density and intensity of these uses have multiplied and intensified traffic conditions. Today, dealing with the roadway itself has become a major issue for the Township and the region and has been the focus of many years of study and restudy. Currently, Pennsylvania Department of Transportation is completing environmental documents and an alternatives analysis to alleviate traffic problems on the corridor (see the transportation and utilities strategies – Regional Coordination with the PA Route 23 Corridor Project). In the early 21st Century outstanding characteristics of this blended area are explained easiest by corridor segment.

Segment 1: Upper Leacock / East Lampeter Boundary to Hellers Church Road

- A mixture of residential and nonresidential units is prominent throughout the corridor. This segment contains few remnants of the past. At the western edge this mixture includes a greater intensity or massing of nonresidential uses than other segments. What is remarkable are the size and scale of uses and recent introduction of modern patterns and concepts of development. These uses are major traffic generators, adding to the existing traffic and conflicts on the roadway. The mix of employment centers, commercial uses, and residential subdivisions add traffic throughout the day. Major business uses include:
 - Lancaster Laboratory – a secure site with its own private signalized entryway. The Lab occupies both sides of the roadway and uses a pedestrian bridge to connect the buildings. Massive parking lots are located behind the buildings, which sit next to the roadway.
 - Living Word Academy – a private religious institution and school continues to expand in the corridor. The modern structure is surrounded by parking. The presence of both the Lancaster Laboratory and the Academy act as a gateway, which provides a distinctively different character than other segments of the corridor.
 - Commercial establishments are



New commercial development with large parking lots

also prevalent: Stauffers of Kissel Hill complex with a fast food restaurant and other small businesses and the currently vacant Meadowbrook Farmers Market. These areas are marked by numerous curb cuts, some at signalized intersections; thousands of square feet of paved parking lots, most without vegetation or islands to separate traffic; and limited pedestrian access. Add a variety of residential uses to the mix plus the traffic generated regionally and it is clear to see why the corridor is burdened with traffic problems.

- All income levels plus special interests find housing opportunities in this area.

Two single-family subdivisions use the corridor as their primary connector to the region, the developing Hartman Station subdivision and Forest Hills. Apartment and townhouse living for various incomes are found in Nathan Village (older adults), Chelsea Village, and Country Gardens. The majority of these multi-family developments are renter-occupied. Few pedestrian connectors (sidewalks and/or pathways) serve these communities or link the communities to the commercial activities. Yet, foot travel to these businesses and throughout the neighborhoods is prevalent. It is difficult for both the pedestrian and the driver of motorized and nonmotorized vehicles to access PA 23 from residential neighborhoods, particularly in making left-turns across traffic. Generally, the residential developments on the corridor break the monotony of asphalt and cars by adding lawns, trees, and vegetation to the otherwise stark environment.



Residential neighborhoods contribute landscaping and greenery to the corridor.

- The final prominent feature in the segment is the amount of land available for infill and/or redevelopment. A field view in May 2001 revealed a 7.48 acre parcel of land available for commercial development and the Meadowbrook Market available for lease or sale.



7.48 acre commercial infill parcel on PA 23

- Land north and south of the existing development is farmed. The majority of this agriculture activity is under the management of members from the plain sect communities.

Segment 2: Heller's Church
Road to Glen Brook Road – PA
772 (Leacock)



Vacant building – formerly the Meadowbrook Farmers Market

- The scale of development changes consistent with the original village settlement patterns east of Heller's Church Road. While a mixture of uses is still present in this segment, the intensity of development is markedly different than the segment to the west and is influenced strongly by its historic roots as typified by buildings at the corner of Main Street (PA 23) and Hellers Church Road.



Building at the corner of Main Street and Hellers Church Road is typical of earlier style of village homes

- The Leola Village Inn and Suites is an excellent example of recent efforts to integrate buildings and development into the character of the community. This context sensitive design helps to retain



Excellent example of the context sensitive design that works in the village setting

helps to retain the sense of place and scale of the community while introducing a wide variety of small-scale businesses, offices, and shops. Orienting the development perpendicular rather than parallel to the roadway has not compromised the intensity of development. The utilization of space allowed the vegetation, which was typical of the earlier segment's residential areas, to be accommodated in the nonresidential setting. The required parking blended in with the development's scale and design. Typical streetscape design that enhances the village appeal was integrated. In this case the parking lot became the street. These elements - sidewalks, streetlights, benches, street trees, and signage - were oriented towards the parking lot / street. Signage was kept to a minimum and integrated with the storefronts. The development provides interest, variety, and the sense of depth to what is a very linear community. It serves as an excellent model for future development throughout this corridor and in other village locations of the region.

- Traffic on the PA 23 corridor may impede the safety of pedestrians crossing the roadway at unsignalized intersections or mid-block locations. Another impediment to the pedestrian movement is the lack of sidewalks. In many locations sidewalks are not present on both sides of the street.

- A new subdivision (Olde Leacock Village) which is reflective of the modern style of housing (see the characteristics of this housing style in the discussion of the village of Brownstown) offers a distinctively different neighborhood experience than the traditional village. The residential community consumes a large tract of land south of the existing village. The primary point of access is the PA 23 corridor, although alternative access is offered on Horseshoe Road.



Modern subdivision extends behind the historic Leacock settlement

- Numerous curb cuts are evident throughout this segment. Elsewhere, the use of alleyways or alternative rear accessways provide traditional communities with alternatives to main street access; however, the villages of the Conestoga Valley for the most part developed as crossroads communities with development lining the major corridors. This missing element has made access difficult to manage, especially in older communities where existing development requires dealing with many property owners to retrofit modern access management techniques and/or new alleyways.

- The highest potential to retrofit an alternative rear accessway system will occur near major signalized intersections with Main Street. Two of these intersections are Hellers Church Road and Glen Brook Road (PA 772). Of these two intersections the Glen Brook Road intersection has the greatest likelihood for the development of an alleyway. The beginning of such a system exists west of the intersection near a small townhouse development that is located behind several businesses, which front on Main Street.

Segment 3: Glen Brook Road to Brethern Church Road (Leola)

- This segment encompasses the area of the village of Leola. The segment begins at the intersection with PA 772. The route intersects Main Street at the north with Glen Brook Road and to the south with Newport Road. The convergence of major roadways plus the proximity of an active rail-line has made lands adjacent to the Newport Road / Main Street intersection prime land for business development. In this area both large commercial and industrial establishments have developed behind existing small-scale development, which front on Main Street and along Newport Road. These establishments contribute to the truck traffic on the corridor. Newport Road provides direct access to these businesses located to the west of the roadway. Dual access from the PA 23 corridor and Glenola Drive is provided for the businesses located to the east. (One consideration of the PA 23 Corridor Project to minimize the truck traffic is to build an interchange area from a new PA 23 corridor to the south, thus allowing direct access to the commerce center.)

- The segment offers the largest concentration of community services in Upper Leacock Township. If an identified central place were to be defined for the Township, this segment of Main Street would be the obvious choice. Community facilities include the Leola Elementary School, the Upper Leacock Township Community Building (houses the municipal offices and Leola Library), the Leola Fire Company, and the Leola Community Pool and Park. This is also the historic village center (Maple Avenue / Main Street). As is the case in Brownstown, convenient and safe pedestrian access (sidewalks and/or pathways and crosswalks) are missing to these facilities in many locations.

- The highest concentration of residential uses in the segment are located from Sunset Avenue to Maple Avenue. One of the few



Shooting hoops at Leola Pool & Park



Typical home north of Main Street in Leola

residential areas in the entire region that uses a grid street network is located in the first two streets north of Main Street. This neighborhood of large two-story homes (vintage early to mid 20th century) have the characteristics of a small town residential area – grassed planting strips, street trees, covered front porches, gabled roof lines, minimal front yards and large rear yards, and driveways and garages. This style of development did not continue into the late 20th Century as new homes were built on larger curvilinear streets.



Typical homes south of Main Street

- In marked contrast is the historic development which lies to the south of Main Street and along Maple Avenue – the historic section of the village, marked by older homes, the lack of sidewalks, smaller lots, and on-street parking. These homes abut industrial activity.
- Major industrial activities surface along the corridor east of the residential area. The current main point of entry to this industry is Main Street. The industry extends behind the residential area onto Maple Avenue and to the rail corridor and beyond with the secondary access point off of Glenola Drive. This industry represents a major traffic generator.

Segment 4: Brethren Church Road to Short Road (Bareville)

- The pattern of development adjacent to Main Street continues in this segment.
- To the north residential development is present – predominately historic in nature along the main-line with modern residential subdivisions located to the north, Meadowview Estates.
- Industrial activities continue to locate in the south between the railroad and Main street

Recommendations / Guidelines for the PA 23 Corridor:

- Acknowledge the relationship between infrastructure and land use and the need to plan for both in order to resolve existing and future corridor issues. The previous description of the past and present illustrates this relationship. During the 19th Century and early 20th Century the development of infrastructure and innovation dramatically changed early settlement patterns and the character of historic villages (i.e., the location of the regional roadway corridor, introduction of rail and the trolley, advancement of communications, and the development of water systems). In the 20th Century, the introduction of the automobile and use of land surrounding the roadway continued to blur the village boundaries and impacted the operational characteristics of the roadway. In the future an approach which considers both sides

of this very complex infrastructure / land use equation is the only approach that will work to improve the quality of life in the corridor and instill a stronger sense of community.

- ❑ Participate actively in the transportation study being conducted on the corridor (see the Transportation Strategy – Regional Coordination with PA Route 23 Corridor Project for components of this participation).
- ❑ Delineate an Urban Growth Boundary for the corridor. Given the existing conditions of the PA 23 corridor, a three-tier approach is recommended:

Tier 1: Introduce the concept to the public and delineate a growth area:

➤ Begin the education component with discussion of need, assumptions, and basis:

- Need: to direct growth to existing urban areas and away from the region's agriculture and resource lands thus separating urban-level development from areas appropriate for agriculture, rural, and resource areas.
- Assumptions:
 - ✓ Both public water and public sewer is readily available or planned.
 - ✓ A public transit route is available with one-half mile of the edge of the area.
 - ✓ Community services and facilities are located within the urban area.
 - ✓ The density of housing within the urban area is a primary consideration – LCPC target is generally 5.5 units per acre for urban areas and 2.5 units per acre for village areas.
 - ✓ The urban area should contain the majority of the township (80%) or region's commercial, industrial, institutional, residential, and park lands.
 - ✓ Farmland and natural resources areas should be located outside the urban growth boundary, unless proximity to existing infrastructure and development will take away the viability and value of the farm the land. Regardless of a farm parcels location the right to farm the land must be permitted.
- Basis: Consider the following four factors in addition to the above assumptions: existing land use patterns, existing zoning, the 20-year population growth and demand for housing and the operational characteristics of the transportation network.
 - ✓ Existing land use – contains a mixture of uses as described above.
 - ✓ Existing zoning – the zoning conforms to the land use and vice-versa. Today, the greatest development potential exists in low-density residential areas and the general commercial area; however, should redevelopment occur in the areas currently zoned mixed use greater development potential would exist.

- ✓ Demand – The demand would be based on 2020 population projections from the Lancaster County Planning Commission. These projections will not be available until all of the 2000 Census information becomes available. When this information becomes available the Township should work with the LCPC to confirm the twenty-year demand for new residential and nonresidential growth. If the Township's housing grows at the same pace as the previous decade (1990's – new census indicates an increase of 249 units from 1990), it would be expected that approximately 500 new housing units would come on line within the twenty year period with 400 hundred new units allocated for the growth area (80% of new units). Assuming 5.5 units per acre, the Township would need 72 additional acres to accommodate residential growth – this is based on the assumption that the 72 acres would be available for development, which is generally not the case – therefore additional land would be required.
- ✓ Roadway operational deficiencies – Defining measures to relieve current and future operational deficiencies on the PA 23 corridor is the purpose of the PA Route 23 Corridor Studies. The Township should not exacerbate existing conditions with land use policies, which will create more intense and dense development before changes have been made.
- Use the above information to delineate the growth boundary (see the Future Land Use Map for the designated Growth Boundary using these assumptions).
 - Designate the urban growth boundary where existing commercial, industrial, and residential zones meet agriculture zones.
 - Retain allowable densities in residential zones. Even though the existing zoning may not allow the Township to meet the LCPC's target (an average of 5.5 units/acre), the plan recommends no overall adjustments to residential density until improvements have been implemented on Main Street (PA 23 Corridor).
 - Review the area's currently zoned for general commercial activities and consider changes to a lower intensity commercial land use classification. Candidate areas include the undeveloped area east of the Stauffer's of Kissel Hill complex, and east of the Hellers Church Road / Main Street Intersection. The Meadowbrook Farmer's Market also may be a prime target for redesignation if redevelopment of the area is a consideration. The change would lower the potential of big box activities occupying the area and adding to the PA 23 traffic problems. Consider a mixed-use land use designation or neighborhood commercial. The changes would be most palatable as part of a multi-municipal zoning approach – existing intensive commercial activities in the corridor plus the activities on U.S. 30 and PA 272 would meet the region's current and future needs.
 - The Conestoga Industrial Park is not a part of the Urban Growth Area but will continue to provide acreage to meet the industrial needs of the Township.

- A small area south of PA 23 and west of Hartman Station is also considered an Urban Growth Area but should be part of the Lancaster Growth Area in East Lampeter Township to continue the protection of the stream corridor, which separates the two urban areas.
- All areas zoned agriculture outside of the Urban Growth Area are considered a Rural Resource Area.

Tier 2: Review the Urban Growth Boundary and land use classifications following completion of improvements to the existing PA 23 corridor.

- Determine if the improvements will provide enough added capacity to adjust residential development potential (units per acre) in the corridor.
 - Calculate the existing average units per acre in the growth area.
 - Determine if the average is below the 5.5 units per acre target.
 - Determine the amount of remaining development potential based on current zoning and site conditions.
 - Calculate the difference between the target and the development potential to determine if remaining lands should develop at higher densities.
 - Determine if current or planned infrastructure would be able to accommodate adjusted densities.
 - Work with the LCPC to amend and adjust the calculations, growth tracking report, and land use ordinance amendments.

Tier 3: Review the Urban Growth Boundary and land use classification if the PA 23 Bypass is built and an interchange located on Newport Road (see the Design Guidelines for Employment Center Strategy)

- Consider the adjustment of the Urban Growth Boundary as a result of the interchange area.
 - Recognize the opportunity to provide a new entryway to the industrial areas that currently occupy lands to the south of Main Street. A new access point possibly on Maple Avenue extended would provide a new front door to this area and reduce the impact on Main Street. The land between the interchange, Newport Road (PA 772), and Maple Avenue will become prime land for industrial development. After the interchange is built, explore the possibility of including this tract as part of the urban area.
 - Recognize the opportunity to expand the Urban Growth Area south of Main Street and west of Newport Road in an area along Horseshoe Road between Olde Leacock Village and the industrial area. The interchange via Horseshoe Road will offer easy access to the area. After the interchange is built explore the possibility of including this area in the urban growth area for the development of a traditional neighborhood. The Township's current Overlay

Village Zone outlines the procedure and rules and regulations for this type of development. The concept is innovative and fits in with new changes to the PA Municipalities Planning Code; however, few places in the Township are available for the use of this concept.

- Work with the staff of the Lancaster County Planning Commission to track growth and revise the boundary as necessary.
- ❑ Develop a multi-dimensional approach to improve pedestrian and nonmotorized vehicle access throughout the corridor:
 - Complete a sidewalk/pathway inventory and prepare mapping to show the location of missing connections (a preliminary assessment was prepared as part of the Comprehensive Plan's background report). High priority areas are missing connections between residential neighborhoods and commercial areas and community facilities, to areas that contain a concentration of mixed uses within a ½ mile radius, and to areas within a ½ mile radius of a transit stops.
 - Work with PENNDOT to incorporate sidewalks and pedestrian paths, incorporate crosswalks at reasonable frequencies, and pedestrian and nonmotorized vehicle sequences on signals as part of roadway improvements.
 - Require sidewalks and/or bicycle paths in all new development.
 - Work with existing business owners and apartment complexes to retrofit sidewalks into existing development. If possible provide incentives or funding programs that would help to encourage the inclusion.
 - Seek enhancement funding or Community Development Block Grant (CDBG) funding for low / moderate income areas to retrofit contiguous areas with multiple property owners or incorporate as part of the Township's public improvement program.
- ❑ Continue to develop methods for managing access along the corridor (see the Transportation Strategies specific measures and standards).
 - Extend the incentives developed in the Upper Leacock Township's Mixed Use District to other areas of the corridor and the region.
 - Work with PENNDOT to provide points for safe access from residential neighborhoods. The corridor provides these safety features for large commercial and businesses activities but does not for major residential neighborhoods. High priority areas are located in segment one and three, which have a greater mix of residential and non-residential activity. Ensure the signals are timed to delay traffic for safe inner block left-turn movements and include fiber optic connections with this improvement.
 - Explore the potential for the development of an rear access roadway system behind areas of predominately linear development and from side roads at signalized intersections to provide alternative access to Main Street (see Conestoga Valley Regional Roadways Standards – residential development

access standards). High priority locations are from Geist Road to the east, from Hellers Church Road to the east, and from Glen Brook Road to the west.

- ❑ Continue to require vegetation in the parking lots and at the edge of the property as has been required since 1990.
- ❑ Develop a set of design guidelines for new development and redevelopment along the corridor.
 - Use design features of the Leola Village Inn and Suites as a beginning point.
 - Review the Village Overlay district to determine if concepts may be applied to individual parcels in the mixed-use district.
 - Consider the expansion of the uses in the mixed-use district consistent with the uses allowed in the Village Overlay.
 - Consider allowing new mixed-use buildings in the mixed use district.
 - Integrate streetscape features as part of the pedestrian access program.
 - Coordinate the development with the Economic Development Strategies of this Plan – History and Heritage Inventory and Preservation Planning Tools Development.

Plan for the development, redevelopment, and preservation of the region's traditional villages. These villages include Talmage, Farmersville, Monterey, Ronks, and Witmer. Characteristics and recommendations are provided below.

Talmage: Talmage is the oldest village in West Earl Township, dating back to the late 1700s. It lies immediately south of the village of Brownstown. The village is separated from Brownstown by the Conestoga River.

Characteristics:

- ❑ The original settlement lies along PA 772 (Brook Road). Members of plain sect communities continue to populate this area. Talmage continues to have the feel of a traditional neighborhood development. In recent years the small network of local streets have been developed to the east of the original settlement. Locust Avenue connects Talmage to the farm communities lying to the village's east.
- ❑ The West Earl Township Park is located at the village's northern edge to the River with access from PA 772.
- ❑ Talmage currently is part of the West Earl Urban Growth Boundary. Limited development potential exists beyond the street network to the east.



West Earl Township Park located north of the Village of Talmage.

- ❑ The majority of the uses in the village are residential with a few home occupations.

Farmersville: The village of Farmersville is the second largest designated village area in West Earl Township and is the only village in the heartland north of the PA 23 corridor and east of Brownstown.

Characteristics:

- ❑ Recently, West Earl Township adopted a village growth boundary for the Farmersville area, which follows a linear path from the crossroads area at West Farmersville Road and North Farmersville Road east to the Fairmont Retirement Center.
- ❑ With the exception of the Fairmont Retirement Home and a few business activities, the primary use in the area is residential.
- ❑ The lack of public water and sewer will be a limiting factor to future growth and development of the area.

Monterey: Other than the villages of the PA 23 corridor, Monterey is the only other village located in Upper Leacock Township. The village is located south of Leola on PA 772 (Newport Road)

Characteristics:

- ❑ The characteristics of Monterey are similar to the other traditional villages: development around a crossroads, inhabitants including members of traditional cultures, local services, and linear development.
- ❑ The significance of Monterey is its location in relatively close proximity to the PA 23 Corridor but solidly in the heartland of farming activities.
- ❑ Both public water and sewer are available or within proximity of the community.
- ❑ The village will continue to feel development pressure over the next twenty years. If the PA 23 bypass and Newport Road interchange are built, the integrity of this area will be threatened without proper planning.

Ronks: Located on Ronks Road and at the border of East Lampeter and Leacock townships. The linear village is physically separated by the railroad bridge.



The Village of Ronks is separated by the railroad bridge, which also separates the older and newer development and limits the mix of traffic.

