

# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

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## PLANNING THE FUTURE • PRESERVING THE PAST

## Growing Together

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A COMPREHENSIVE PLAN FOR  
CENTRAL LANCASTER COUNTY, PENNSYLVANIA

**PREPARED FOR**  
LANCASTER INTER-MUNICIPAL COMMITTEE

**PREPARED BY**  
ACP-VISIONING & PLANNING, LTD.

**IN ASSOCIATION WITH**  
THOMAS COMMITTA ASSOCIATES, INC.

APRIL 18, 2006  
FINAL DRAFT

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*Participating municipalities may adapt the following resolution as appropriate for their own use:*

**RESOLUTION**

(Name of Municipality)  
Lancaster County, Pennsylvania  
Resolution No. \_\_\_\_\_

A RESOLUTION ADOPTING THE MULTIMUNICIPAL COMPREHENSIVE PLAN, TITLED “GROWING TOGETHER: A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA”, WHICH WAS COOPERATIVELY DRAFTED PURSUANT TO AN INTERGOVERNMENTAL COOPERATION PLANNING AGREEMENT; AND AUTHORIZING THE [APPROPRIATE OFFICERS OF THE MUNICIPALITY] TO PARTICIPATE IN THE DEVELOPMENT OF APPROPRIATE AGREEMENTS TO IMPLEMENT THE MULTIMUNICIPAL COMPREHENSIVE PLAN IN ACCORDANCE WITH THE PROVISIONS OF THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE, 53 P.S. §10101 ET SEQ, AND FOR CONSIDERATION BY [NAME OF MUNICIPALITY] IN COMPLIANCE WITH THE PROVISIONS OF THE INTERGOVERNMENTAL COOPERATION LAW, 53 PA.C.S.A., CHAPTER 23, SUBCHAPTER A.

WHEREAS, (name of municipality) entered into an Intergovernmental Cooperation Planning Agreement to work cooperatively on a multimunicipal comprehensive plan for the eleven (11) Lancaster Inter-Municipal Committee municipalities set forth below; and

WHEREAS, the multimunicipal comprehensive plan is titled *Growing Together: A Comprehensive Plan for Central Lancaster County, Pennsylvania* (“*Growing Together Plan*”); and

WHEREAS, (name of municipality) was represented on the Steering Committee and participated in the preparation of the *Growing Together Plan*; and

WHEREAS, the Steering Committee prepared the *Growing Together Plan* consistent with the existing comprehensive plans of the eleven (11) participating municipalities; and

WHEREAS, a public meeting of the (name of municipality) Planning Commission was held on [INSERT DATE] and the (name of municipality) Planning Commission recommended the adoption of the *Growing Together Plan*; and

WHEREAS, pursuant to Section 302(a) of the Pennsylvania Municipalities Planning Code copies of the *Growing Together Plan* have been provided to Lancaster County, all contiguous municipalities, all school districts within the area covered by the *Growing Together Plan* and contiguous school districts and the required forty five (45) day comment period has been provided; and

WHEREAS, a public hearing of [the governing body of the municipality], pursuant to public notice, was held on [INSERT DATE] to discuss the *Growing Together Plan*; and

WHEREAS, (name of municipality) desires to enter negotiations with the municipalities that have participated in the drafting of the *Growing Together Plan* and, to the extent appropriate, Lancaster County, to develop appropriate, mutually acceptable agreements to implement the *Growing Together Plan*.

NOW, THEREFORE, BE IT RESOLVED by the (name of governing body) of (name of municipality), Lancaster County, Pennsylvania, as follows:

Section 1. The (name of governing body) hereby ratifies the Intergovernmental Cooperation Planning Agreement executed on (date), recognizing that only eleven (11) of the twelve (12) municipalities contemplated by the terms of the Intergovernmental Cooperation Planning Agreement approved and executed the Intergovernmental Cooperation Planning Agreement. The following municipalities entered into the Intergovernmental Cooperation Planning Agreement and worked cooperatively on the multimunicipal comprehensive plan: East Hempfield Township, East Lampeter Township, East Petersburg Borough, Lancaster City, Lancaster Township, Manheim Township, Manor Township, Millersville Borough, Mountville Borough, West Hempfield Township, and West Lampeter Township.