Characteristics:

- ❑ The historic settlement is south of the railroad bridge. The development north of the bridge was built in the second half of the 20th century.
- ❑ The village is wedged between the railroad line and Florys campground and mobile home park.
- ❑ Prominent features of the village are the stone abutment / retaining wall, sidewalks, and the Ronks Fire Company. A mixture of uses is evident at the villages edge.
- ❑ Ronks Road is a connector between U.S. Route 30 and PA 340 at Bird-in-Hand. Although this is a major route for the plain sect community, the mix of motorized and non-motorized traffic is not as great given the low clearance of the railroad bridge.

Witmer: Located north of the East Lampeter Urban Growth Boundary on Hartman Road north of the railroad track and south of Horseshoe Road.

Characteristics:

- ❑ The original settlement of the village is located south of Stumptown Road. The area is linear in nature.
- ❑ New development is located in a subdivision located at the intersection of Stumptown and Hartman Road. The number of new homes in the development eclipses the original settlement.
- ❑ Public sewer is available to the area and public water is within proximity of the village.
- ❑ The development of the area is influenced by the location of the Conestoga Valley School District complex, the CV middle school and high school.
- ❑ The activity in the area offers an interesting mix of vehicles: farm vehicles, school buses, and non-motorized vehicles.

Recommendations / Guidelines for the Expansion of Traditional Villages:

- ❑ Target these villages as high priority sites to accommodate housing and business needs of the region's traditional communities.
- ❑ Continue the dialogue with the Old Order and plain sect communities to understand their space and housing needs.
 - Based on this dialogue, review the townships' zoning ordinances to determine if regulatory barriers exist and/or regulatory enhancements are needed to accommodate the needs of these communities without requiring a lengthy regulatory process (see the Business Models and Business Growth and Transition/Retention Process in the Economic Strategies). Revise the ordinances with common language to remove barriers or enhance existing regulations.

- Based on the discussions, with the traditional communities, determine if additional land is needed to provide for the future housing and business needs of the communities. If it is determined more land is needed, work with the public to determine the best location for this expansion and consider establishing a village growth boundary. The following techniques should be considered during any expansion to existing villages.

- Develop the village as traditional neighborhood development. Key components include:
 - ✓ Expand the street network through the use of a grid system (intersecting streets at right angles and small blocks). The grid system will give the linear villages more depth. Rear accessways may be useful to accommodate accessory structures and activities.
 - ✓ Maintain the dimensional characteristics of the existing development, that is: lot size, setbacks, building heights, and footprints.
 - ✓ Provide for a core gathering area – composition will be dependent on the needs of the community (i.e., stables, repair facilities, open space, etc.)
 - ✓ Allow a mixture of uses targeted for the community and not tourists or regional travelers. Depending on the size of the expansion – the village may accommodate the growth of farm support businesses.
 - ✓ Accommodate nonmotorized modes of transportation and work with Red Rose Transit Authority to integrate a bus schedule and pull-off stop into the village, if the demand is warranted.
 - ✓ Ease the development process and facilitate the parcel by parcel development of the extended village by developing a specific plan for the village area and adopting it into the zoning ordinance. (The specific plan is a new concept provided in the PA Municipalities Planning Code which provides for “a detailed plan for nonresidential development (in this case the development is a mixed use development) of an area covered by a municipal or multimunicipal comprehensive plan, which when approved and adopted by the participating municipalities through ordinances and agreements supersedes all other applications.” – PA Municipalities Planning Code, Act of 1968, P.L. 805, No. 247, as amended through June 2000 by Acts 67 and 68)

The specific plan allows the municipality to lay out the distribution and location of land use, roadways and blocks, building intensity and coverage, and use of natural resources or open space.

- ✓ Explore methods of adapting a Transfer of Development Rights program for farmers to transfer development rights off of the farm into the village and /or the outright purchase of individual development rights in exchange for a lot in the village. Neither of these options may be

desirable for particular groups based on what is a permitted activity in specific religious orders – but would be discussed in the continuing dialogue.

Specific Recommendations/ Guidelines for Talmage:

- ❑ Adopt a Village Growth boundary to provide more specific distinction between the type of the development to occur in the village compared to the existing development that has occurred in Brownstown (see the Future Land Use Map).
- ❑ Implement the same signage and streetscape standards and improvements recommended for Brownstown.

Specific Recommendations / Guidelines for Farmersville:

- ❑ Target the northeast of the existing village near the Fairmont Rest Home and an area to the northern ridge line for the village growth boundary rather than the southwest where it currently exists. The terrain and lay of the land is more suitable for development (see the Future Land Use Map).

Specific Recommendations / Guidelines for Monterey:

- ❑ Begin the dialogue with the Old Order and Plain Sect communities in the short-term.
- ❑ Adopt a Village Growth Boundary around the village with a clear separation from the Urban Growth Boundary to the north (see the Future Land Use Map).
- ❑ As part of the design concepts for an interchange, work with PENNDOT to develop a strategy to direct truck traffic to the north of the interchange and direct traffic to the Conestoga Industrial Park via an improved Horseshoe Road and not alternate routes through the village. Provide improved non-motorized vehicle access from Monterey north to Leola as part of interchange area design.

Plan for the development, redevelopment, and preservation of the region's villages that target tourists. Two villages were identified that specifically target tourists: Bird-in-Hand, and Soudersburg. This classification does not mean the other villages do not also contain tourist-oriented sites but these communities have a concentration of tourism activities. The following photographs demonstrate the relationship to the industry. The two villages are located in East Lampeter Township. Soudersburg is located on US 30. Bird-in-Hand is located on PA 340.

Soudersburg:

Characteristics:

- ❑ Located on US 30, the development offers an interesting mix of tourist-oriented shops and accommodations, in addition to the remnants of an historic village. There are no design features, which pull this area together. With few exceptions the village does not have a sense of place. US 30 traffic impairs the safety of pedestrian or left turn movements across the highway.

- ❑ Soudersburg will be a focal point of the upcoming US 30 Corridor Study. Options discussed in the past have been a bypass of the village. This bypass would be at the sacrifice of agriculture land currently farmed by families of the plain sect community.

Recommendations / Guidelines:

- ❑ Work with PENNDOT in a similar manner suggested for the PA 23 corridor (see Transportation Strategies – Regional Coordination with PA Route 23 Corridor Project.) Develop a set of specific questions to be answered as the study proceeds. Include questions that deal with pedestrian access, access management, traffic calming, and left-turn movements.
- ❑ Target Soudersburg for the Economic Development Strategies – History and Heritage Inventory, Preservation Planning Tools Development and Tourism Promotion Strategy.
- ❑ Delineate two distinctive areas: the commercial area and the historic area, treat the two areas differently.

Commercial Area

- Limit the size, scale, and type of uses that will be permitted in the commercial area (see the design guidelines for new development and redevelopment on the PA 23 corridor and use a similar approach for this area). This area should be regulated differently than the high intensity commercial area to its west.
- Require enhancements of parking lots; joint parking facilities and rear parking, where possible; pedestrian walkways setback from the roadway or preferably in the rear of the properties.
- Develop planting / vegetation standards for the area that applies to all new development or redevelopment.
- Develop new sign controls to scale down the size of signs and develop common design elements.



- Develop new light standards to be used as a common element throughout.

Historic Area

- Limit to residential uses and/or adaptive reuse of existing structures for purpose of small shops, offices, restaurants, and bed and breakfasts (consider using the Upper Leacock's Village Center District as a beginning point).
- Control design elements – signage, lighting, planting/vegetation, parking – similar to the adjoining commercial area.

Bird-in-Hand: The village occupies land area in both East Lampeter and Leacock townships on the PA 340 corridor. The shops, restaurants, and bed-and-breakfast inns are a major tourist destination.

Characteristics:

- ❑ The majority of the village area is located in East Lampeter Township.
- ❑ The area in East Lampeter Township includes small shops, restaurants, lodging, and homes.
- ❑ A transit stop is located just east of the railroad bridge.
- ❑ Property owners are in the process of adding landscaping and pedestrian walkways; however, these activities are occurring on a property by property basis.
- ❑ Locations without sidewalks still exist, which puts pedestrian traffic on the roadway. Traffic gets heavier during the summer months and weekends.
- ❑ Little development potential exists in this section of the village.



Scenes from the western edge of the Village of Bird-in-Hand. The majority of the village lies in Leacock Township.

Recommendations / Guidelines:

- ❑ Work with Leacock Township to adopt common design guidelines and land use controls for the entire village.
- ❑ Consider the incorporation of similar guidelines and regulations developed for the Village of Soudersburg, including the addition of sidewalks along the corridor.

One other areas is a recognizable place but due to recent development does not contain a preponderance of village characteristics, Smoketown.

Smoketown: Located west of Bird-in-Hand on PA 340, the area is associated with the Smoketown Airport and the Smoketown Elementary School. The area includes a variety of small shops, homes, businesses, and tourist oriented activities. Typical village characteristics are absent in the area.

Recommendations / Guidelines:

- ❑ Adopt a village growth boundary to manage growth and development and to put an edge on future development potential.

Farmland Preservation Strategy

Farming is the primary industry of the region. It occupies more land than any other land use. The agriculture land is prime and some of the richest in the State. The region has a viable agriculture community and concentration of agriculture land, the expectation is farming will remain. The majority of the land is under the stewardship of the plain sect communities that make up the region. The farmland in the region represents a significant cultural landscape that is integrated into the lifestyle of these communities. These areas are considered rural resource areas and would intact over the next twenty years. The recent revisions to the PA Municipalities Planning Code provides numerous guarantees for continuation of farming activities on existing farmed lands.

Components:

- ❑ Recognize some areas in the region may be more prone to development pressure than others; give these areas priority for special protection measures. Areas include:
 - The area south of the Route 30 Corridor in the Soudersburg area. The original work for the Route 30 Corridor improvements project had a concept that bypassed Soudersburg beginning at Cherry Lane.
 - The area surrounding the proposed Route 23 bypass. Currently the area of the “goat path” is being used for grazing and as an access route to farm fields.
 - If the bypass is built. The following actions



Shows an example of the farm fields that abut the “goat path”

are recommended:

- ✓ Area surrounding the bypass should be part of the rural resource area and retained in agriculture use (exception is the area of the commerce center – see the Design Guidelines for Planned Employment/Commerce Center strategy).
 - ✓ Access for horse drawn plows and other farm vehicles should be provided so connection is made between farmed areas, regardless of ownership. These designated passageways must be easily accessed.
 - ✓ Highway runoff must be managed within the right-of-way so no off-site runoff will damage agriculture soils or crops.
 - ✓ A plan must be in place for hazmat incidents and drainage to contain any hazardous materials.
- If the bypass is not built. PENNDOT should restore the previously completed structures and goat path to its preconstruction state or contours. Land should be turned back to the original property owner or enter into a perpetual lease of the property.
- ❑ Consider the inclusion of the land to be held as rural resource area as a part of a designated Cultural Landscape. This inclusion will give added protection against new highways splitting the area and other federally-funded projects from taking land without due process.
 - ❑ Work with the agriculture community to better explain the value of agriculture preservation programs and benefits to them for inclusion in these programs. Understand some communities will not participate based on religious norms.

Water Resource Protection Program

The water resource protection strategies focus on identifying potential threats to ground and surface waters and management methods for protecting and improving water quality. These strategies are the foundation for other environmental conservation and resource protection strategies, including wellhead protection, watershed protection, agricultural best management practices (BMPs), conservation buffers, stormwater management and sinkhole protection. Implementation of this strategy requires a collaborative effort between municipalities, government agencies, industry, businesses, non-profits and farmers.

Components:

- ❑ Prepare a Water Resources Inventory.
 - Prepare a regional map of water resources including wetlands; floodplain; watershed boundaries; public water system (PWS) wells; aquifer recharge areas;

wellhead protection area zones 1, 2 and 3; topography; forested land; streambank fencing; existing Agriculture BMPs; and existing stream restoration sites.

- Compile information from existing resources (see partial list below) and estimate the water budget (amount of water needed and available) for the community. Ideally identify the availability and stability of the aquifer.
 - Municipal Water Authority
 - Lancaster County Water Resources Plan
 - Lancaster County Water Resources Task Force
 - Susquehanna Riverbasin Commission
 - USGS
 - NRCS
 - Use this information to identify and prioritize threats to the surface and ground waters. This may include spills, industrial discharge, sinkholes, agricultural run-off, development, etc.
 - Delineate PWS Wellhead Protection areas for new wells.
 - Prepare a colored infra-red map of the region to identify sinkholes, depressions and areas with sinkhole prone geology.
- ❑ Develop a Water Resource Management Program
- Appoint a regional water resources task force with representatives from a range of groups (municipal officials, land owners, water/sewer authorities, non-profits, agriculture, industry, agency, county, etc) to oversee and implement a comprehensive approach to water resource management. This group would oversee the following:
 - Implement protection measures and agency recommendations (Lancaster County Water Resources Plan, LCPC water resources task force, PA DER “Wellhead Protection Programs: Tools for Local, Governments”, Susquehanna Riverbasin Commission)
 - Facilitate public education (press, brochures, public awareness events etc.)
 - Coordinate emergency response measures
 - Procure grants
 - Assume responsibilities of the Watershed Plan Advisory Committee recommended as part of the Act 167 Watershed Storm Water Management Plan 1996
 - Sponsor “Tox-away” days to promote recycling and proper disposal of toxic household chemicals

- Develop an environmental education curriculum within the local schools to promote environmental education using restoration projects as outdoor classrooms.
- Identify stable and unstable stream systems. Prioritize the protection of stable stream systems (channel, wetlands, and floodplain) and infrastructure (roadway embankments, utility structures, etc) prior to restoring unstable sites along stream reaches.
- Continue to encourage installation of streambank fencing and agricultural BMP's coordinated with NRCS and educate farmers about new programs available such as CREP.
- Revise stormwater management ordinances to include:
 - Stormwater BMPs to promote groundwater recharge and mimic existing drainage patterns and land use types
 - Provisions to prevent sinkhole development
 - Requirements for stormwater management in sinkhole prone areas
 - Establishment of a goal for the BMP to improve water quality of surface runoff entering watercourses
 - Promotion of native plant community establishment as an alternative to high maintenance exotics and lawns (Bayscaping techniques)
 - Identification of prime locations for managing stormwater within the watersheds
- Provide guidelines for establishing conservation corridors (areas planted with native low maintenance trees, shrubs and grasses) as buffers between different land uses and transition areas between farms and development, along streams as riparian buffers, around sinkholes and depressions, and to provide habitat linkages for wildlife.
- Provide guidelines for development within a Water Resource Protection Zone which includes sinkhole prone soils/geology, aquifer recharge areas, and riparian/wetland corridor buffers.

Visual Character Protection Strategy

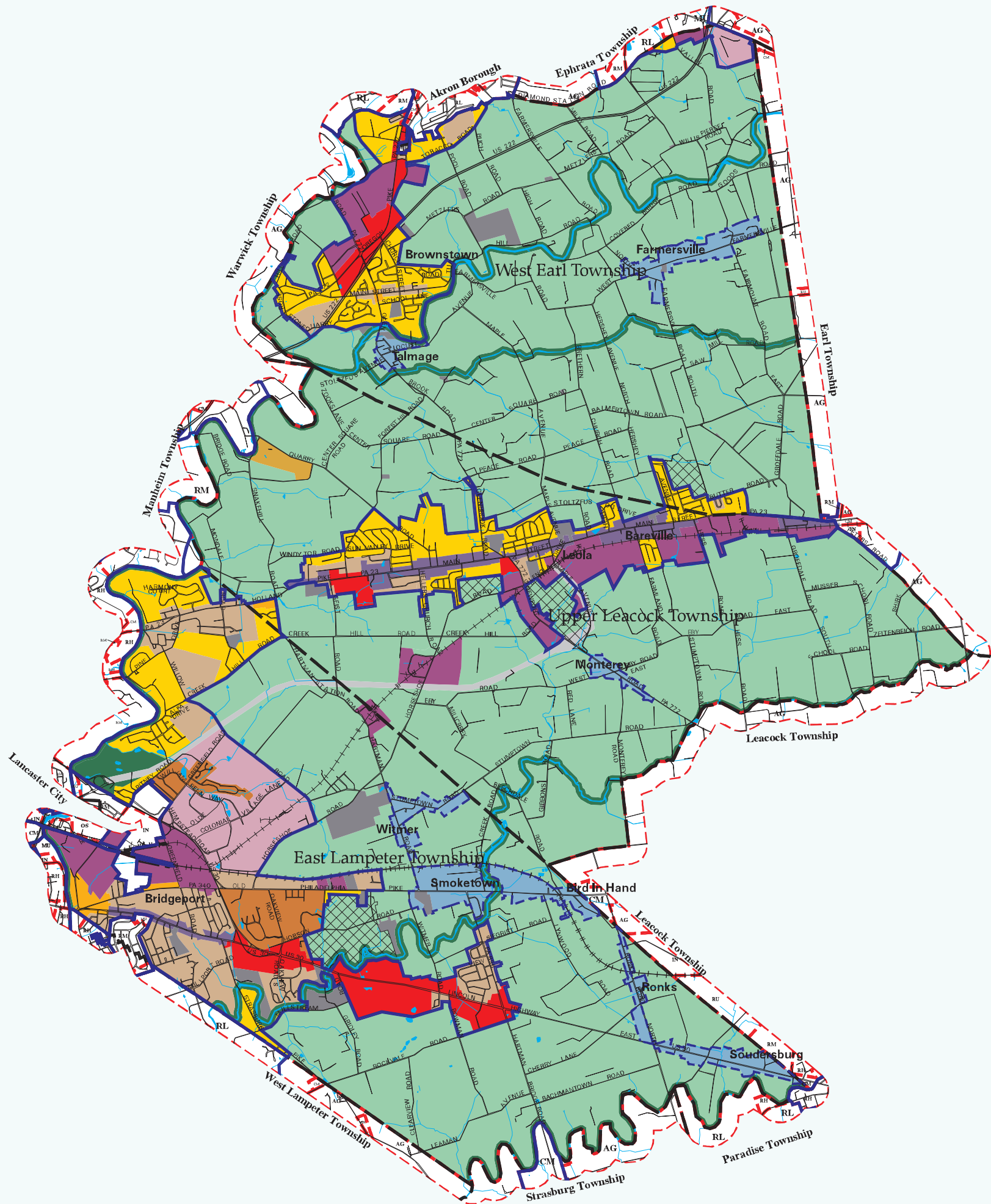
This strategy focuses on identifying and protecting key visual resources within the region.

Components:

- ❑ Identify scenic corridors and vistas within the region. These will include vistas from vehicular roadways prioritized by volume of use.

- ❑ Provide guidelines for development within visual resource protection areas to limit height and size within vehicular sight lines.

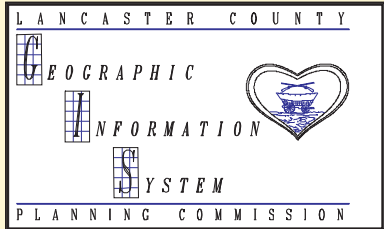
Future Land Use



LEGEND



1 in. = 6000 ft.



FUTURE LAND USE DESIGNATION

- Future Growth Area
- Conservation/Greenway
- Agriculture
- Low Density Residential
- Medium Density Residential/Traditional Neighborhood Development
- High Density Residential
- Village
- Mixed Use
- Neighborhood Commercial
- Regional Commercial
- Business Park
- Industrial

- Mineral Recovery
- Public Use
- Bypass Alternative
- Rivers, Streams, Ponds
- UGB Growth Boundaries
- VGB Growth Boundaries
- Parcel Boundaries
- Municipal Boundaries
- Roads
- Zoning Boundaries
- Active Railroads

ADJACENT COUNTY-WIDE ZONING

- AG Agricultural
- RU Rural
- RL Low Density Residential
- RM Medium Density Residential
- RH High Density Residential
- CM Commercial
- IN Industrial
- OS Open Space
- MU Mixed Use
- MS Miscellaneous

Future Land Use
Conestoga Valley Region
Joint Comprehensive Plan
East Lampeter, Upper Leacock and
West Earl Townships
May, 2003



ACTION PLAN
LAND USE INITIATIVE

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Future Land Use / Growth Area Plan	High	Regional Steering Committee submission to the Township's Planning Commissions	Adopt the comprehensive plan	Land Use - 1 to 7	Board of Supervisors	N/A	N/A	
				Work together to update the region's land use ordinances - individual ordinances with a common set of district standards and regulations. For district regulations determine what specific uses should be targeted for each community based on the future land use strategy		Regional Zoning Committee of the Three Planning Commissions - Adoption by the Governing Bodies.	Costs will vary depending on the approach and age the ordinance. Both East Lampeter and West Earl would require updates to land use ordinances; East Lampeter requires a new zoning ordinance and updated subdivision and land development ordinance. A regional approach should allocate cost commensurate with township needs.	Typically, funding for ordinance updates comes from township funds; however, funds may be available from the following if a joint project is determined feasible: Shared Municipal Services Program (Contact - DCED's Center for Local Government Services - Fred Reddig - 888.233.6837); State Planning Assistance Grants (Contact - DCED's Center for Local Government Services - Kerry Wilson - same phone # as above); World Class Communities Program (Contact: same information as above - Kim Coon)	
				Retain consultant		Municipal Governing Bodies			
				Complete MPC amendment process		Municipal Administrative Staffs			
				Adopt amendments		Municipal Governing Bodies			
	Design Guidelines for Planned Employment / Commerce Centers		Initiated as part of the Land Use Ordinance Updates	Integrate design guidelines - See Future Land Use Plan	Land Use - 8 to 10	See Future Land Use Plan	See Future Land Use Plan	See Future Land Use Plan	
	PA 340/PA 462 Land Use/Transportation Corridor Study	Medium	East Lampeter Township Administrative Staff	Organize a meeting with affected municipalities and the Metropolitan Planning Organization	Land Use - 10 to11	Governing bodies of the affected municipalities		PENNDOT Transportation Improvement Program	

ACTION PLAN
LAND USE INITIATIVE

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
				Develop a problem statement and position paper to seek placement on the PENNDOT 12-year Program					
	Mixed-Use Corridor Designation - Office/Residential	High	Initiated as part of the Land Use Ordinance Updates	Integrate regulations to allow appropriate mix of uses See Future Land Use Plan	Land Use - 11 to 12	See Future Land Use Plan	See Future Land Use Plan	See Future Land Use Plan	
	Route 30 Corridor Design Guidelines	High	Initiated as part of the Land Use Ordinance Updates	Incorporate design guidelines - see Future Land Use Plan	Land Use - 13 to 15	See Future Land Use Plan	See Future Land Use Plan	See Future Land Use Plan	
		High	East Lampeter Township Administrative Staff	Synchronize signals		PENNDOT / East Lampeter Township Supervisors	Coordinate with PENNDOT	PENNDOT	
		Low	East Lampeter Township Administrative Staff	Signalize intersections which serve local community		PENNDOT / East Lampeter Township Supervisors	Coordinate with PENNDOT	PENNDOT	
	PA Route 772/PA Route 272/US Route 222 Land Use and Transportation Study	High	West Earl Board of Supervisors		Land Use - 15 to 16				
				Meet with the MPO to discuss project - long-term		West Earl Board of Supervisors	no extraordinary costs	PENNDOT 12-year Program	
				Compile record of problems		West Earl Police Department and Engineer	no extraordinary costs	n/a	
	Village Preservation Program				Land Use - 16 to 38				

**ACTION PLAN
LAND USE INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Implement plans for each of the region's urban villages:								
	Brownstown		West Earl Township Administrative Staff		Land Use - 18 to 20				
		High		Amend zoning ordinance with village sign standards		See Future Land Use Plan	See Future Land Use Plan	See Future Land Use Plan	
		Medium		Develop a Main Street Enhancement Program		West Earl Board of Supervisors	Program would require a two-phase process - development of a comprehensive streetscape plan to include design and cost estimates & the construction phase. Cost estimate will be dependent on the elements considered.	PA Downtown Center - technical assistance, PENNDOT Enhancement Funds and State Planning Grants.	
	Leacock/Leola/Bareville		Upper Leacock Township Administrative Staff with cooperation from West Earl Township		Land Use - 20 to 31				
		Coordination Task with PENNDOT - High, Adoption of 2 / 3 Tier Medium		Implement the three tier urban growth boundary delineation concept - tier 1 is part of the overall growth area delineation strategy. Tier 2 & 3 follow completion of the improvement to PA 23 and / or PA 23 Bypass		Upper Leacock Township Supervisors / West Earl Township Supervisors / LCPC	Part of municipal services work provided by LCPC	General Funds	
		Coordination Task with PENNDOT - High - Others Medium		Coordinate with PENNDOT for pedestrian improvements as part of PA 23 improvements. Other locations - incorporate sidewalks in new development / retrofit old development		Township officials, PENNDOT & developer / property owners	Dependent on location and size of project	PENNDOT Enhancement Funds & Community Development Block Grant for occupants of low to moderate income, unless can prove is a safety concern	
		High		Update zoning ordinance to extend access management incentives		Upper Leacock Township Supervisors	see Future Land Use Strategy	see Future Land Use Strategy	
		Medium		Coordinate with PENNDOT on the location and synchronization of traffic signals as part of PA 23 improvements		Township officials & PENNDOT	Part of PA 23 improvements project	Part of PA 23 improvements project	

ACTION PLAN
LAND USE INITIATIVE

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		Medium		Develop design guidelines for PA 23 Corridor - incorporation into Land Use Regulations		Township Planning Commission	see Future Land Use Strategy	see Future Land Use Strategy	
	Implement expansion plans for each of the region's traditional villages: Talmage, Farmersville, Monterey, Ronks, Witmer, and Bird-in-Hand.				Land Use - 31 to 38				
		Dialogue for village zoning - high	Township Administrative Staffs	Continue dialogue with Old Order and plain sect communities		Regional Zoning Committee	n/a	n/a	
		On-going dialogue		Revise Zoning Ordinances		See Future Land Use Strategy	See Future Land Use Strategy	See Future Land Use Strategy	
		On-going dialogue		Reevaluate the Village Growth Boundaries		Township Planning Commissions	n/a	n/a	
	Talmage	Medium	West Earl Township Administrative Staff	Implement signage and streetscape program		See Brownstown Village Preservation Plan	See Brownstown Village Preservation Plan	See Brownstown Village Preservation Plan	
	Monterey	Medium	Upper Leacock Administrative Staff	Manage truck traffic and non-motorized access from Monterey		Township Officials and PENNDOT	Part of PA 23 improvements project	Part of PA 23 improvements project	
	Soudersburg	High	East Lampeter Administrative Staff	Provide input to the Route 30 Corridor Study		Township Officials and PENNDOT	Part of US 30 improvements project	Part of US 30 improvements project	
		High		Designate two zoning districts and design guidelines		See Future Land Use Strategy	See Future Land Use Strategy	See Future Land Use Strategy	
	Bird-in-Hand	High	East Lampeter Administrative Staff	Designate zoning district and design guidelines		See Future Land Use Strategy	See Future Land Use Strategy	See Future Land Use Strategy	
	Farmland Preservation Strategy				Land Use - 38 to 39				
		High	Regional Coordinating Committee	Educate farmers regarding agriculture preservation opportunities		LCPC	n/a	LCPC planning assistance program	
		Medium	Upper Leacock Officials	Protect agriculture resources from impact associated with PA 23 improvements		PENNDOT	Part of PA 23 improvements project		
		Low	Regional Coordinating Committee	Seek inclusion of the rural resource area as a Cultural Landscape		Township Supervisors	n/a	LCPC planning assistance program	

ACTION PLAN
LAND USE INITIATIVE

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Water Resource Protection Strategies				Land Use - 39 to 41				
		Low	Regional Coordinating Committee	Prepare a Water Resources Inventory		Regional Water Resources Task Force	\$20,000 to \$30,000	Growing Greener Grant	
		Low		Develop Water Resource Management Program - complete listed projects: environmental education, stream systems identification, streambank fencing,updates to stormwater management ordinances & guidelines for conservation corridors and water resource protection zone		Regional Water Resources Task Force	Start with \$10,000/year	Growing Greener Grant	
	Visual Character Protection Strategy	Low	Regional Coordinating Committee	Guidelines for visual resource protection area	Land Use - 41 to 42	Regional Recreation Committee	See Recreation Strategy - component of Regional Comprehensive Recreation, Parks, and	DCNR Recreation Grants	

Transportation and Utilities Initiative

Roadway Functional Classification Map

The Roadway Functional Classification Map's focus is the development of a new functional classification map that includes a comprehensive roadway network for the three municipalities. The strategy works in concert with the Conestoga Valley Roadways Standards Strategy.

Components:

- ❑ Adopt the Roadway Functional Classification Map and the recommended network with the adoption of the Conestoga Valley Regional Comprehensive Plan (see Map 2).

ROADWAY CLASSIFICATION	ROADWAY
Principal Arterial	<p>US Route 30 from Lancaster City/East Lampeter Twp line to East Lampeter Twp/Leacock Twp line</p> <p><u>US Route 222</u> from Manheim Twp/West Earl Twp line to West Earl Twp/Ephrata Twp line</p> <p><u>PA Route 23</u> from Manheim Twp/Upper Leacock Twp line to West Earl Twp/Earl Twp line</p>
Arterial	<p><u>PA Route 462</u> from Lancaster City/East Lampeter Twp line to US Route 30</p> <p><u>PA Route 340</u> from PA Route 462 to East Lampeter Twp/Leacock Twp line</p> <p><u>PA Route 272</u> from Warwick Twp/West Earl Twp line to West Earl Twp/Ephrata Twp line</p> <p><u>PA Route 772</u> from PA Route 23 to West Earl Twp/Warwick Twp line</p> <p><u>PA Route 772</u> from Leacock Twp/Upper Leacock Twp line to PA Route 23</p>
Major Collector	<p><u>PA Route 896</u> from Strasburg Twp/East Lampeter Twp line to PA Route 340</p> <p><u>Millport Road (SR 2036)</u> from West Lampeter Twp/East Lampeter Twp line to Strasburg Pike</p> <p><u>Strasburg Pike (SR 2029)</u> from West Lampeter Twp/East Lampeter Twp line to PA Route 462</p> <p><u>Oakview Road (SR 2043)</u> from US Route 30 to PA Route 340</p> <p><u>Greenfield Road</u> from PA Route 462 to Willow Road</p> <p><u>Pitney Road (SR 3028)</u> from PA Route 462 to Hempstead Road</p> <p><u>Lampeter Road (SR 3028)</u> from West Lampeter Twp/East Lampeter Twp line to PA Route 462</p> <p><u>Hempstead Road (SR 3028)</u> from Pitney Road to Greenfield Road</p> <p><u>Willow Road</u> from Greenfield Road to Pine Drive</p> <p><u>Pine Drive</u> from Willow Road to PA Route 23</p> <p><u>Horseshoe Road (SR 1003)</u> from PA Route 340 to Hellers Church Road</p> <p><u>Horseshoe Road (SR 1027)</u> from Hellers Church Road to PA Route 772</p> <p><u>Glenola Drive (SR 1027)</u> from PA Route 772 to PA Route 30</p> <p><u>Hellers Church Road (SR 1003)</u> from Horseshoe Road to PA Route 23</p>

Major Collector	<u>Mount Sidney Road (SR 1005)</u> from PA Route 340 to Horseshoe Road <u>Quarry Road (SR 1003)</u> from PA Route 23 to Manheim Twp/Upper Leacock Twp line <u>Main Street West (SR 1010)</u> from PA Route 272 to PA Route 772 <u>Main Street East (SR 1010)</u> from PA Route 772 to Farmersville Road West <u>Farmersville Road West (SR 1010)</u> from Main Street East to Locust Avenue <u>Witmer Road</u> entire length
Minor Collector	<u>Willow Road</u> from Pine Drive to PA Route 23 <u>Ronks Road (SR 2045)</u> from US Route 30 to Leacock Twp/East Lampeter Twp line <u>Hartman Station Road</u> from Creek Hill Road to PA Route 23 <u>Monterey Road (SR 2045)</u> from Leacock Twp/Upper Leacock Twp line to PA Route 772 <u>Stumptown Road</u> from Mount Sidney Road to PA Route 772 <u>Peters Road (SR 1013)</u> from PA Route 23 to Leacock Twp/Upper Leacock Twp line <u>Farmersville Road West (SR 1010)</u> from Locust Avenue to Farmersville <u>Farmersville Road East (SR 1010)</u> from Farmersville to West Earl Twp/Earl Twp line <u>Farmersville Road South (SR 1025)</u> from PA Route 23 to Farmersville <u>Farmersville Road North (SR 1025)</u> from Farmersville to Diamond Station Road
Local Collector	<u>Willow Road</u> from Horseshoe Road to Pitney Road <u>Pitney Road</u> from Hempstead Road to Greenfield Road <u>Rockvale Road</u> from Strasburg Pike to PA Route 896 <u>Hartman Station Road</u> from Horseshoe Road to Creek Hill Road <u>Creek Hill Road</u> from Willow Road to PA Route 772 <u>Eby Road East</u> from PA Route 772 to Farmland Road <u>Farmland Road</u> from Eby Road East to PA Route 23 <u>Forest Hill Road</u> from PA Route 23 to PA Route 772 <u>Mondale Road</u> from PA Route 23 to Snakehill Road <u>Snakehill Road</u> from PA Route 23 to Quarry Road <u>Hunsecker Road (SR 1029)</u> from Snakehill Road to Mondale Road <u>Maple Avenue</u> from PA Route 23 to Locust Avenue <u>Locust Avenue</u> from PA Route 772 to Farmersville Road West <u>Church Street</u> from Main Street East to PA Route 272 <u>Old Akron Road (SR 1041)</u> from PA Route 272 to Tobacco Road <u>Tobacco Road (SR 1022)</u> from Old Akron Road to Diamond Station Road <u>Diamond Station Road (SR 1022)</u> from Tobacco Road to Pleasant Valley Road <u>Pleasant Valley Road (SR 1013)</u> from Diamond Station Road to West Earl Twp/Ephrata Twp line

- ❑ Assign “local” roadway classification to rural country roads to preserve the character and integrity of these roadways.
- ❑ Institute the functional classification system through a common set of design standards established as a part of the Conestoga Valley Roadway Standards Strategy.

Access Management Retrofit Locations Map

The Access Management Retrofit Location Map recognizes access management as a key issue along existing arterial and major collectors. Considerable development has occurred along these corridors; therefore, special measures are needed at the time of infill and/or redevelopment of these areas to minimize the current impacts of poor access management. This strategy identifies and maps these key locations. The Conestoga Valley Region Roadway Standards strategy focuses on the development of access management retrofit standards. Land use strategies also highlight other measures to be taken along several of the corridors (see the Land Use Initiative).

Components:

- ❑ Recognize that a concern for the major travel corridors in the region is the excessive number of existing commercial and residential driveways.
- ❑ Adopt the Access Management Retrofit Locations Map as part of the Region's Comprehensive Plan. Corridors include: PA Route 23, PA Route 340, PA Route 772, PA Route 272, PA Route 462, and PA Route 896. (See Map 2).
- ❑ Develop a common set of access management standards for these corridors (see the Conestoga Valley Region Roadway Standards).

Conestoga Valley Region Roadways Standards

This strategy addresses the goal of providing a transportation network that meets current and future transportation demands while preserving the region's community character and coordinating network changes with existing and future land use. The roadway and access management standards are used to preserve the character, function, and integrity of region's roadway network.

- ❑ Appoint a Conestoga Valley Roadway Standards Committee composed of municipal staff, officials, and local planning commission representatives and county planning commission staff. The primary function of the ad hoc committee will be to develop a common set of standards for roadway design and access management. The standards would become a common set of regulations for the region to be adopted into municipal ordinances. Steps in the standards development process:
 - Develop a comprehensive list of roadway standards to be considered by the committee.
 - Highlight existing similarities and differences in the current municipal design and access management standards.
 - Reach consensus on a common set of design standards for each roadway classification (see roadway functional classification map) and the following roadway characteristics:
 - Right-of-way width
 - Roadway width
 - Shoulder width
 - Design speed
 - Operating speed
 - Sight distance requirements

- Clear sight triangles
 - Intersection / access spacing
 - Vertical curvature and grades
 - Horizontal curvature
 - Pavement design standards
 - Curbing
- Reach consensus on a common set of access management standards for new roadways and/or major improvements based on the roadway functional classification system (see Roadway Functional Classification Map) and the following parameters:
- Arterial Roadways: Access should be primarily by lower classification public roadways. Private driveways should be permitted only when alternative access via the local roadway network is not feasible. Access planning should provide for 600 to 1000 feet spacing between roadways and/or driveways accessing the same side of an arterial roadway. Driveways on opposite sides of the arterial roadway should align to the extent feasible.
 - Major Collector Roadways: Access should be primarily by minor collector roadways, local roadways, and high volume driveways. Private driveways should be permitted only when alternative access via the local roadway network is not feasible. Access planning should provide for 400 to 800 feet spacing between roadways and/or driveways accessing the same side of a major collector roadway.
 - Minor Collector Roadways: Access to minor collector roadways should be by local roadways, high volume driveways, and medium volume driveways. Private driveways should be permitted only when alternative access to the local roadway network is not feasible. Access planning should provide for 250 to 500 feet spacing between roadways and/or driveways accessing the same side of a minor collector roadway.
 - Local Roadways: Access to local roadways should be by other local roadways and private driveways. The spacing of access locations onto local roadways should be consistent with lot width requirements in the zoning and land development ordinances.
 - Access spacing standards need to be flexible because of the extreme variations in lot frontages resulting from prior subdivision of land areas. Reverse frontage lots, side lot access, and other site and access design alternatives should be encouraged.
- Reach consensus on access management retrofit standards (see Transportation Plan Map). The Plan recommends inclusion of the following standards along access management retrofit corridors:
- Mandate during the land development process that existing commercial driveways be modified to joint use where adjacent lots can be served by a common driveway without hardships to the property owners.
 - Require the landowner to submit an analysis during the land development process to thoroughly investigate the feasibility of eliminating multiple site

access driveways and combining access locations with adjacent property owners. The analysis would be consistent with the traffic impact study conducted for the site and would include the following:

- ✓ A description of current and proposed site access locations.
 - ✓ The feasibility of joint access with adjacent developed or undeveloped lands along the roadway corridor.
 - ✓ Documentation to justify the need for multiple access locations for the parcel.
 - ✓ Documentation to verify that the feasibility of joint access with adjacent lands has been evaluated.
- Consider the inclusion of incentives to property owners to eliminate or combine existing commercial curb cuts and driveways. Incentives may include relief on the required number of parking spaces, relief on setback requirements, relief on signing requirements, or other site design and land development criteria associated with commercial properties.
- Reach consensus on residential development access standards along arterial and major collector roadways. Mandate that direct access from residential developments will not be permitted when alternative access design concepts are feasible, such as: reverse frontage lots, side lot access, and other site and access design alternatives as described and shown below.
- Reverse Frontage Lots: Local streets within residential subdivisions will be located so that lots adjacent to arterial or major collector roadways will be accessed from the internal site local roadway network (Figure 1).
 - Side Lot Access: Residential lots subdivided at an intersection will access the roadway with the lower functional classification (Figure 2).
 - Cul-de-sac Access: Cul-de-sac street meeting appropriate design criteria should be used to avoid or minimize access to arterial and major collector roadways (Figure 3).

Regional Coordination with PA Route 23 Corridor Project

This strategy addresses the goal to ensure that land use will be coordinated and growth managed in the area of influence surrounding the selected PA 23 Corridor alternative. The strategy focuses on developing a regional approach to coordinating municipal input into the PA 23 Corridor study and design process. The strategy provides a listing of community expectations (questions to be answered) regarding the outcome of improvements on the PA Route 23 Corridor. If the selected alternative includes a new corridor, particular attention will be given to the land and local roadways impacted by the region's interchange areas, addressing access and corridor issues. More details are provided in the Land Use Strategies and referenced below.