Section 2. The (name of governing body) adopts the *Growing Together Plan*, and each component thereof, which components are identified upon the attached Exhibit A [as a free standing element of OR as] the *Comprehensive Plan* for (name of municipality), Lancaster County, Pennsylvania.

***[IF GROWING TOGETHER PLAN IS ADOPTED AS THE ENTIRE COMPREHENSIVE PLAN FOR THE MUNICIPALITY, PARAGRAPH 3 SHOULD BE DELETED.]***

Section 3. The Comprehensive Plan for (name of municipality) shall hereafter consist of the following document(s), including all maps, charts, textual matter, and other matters intended to form the whole or part of the plan:

The multimunicipal plan titled *Growing Together: A Comprehensive Plan for Central Lancaster County, Pennsylvania* and dated 2005, including all components thereof identified in Section 2 above.  
(Name and date of existing municipal comprehensive plan if it is not replaced in its entirety by the *Growing Together Plan*, including Resolution number and adoption date.)  
(Names and dates of other existing planning documents, such as functional plans and official map, that are part of the comprehensive plan, including Resolution number and adoption date.)

Section 4. The (name of municipality) Secretary shall record this action on the comprehensive plan as required by Section 302(c) of the Pennsylvania Municipalities Planning Code.

Section 5. This Resolution shall take effect immediately without approval or adoption by any other participating municipality.

Section 6. The appropriate officers and employees of the [municipality] are hereby authorized to enter into negotiations with the other participating municipalities and Lancaster County, as applicable, for the development of mutually acceptable agreements to implement the *Growing Together Plan*. Execution of any Implementation Agreement shall be subject to final approval of the Implementation Agreement by [municipality], in accordance with the provisions of the Intergovernmental Cooperation Law, 53 PA.C.S.A., Chapter 23, Subchapter A.

DULY ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 200\_, by the (name of governing body) of the (name of municipality), Lancaster County, Pennsylvania, in lawful session duly assembled.

(NAME OF MUNICIPALITY)  
Lancaster County, Pennsylvania

Attest: \_\_\_\_\_ By: \_\_\_\_\_

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# Acknowledgements

## Lancaster Inter-Municipal Committee

### Participating Municipalities

East Hempfield Township  
East Lampeter Township  
East Petersburg Borough  
Lancaster City  
Lancaster Township  
Manheim Township  
Manor Township  
Millersville Borough  
Mountville Borough  
West Hempfield Township  
West Lampeter Township

### Officers

*The following individuals served as LIMC officers from inception to completion of the Growing Together project:*

#### 2001

Neil R. Kinsey, Chair  
Roy E. Baldwin, Vice-Chair  
John Shertzer, Secretary-Treasurer

#### 2002

John Shertzer, Chair  
Karl Ottolini, Vice-Chair  
Julianne Dickson, Secretary-Treasurer

#### 2003

Karl Ottolini, Chair  
Julianne Dickson, Vice-Chair  
Susan Bernhardt, Secretary-Treasurer

#### 2004

Julianne Dickson, Chair  
Susan Bernhardt, Vice-Chair  
John S. May, Secretary-Treasurer

#### 2005

Susan Bernhardt, Chair  
John S. May, Vice-Chair

Carol Simpson, Secretary-Treasurer

#### 2006

John S. May, Chair  
Carol Simpson, Vice-Chair  
Leo S. Lutz, Secretary-Treasurer

### Growing Together Steering Committee

Neil R. Kinsey, Chair  
Todd R. Weiss, Vice-Chair

#### East Hempfield Township

Neil R. Kinsey  
George Marcinko  
John Bingham\*  
Ed LeFevre\*

#### East Lampeter Township

David Buckwalter  
R. Lee Young  
J. Wilbur Sollenberger\*  
Ralph M. Hutchison\*