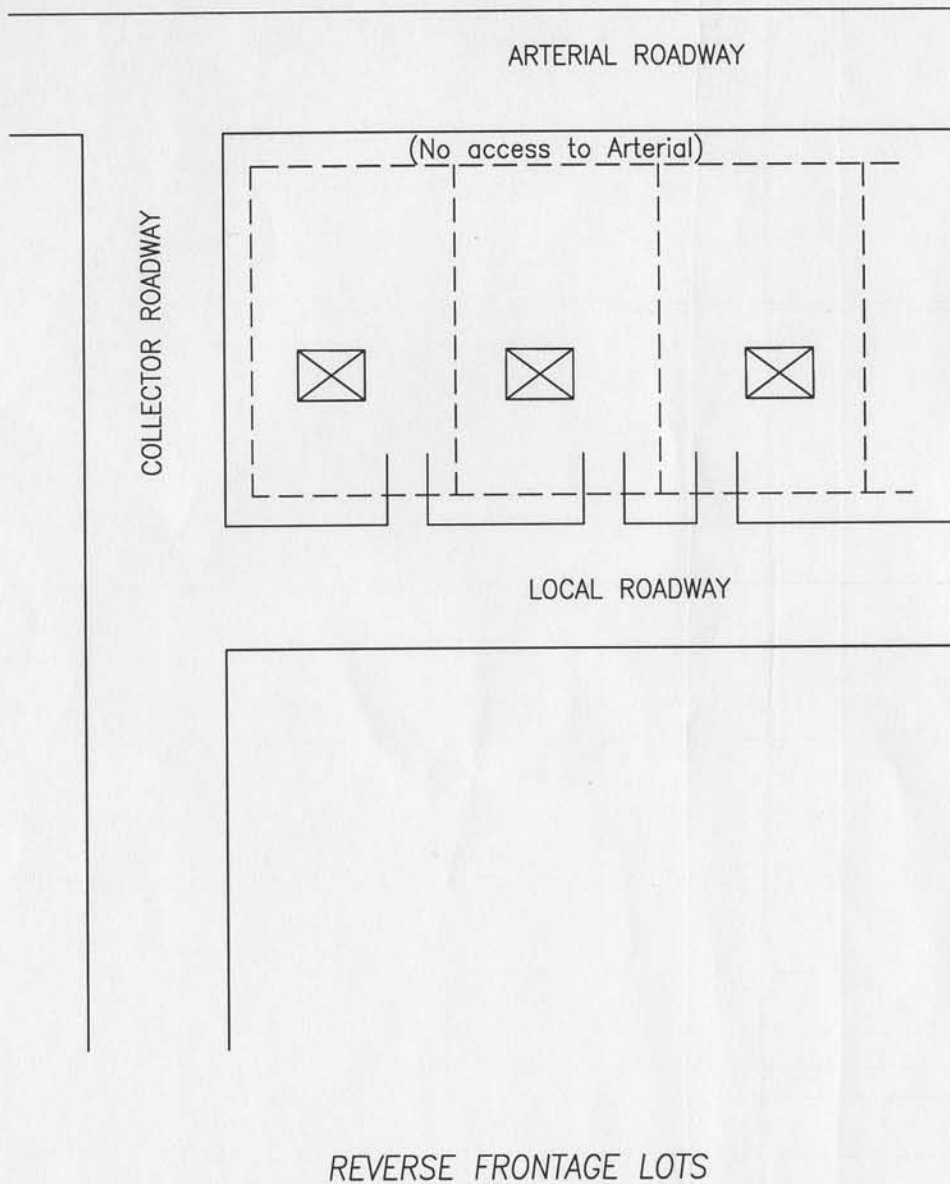


FIGURE 1

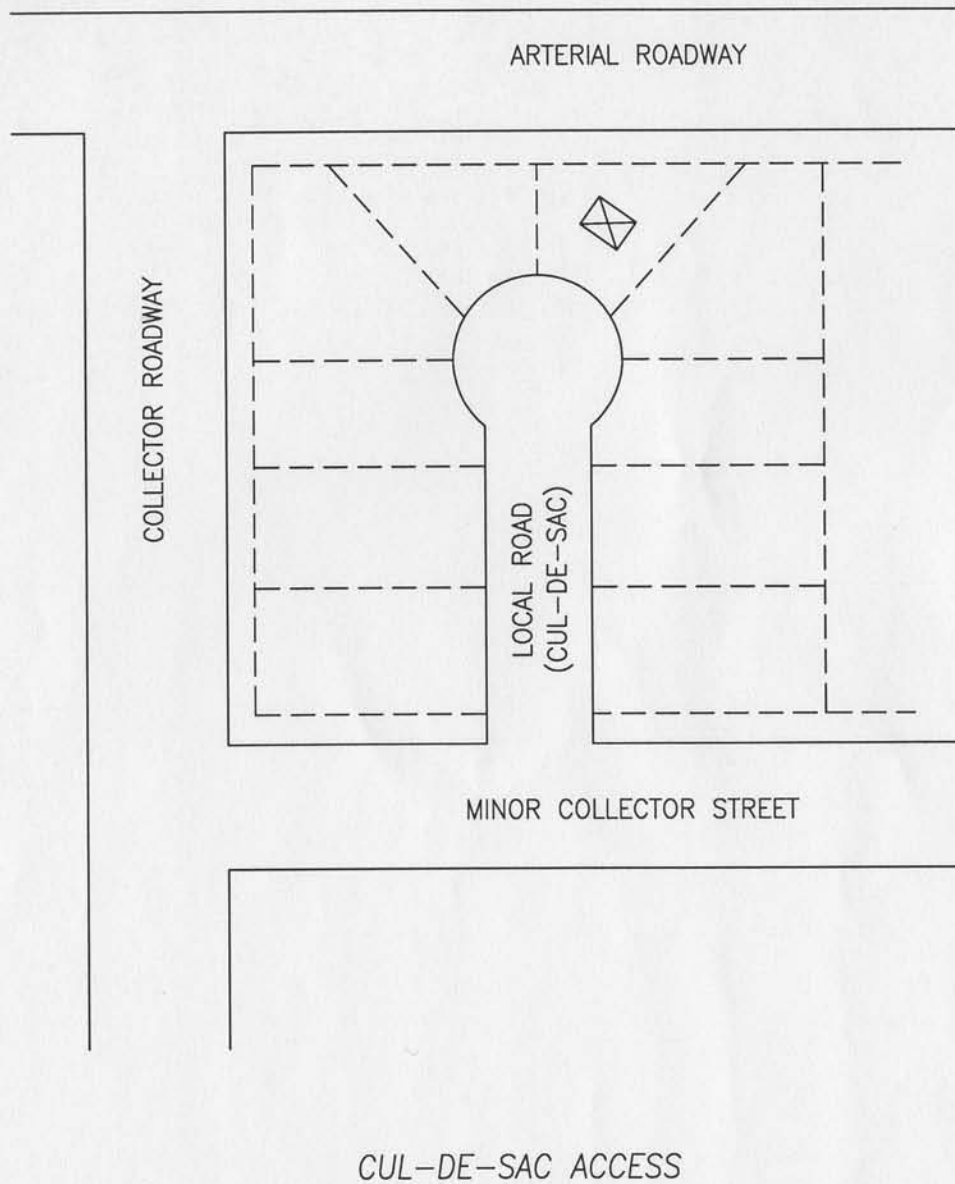


FIGURE 3

Components:

- ❑ Participate fully in the 10-Step PENNDOT Highway Develop Process from a regional perspective. This participation should include presenting regional concerns that need to be addressed by the study process, beginning with finding answers to key questions. The following questions relate to a new PA 23 corridor:
 - What is the impact of not providing a PA Route 772 interchange?
 - If a PA 772 interchanges is developed, what are the options for alternative access into the existing and future employment center that is located to the east of PA772 and south of existing PA23 (see Land Use Strategies)?
 - What are the options to discourage southern movements from the interchange into rural agriculture areas?
 - If a new bypass, what are the options for farmland access and prevention of splitting church districts?
 - What are the alternatives for screening and depressing the roadways to minimize noise and visual impacts (context sensitive design)?
 - What will the stormwater runoff impacts be on adjacent farm field and what are the alternatives for minimizing stormwater runoff?
 - What will be the hazardous materials contingency plan for the new roadway and what roadway design features will prevent contamination of adjacent farmland?
 - If the new interchange goes in, how is truck traffic and employee traffic kept off of Creek Hill Road in accessing the Conestoga Industrial Park and directed to Horseshoe Road? What improvements are needed on Horseshoe Road to accommodate this traffic?

The following questions relate to the existing PA 23 corridor regardless if a new roadway is present or not:

- What roadway and traffic control improvements are necessary to accommodate the anticipated traffic demands along the existing corridor?
- How will the design process address known or expected deficiencies, such as: Intersections with PA 23 at Hartman Station Road, Quarry Road, Hellers Church Road, Newport Road (PA 772), Maple Avenue, and Farmersville Road and the need for additional traffic signals and signal coordination?
- What corridor sections will need widening for center turn lane and additional travel lanes?
- How will transit be better accommodated along the corridor (see transit strategy)?

- How will non-motorized traffic be accommodated and where will shoulder improvements be needed?
- Where will improved or new bicycle and pedestrian facilities and crossings be located?
- What will be the construction period impacts and how will these impacts be mitigated during this period?
- ❑ Work together to provide a regional response and feedback to the design concepts and a satisfactory response to the region's questions. in particular the answers to the pertinent regionwide questions.

Transportation System Improvement Programs

In conjunction with the new roadway functional classification map adopted for the region's municipalities, adopt programs for highway maintenance, highway improvements, and safety improvements. A special area of focus for the Conestoga Valley Region is the development of a regional approach to provide a roadway network that safely accommodates all vehicle types and pedestrian movements.

Components:

- ❑ Develop municipal annual highway maintenance and highway improvement programs. Elements of the program would include:
 - Determine program classifications: routine maintenance and capital improvements.
 - Identify and classify projects.
 - Prepare preliminary cost estimates.
 - Prioritize projects.
 - Develop schedule.
 - Update annually.
- ❑ Develop regional highway improvement projects for submission to the Metropolitan Planning Organization (MPO) and the County Transportation Authority.
 - Identify and prioritize network deficiencies of a regional impact and work together with Lancaster County MPO to plan and implement the resolution of these deficiencies. Continue to support the advancement of the region's municipal projects currently listed on the County Long-Range Transportation Plan (see Background Summary Report Table 4-5). The following projects are considered high priority projects for the Conestoga Valley Region:
 - Resolution of operational deficiencies at the interchange of PA Route 222 and PA Route 772 and related deficiencies at the intersection of PA Route 772 and PA Route 272 in West Earl Township.

- Resolution of operational deficiencies at the five-point intersection of PA Route 462, PA Route 340, Pitney Road and Lampeter Road in East Lampeter Township (see further discussion in the Land Use Strategies - PA 340 / PA 462 Land Use / Transportation Corridor Study).
 - Study a potential direct northbound exit ramp from US Route 222 onto PA Route 772 in the southeast quadrant of the interchange in West Earl Township.
 - Study a potential new connector extension for Maple Avenue from Locust Avenue northward to a connection with PA Route 272 in West Earl Township.
- Improve existing highways so that they conform to their assigned functional classification.
- Develop a Conestoga Valley Roadway Safety Program as a partnership with the County and the State to reduce potential conflicts between motorized and non-motorized vehicles and pedestrian movements.
- Prioritize major corridors (e.g., PA Route 23, PA Route 340, and PA Route 772) for sight distance and shoulder widening improvements as suggested by the LCPC Non- Motorized Transportation Study.
 - Evaluate the following intersections and stretches of roadways:
 - ✓ PA Route PA Route 272 from West Earl Township line north to main street
 - ✓ Cocalico Creek Road and PA Route 272
 - ✓ Old Akron Road and Cocalico Creek Road/Tobacco Road
 - ✓ Farmersville Road north from Farmersville through region
 - ✓ Farmersville Road east from Farmersville through region
 - ✓ PA Route 772 and Center Square Road
 - ✓ Quarry Road north and south of Forest Hill Road
 - ✓ PA Route 23 throughout region
 - ✓ Farmersville Road south and PA Route 23
 - ✓ Peter's Road south of PA Route 23
 - ✓ PA Route 772 from Horseshoe Road to Creek Hill Road
 - ✓ PA Route 772 from Eby Road to Stumptown Road
 - ✓ Hellers Church Road and Creek Hill Road
 - ✓ Horseshoe Road and Creek Hill Road
 - ✓ Hartman Station Road from PA Route 23 to Creek Hill Road
 - ✓ Willow Road from Greenfield Road to Horseshoe Road
 - ✓ Greenfield Road north of PA Route 340 at railroad bridge
 - ✓ Strasburg Pike at bridge south of Millport Road
 - ✓ PA Route 896 from PA Route 340 south through region
 - ✓ US Route 30 and Bowman Road
 - ✓ US Route 30 and Cherry Lane
 - ✓ US Route 30 and Soudersburg Road
 - Provide sidewalks and bicycle facilities in developed areas within the urban growth boundary, or in planned urban/residential areas.

- Develop a public awareness program within the region using available resources relating to “Safe Driving in Amish Country” or additional resources associated with the Lancaster County Heritage Tours.
- Identify areas/locations for additional and/or specially designed warning signs.

Transit Enhancement and Commuter Alternatives Program

The focus of the transit enhancement and commuter alternatives strategy is to provide an atmosphere of cooperation within the region to enhance transit operations and alternatives. The strategy encourages coordination with County, Red Rose Transit Authority, the new Susquehanna Regional Transportation Partnership, private and public employers, and the region’s municipalities to implement transit improvements.

Components:

- ❑ Create an on-going regional dialog or round table discussion between Red Rose Transit (RRTA), Lancaster County Planning Commission Transportation Division, and the Lancaster Chamber of Commerce (area businesses), and officials of the three municipalities.
- ❑ Explore opportunities and incentives for developing transit friendly business environment and commuter alternatives.
 - Identify and acknowledge businesses within the region that schedule staggered start and end of work shifts and other flex-time for employee work schedules.
 - Explore employer-based incentive programs, such as:
 - Premium parking spaces provided by employers for carpool/vanpool vehicles.
 - Parking cash out programs (employees receive a payment for the value of parking).
 - Transit checks.
 - Vanpool subsidy tax credits.
 - Explore incentive programs with RRTA:
 - Reduced prices for purchase of multiple tickets or monthly passes (employer participation).
 - Identification of additional Park-N-Ride facilities along major transit routes or along routes where transit usage is increasing.
 - The use of pedestrian/transit interface facilities (bus shelters, sidewalks, pedestrian buttons, pull-off stops, and phases at signals, etc.) in conjunction with adjacent development.
- ❑ Periodically evaluate the location of transit stops within the region.

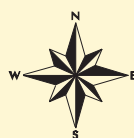
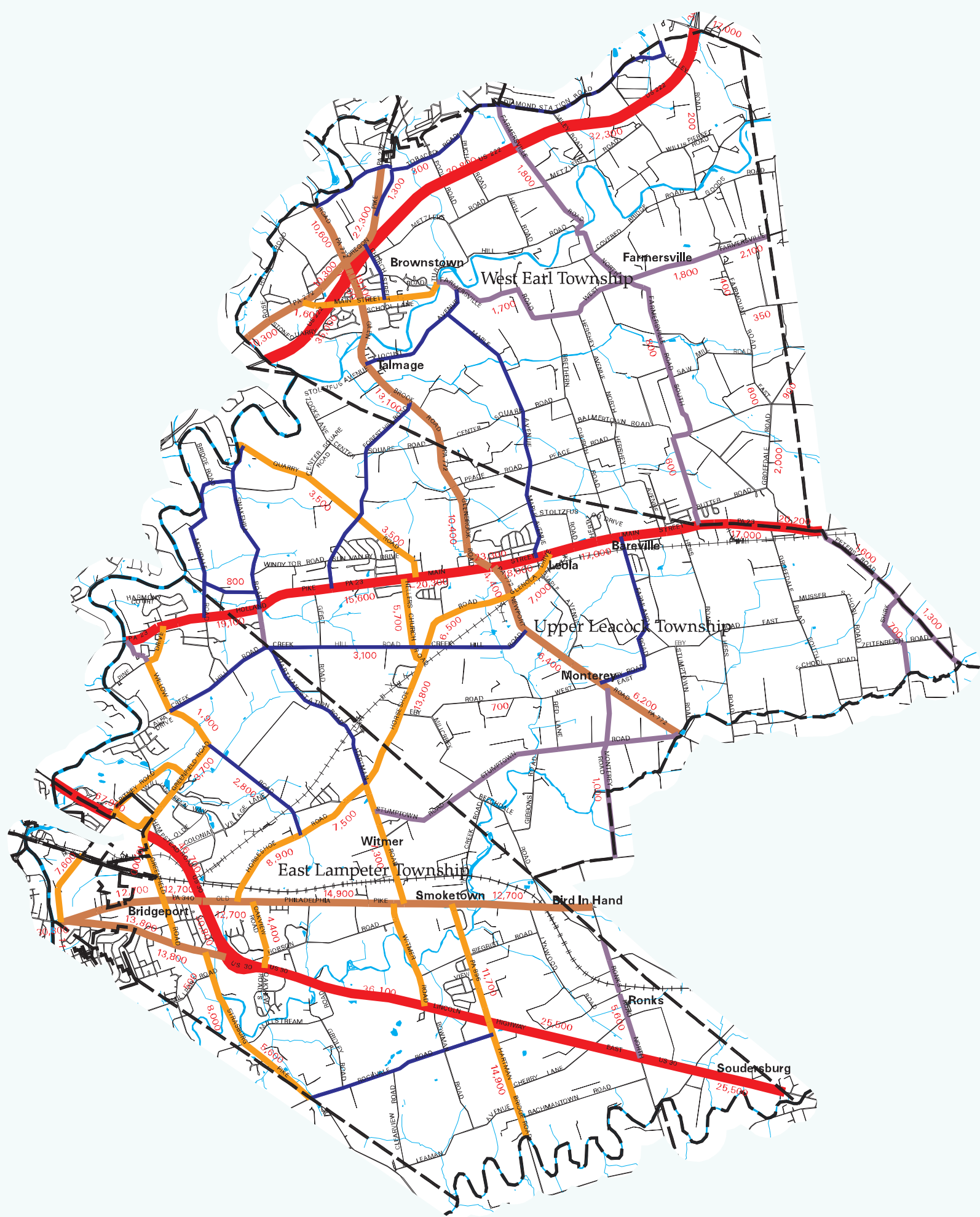
Public Utility Monitoring Program

The focus of the strategy is the continued use of existing municipal authorities to provide adequate public water and sewer services to existing and planned development within the urban and village growth boundary areas.

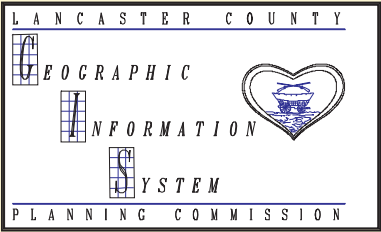
Components:

- Continue to monitor public water and sewer availability and capacity to ensure adequate service for new planned development within the urban and village growth boundaries. Public utility services should not be provided in agricultural areas.
 - Work with Lancaster City to improve relations and provide input for future water supply and sewer system improvements where needed and consistent with the Future Land Use Plan (see Land Use Strategies).
 - Investigate the extension of existing agreements and the creation of new multi-municipal arrangements to ensure adequate water supply
 - Monitor requests for new land development, particularly non-residential regarding the availability and capacity of utilities.
- Work with the regional fire service providers and local water authorities to improve water capacities for fire prevention.
 - Investigate fire flow capabilities and make system improvements where needed.
 - Develop an inter-municipal plan for regional water sources for fire prevention. (Locations where tanker trucks can readily access streams, lakes, etc.)

Roadway Functional Classification



1 in. = 6000 ft.