#### East Petersburg Borough

Francis C. Spangler  
Todd R. Weiss  
James R. Williams\*  
N. Thomas Huber\*

#### Lancaster City

Fred Ward  
Paula Jackson  
Tim Roschel\*  
Craig Lenhard\*  
Ted Robinson\*\*

#### Lancaster Township

Robert R. Desmarais  
Lynn M. Stauffer  
Edwina A. Coder\*  
David L. Clouser\*  
William L. Adams\*\*

#### Manheim Township

James R. Martin  
Sean P. Molchany  
Karen Melchionni\*  
Harry E. Ritter\*  
Steven J. Geisenberger\*\*

#### Manor Township

John S. May  
Barry L. Smith  
Edward C. Goodhart III\*  
Bruce Ott\*

#### Millersville Borough

Jack W. Gardner  
L.A. Ockey  
Carolyn E. Ranck\*  
Ed Arnold\*  
Michael H. Morris\*\*  
William E. Moyer\*\*

#### Mountville Borough

George Middleditch  
Francis Zimmer  
Brian Weitzel\*  
Paul B. Chin\*

#### West Hempfield Township

Charles E. Douts, Jr.  
Ronald K. Beam  
Edward C. Fisher\*  
Frank R. Burkhardt\*

#### West Lampeter Township

John P. Lines  
David W. Martin  
Ray D'Agostino\*  
Randy Moyer\*  
Barry L. Hershey\*\*

#### Lancaster County Planning Commission

Allan E. Granger  
Danny Whittle  
James Cowhey\*  
Will Selman\*\*

John R. Ahlfeld, Executive Director, LIMC

#### Legal Services

William C. McCarty and John A. Mateyak  
Hartman Underhill & Brubaker LLP (donated services)

## County of Lancaster

### Lancaster County Commissioners

Dick Shellenberger, Chair  
Howard "Pete" Shaub  
Molly Henderson

### Lancaster County Planning Commission

#### Members

Charles E. Douts, Jr., Chair  
Virginia K. Brady, Vice-Chair  
Lois K. Herr, Secretary  
James Miller, Jr.  
Matthew Young  
Julianne Dickson  
Nancy Halliwell  
Jonathan L. Price  
Dennis Groff

#### Staff

James Cowhey, Executive Director  
Danny Whittle, Liaison to *Growing Together*  
Mary Frey, Liaison to *Growing Together*

### Funding Organizations

County of Lancaster  
- Grant in support of Multimunicipal Planning

Pennsylvania Department of Community and Economic Development  
- Land Use Planning and Technical Assistance Program Grant

### Consultants

ACP Visioning & Planning, New York, NY  
Thomas Comitta Associates, West Chester, PA

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\*Alternate Steering Committee Members

\*\*Former Steering Committee Members

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# GROWING TOGETHER

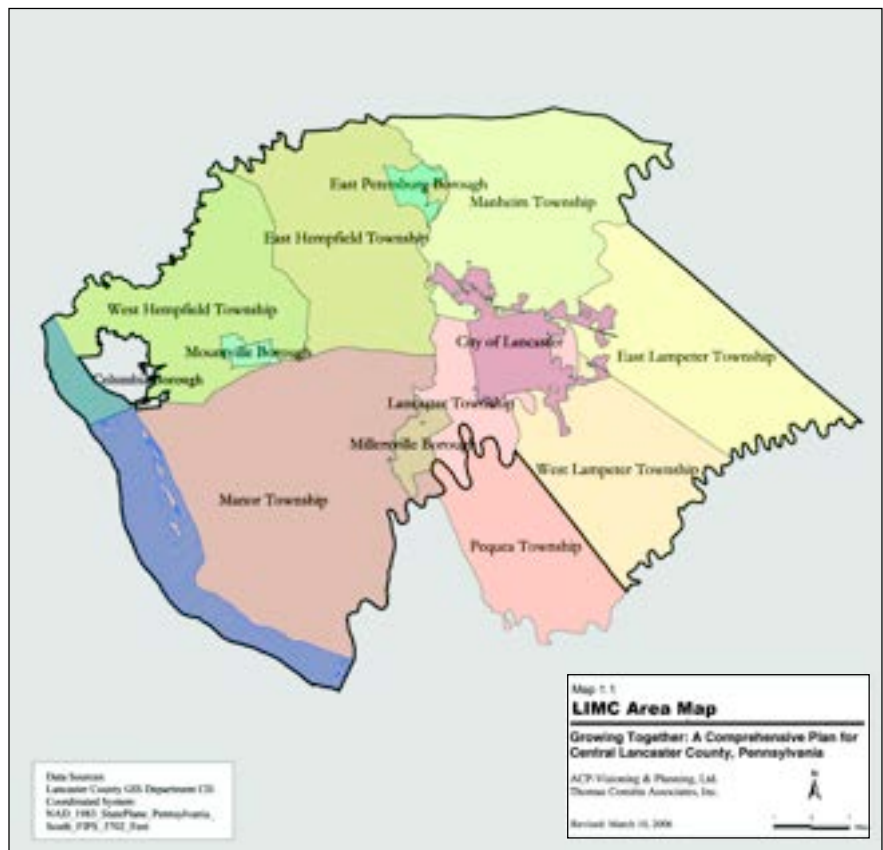
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