LEGEND

- Rivers, Ponds, & Streams
- Municipal Boundaries
- Roads
- Active Railroads

CLASSIFICATION LEGEND

- Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- Local Collector

3,240 Year 2000 Estimated Daily Volume

Roadway Functional Classification

Conestoga Valley Joint Comprehensive Plan

East Lampeter, Upper Leacock and West Earl Townships

March, 2003



ACTION PLAN
TRANSPORTATION AND UTILITIES INITIATIVE

START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE		BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
			STRATEGY INITIATION							
	Roadway Functional Classification Map		Township Administrative Staffs			Transportation and Utilities - 1 to 2	Boards of Supervisors / Regional Roadway Standards Committee	n/a	n/a	
		High		Adopt Roadway Functional Classification Map						
		Medium		Develop common design standards for classification system			See Future Land Use Strategy	See Future Land Use Strategy	See Future Land Use Strategy	
	Access Management Retrofit Locations Map		Township Administrative Staffs			Transportation and Utilities - 3	Boards of Supervisors / Regional Roadway Standards Committee	n/a	n/a	
		High		Adopt Access Management Retrofit Map						
		Medium		Develop common design standards for these corridors			See Future Land Use Strategy	See Future Land Use Strategy	See Future Land Use Strategy	
	Conestoga Valley Region Roadways Standards		Township Administrative Staffs			Transportation and Utilities - 3 to 5	Regional Roadway Standards Committee	Complete as part of land use ordinance updates - cost estimates should include this work	See Future Land Use Strategy	
		Medium		Adopt standards for roadway classifications (see above strategy) & access management for new roadways / major improvements, retrofits, residential development access (see Land Use Initiative - Route 30 Corridor Design Guidelines Strategy and Village Preservation Strategy - PA 23 Corridor recommendations)						
		Medium		Incorporate new roadway concepts on an official map, including the PA 23 Bypass Corridor and other roadway access corridors						
	Regional Coordination with PA Route 23 Corridor Project		Regional Coordinating Committee / Township Administrative Staffs			Transportation and Utilities - 5 to 7	Township officials, Regional Coordinating Committee, & the public	n/a	n/a	
		High		Find answers to key questions from PENNDOT during the 10-Step Highway Development Process						

ACTION PLAN
TRANSPORTATION AND UTILITIES INITIATIVE

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		High		Provide a regional response and feedback to design concepts - see page references for specifics from the Plan					
	Transportation System Improvement Program		Township Administrative Staffs		Transportation and Utilities - 7 to 9	Township Administrative Staffs	Costs may be part of administrative operations	General Fund	
		High		Develop municipal annual high maintenance & highway improvement program					
		Medium		Develop Roadway Safety Program - also see the Economic Development - Tourism Promotion Strategy					
		Medium		Provide sidewalks and bicycle facilities in urban growth area or planned urban residential areas - may be a component of an Official Map					
	Transit Enhancement and Commuter Alternative Program		Regional Coordinating Committee			Regional Economic Development Committee	Staff and volunteer time	Employers / transit providers	
		Low		Hold roundtable discussions					
		Low		Explore incentives program					
	Public Utility Monitoring Program				Transportation and Utilities - 9 to 10				
			Township Administrative Staffs / Municipal Authorities			Municipal Authorities / Township Staffs	Part of normal operations	Operating Funds	
		Medium		Monitor public water and sewer availability and capacities to serve new and existing development					
		Medium		Work with fire service providers and local water authorities to improve water capacity					

Economic Development, Historic Preservation, and Tourism Initiative

Business Models

This strategy focuses on three types of small businesses, which will continue to thrive in the Conestoga Valley region and form the foundation for the initiation of new businesses, the stabilization of existing small businesses, and the sustainability of farm economies. This strategy encourages the growth of home offices and businesses as a way to promote a cultural lifestyle and family values. It is a way to increase family incomes and preserve a way of life. In addition, it should be promoted as a way to relieve traffic congestion and vehicular trips. The home office, home business and farm support models provide a common set of guidelines to be utilized throughout the region.

Components:

Home Offices

- ❑ Define home offices as a permitted business or commercial activity that is conducted as an accessory use in a dwelling unit
- ❑ Consider the following guidelines for home offices:
 - No negative impact on the surrounding community and neighborhood character, such as: no exterior evidence of business activity or external storage of materials, no retail sales or display of goods (exception telephone solicitation), and limited storage or parking of business vehicles (expectation: no more than one vehicle with no vehicle larger than 10,000 pounds gross vehicle weight).
 - All employees of the home office are residents of the home.
 - Home offices are located entirely in the home and are restricted to use a limited portion of the living space (suggested: 15% of the habitable floor area).
 - The business should not create additional traffic on adjacent roadways, such as: deliveries of materials and goods requiring trucks larger than a standard panel truck or regular visitation by customers, clients, salespersons, or suppliers.
- ❑ Translate guidelines into land use ordinances that will be consistent for the three municipalities.
- ❑ Allow home offices to be located in all residential (e.g. residential subdivisions and villages) and agriculture areas.

Village / Residential Neighborhood Home Businesses

- ❑ Define village or residential neighborhood home businesses as a business or commercial activity that is conducted as an accessory use in a single-family dwelling unit or existing accessory outbuilding located in a village or residential neighborhood,

which does not change the residential character of the property and has direct access to a public street. Activities related to home businesses are more intense than home offices.

- ❑ Consider the following guidelines to assist in the siting of these businesses:
 - Limit the impact on the surrounding village and/or residential neighborhood by:
 - Restricting business activity to the interior of the home (expectation: business not exceed 25% of the floor area or 500 square feet whichever is less) or an existing outbuilding, limited to one home business per property.
 - Screening off-street parking areas.
 - Not allowing the retail sale of merchandise, supplies, or products or the visibility of storage or display of goods from the outside of the building.
 - Not allowing activities, which would negatively impact property values, from noise, odor, vibration, electromagnetic interference, smoke, generation of waste products; materials of a quality or quantity not normally associated with a residential use; any other nuisance activity; or the use or storage of explosive or highly combustible materials.
 - Restricting the size of trucks entering the neighborhood or village to deliver goods and services (expectation: no trucks larger than a standard panel truck).
 - Allowing only one sign for the home business (expectation: non-illuminated, and not to exceed two square feet).
 - Restrict the number of non-resident employees (expectation: no more than two employees – off site employees being excluded) and home businesses in rental units (expectation: owner would be party to a permit application).
 - Ensure adequate off-street parking and adequate water and sewage disposal for both home business and dwelling unit.
- ❑ Translate guidelines into land use ordinances that will be consistent for the three municipalities.

Farmstead Home Businesses

- ❑ Define farmstead home business as a business or commercial activity that is conducted as an accessory use in the farmhouse or an accessory outbuilding located on a farmstead. A farmstead is defined as the primary dwelling unit and the cluster of outbuildings and adjacent service areas.
- ❑ Consider applying all of the guidelines for the village and neighborhood home businesses with the following changes and/or additions:

- Allow the farmstead home business by right.
- Allow a maximum of four employees, including two resident employees and two non-resident employees.
- Allow businesses in existing outbuildings with a maximum square footage (recommendation: no more than 2,500 square feet).
- Screen parking from adjoining properties and road right-of-way.
- Allow storage of materials or products in existing accessory structures.
- ❑ Translate guidelines into land use ordinances that will be consistent for the three municipalities.
- ❑ Allow farmstead home businesses to locate within farmsteads.

Farm Support Business

- ❑ Define farm support business as a business or commercial activity that is owned and operated by the owner-occupant of the farm. The activity complements the image of farming, is located on a parcel with 25 acres or more in active farming, and is secondary to the agriculture use of the land.
- ❑ Consider the following guidelines to assist in the siting of these businesses:
 - Control the quantity and location of farm support businesses (recommendation: one business per farm with the business conducted on the same lot as the active farm and within the footprint of the farmstead and not on active farmland).
 - Control the size of the farm support business on the farm parcel (recommendation: no more than two acres of land devoted to the farm support business including structures, parking, storage, set backs and landscaping – excluding access lane).
 - Control the number of employees (recommendation: two full time, two part-time in addition to employees who reside on the farm).
 - Control the amount, size, and placement of buildings (recommendation: business location in only one permanent building no larger than 4,000 square feet, setback a minimum of 300 feet from property lines or non-principal residence. For new buildings, location behind the primary residence and in the same character as existing structures – size, scale and architectural detail).
 - Control the impact of the business on natural resources (recommendation: limit impervious coverage of the area devoted to the farm business to a maximum of 50%).
 - Encourage the re-use of idle (existing) buildings and develop incentives for reuse.

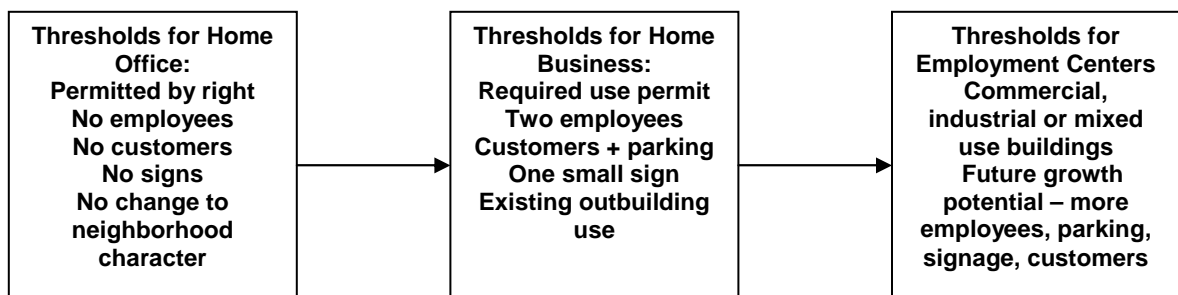
- Control the location of the storage of products, equipment, inventory, and supplies (recommendation: when possible store within buildings or where necessary store outside behind buildings and screened from public rights-of-way).
 - Ensure adequate off-street parking (recommendation: loading and unloading areas and employee parking located behind existing farm structures or screened from the roadway and adjoining properties).
 - Ensure adequate water and sewage disposal.
 - Develop a standard set of guidelines as they relate to retail sales and the use of farmstands. These guidelines would include customer parking, signage and square footage and location of retail space.
- ❑ Translate guidelines into land use ordinances that will be consistent for the three municipalities.
 - ❑ Allow farmstead home businesses to locate within farmsteads.

Business Growth - Transition/Retention Process

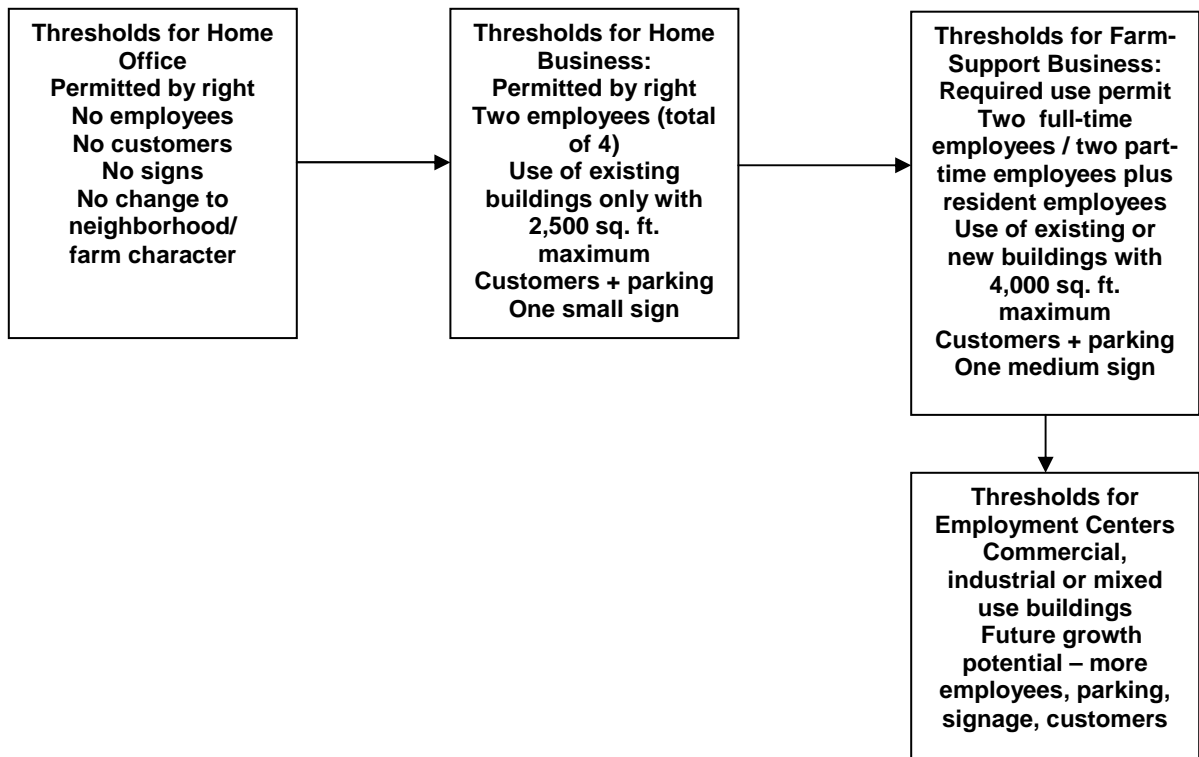
The strategy focuses on a process for growing businesses, the transition to a higher category of use and establishment of a system of intervention to identify the transition points and help with growth.

Components:

- ❑ Understand that as businesses grow they may need to move to a higher level of use: home office to home business to commercial, industrial or mixed-use company.
- ❑ Consider the following thresholds in determining when a business or commercial activity needs to apply for the next level of business activity in a village or residential neighborhood:



- ❑ Consider the following thresholds in determining when a business or commercial activity needs to apply for the next level of business activity on a farmstead.



- ❑ Work closely with local citizens, businesses, realtors, and educational facilities to encourage the expansion and growth of home offices, home businesses, and farm support businesses.
 - Consider the use of a public relations campaign to promote that CV is business friendly to the small entrepreneur.
 - Create brochures that explain the growth and transition process and when permits or relocation are necessary
- ❑ Work closely with the Lancaster County Economic Development Council to create an active process to encourage the growth of small businesses and to assist businesses determine the appropriate location.
- ❑ Create a uniform set of definitions, regulations and enforcement policy across the CV region and consider the use of a single department to manage permits and enforcement for the CV region

Business Attraction Program

The strategy focuses on understanding current business trends and local limitations (i.e., water and sewer); understanding new business trends and training to fit new businesses profile; locating businesses to reuse or infill areas

(priority areas and locations), while offering incentives for mixed use or reuse; and attracting smaller, diverse businesses as well as independent businesses.

Components:

- ❑ Work closely with the Lancaster County Economic Development Council and Chamber of Commerce to:
 - Understand how past and current trends are impacting the potential to attract new businesses to the CV region (i.e., manufacturing businesses).
 - Assist them in developing the types and size of businesses that would be encouraged in the CV region.
 - Assist them in developing locations for these types of businesses especially in infill or re-use areas (and buildings).
- ❑ Determine local water and sewer capacity and eliminate types of businesses beyond that capacity; look for businesses with minimal water and sewer need.
- ❑ Work closely with the Lancaster County Economic Development Council, Chamber of Commerce, area colleges, vocational/technical schools and high schools to understand the future trends and establish appropriate training courses or counseling.
- ❑ As a first priority, direct new businesses to reuse existing structures such as single historic structures, vacant mall space, or industrial locations. Create incentives for businesses in these locations.
 - Consider incentives linked to access management such as shared drives, parking or loading.
 - Link new businesses with tax credits and other preservation tools
 - Promote the opening of the new business and its reuse of existing space
 - Establish a revolving loan fund, a peer-to-peer lending program or a public-private partnership to share the financial risk and to assist new businesses using existing space
 - Consider a façade grant or sign grant program for reuse of historic properties
 - Work closely with utility providers to provide no cost utility connections
 - Consider government purchase of the property with a lease program for the business
 - Work closely with state programs to offer the user hold harmless insurance regarding potential environmental issues

- Work closely with the state, county or local governments to develop partnerships for public private uses such as state offices or training centers, police substations, branch libraries, etc
- Endorse appropriate zoning, ordinances and incentives.
- ❑ If new businesses are unable to reuse space, direct them to infill locations or to land previously used for commercial or industrial enterprises. Create incentives:
 - Promote reduced costs due to existing infrastructure, minimal grading, etc
 - Use similar incentives to those offered for building re-use, but to a lesser degree.
 - Consider reducing costs of infrastructure connections or upgrade connections at minimal or no costs; reduce permitting fees or taxes; consider tax credits; if location is public transit oriented, reduce number of parking spaces required or consider a parking district, etc
- ❑ Encourage new businesses to build flexible, multi-tasking space when new construction is required (see the Land Use Strategies: Design Guidelines for Planned Employment / Commerce Centers) by ensuring land use regulations provide this flexibility.
- ❑ Encourage new businesses to site and design facilities in a way that is compatible with surrounding structures and uses and encourage parking behind the buildings and transit links close to the roadways (see the Land Use Strategies: Design Guidelines for Planned Employment / Commerce Centers).
- ❑ Encourage new businesses to utilize new trends such as telecommuting, flex-time, etc. as a way to relieve congestion at critical drive times.

History and Heritage Inventory

The strategy focuses on maintaining community character as a key component of heritage tourism.

Components:

- ❑ Create a complete inventory of all historic and heritage sites, events and components that maintain community character.
 - Develop a region wide task force to establish the criteria for the inventory and to prepare the inventory.
 - Promote the process and build a home-town pride component to the process.
 - Use the Conestoga Valley “1776 Bicentennial 1976” historical booklet as a beginning point.

Preservation Planning Tools Development

This strategy creates a set of tools, which can be used to preserve and protect the cultural landscape of the Conestoga Valley Region. The recent revisions to the Pennsylvania Municipalities Planning Code (MPC) requires municipalities to plan for the protection of their historic resources and require municipalities to zone for the protection of the resources. Protection is described in the MPC as follows: “When Use in connection with natural and historic resources shall include means to conserve and safeguard these resources from wasteful or destructive use.”

Components:

- ❑ Work with the LCPC Historic Preservation Specialist to better understand the variety of tools that exist such as state or federal tax credits, National Register of Historic Places (NRHP) listing and opportunities to create new incentives.
- ❑ Identify gaps where local incentives can be created to assist in preservation activities. Work closely with preservation groups, local developers, etc.
- ❑ Create new incentives to best meet local needs:
 - Include in land use ordinances, the ability to regulate and review demolition permits.
 - Consider historic district overlay zones, where appropriate. East Lampeter has an historic overlay; however, the ordinance does not address demolition, alterations, additions, infill, and other protective measures.
 - Place appropriate buildings on the National Register of Historic Places and promote the use of the federal 20% tax credit; lobby for a similar program proposed at the state level; and advocate the use of a similar program at municipal or county level.
 - Explore tax abatement as an incentive for increasing the number of rehabilitation projects in the region.
 - Consider options in BOCA Building Code that allows for Historic Preservation rehabilitation and make the process developer-friendly.
 - To ease fears of re-assessment and a tax increase after rehabilitation of a building, offer to abate taxes for three years or to phase in taxes on improvements.
 - Review options on a regular basis to determine if tools are being used, are effective or if new needs require new tools.
 - Encourage agriculture zoning and farmland preservation as tools for cultural preservation, which will complement and support heritage tourism.

- Consider a local training session for all zoning and enforcement officers so that they understand the historic preservation components and options.
- Consider the issue of designation and review at the county level – Lancaster County Preservation Trust or at the state level – State Review Board – rather than at the local level.

Tourism Promotion Strategy

Two elements - contemporary tourism and heritage tourism – are the focus of this strategy.

Components:

- ❑ Promote Heritage Tourism
 - Update all maps and brochures regularly to indicate authentic sites, events, and services.
 - Consider the use of interpretive signs at key points to educate tourists and local citizens regarding cultural activities, farmland preservation, etc
 - Indicate sites that are ADA accessible and which sites have public restrooms.
 - Hold training sessions for service workers and hospitality industry employees to encourage them to “introduce folks to our community”.
 - Develop a liaison to assure that any new maps and tour routes are compatible with local use and needs.
 - Encourage authentic sites, events, and services to participate in the Lancaster Heritage Tourism Program that provides appropriate signage and promotion.
 - Create promotional and educational events directed at new residents of the CV region to help them become more a part of and link with their new “hometown.”
 - Consider a monthly “heritage column” in the newspaper or other regional news sources (see Community Services Initiative).
 - Create events geared to local citizens rather than tourists.
- ❑ Promote traffic and pedestrian safety on local roads used for heritage tourism.
 - Explore efforts with the Lancaster Heritage Program to indicate auto and bike routes by use of the “branding” sign. This sign should assist drivers to better understand the use of the roads they are traveling.
 - Include “driving with caution” language on all maps used by the Lancaster Heritage Tourism program (note: brochure in place).

- Explore options for bus pull-outs at key vistas or locations.
- Explore options to indicate which roads are cross county connectors and not advisable for tourist traffic.
- Increase pedestrian safety in high-tourist areas (e.g., US 30 from PA 462 to PA 896 and Soudersburg, PA 340 in Smoketown and vicinity and Bird-in-Hand vicinity and the PA 23 corridor in the Leola area).
 - Work closely with public work departments and PADOT to install sidewalks and push button activated pedestrian crossing areas.
 - Increase ADA (handicapped) access.
- ❑ Develop inter-municipal cooperation to address and enhance tour routes and cultural landscapes that cut across the township boundaries.
- ❑ Work closely with Lancaster County Heritage Tourism Program and Pennsylvania Dutch Convention and Vacation Bureau to request pre-printing meetings regarding cross township routes to discuss road use, dangerous traffic areas, signage, and special areas of concern.
- ❑ Promote the contemporary tourism industry and its attractions.
 - Form focus groups to further explore current and future needs of this industry.
 - Explore ways to provide overlap with the contemporary and heritage tourism, such as assuring that those who visit contemporary sites and events are invited to stay longer and visit a heritage event or site.
- ❑ Work closely with the PA Dutch Convention and Visitors Bureau to understand tourist needs and shifts in tourism trends.
 - Regularly survey tourists to stay ahead of trends that may impact the industry.
 - Survey bus drivers and professional tour guides to better understand their needs and industry impact on the CV area.
 - Determine a format to best distribute this information in the CV region and incorporate it into tourism planning.
 - Develop a liaison to assure that any new maps and tour routes are compatible with local use and needs.

ACTION PLAN
ECONOMIC DEVELOPMENT INITIATIVE

START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE		PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
			STRATEGY INITIATION	BENCHMARK ACTIVITIES					
	Business Models	High	Townships Administrative Staffs		Economic Development - 1 to 4	Regional Zoning Committee	See Future Land Use Strategy in Land Use Initiative	See Future Land Use Strategy in Land Use Initiative	
				Amend home office regulations					
				Create village / residential neighborhood home businesses regulations					
				Create farmstead home businesses regulations					
				Create farm support business regulations					
	Business Growth - Transition/Retention Process	Low	Regional Economic Development Committee		Economic Development - 4 to 5	Regional Economic Development Committee, Township Zoning Officers, & Lancaster County Economic Development Council	Minimal costs - staff and volunteer time	General Funds	
				Create a public relations campaign to promote CV as business friendly					
				Create business growth & retention process					
	B usiness Attraction Program		Regional Coordinating Committee		Economic Development - 5 to 7	Regional Economic Development Committee	Minimal costs - staff and volunteer time	General Funds	
		High		Develop understanding of current trends and programs					
		High		Allow flexibility in use of space.		See Future Land Use Strategy in Land Use Initiative	See Future Land Use Strategy in Land Use Initiative	See Future Land Use Strategy in Land Use Initiative	
		Medium		Require compatibility in design with surrounding community		See Future Land Use Strategy in Land Use Initiative	See Future Land Use Strategy in Land Use Initiative	See Future Land Use Strategy in Land Use Initiative	
		Low		Create incentives for use of existing structures - first / use of infill spaces second					

ACTION PLAN
ECONOMIC DEVELOPMENT INITIATIVE

START DATE	STRATEGY	PRIORITY	POLICY PLAN REFERENCE		PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
			STRATEGY INITIATION	BENCHMARK ACTIVITIES					
	Historic and Heritage Inventory	High	Regional Coordination Committee		Economic Development - 7	Historic Resources Task Force	Dependent on the availability of assistance from Lancaster County Preservation Trust and Lancaster County Planning Commission	Assistance from Lancaster County Preservation Trust / State Historic Preservation Office (Certified Local Government funds) / National Trust for Historic Preservation (NTHP) - Northeast Field Office (215-991-5778 or 617-523-0885) DC contact Frank Gilbert (202-588-6000 - ordinance and commission work expert)	
				Create a inventory of historic & heritage sites, events, and components					
	Preservation Planning Tools Development	Medium	Historic Resources Task Force		Economic Development - 7 to 8	Historic Resouces Task Force & LCPC Historic Preservation Specialist	If consultant services would be required additional costs may be incurred	Assistance from Lancaster County Preservation Trust / State Historic Preservation Office (Certified Local Government funds) / National Trust for Historic Preservation (NTHP) - Northeast Field Office (215-991-5778 or 617-523-0885) DC contact Frank Gilbert (202-588-6000 - ordinance and commission work expert)	
				Develop a local incentives package to encourage preservation activities.					
	Tourism Promotion Strategy	Low	Regional Economic Development Committee		Economic Development - 8 to 10	Historic Resources Task Force & Regional Communications Committee	Costs will be dependent on the type of promotional activities.	Lancaster County Heritage Tourism Program, Pennsylvania Dutch Convention and Vacation Bureau Partnerships	
				Promote Heritage Tourism					
				Promote Contemporary Tourism					

Community Services and Facilities Initiative

Conestoga Valley Community Directory

The Conestoga Valley Community Directory is a resource directory for residents and property owners of the Conestoga Valley region. The directory is not a promotional piece for business or tourism but an information resource for community members. The directory provides information regarding basic community services and Countywide information resources.

Components:

- ❑ Explore existing resource directories compiled by local service organizations (e.g., Lion's Club organizations) and county information agencies (e.g., LINC – United Way and the Area Office of Aging).
 - Review content of existing directories to determine region's information needs.
 - Determine the level-of-interest of these existing efforts in the Conestoga Valley Community Directory as a cooperative effort.
- ❑ Assign a lead agency for the development of the directory.
- ❑ Consider the organization of an ad-hoc Community Directory Committee, as an alternative to an existing club or organization taking on the directory project. The Committee would be comprised of representatives from each municipality, the school district, existing service providers, organizations, and the business community.
- ❑ Determine content of the directory. The expectation is the directory will contain at a minimum:
 - The name of the organization, contact person, phone number, email address, meeting schedule (date, place and time), if appropriate, for the following services:

• Adult and Child Day Care	• Recreation and Sports
• Medical Offices	Organizations / Clubs
• Emergency Services	• Service / Civic Organizations
• Municipal Offices	• Older Adult Services
• Education Services	• Places of Worship (Youth Programs)
 - A listing of volunteer opportunities.
 - A street map of the region with community facilities.
 - An annual schedule of community events with contact information (if printed annually).
 - Listing of countywide information resources with phone number and email address or website.
- ❑ Limit the number of pages so it will be easily stored.

- ❑ Organize a distribution list for the directory including methods of distribution to residents (existing and new) and property owners.
- ❑ Seek contributions from the business community and local service providers to advertise or donate in-kind services to off-set the cost of directory preparation and distribution.
- ❑ Distribute the directory in hard-copy and digital format (internet and items for local access television).

Conestoga Valley Website

The Conestoga Valley Website creates a digital community for the region by linking the three municipalities and the school district with their constituents, service providers, visitors, and the business community.

Components:

- ❑ Explore a variety of possibilities for initial setup and host site:
 - Website development as a community service project. Uncover local resources, groups, and individuals in the community that have expertise and a willingness to help the region get started. Work closely with the School District to determine to what extent students could participate in management of the site.
 - In the process of uncovering local resources, also identify expertise that would be qualified to setup and manage the site if the community service project idea is not achievable.
 - Existing host sites, such as, Lancaster Online Community Web Site (currently being used by Upper Leacock Township), a host site of Lancaster Newspapers Inc.
- ❑ Compile a list of information to be included on the website. Initial thoughts:

<ul style="list-style-type: none"> ➤ Listed information in the Conestoga Valley Community Directory. ➤ Public transit routes and schedule. ➤ Hot links to other local and county sites. ➤ Public meeting announcements and agendas. ➤ Regional news releases / special interest stories / service announcements. 	<ul style="list-style-type: none"> ➤ Feature stories on activities of community services. ➤ Feature stories on volunteerism. ➤ Progress reports on implementation activities of the region's comprehensive plan and other projects. ➤ Newsletter inserts. ➤ Comment box and links to email sites.
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- ❑ Develop a plan for initializing and managing the site.
 - Start small – a few ideas done well.
 - Build on successes, adding more links.
 - Plan to grow to a community concept, offering site space for other community organizations, services, and businesses.
 - Complete a funding plan.

Older Adults Needs Analysis

The objective of the analysis is to gain a better understanding of the housing, recreation, transportation, and health care needs of the region's older adults to enable the region to work with local and county service providers to plan for and better serve this segment of the population. It is clear more information is needed, including better statistical information.

Components:

- ❑ Develop a demographic profile of the region's older adults based on secondary sources: the 2000 U.S. Census, statistical data from the Lancaster County Office of the Aging, Red Rose Transit, and primary service providers.
- ❑ Conduct key person interviews with primary service providers to determine the existing level of services being provided and known service needs.
- ❑ Conduct focus group discussions with senior citizens to obtain perspective on the quality of services being provided, unmet needs, and additional services desired.
- ❑ Work with a community advisory committee comprised of seniors, service providers, and municipal officials to develop a report on the needs and a listing of strategies to resolve these needs. Uncover successful strategies, such as, Christmas in April – a community service program for rehabilitating homes for older adults and disabled individuals, thus keeping them in their home environment.
- ❑ Adopt this analysis and these strategies as an amendment to the Region's Comprehensive Plan.

Volunteer Outreach Program

The Volunteer Outreach Program focuses on developing opportunities within the community for residents of all ages to fully participate in community projects as volunteers and/or mentors. Opportunities may exist with local service organizations, community service providers, and local government.

Components:

- ❑ Develop a volunteer bank – a comprehensive listing of volunteer opportunities within the region.
 - Prepare a letter survey requesting information on volunteer opportunities and needs.
 - Send the survey to service organizations, municipalities, emergency services (listed organizations in the CV directory).
 - Develop a volunteer form to be utilized by organizations and submitted as new volunteer opportunities / needs arise.
- ❑ Establish a clearinghouse organization and/or mechanism to develop and manage the volunteer bank – options include connecting it to regional newsletter insert development, website management, or CV directory management.
- ❑ Publish volunteer opportunities in the CV directory and regional newsletter insert and on the CV website.
- ❑ Send a special insert to the CV High School at the beginning of each calendar year as a reference for students in selecting graduation projects.
- ❑ Submit to the United Way as a part of the Annual Day of Caring.
- ❑ Consider an annual event – Volunteer Action Day / Carnival – showcase volunteer organizations, honorees (see Conestoga Valley Honors Program), opportunities for volunteering, and sign-up sheets.

Inter-governmental / Organizational Communications Program

The inter-governmental / organizational communications program focuses on developing a formal dialogue between the officials of the Conestoga Valley School District, the Conestoga Valley municipalities, and community service providers. The focus of the dialogue is common issues, collaborative efforts, and joint projects.

Components:

- ❑ Establish a semi-annual meeting (frequency and schedule of meeting to be determined with participants) between the governing bodies of the school district and the municipalities.
 - Exchange information on common areas of interest and/or concerns, such as:
 - Collaborative strategies from the CV Comprehensive Plan: regional newsletter insert development, regional website development, volunteer outreach program, Conestoga Valley directory and strategies from the Conestoga Valley School District Strategic Plan, such as: coordination of

school/community public relations concerns, provision of opportunities for community service projects for students, joint purchasing, provision of direct access to school community and implementation of a wide-area information/communication network.

- Growth trend tracking and fiscal impacts on educational and municipal services.
- Sharing of the school district's facility plans and municipal subdivision and land development plan for review and comment (should be part of routine operations and occur when the activity is taking place in between meetings).
- Policy changes which would impact the delivery of services.
- Emerging issues that are happening within the region or affecting the region from outside.

➤ Uncover opportunities for future collaborations:

- Joint grant opportunities as a regional endeavor rather than individual municipal endeavors.
- Use of facilities, resources, and programs: recreation, public works, professional staff (zoning officer support) and technical services, information systems, and meeting rooms / auditoriums.

❑ Track progress of comprehensive plan implementation.

❑ Establish an annual meeting (or greater frequency, if desired) between the municipalities, school district, and emergency service providers (fire, ambulance, emergency management agency and police)

➤ Develop an agenda based on common interests and concerns. The current list from the comprehensive plan goals and objective include:

- | | |
|---|--|
| • Public education on emergency services: what is offered, how it is funded, and volunteer efforts. | • Dealing with traffic signals. |
| • Coordinated funding strategy. | • Water system constraints and flow capacity problems. |
| • Consistency in street naming and addressing. | • On-site fire protection problems. |

➤ Hold as a roundtable discussion of these interests.

➤ Establish a yearly priority list for the region with action items.

➤ Resolve to take action.

- ❑ Establish a Conestoga Valley Administrators Roundtable
 - Meet quarterly to discuss common concerns, issues, and collaborative efforts that will help with the day-to-day operations of the townships and school district, such as: regional opportunities to streamline government operations through the sharing of resources and/or personnel, regional information system and computerized databases, joint purchases, and collaborative public works projects (see PENNDOT Agility Program below).
 - Develop the administrative capacity to carry forward many of the ideas coming out of the comprehensive plan by delegating specific responsibilities, staff, and logistical support. Ideas flowing out of the region's comprehensive plan include:
 - A common capital improvements process or budget schedule to filter in region-level projects.
 - Collaboration with the PENNDOT Agility Program and establishment of a regional program using similar guidelines (swap for services rather than purchase of services).
 - Collaborative effort on signage with the county and municipalities (see the Heritage Tourism strategies).
 - Collaboration with the Heritage Tourism Program and review of tour routes to lessen intermodal impacts (Heritage Tourism strategies and the Regional Comprehensive Recreation Plan, initial work may be completed in these strategies but the routes should be reviewed as development or changes occur on a more routine basis).
 - Collaboration on common land use language in local ordinances, if not a joint ordinance (see the Industry and Jobs and Land Use strategies).
 - Review of transit routes to ensure routes are accommodating new businesses or changes in the development patterns of employment centers (see Economic Development strategies).
 - Organization of meetings of governing officials of the three municipalities and the school district.
- ❑ Report to the public regarding the results or activities of these collaborative meetings and opportunities for public involvement in the regional newsletter insert (see strategy below).

Regional Newsletter Insert

The Regional Newsletter Insert addresses the need to provide information to the public on a routine basis concerning service needs, programs, and opportunities within the region. It is a vehicle to be utilized by community services providers and to announce accomplishments of regional projects and programs. The

publication is a collaborative effort of the three municipalities and the school district.

Components:

- ❑ Recognize each municipal entity and school district currently publish a newsletter. The school district publishes the letter five or six times a year with half of these publications going to all district residents. Each municipality publishes a newsletter three to four times a year.
- ❑ Determine the best method for distributing the newsletter insert. Where possible, consolidate distribution as an insert to the CV School District newsletter (issues circulated to all residents). Supplement the distribution with inserts in the municipal newsletters when the school district letter is distributed only to the parents.
- ❑ Coordinate newsletter deadlines to facilitate the use of the regional insert.
- ❑ Determine the lead agency for the publication – consider contracting with the School District Public Relations Office to create the insert.
- ❑ Determine the focus for the newsletter. Ideas to be considered:
 - Promotion of community services
 - Announcement of volunteer outreach opportunities / needs
 - Announcement of honored volunteers
 - Announcement of fundraising activities / use of donations
 - Announcement of public meetings and activities
 - Update on comprehensive plan implementation
- ❑ Consider a trial issue with community feedback to determine the worth of the endeavor.

Conestoga Valley Honors Program

The Conestoga Valley Honors Program recognizes the outstanding contributions of volunteers in the region. The program is designed to place volunteerism on center stage and to demonstrate the value the region gives to these activities.

Components :

- ❑ Search for sponsoring organizations and lead agency from the region.
- ❑ Develop the selection process: criteria, eligibility, categories, frequency of selection (monthly, quarterly, semi-annual), sponsorship, and method of selection. Be flexible to allow the nominees to be individuals and/or groups of individuals. Consider honoring one volunteer organization a year or greater frequency for outstanding contributions to the community.
- ❑ Determine the type of recognition (e.g., monetary, prize, event, scholarships).

- ❑ Announce the honorees utilizing the outreach ideas coming out of the comprehensive plan: directory (last years honorees), website, and regional newsletter insert.
- ❑ Celebrate the honorees at a Volunteer Action Day.
- ❑ Submit the honorees names for recognition outside the region at the county, state, and national levels (e.g., media recognition and service organization recognition).
- ❑ Produce a honorees plaque to be placed in each municipal building and the administrative offices of the school district and provide letters of recognition from local officials and community leaders.

Conestoga Valley Recreation Strategy

In 1999, a joint study committee of the three municipalities and the school district was established to determine the interest and willingness of working together to provide improved recreation opportunities to all citizens. The study was put on hold until completion of the Regional Comprehensive Plan with the expectation that the planning process would assist in determining if residents desired additional recreation opportunities.

The public's opinion regarding recreation was collected at community focus groups and a visioning forum. Residents indicated a lack of youth and senior activities and commented on the lack of arts and crafts/summer activities. Responses at the visioning forum indicated support for recreation programming for all age groups with a variety of activities available; a desire for smaller, dispersed recreation facilities; and the need for a regional recreation commission. The recreation vision for the Conestoga Valley is: " a regional recreation commission will organize a broad range of recreational programs for all age groups including sports, cultural, informal gatherings, and community festivals / celebrations. A regional parks system will offer a range of facilities throughout the three municipalities available and accessible to the region's citizenry. "

Five goals were established:

- ❑ Provide a regional approach to recreation, including use of facilities and programming and integrating recommendations from existing and future recreation plans and studies. Primary partners in the approach include the three municipalities, the Conestoga Valley School District, and the Conestoga Valley Community Center.
- ❑ Provide a broad range of recreational programs for all ages including sports, cultural, informal gatherings, and community festivals / celebrations.
- ❑ Provide a regional parks system that will be available and accessible to the region's citizenry, including areas for passive (greenways, trails/paths, picnicking) and active recreation.
- ❑ Provide the administrative structure and support to implement the regional recreation approach.

- ❑ Provide particular emphasis on activities and events to gather the people of the region together.

The strategy below endorses the concept of regional recreation and the need for an entity to lead, administer, and manage recreational activities.

The strategy supports regional recreational, but more study is needed with a broader representation on the study committee. The Comprehensive Plan does not draw conclusions regarding the mechanics of developing the regional approach and recognizes developing this approach must be the outcome of several additional pieces of work by the committee.

Components:

- ❑ Provide additional options for the organizational structure, funding, and role of the regional recreation commission. These options should include a range of alternatives to initiate the commission and the cost to provide these alternatives. It is the expectation that the cost of providing regional recreation will be adjusted based on the levels-of-service provided; therefore a description of various service levels with costs to provide these services would be appropriate.
- ❑ Base the regional recreation approach on the following basic premises:
 - Facilities will continue to be owned, developed, and maintained by the individual townships and the School District.
 - Future greenways, trails and paths that will be developed by the Townships and School District should be coordinated in their development as part of the regional approach.
 - Cooperative purchasing of materials and services, which these facilities have in common, should be initiated by the townships and CVSD.
 - The existing, as well as any future, community center will be owned, operated, and maintained as a regional asset. Responsibility for ownership, operation, and maintenance could be accomplished in a variety of ways, including a partnership; however, these options should be explored.
 - A regional approach to recreational programs should be developed between the townships and the CVSD. Options should be explored.
- ❑ Survey the community to understand their attitude regarding the costs of providing and coordinating regional recreation programs. The survey should be focused on the answers needed by the governing bodies to determine what level-of-regional recreation their public is willing to support. The survey may be included as part of a regional newsletter insert.
- ❑ Based on the information on options and the survey results, work with the governing bodies of three municipalities and the school district to reach consensus on the recreation commission approach and develop an intergovernmental agreement.