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## PLANNING THE FUTURE • PRESERVING THE PAST

### 1. Introduction

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# 1. Introduction

## GROWING TOGETHER A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA PLANNING THE FUTURE • PRESERVING THE PAST

### Above – Map 1.1

Of the 13 LIMC municipalities, Pequea Township opted not to participate in the multimunicipal plan, and Columbia Borough joined the LIMC in August 2005 when the plan was nearly complete.

*Growing Together: A Comprehensive Plan for Central Lancaster County, Pennsylvania* is a multimunicipal comprehensive plan commissioned by the Lancaster Inter-Municipal Committee (LIMC) and encompassing 11 municipalities in Central Lancaster County. *Growing Together* is structured following the requirements of the Pennsylvania Municipalities Planning Code (MPC). This plan covers more municipalities than any other plan prepared for the core of a metropolitan area in Pennsylvania.

LIMC is a council of governments of 13 municipalities that have joined together to cooperate on government activities. Eleven of the 13 LIMC member municipalities are participating in *Growing Together*. They are East Hempfield Township, East Lampeter Township, East Petersburg Borough, Lancaster City, Lancaster Township, Manheim Township, Manor Township, Millersville Borough, Mountville Borough, West Hempfield Township, and West Lampeter Township. The other two LIMC municipalities are Pequea Township, which opted not to participate in the multimunicipal plan, and Columbia Borough, which joined the LIMC in August 2005 when the plan was nearly complete.

The purpose of LIMC is to serve as a coordinator, facilitator, and resource for the projects that the member municipalities decide to undertake. LIMC is not another level of government. No action that LIMC takes is

binding on its member municipalities. Furthermore, the member municipalities participate in all projects that LIMC undertakes, and the governing bodies of the individual municipalities must approve any recommendations that LIMC makes, such as adopting this comprehensive plan or adopting and administering the land use regulations that will be required to implement this plan.

*Growing Together* is an official policy document for the eleven participating municipalities. It establishes a comprehensive framework to guide future decision-making in Central Lancaster County. It creates a clear and consistent policy structure shared by the eleven municipalities so that land use and other policy decisions will be clear to all interested parties. By developing a multimunicipal plan, the 11 municipalities have agreed to address their needs and aspirations with solutions that cross jurisdictional boundaries.

*Growing Together* is led by a 24-voting member Steering Committee, made up of two representatives from each municipality (and their alternates) plus two representatives from the Lancaster County Planning Commission. The Steering Committee has met monthly for the past 32 months to guide all aspects of the process and develop the goals, objectives, and strategies that constitute the policy framework of the comprehensive plan. The consultant team of ACP-Visioning & Planning, Ltd. and Thomas Comitta Associates, Inc. has facilitated the Steering Committee meetings and assisted in the development of the multimunicipal plan.

### **Organization of the Document**

Following this Introduction, the *Growing Together* multimunicipal comprehensive plan is organized in the following chapters:

**2. Executive Summary** – This chapter gives an overview of the planning process, describes the plan’s goals, highlights key recommendations, and introduces implementation considerations.

**3. The Region** – This chapter places *Growing Together* in the context of other plans and studies in the region, and specifically in the context of the Lancaster County Growth Management plan, which is being updated concurrently with the Central Lancaster County multimunicipal plan.

**4. Public Process: An Overview** – This chapter summarizes the steps of the public process and reviews the results.

**5. Goals and Objectives** – This chapter lists all of the goals and objectives contained in the plan.

**Chapters 6 through 13** – These chapters address each element of the multimunicipal plan. These are organized as follows:

- 6. Land Use
- 7. Housing
- 8. Transportation
- 9. Community Facilities
- 10. Park and Open Space

11. Natural Resource Protection

12. Historic Resource Protection, and

13. Utilities: Water, Sewer, Solid Waste, and Stormwater Management

Each chapter includes the goal, an overview of the element, a description of existing conditions, and recommendations in the form of objectives and strategies.

**14. Plan Compatibility with Contiguous Municipalities and Consistency with the County's Comprehensive Plan** – This chapter expresses the compatibility of the multimunicipal plan with the plans of adjacent municipalities and Lancaster County's Comprehensive Plan.

**15. Implementation** – This chapter summarizes the strategies that must be accomplished in order to achieve the objectives of the plan. It indicates the time frame in which the strategies should be implemented, as well as the key entities responsible for implementation.

**16. Glossary of Terms** – This chapter provides definitions of terms used and organizations referred to in the plan.

**17. County and Municipal Source Information** – This chapter lists all the reports and studies reviewed in the preparation of *Growing Together*.

## 2. Executive Summary

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## 2. Executive Summary

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### **GROWING TOGETHER** A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA PLANNING THE FUTURE • PRESERVING THE PAST

#### **Above**

Development encroaches on farmland. A key challenge of *Growing Together* is to balance future growth with the preservation of those aspects that make Central Lancaster County unique, for example the rural landscapes and way of life.

#### **A. Overview**

*Growing Together* portrays a vision of how Central Lancaster County can grow, prosper, and enhance the quality of life of all residents in the next 25 years. It is a bold vision that reflects the ideas and aspirations of residents, stakeholders, municipal officials, and Steering Committee members.

*Growing Together* is an official policy document for the 11 participating municipalities of Central Lancaster County. It establishes a vast and comprehensive framework to guide decision-making. It reflects the best available information on specific conditions that exist in the planning area as well as best practices found locally and in the region, the state, and the nation. With its emphasis on intermunicipal collaboration, *Growing Together* points to a new way to conduct business in Central Lancaster County, not just for the local municipalities but for businesses, not-for-profit organizations, and special interest groups.

This chapter summarizes the process followed in developing *Growing Together* and provides an overview of key directions of the plan, making reference to the chapters where more information on a topic can be found.

### Public Meetings Schedule

**August 2003** – The process kick-off offered an opportunity for participants to hear about the plan and to express preliminary ideas and concerns about the future of Central Lancaster County.

**January 2004** – The stakeholder workshop gathered municipal officials, special interest groups, planning staff, and citizens to address critical questions related to the specific elements of the plan.

**January and February 2004** – Four public meetings, four classroom workshops in urban and suburban schools, and a focus group with African American and Latino participants were facilitated in various parts of Central Lancaster.

**September 2004** – At the Community Vision Summit participants received an update on the *Growing Together* project and a report on the results of the “Strong Places, Weak Places” mapping exercise. They reviewed goals and objectives drafted from the ideas collected in the public meetings and engaged in small group discussions designed to address future development patterns for the area.

**March 2005** – Three public forums offered an opportunity to review goals, objectives, and strategies and to recommend priorities for the strategies.