- ❑ Complete a strategic planning process to formulate the mission and short and long-term objectives and strategies for the recreation commission. Begin to implement the short-term strategies and determine if a more detailed regional comprehensive parks, recreation and open space plan will be needed to arrive at a long-term strategy. If the more detailed study is deemed necessary consider the following components:
 - Seek a Keystone Grant from the Pennsylvania Department of Conservation and Natural Resources (DCNR) for the development of the Plan.
 - Develop a scope of work to include the DCNR plan requirements, integrate plan elements from the CV Regional Comprehensive Plan, CV Community Center Feasibility Study, Lancaster Inter-Municipal Committee Park and Recreation Plan and Greenway Study, and West Earl Township Parks and Recreation Plan; the work effort of the CV Recreation Study Committee, and recent recreation surveys. Special elements that integrate regional interests and actions should be a part of the scope:
 - Recommendations on programs and delivery of programs for citizens of all ages.
 - Development of a greenways system in the region to connect to activities of the municipalities of the Lancaster Inter-Municipal Committee (LIMC – East Lampeter is a part of this group), in particular, integration with the greenways system and scenic view concepts from the “Conestoga Greenways – River Corridor Conservation Plan (see Community Services and Facilities Summary – Lancaster Inter-Municipal Committee Park and Recreation Plan and Greenway Study). Extensions would progress along the resource conservation greenway along the Conestoga River, a linear trails system along the River and Stauffer Run, and scenic views at the East Lampeter / Upper Leacock border along PA 23.
 - Recommendations of the LIMC work regarding resource management / stewardship, design, wayfinding, easements/open space dedications, river access, collaborative efforts, safety and security to develop a seamless system from nine municipalities of the LIMC with the Conestoga Valley region.
 - Recommendations of the West Earl Township Parks and Recreation Plan, focusing on intermediate and long-term recommendations regarding trail system development.
 - Recommendations of the Lancaster County Heritage Tourism Program: cooperative effort to review the tourism routes based on travel patterns in the region and condition of roadways and to coordinate signage.
 - Recommendations of the CV Recreation Study Committee (review all recommendations of the study report – several provided below):

- ✓ Greenway study as major component
 - ✓ Facility needs analysis (park assessment and improvement recommendations, new and specialized facility needs and recommendation, and special event concept plan)
 - ✓ Park inspection, maintenance plan, and risk management plan
 - ✓ Communication plan
- Tie into recommendations of contiguous region's which have also done comprehensive recreation planning, in addition to LIMC, such as: Warwick Region Recreation Plan.

Comprehensive Emergency Services Approach

This strategy builds on an innovative program being initiated in the Warwick Region. The strategy begins with a review of this program and determination if the program would be suitable for the Conestoga Valley Region to address the vision to continue the volunteer efforts of the emergency services based upon the support of municipalities, businesses, and individuals and to stabilize the volunteer pool and service funding.

Components:

- Initiate a greater dialogue between fire and ambulance services and with the townships individually. Initiate regional discussions to deal with issues that impact the region as a whole.
- Explore the Warwick Region Emergency Services Alliance developed as a result of the comprehensive regional fire and ambulance service study (an implemented strategy of the Lititz-Warwick Strategic Comprehensive Plan, adopted in 2000). The Alliance is a cooperative arrangement between the three municipalities and seven emergency service providers of the region and school district. It is not a merger of services. Key components of the Alliance are:
 - 20 hour a week staff position (Alliance Coordinator) – funded through DCED as a circuit rider position (grant picks up 75% of cost first year, 50% the second year, and 25% the third year)
 - Duties of the Coordinator for the Alliance members include:
 - Fund raising
 - Marketing
 - Retention and recruitment of volunteers
 - Fire safety programming
 - Grant application and management
 - Advantages of the Alliance
 - Avoids duplication of efforts
 - Cost-effective use of resources
 - Formalizes, concerted effort for recruitment

- Consolidates municipal contributions
 - Creates a clear-line of communication
- ❑ Review performance evaluation to be completed by the County one-year after Alliance operations to determine if the program would work in the Conestoga Valley region.
 - ❑ If determined feasible, initiate discussions with the DCED, Local Government Services Center to initiate a circuit rider program.

Leola Public Library Strategic Plan

The Leola Public Library Strategic Plan focuses on the library board's continued efforts to provide facility, programming, information technology and staffing to meet future demands for the library system. The strategy recognizes Leola as the only public library within the Conestoga Valley region; however, other libraries serve residents including: Ephrata Library, City of Lancaster Library, New Holland Library and the libraries of the Conestoga Valley School District. The services of these libraries should be considered in the strategic plan.

Components:

- ❑ Initiate a strategic planning process to uncover strengths, weaknesses, and citizen expectations. The initial list of strengths and weaknesses may include:

Strengths:

- Part of Countywide system.
- Successful in getting funding.
- Readership is growing.
- Handicap accessible.
- Inter-library loan system.
- On-line access to books.
- Large number of volunteers and seniors.
- Large service area.
- Central regional location.

Weaknesses:

- Funding.
 - Keeping up with technology.
- ❑ Initiate a community-based (input of many residents from various sectors of the service area by age and geographic location) strategic planning process (plan for a five-year period or longer rather than year-to-year).
 - Determine a five-year vision for the service; that is, goals for circulation, utilization, technology integration/training opportunities, programming, hours of

operation, facility needs, number of employees/volunteers, fundraising, and organizational structure, including partnerships with others.

- Determine what strategies are needed to address the goals.
- Determine actions needed to implement the strategies.
- ❑ Begin to implement the strategic plan.

ACTION PLAN									
COMMUNITY SERVICES AND FACILITIES INITIATIVE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Conestoga Valley Community Directory	High	Regional Coordinating Committee		Community Services - 1 to 2	Regional Communications Committee	Dependent on the partnership arranged and content	Contributions and in-kind services	
				Assign lead agency					
				Determine content					
				Develop & distribute					
	Conestoga Valley Website	High	Regional Coordinating Committee		Community Services - 2 to 3	Regional Communications Committee	Dependent on the partnership arranged and content	Contributions and in-kind services	
				Determine best host site					
				Outline list of information to be included					
				Develop plan for initializing and managing					
	Older Adults Needs Analysis	Medium	Regional Coordinating Committee		Community Services - 3	Special Community Advisory Committee & representatives from the Lancaster County Office of the Aging	\$10,000 - \$12,000	County Office of the Aging, CDBG, State Planning Grants	
				Complete background information					
				Conduct focus groups / interviews					
				Prepare report					
				Amend Comprehensive Plan with report strategies					
	Volunteer Outreach Program	Medium	Regional Coordinating Committee		Community Services - 3 to 4	Program Committee	Dependent on the partnership arranged and content	Contributions and in-kind services	
				Organize a Program Committee					
				Develop volunteer bank					
				Establish a publicity and management process					

ACTION PLAN
COMMUNITY SERVICES AND FACILITIES INITIATIVE

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Intergovernmental / Organizational Communications Program	High	Township / Institution Administrative Staffs		Community Services - 4 to 6	Township / Institution Administrative Staffs	n/a	n/a	
				Establish a regular meeting schedule between governing bodies of school district and municipalities					
				Establish a regular meeting schedule between school district, municipalities, and emergency service providers					
				Establish Conestoga Valley Administrators Roundtable					
	Regional Newsletter Insert	Medium	Regional Coordinating Committee		Community Services - 6	Regional Communications Committee	Dependent on the partnership arranged and content	Contributions and in-kind services	
				Determine best method for distributing newsletter insert					
				Determine lead agency					
				Complete a trial issue					
	Conestoga Valley Honors Program	Medium	Regional Coordinating Committee		Community Services - 7	Regional Communications Committee	Dependent on the partnership arranged and content	Contributions and in-kind services	
				Determine sponsoring or lead agency					
				Develop selection process					
				Develop recognition program					
	Conestoga Valley Recreation Strategy		Regional Recreation Committee						
		High		Provide addition organization and funding options			\$1,500 - \$2,000		
		High		Survey the community			\$5,000 to \$7,500		

ACTION PLAN									
COMMUNITY SERVICES AND FACILITIES INITIATIVE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	COST STATEMENT	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		Medium		Complete strategic planning process	Community Services - 8		\$40,000 to \$50,000	DCNR's Bureau of Recreation and Conservation, Keystone Recreation, Park and Conservation Fund "Community Grant Program"	
		Medium		Apply for a Keystone Grant from the Pennsylvania Department of Conservation and Natural Resources (DCNR)		Municipal Governing Bodies with endorsements by Conestoga Valley Community Center and Conestoga Valley School District			
		Medium		Retain a consultant team		Municipal Governing Bodies with endorsements by Conestoga Valley Community Center and Conestoga Valley School District			
	Comprehensive Emergency Services Approach	High	Regional Coordinating Committee		Community Services - 11 to 12	Townships Administrative Staffs	n/a	n/a	
				Complete activities as part of the regularly scheduled meetings with the emergency service providers					
				Explore progress of the Warwick Region Emergency Services Alliance					
				Submit subdivision and land development plans to appropriate service providers		Governing Bodies Policy Directive - Administrative Staff Implementation	none	n/a	
	Leola Public Library Strategic Plan	High	Leola Public Library Board of Directors		Community Services - 12 to 13	Leola Public Library Board of Directors	\$5,000	Lancaster County Library System, Library Operating Funds	

Implementation Schedule

The implementation schedule develops the agenda of activities for the next decade. The schedule is presented on the following page and lists the initiative, strategies and time frame to begin implementation. The bold arrows represent the strategy initiation activity and completion timeframe. The smaller arrows represent the activities' continuation. The on-going monitoring of these activities will bring changes and additions over time. The refinement of the activities and programs is expected as implementation proceeds and changes occur.

Several key players are instrumental in these implementation activities as previously shown in the action plans. These key players include existing organizations and three new committees:

- Existing agencies and organizations: municipal governing bodies, municipal managers, municipal planning commission, municipal engineers, East Lampeter and West Earl Police Department, Leola Public Library Board of Directors, Lancaster County Economic Development Council, Conestoga Valley School District and Conestoga Valley Community Center
- New committees and task forces: Regional Coordinating Committee, Regional Water Resources Task Force, Regional Recreation Committee / Commission, Regional Roadway Standards Committee, Regional Economic Development Committee, Historic Resources Task Force, and Regional Communications Committee, Regional Planning and Zoning Committee

The roles and responsibilities for these agencies, organizations and committees are delineated in the *Policy and Action Plan*. Specific agendas and timeframes are shown on the following chart: Pathways to Achievement.

A special note is needed regarding the role and responsibilities of the Regional Coordinating Committee. Clearly, it is more important that one organization be charged with the responsibility of monitoring the implementation of the plan. This responsibility has been assigned to a new committee in the region, the Regional Coordinating Committee (RCC). It is the expectation that the RCC would meet on a quarterly basis to collect input from the prime implementers on the progress of activities and on the need to make changes and adjustments to existing strategies and actions. It is expected the strategies and action plans will be utilized routinely by the RCC as a reference and recording source.

The Plan recommends the RCC be comprised of fifteen to twenty representatives of each of the key implementers and a cross-section of citizens representing various interests, including but not limited to Conestoga Valley School District, community service providers, the agriculture community, business-retailers, and tourism representatives.

Implementation Schedule

INITIATIVE	STRATEGY	YEARS						
		1	2	3	4	5	5+	
Land Use								
	Future Land Use / Growth Area Plan							
	Design Guidelines for Planned Employment / Commerce Centers							
	PA 340 / PA 462 Land Use / Transportation Corridor Study							
	Mixed-Use Corridor Designation - Office / Residential							
	Route 30 Corridor Design Guidelines							
	PA Route 772 / PA Route 272 / US Route 222 Land Use and Transportation Study							
	Village Preservation Program							
	Farmland Preservation							
	Water Resources Protection							
	Visual Character Protection							
Transportation and Utilities Initiative	Roadway Functional Classification Map							
	Access Management Retrofit Location Map							
	Conestoga Valley Region Roadways Standards							
	Regional Coordination with PA Route 23 Corridor Project							
	Transportation System Improvement Program							
	Transit Enhancement and Commuter Alternative Program							
	Public Utility Monitoring Program							

Implementation Schedule

INITIATIVE	STRATEGY	YEARS						
		1	2	3	4	5	5+	
Economic Development Initiative	Business Attraction Program							
	Business Models							
	Business Growth - Transition/Retention Process							
	Historic and Heritage Inventory							
	Preservation Planning Tool Development							
	Tourism Promotion							
Community Services Initiative	Conestoga Valley Community Directory							
	Conestoga Valley Website							
	Older Adults Needs Analysis							
	Volunteer Outreach Program							
	Intergovernmental / Organizational Communications Program							
	Regional Newsletter Insert							
	Conestoga Valley Honors Program							
	Conestoga Valley Recreation Strategy							
	Comprehensive Emergency Services Approach							
	Leola Public Library Strategic Plan							

Pathways to Achievement

Key Implementers / Strategic Focus on High & Medium Priorities

Governing Bodies

Years 1 & 2 (High Priority):

- ☐ Appoint regional coordinating committee – include people with interests in economic development, historic preservation, communications, volunteerism
- ☐ Appoint regional zoning committee
- ☐ Appoint regional roadway standards committee
- ☐ Appoint regional recreation committee
- ☐ Initiate regional land use ordinance update
- ☐ Develop annual municipal highway maintenance and improvement program
- ☐ Continue regional coordination with the PA 23 Corridor Project
- ☐ Continue discussions with MPO on the PA 772 / PA 272 & US 222 Land Use and Transportation Study (West Earl Supervisors)
- ☐ Work with PENNDOT on traffic signal synchronization on US 30 (East Lampeter)
- ☐ Begin regular meetings of the governing bodies and school district
- ☐ Begin regular meetings with emergency service providers

Years 3 – 5 (Medium Priority):

- ☐ Organize a meeting with the affected municipalities and the MPO to discuss PA 340/PA 462 Land Use and Transportation Study
- ☐ Develop the Main Street Enhancement Program (West Earl Supervisors)
- ☐ Reassess Urban Growth Boundary – dependent on selection and implementation of PA 23 improvements (Upper Leacock Supervisors)
- ☐ Adopt land use ordinance amendments

Regional Coordinating Committee

On-going Activities

- ☐ Monitor progress – Action Plan and Implementation Schedule
- ☐ Prepare annual progress report & 3 year strategic update

Years 1 & 2:

- ☐ Establish the following subcommittees for the following purposes:
 - Regional Communications Committee to coordinate the Conestoga Valley Community Directory / Conestoga Valley Website
 - Regional Economic Development Committee to work on the Business Attraction Program
 - Historic Resources Task Force to coordinate the inventory of historic & heritage resources

Years 3 – 5:

- ☐ Establish the following subcommittees for the following purposes:

- Regional Task Force on Aging to steer the completion of Older Adults Needs Analysis
- Volunteer Outreach Program Committee to organize the Volunteer Outreach Program
-
- ❑ Complete the following committee activities
 - Regional Newsletter Insert & Conestoga Valley Honors Program – activities of the Regional Communications Committee
 - Preservation Planning Tool development by the Historic Resources Task Force

Regional Planning and Zoning Committee

Years 1 & 2:

- ❑ Complete draft amendments to zoning, subdivision and land development, stormwater management, and official map ordinances.

Years 3 – 5:

- ❑ Work with the governing bodies for amendment adoption.

Regional Roadway Standards Committee:

Years 1 & 2:

- ❑ Provide input to the Regional Planning and Zoning Committee

Years 3 – 5:

- ❑ Recommend standards for roadways of various classes, access management and new roadway, sidewalk, and bicycle path concepts for the official map

Regional Recreation Committee

Years 1 & 2:

- ❑ Provide additional organizational and funding options
- ❑ Survey the community

Years 3 – 5:

- ❑ Complete a Comprehensive Recreation, Parks and Open Space Plan

Municipal Manager & Staff / Conestoga Valley School District Administrators

Routine Operations

- ❑ Provide logistical support for other key implementers

Move forward the following strategies in years 1 & 2:

- ❑ Regional Coordination with PA Route 23 Corridor Project, Transportation System Improvement Program, Land Use Initiative, Intergovernmental / Organizational Communications Program, Comprehensive Emergency Services Approach

Move forward the following strategies in years 3 - 5:

- ❑ Conestoga Valley Region Roadways Standards, Public Utility Monitoring Program,

Leola Public Library Board of Directors

Years 1 & 2:

- Complete the Leola Public Library Strategic Plan

Appendix A

CONESTOGA VALLEY REGION STRATEGIC COMPREHENSIVE PLAN COMMUNITY MEETINGS REPORT

For four evenings in April, 2000, approximately 80 residents of the Conestoga Valley Region (East Lampeter, Upper Leacock and West Earl Townships) responded to a request by the Townships' Supervisors and the Strategic Comprehensive Plan Regional Steering Committee to take part in the planning process by sharing their thoughts and ideas. The sessions were divided into three parts. Part one was a presentation by the consultant team, Community Planning Consultants, providing a brief introduction and overview of the planning process. Part two was a focus group work session in which participants responded to three questions.

“What do you like most about the Conestoga Valley Region?”
“What do you like least about the Conestoga Valley Region?”
“What would you like the plan to do?”

Part three was a mapping exercise to identify the region's special places and frequent destinations. The focus of this report is to summarize the results of the focus group work session and the mapping exercise.

THE FOCUS GROUP WORK SESSION:

Three hundred seventy-five responses were collected for the three questions along with the indication of the responses importance. The consultant team classified the responses into planning categories and subcategories based on common themes and ideas. This information will be utilized extensively by the Regional Steering Committee to provide focus for subsequent phases in the planning process.

What Was Learned?

Question 1, “What do you like most about the Conestoga Valley Region?” received 135 responses. These responses help to identify community assets or those characteristics of the community requiring enhancement and/or protection. The responses were categorized into eight planning themes (the number of responses is indicated on Table 1: Tabulated Responses and Values): community character, economic base, environment, heritage, infrastructure, land use, location, and services. A high number of responses, more than one-third of the total responses, related to the region's community character. A moderate number of responses fell into three categories: services, economic base, and land use. Few responses related to the environment, location, infrastructure, and heritage.

Table 1: Tabulated Responses and Values – Regional Assets

CATEGORY	RESPONSES		VALUED SELECTIONS	
	Number	Percent of Total	Number	Percent of Total
Community Character	51	37.8	85	30.7
Economic Base	17	12.6	40	14.4
Environment	9	6.7	25	9.0
Heritage	5	3.7	26	9.4
Infrastructure	7	5.2	8	2.9
Land Use	14	10.4	38	13.7
Location	9	6.7	17	6.1
Services	23	17.0	38	13.7
Total	135		277	

More revealing than the actual number of responses by specific category, is the value each participant gave to specific responses. Each participant was given the opportunity to indicate the three responses from their focus group that he/she considered the most important (valued). This technique aided in developing a better understanding of how the participants felt about their region. The number of responses selected as valued (includes the total number of times a response was selected) for each category are shown on Table 1. Community character continued to lead not only in the number of actual responses but also the number of responses, which were highly valued. Responses related to economic base, land use and services were moderately valued. The participant's value of responses regarding the heritage and environment of the region were significantly higher compared to the number of total responses for the categories.

Each category of responses was divided further into subcategories to more clearly identify specific assets of the region.

Planning Category: Community Character

Six subcategories, describing the region's community character, were uncovered during the classification of responses, including: ambience (feel), cleanliness, diversity, characteristics of the region's people, safety/security, and the size of the region. Of these six topics, two were prominent and were typified by the following statements:

Subcategory: Ambience (16 responses, 32 valued selections)

Highly valued responses: "Quality of life," "semi-rural nature of area," "rural character," "small-town community (lifestyle)"

Subcategory: People (20 responses, 34 valued selections)

Highly valued responses: "Character of people," "Christian atmosphere & strong religious beliefs," "conservative values," "people diversity and friendliness," "work ethic"

Planning Category: Economic Base

Four subcategories described the respondents' impression of assets of the economic base: economic diversity, entrepreneurial spirit, economic sectors and taxes. The most valued statements pertained to the diversity and specific sector's of the region's economy.

Subcategory: Economic Diversity (8 responses, 16 valued selections)

Highly valued responses: "Variety of opportunities," "variety of goods and services," "economic diversity/balance"

Subcategory: Economic Sectors (5 responses, 20 valued selections)

Highly valued responses: "Family farms," "rural agriculture base," "farm-support businesses," "small businesses"

Even though low to moderate taxes were listed as an asset in three responses, only one person gave high value to the response.

Planning Category: Environment

The five resource areas included: general appearance, environmental diversity, farmland, land resources, and water resources. The most prominent subcategory was farmland.

Subcategory: Farmland (4 responses, 12 valued selections)

Highly valued responses: "Best farmland in U.S. (best soil)" and "prime farmland"

Other subcategories were valued even though they received few initial responses: appearance and water resources.

Subcategory: Appearance (1 response, 5 valued selections)
Highly valued responses: "Natural beauty of area"

Subcategory: Water resources (2 responses, 5 valued selections)
Highly valued responses: "Waterways"

Planning Category: Heritage

Only five responses were provided concerning the heritage of the region; however, these responses represented a highly valued feature of the region. All of the responses related to the region's cultural heritage.

Subcategory: Culture (5 responses, 26 valued selections)
Highly valued responses: "Amish culture/heritage," "cultural heritage, uniqueness"

Planning Category: Infrastructure

The infrastructure responses focused on transportation infrastructure with six of the seven responses related to transportation and one response relating to stormwater management; however, few individuals gave high value to the region's infrastructure. The only valued statement, selected by five participants, was the "availability of horse and buggy transportation."

Planning Category: Land Use

The land use responses fell into two subcategories: existing use and regulations. The majority of the responses dealt with existing uses.

Subcategory: Existing uses (11 responses, 34 valued selections)
Highly valued responses: "Open land/farmland," "lots of activities – shopping, dining, recreation"

Planning Category: Location

Several responses pertained to the location of resources within the region and outside the region (i.e., County and the Mid-Atlantic Region of the U.S.).

Subcategory: County (4 response, 4 valued selections)
Highly valued responses: "Proximity to City"

Subcategory: Mid-Atlantic (3 responses, 4 valued selections)
Highly valued responses: "Access to major urban areas"

Subcategory: Region (2 responses, 7 valued selections)
Highly valued responses: "Rural setting with easy access to community services"

Planning Category: Services

The last planning category representing assets of the region was services. Service subcategories included: education, emergency services, services in general, government services, health care services, recreation, and religious facilities. Even though the service category was one of the top response categories, few participants gave high values to the service statements. The education category was the one exception.

Subcategory: Education (9 responses, 25 valued selections)

Highly valued responses: "Schools (public & private)," strong public & parochial school system," "strong schools"

No other responses were selected more than three times as a highly valued statement.

Question 2, "What do you like least about the Conestoga Valley Region?" received 128 responses. These responses help to identify the issues that need to be addressed during the planning process. Eight planning categories emerged during the classification of the statements: community character, economic base, environment, housing, land use, services, transportation, and utilities. Two of the issue categories, land use and transportation, greatly surpassed the interest given to the other categories with 40 and 29 responses, respectively. Moderate interest was given to community character, economic base, and services. Few responses were provided for the environment, housing and utilities. Table 2 provides the tabulated response and values for the identified region's issues.

Table 2: Tabulated Responses and Values – Regional Issues

CATEGORY	RESPONSES		VALUED SELECTIONS	
	Number	Percent of Total	Number	Percent of Total
Community Character	19	14.8	32	11.1
Economic Base	11	8.6	17	5.9
Environment	8	6.3	16	5.6
Housing	1	0.8	1	0.3
Land Use	41	32.0	98	34.1
Services	18	14.1	32	11.1
Transportation	29	22.7	88	30.7
Utilities	1	0.8	3	1.0
Total	128		287	

The respondents were asked again to indicate the three statements from their group's list which were the most important to them. This exercise revealed land use and transportation issues as the most valued issues followed by issues related to community character and services. Highly valued responses were defined as single responses or collective ideas selected by four or more respondents. No highly valued responses were identified for housing or utilities.

Many of the same categories appear in both the lists of assets and issues, which is not uncommon since the categories represent common themes addressed in planning studies. What is important is the fact that not all citizens view their community from the same perspective. It is not unusual to find individuals valuing the same ideas as an asset that others view as an issue. Understanding these differing viewpoints is as important to the planning process as uncovering the similarities.

Planning Category: Community Character

Aspects of the community's character were considered both assets and issues. These subcategories included: ambience, people and safety. The respondents exposed the following issues as being important:

Subcategory: Ambience (6 responses, 11 valued selections)

Highly valued responses: "Lack of regional sense of community"

Subcategory: People (12 responses, 32 valued selections)

Highly valued responses: "Outsiders moving in and demanding – changing values & services," "sense of independence (parochialism)"

Planning Category: Economic Base

The economic base issues were broken into three categories: business climate, taxes, and tourism. Highly valued ideas were provided in two of the three subcategories.

Subcategory: Business climate (3 responses, 6 valued selections)

Highly valued responses: "Small businesses not having chance to get started"

Subcategory: Taxes (6 responses, 11 valued selections)

Highly valued responses: "High taxes"

Planning Category: Environment

The environmental issues were divided into four categories: conservation, noise, pollution, and water. The major area of concern identified by respondents was water pollution.

Subcategory: Pollution (5 responses, 11 valued selections)

Highly valued responses: "Water runoff/ storm water," "deterioration of air & water quality"

Planning Category: Land Use

More responses related to land use than any other category. Eight subcategories were identified: agriculture, central place, commercial uses, impact of growth & development, maintenance, regulations, residential uses, and signage. Agriculture, maintenance, and signage had no responses selected as a highly valued response.

Subcategory: Central place (3 responses, 5 valued selections)

Highly valued response: "Lack of central business district"

Subcategory: Commercial (5 responses, 14 valued selections)

Highly valued responses: "Convenience stores/ every corner," "proliferation of commercial sites (i.e., Route 30 / tourism)," "shopping malls/centers (too many)"

Subcategory: Impact of growth and development (17 responses, 53 valued selections)

Highly valued responses: "New development & empty buildings," "losing farmland to development/use of prime farmland for development," "new commercial development in presence of vacant land," "too much uncontrolled development"

Subcategory: Dimensional characteristics (2 responses, 4 valued selections)

Highly valued responses: "High density development"

Subcategory: Regulation (8 responses, 14 valued selections)

Highly valued responses: "Township ordinances too restrictive on farm businesses / small businesses," "zoning enforcement / inconsistent interpretation"

Planning Category: Services

The services category was divided into four subcategories: education, government, recreation and social. Education and social services had no statements that were given high value.

Subcategory: Government (8 responses, 19 valued selections)

Highly valued responses: "Discontinuity between townships, needs better communications," "cooperation of the township boards with people," "lack of township government's vision," "too much big government forcing things on people"

Subcategory: Recreation (7 responses, 9 valued selections)

Highly valued responses: "Lack of youth & senior activities / arts & crafts-summer activities"

Planning Category: Transportation

Transportation issues were separated into five subcategories: transportation infrastructure, modes of transportation, transportation planning, roads/highways, and traffic. Highly valued responses were found in each of these subcategories.

Subcategory: Transportation infrastructure (2 responses, 5 valued selections)

Highly valued responses: "Transportation infrastructure"

Subcategory: Modes of transportation (5 responses, 6 valued selections)

Highly valued responses: "Lack of transportation for young teens (public, bicycles) reliable, safe transportation for those who do not drive"

Subcategory: Transportation planning (1 response, 14 valued selections)

Highly valued response: "PENNDOT transportation planning"

Subcategory: Roads/highways (8 responses, 28 valued selections)

Highly valued responses: "Goat path not completed," "road system," "Route 23 corridor"

Subcategory: Traffic (10 responses, 30 valued selections)

Highly valued responses: "Traffic congestion," "traffic increasing roads get fuller / road rage," "truck traffic (Rt. 30) / bad mix of traffic"

Question 3, "What would you like the plan to do?" received 112 responses. These responses help to ensure the planning process and final product fulfill the hopes of the public. Four planning categories emerged from the responses: communication, cooperation, final plan, and outcomes. The top expectations were concerns for the content of the final plans and outcomes of the process. Table 3 shows the tabulated responses and values.

Table 3: Tabulated Responses and Values – Plan Expectations

CATEGORY	RESPONSES		VALUED SELECTIONS	
	Number	Percent of Total	Number	Percent of Total
Communication	7	6.3	18	6.7
Cooperation	14	12.5	22	8.1
Final Plans	38	33.9	114	42.2
Outcomes	53	47.3	116	43.0
Total	112		270	

The values as indicated by selection of the most important responses for each focus group indicated high value given to responses dealing with final plans and outcomes. Similar ideas were expressed in the responses for communication and cooperation; therefore, the value of these responses should not be minimized.

Planning Category: Communication

Two areas of concern were expressed for communication: communication with the public and communication at the regional-level.

Subcategory: Public (5 responses, 17 valued selections)

Highly valued responses: "Ongoing dialogue among townships & school district," "better community communications"

Subcategory: Regional (2 responses, 3 valued selections)

Highly valued responses: "Provide regional newsletter"

Planning Category: Cooperation

The cooperation category was divided into three subcategories: balance, regional coordination, public coordination. The majority of the responses fell into the regional coordination category. Although public coordination was a major theme, the responses received few selections as highly valued.

Subcategory: Balance (3 responses, 6 valued selections)

Highly valued responses: "Blend all aspects of the community together"

Subcategory: Regional coordination (9 responses, 13 valued selections)

Highly valued responses: "Coordinated growth among townships," "continued effort towards regionalization (while maintaining individual identity)"

Planning Category: Final Plan

Nine subcategories emerged from the classification of statements regarding the final plan. These categories relate to the functional elements of the planning document: economic plan, environmental plan, housing plan, implementation plan, land use plan, recreation plan, services plan, transportation plan, and utility plan. Statements provided for the economic, housing, recreation, service, and utility plans received few selections as highly valued.

Subcategory: Environmental plan (3 responses, 6 valued selections)

Highly valued responses: "Maximize existing resources"

Subcategory: Implementation plan (6 responses, 25 valued selections)

Highly valued responses: "Understandable plan / plain language," "basic plan for future of townships," "implementation piece"

Subcategory: Land use plan (15 responses, 52 valued selections)

Highly valued responses: "Agricultural/industrial coexistence," "central area to coordinate various activities & resources (include schools & businesses)," "clearly delineated land use with a transitional area between agriculture and residential uses – peculiar needs of agriculture should be taken into account," "common sense approach to home businesses," "encourage reuse of established buildings," "plan for land utilization," "protect agriculture areas," regional approach to land use (with teeth)"

Subcategory: Transportation plan (7 responses, 20 valued selections)

Highly valued responses: "Address transportation issues (including public transportation)," "Hope plan will address traffic problem/RT 23," "list of needed improvements"

Planning Category: Outcomes

The most responses provided to question 3 dealt with outcomes of the plan. Outcomes are the results that will occur when the plan begins to be implemented. These expected results dealt with seven subcategories: community character, environment, land use, preservation, services, and transportation.

Subcategory: Community Character (5 responses, 9 valued selections)

Highly valued responses: "greater sense of community"

Subcategory: Environment (3 responses, 5 valued selections)

Highly valued responses: "clean streams by local citizens"

Subcategory: Land use (11 responses, 28 valued selections)

Highly valued responses: "Allow farm businesses on farms and home businesses on appropriate home properties," "zoning programs to protect farms & control urban sprawl"

Subcategory: Preservation (6 responses, 9 valued selections)

Highly valued responses: "Keep prime farmland in farm family"

Subcategory: Services (15 responses, 32 valued selections)

Highly valued responses: "Streamline government – public staff has increased," "availability of recreation activities / arts and crafts / concerts / region-oriented," develop sense of community (common area activities)," "more financial help for volunteer services"

Subcategory: Taxes (2 responses, 9 valued selections)

Highly valued responses: "Maintain conservative tax structure / school taxes," "minimal tax impact"

Subcategory: Transportation (8 responses, 22 valued selections)

Highly valued responses: "Better roads (for all) – buggies, cars, trucks, buses," "enhanced traffic flow," "improved public safety (roadways, etc.)," "improve traffic problems"

Subcategory: Volunteerism (3 responses, 4 valued selections)

Highly valued responses: "New community volunteers"

Where Do We Go From Here?

All of the focus group responses will be carried forward into the next phases of the planning process. These ideas will be repeated at the Community Forum in September, highlighted in the statement of community goals and objectives, addressed during the development of strategies with the community advisory committees, and compiled into the policy and action plans. Community input and continued presence in the process is vitally important to continue the dialogue and maintain the focus of the regional planning project.

THE MAPPING EXERCISE

Each participant was asked to complete two mapping exercises. The first map depicted "places of the heart" or places within the region identified as special by each participant. The second map depicted frequent destinations of participants within the region. Each participant completed

the exercise individually. The composite maps of all answers are presented on the following pages.

Favorite Places

Each participant located his/her favorite places on the map plus wrote a brief description of these places. The written information was collated and categorized into eight general themes: business, church, community, home, recreation, school, view, and water. Table 4 shows the distribution of these themes.

Table 4: Favorite Places Categories

Favorite Place Category	Number of Responses	Percent of Total Responses
Business	21	11.7
Church	13	7.3
Community	10	5.6
Home	43	24.0
Recreation	25	14.0
School	16	8.9
View	20	11.2
Water	31	17.3
Total	179	

Not surprisingly, especially in light of the assets uncovered in the focus group exercise, the home and church were identified favorite places. In several cases respondents showed a strong connection to the region by not only mentioning their home but also mentioning the family's homestead. Another favorite place in the region had to do with water resources. Specific places mentioned often included the Conestoga and Mill Creeks, and special mills and bridges (i.e., Eberly's Mill Bridge, Mascot Mill, and Hunsecker Bridge). It is uncertain if the participants connection to the water had a recreational emphasis; however, many favorite places were mentioned that related to other recreation resources in the region. These places included East Lampeter Park, Flory Park, Leola Community Park & Pool, Mascot Park, Talmage Park, West Earl Community Park, and the Conestoga Valley Community Center. Other recreation facilities were associated with schools. The schools, in general, were a favored place in the region. Places of business frequently were associated with farms and farm support businesses. Both specific and generalized views were identified. The majority of these views related to farmland and open space. Special communities mentioned were Bird-in-Hand, Leola, Smokestown, Talmage, and Witmer.

The Favorite Places Map shows a concentration of these places located south of Route 222 in the area of Brownstown, West Metzler's Road, and Covered Bridge Road in West Earl Township; in the Leola area of Upper Leacock Township; and along Horseshoe Road and Mount Sidney Road north of Old Philadelphia Pike in East Lampeter Township and along Mill Creek in East Lampeter Township and Upper Leacock Township.

Frequent Destinations

Each participant located his/her frequent destinations in the region (the places they go to the most often). The list of destinations were categorized into ten categories: church, community, friends, goods and services, home, organizations, recreation, relatives, school and work. Table 5 shows the distribution of destinations.

Table 5: Frequent Destination Categories

Frequent Destination Category	Number of Responses	Percent of Total Responses
Church	17	9.4
Community	2	1.1
Friends	1	0.6
Goods and Services	80	44.4
Home	10	5.6
Organizations	3	1.7
Recreation	20	11.1
Relatives	7	3.9
School	22	12.2
Work	20	11.1
Total	182	

The most frequent destinations by respondents were for purchases of goods and services. Destinations mentioned included grocery stores, hardware stores, restaurants, and the library. Specific locations included Rockvale Square, Route 30, Bird-in-Hand, Ephrata and New Holland. Several of these locations are actually outside the region. Other destinations correlated to the favored places: church, recreation, school and work. Most of the answers were nonspecific regarding the actual location with the exception of recreation. Identified recreation destinations included the Conestoga Valley Community Center and the East Lampeter Park.

The Frequent Destinations Map reveals concentration of destinations in Brownstown in West Earl Township, along Route 23 (Leola area) in Upper Leacock Township, in the area of Mount Sidney Road and Horseshoe Road and the Route 30 corridor in East Lampeter Township. Comparing the two maps Brownstown, Leola and the Horseshoe Road / Mount Sydney Road are both favorite places and frequent destinations. The Mill Creek area is a favorite place but not necessarily a frequent destination; likewise, the Route 30 corridor is frequent destination but not necessarily a favorite place. These maps not only show how the participants feel about areas of their community but also show the centers of activity. In many cases the centers of activity are also the special places identified by participants.

This report represents the beginning of the planning process. The ideas and themes produced as a result of the focus group and map exercises will be tested often as the process proceeds. The public will have many opportunities to confirm, expand and/or reject these ideas and to build a plan that truly reflects the values and priorities of the Conestoga Valley Region.

Appendix B

CONESTOGA VALLEY REGION STRATEGIC COMPREHENSIVE PLAN

TECNICAL ADVISORY COMMITTEE PROCESS & WORKBOOK

Each Community Advisory Committee (CAC) will utilize the same process. The Process begins with process training. Each CAC will have at least one facilitator from the technical team. The facilitator will organize the meetings, prepare the reports, complete research and provide planning support.

The major activity of the each CAC is to develop strategies to address policy topics and meet the vision statement and goals and objectives. A five-step process will be followed to develop strategies. The following questions will be answered:

Step 1. What are the facts; that is, what is current policy, existing conditions and other information regarding the policy topic?

Step 2. What are the targets to meeting the goals and objectives, including obstacles to overcome or assets to enhance regarding current policy, current programs, missing information and/or existing conditions.

Step 3. What are the proven techniques to meet the targets; that is, conquer or minimize the obstacles and enhance the assets? (strategy options)

Step 4. What are the selected strategy options / recommendations?

Step 5. What are the actions needed to implement the strategy?

The CACs will focus on the following topics and will meet at the Conestoga Valley Middle School from 7 to 9pm (classroom to be announced) on the following dates:

Economic Development Community Advisory Committee

- Tourism
- Farm-support businesses
- Employment and Industry
- Historic preservation

Wednesdays: March 21 & 28 and April 18 & 25

Community Services and Facilities Community Advisory Committee

- Senior Housing/Services
- Recreation Services
- Emergency Services
- Administrative Services
- Education Services
- Health-Care / Social Services
- Library Services

Wednesdays: March 21 & 28 and April 18 & 25

Transportation and Utilities Community Advisory Committee

- Specific Corridors (PA 23, PA Route 772 / Route 272, intersections)
- Transit Services
- Transportation and Operational Deficiencies
- Conflicts between Motorized and Non-motorized Transportation
- Public Utility Coordination
- Public Utility Demand

Tuesdays: March 27, April 3, April 10 & April 24 (note meeting dates change)

**Land Use and Environment
Community Advisory Committee**

- Growth Management
- Future Land Use
- Development Patterns

- Environmental Preservation and Conservation

Tuesday March 27, Wednesday April 11, Thursday April 26, & Tuesday May 1
(note meeting dates change)

Seven Rules for the CAC

1. **Complete meeting within two hours.**
2. **Dress casually.**
3. **Do not change goals / objectives or vision statement.**
4. **Stay focused.**
5. **Work from an agenda.**
6. **Allow public observers (public comment at the end of the meeting is at the discretion of the Committee).**
7. **Stop at impasses and make assignments for next meeting.**

Evaluation Criteria

“Look for the Red Flags”

Use this quick check list when evaluating and selecting strategies, Steps 4 and 5.

1. Who is enabled to implement the strategy? Does the strategy incorporate a basic function of government? Identify track(s) for the strategy to follow:

A = Conestoga Valley region

B = individual municipalities

C = advocacy (legal issue with state legislation)

D = partnership (agencies, non-profits, quasi-governmental organizations, businesses), specify

E = other, specify

2. Does the strategy meet the objectives?
3. Does the strategy meet the vision statement?
4. Will the strategy be publicly acceptable? If not, why?
5. How will the strategy be implemented? (quick and dirty work plan / action steps)

6. How will the strategy be funded? (laundry list of possible funding sources) *Note: no major research is required to identify possible funding sources.*
7. If the strategy is similar to or the same as current or past activities, what was the success rate of the similar activity? Use the rating scale below to make a quick assessment.

Rating scale:

- 0 = Failure (no impact and substantial use of resources or loss of investment)
- 1 = Poor (no measurable impact and some use of resources of some loss of investment)
- 2 = Fair (some impact and some use of resources or some loss of investment)
- 3 = Average (significant impact and some use of resources or minor loss of investment)
- 4 = Above Average (significant impact and minimal use of resources or loss of investment)
- 5 = Excellent (significant impact and minimal use of resources and no loss of investment)

8. Should the strategy be carried forward? What priority rating scale should be assigned to the strategy?

- 1 = Low
- 2 = Moderate
- 3 = High
- 4 = Highest

Note: All strategies should not receive a rating of 4.

Each workbook included a listing of the Vision Statements and Goals and Objectives.