**December 2005** – A final public forum was used to present the complete draft of the plan.

## B. The Planning Process

The planning process of *Growing Together* consisted of three major components: public participation, technical analysis, and plan development. The *Growing Together* Steering Committee played a key role in all three process components.

The Committee met monthly for over two years, guiding all steps of the process and helping to develop the plan’s recommendations. The Steering Committee helped design public outreach and reviewed all the ideas gathered through the public participation process. It transformed those ideas into goals, identified objectives to achieve those goals, and developed specific strategies for each objective. The Steering Committee provided invaluable assistance in reviewing technical information and ensuring the completeness of the physical inventories for each element of the plan. In addition to guiding the process and assisting with the gathering of information, the Steering Committee ensured that the planning commissions and governing bodies of the eleven municipalities were informed about the progress of the plan at critical milestones. Municipal reviews were conducted in the spring of 2004 and in the winter and summer of 2005 to provide feedback on the draft goals, objectives, and strategies.

The three major components of the planning process are briefly described below.

### Public Participation

The planning process for *Growing Together* provided numerous opportunities for anyone who lived or worked in the Central Lancaster County area to participate in public events. (See the Public Meetings Schedule in the sidebar at left.) Input provided through public meetings became the foundation for the policies of the plan.

Residents, municipal officials, businesses, and other stakeholders suggested ideas, identified strengths and weaknesses of the area, addressed critical questions focused on all elements of the plan, and commented on the plan’s numerous strategies. A more detailed description of the public process steps can be found in Chapter 4 - Public Process: An Overview.

### Technical Analysis

The second major component of the planning process focused on the technical aspects of the plan. This included an analysis of conditions and trends existing in Central Lancaster County, a review of existing plans and regulations, and an inventory of conditions specific to each element of the plan.

The analysis of existing conditions and trends provided a foundation for recommendations discussed in greater detail in Chapters 6 to 13 of this volume. They are addressed in the Overview and Existing Conditions sections at the beginning of each of those chapters. The analysis of existing conditions and trends was completed early on in the process and was



conducted simultaneously with the gathering of public input. It provided a baseline understanding of key demographic, social, economic, and physical characteristics of Central Lancaster County. It also provided data on the area's land use and transportation patterns and a comparative analysis of the comprehensive plans and zoning ordinances of the 11 municipalities.

### **Plan Development**

The third component of the planning process for *Growing Together* was the development of recommendations for each element of the plan according to the requirements of the Pennsylvania Municipalities Planning Code (MPC). To accomplish this, the Steering Committee integrated public input and technical analysis. The recommendations were then adjusted to deliberately place them within a multimunicipal context.

### **C. The Growing Together Plan: Key Directions and Goals**

*Growing Together* contains 18 goals, 115 objectives, and over 300 strategies. The key directions for Central Lancaster County and the focus of each of the plan's goals are summarized below.

#### **Key Directions for Central Lancaster County**

The key directions of *Growing Together* include:

1. Expand regional cooperation;
2. Use land resources more efficiently;
3. Enhance the support role of LIMC; and
4. Strengthen the role of Central Lancaster County as the economic engine of the county.

These four key directions are described in further detail below.

- 1. Expand regional cooperation** – The process of creating this plan is a demonstration of the high level of cooperation that already exists in the LIMC area. This historic undertaking sets a stronger agenda for continued and expanded cooperation among the 11 participating municipalities. The plan recognizes that cooperation among municipalities is a precondition to its success. Furthermore, implementation of a great majority of the objectives and strategies of the plan will require forming strong partnerships among municipalities, public agencies, special interest groups, businesses, and the public. *Growing Together* recommends that expanding regional cooperation should be approached in a flexible manner at either the regional or sub-regional level. It recommends that municipalities should seek cooperation on issues that cross jurisdictional boundaries and when the implementation of cooperative strategies can lead to more effective solutions. Cooperation will play a critical role in the following two areas:

- **Cooperative funding** – In pursuing initiatives of regional impact, *Growing Together* recognizes that it may be necessary to identify cooperative funding strategies. These can take several forms. They can be in the form of a broad “cooperative agreement for the sharing of tax revenues and fees by municipalities,” as enabled through the Pennsylvania Municipalities Planning Code, Section 1105(b)(1), or they can be ad-hoc and time limited cooperative funding agreements to deal with specific initiatives.
  - **Shared regulations** – *Growing Together* recognizes that each jurisdiction in Central Lancaster County makes its own decisions regarding land use. Nevertheless, the plan recommends that municipalities explore ways to cooperate in the development of land use regulations that encompass all 11 municipalities to accomplish the goal of growing harmoniously in a spirit of cooperation.
2. **Use land resources more efficiently** – After the Community Vision Summit, held in September 2004, the Steering Committee focused on how the plan should accommodate future growth through the year 2030 in ways that use land resources more efficiently. *Growing Together* addresses future growth issues in the following ways:
- **All future growth should occur inside the Designated Growth Area** – The Designated Growth Area (DGA) includes the Urban and Village Growth Areas adopted by the 11 municipalities following the directives of the County’s comprehensive plan. *Growing Together* recommends that 100 percent of future growth in the next 25 years should occur inside the DGA. This firm recommendation is intended to stem development occurring outside the DGA and to reaffirm the special character and economic value of the agricultural land outside the DGA.
  - **Future growth should occur in the form of integrated, mixed use development** – The overwhelming majority of development in Central Lancaster County in the past 20 years has been in the form of development that segregates land uses. *Growing Together* recommends that future development should strive to integrate land uses as much as possible. Evidence from local and national examples shows that integrating land uses creates a more efficient use of the land, helps improve mobility, and reduces the number of trips necessary to conduct basic daily activities.
  - **Future growth should occur in Growth Opportunity Areas** – *Growing Together* identifies 35 areas within the Designated Growth Area that have similar characteristics, entitled Growth

Opportunity Areas. They are undeveloped, within sewer and water service areas, next to major roads and bordered by development. *Growing Together* recommends that growth for the next 25 years should be directed toward those 35 areas when possible. It also recommends that municipalities endorse the proposed Growth Opportunity Areas and create the tools to facilitate development in these areas.

3. **Enhance the support role of LIMC** – Many of the objectives and strategies in *Growing Together* suggest a leading role for LIMC in their implementation. LIMC is positioned as a broker and convener of municipalities and organizations around issues, as an awareness builder and communicator, and, selectively, as a facilitator in the implementation of specific strategies under the direction of the 11 municipalities. This increased role and visibility of LIMC in the region will require changes to its funding and organizational structure.
4. **Strengthen the economic role of Central Lancaster County** – The economic activity within the LIMC municipalities drives the whole county's economy. Based on this premise, several of the goals, objectives, and strategies in *Growing Together* aim at ensuring that Central Lancaster County maintains its economic competitiveness and continues to drive the county's economy. Specifically, objectives and strategies in the Land Use element of the plan recommend providing an adequate supply of land – as new development, redevelopment, and infill – to accommodate future economic growth, particularly in those areas that have been identified as priority areas by the Lancaster County Planning Commission.

These four key directions identified by the plan provide the context in which local and regional decisions can be made that balance population, housing, and economic growth with the preservation of the unique character of the region, while providing more choices and opportunities for all residents. They represent the policy framework for the plan.

## **D. Overview of Plan Elements**

This section briefly summarizes the main focus of the recommendations for each element of the multimunicipal plan. In the individual chapters, the goal for each element has a related set of objectives and strategies. Each objective and strategy includes a narrative text that provides background information.

### **Land Use (Chapter 6)**

The Land Use element of the plan contains six sections, each with a separate goal and related objectives and strategies. Each section is briefly summarized below.

- The **Agricultural Preservation** section focuses on the preservation of agricultural land outside the DGA. It suggests that preservation can be achieved through better management of the developable land inside the growth areas and by encouraging agriculture and removing obstacles to farm profitability.
- The **Growth Management** section strongly endorses cooperative planning coordinated through LIMC. The plan recommends the creation of a Land Use Advisory Board to prioritize the implementation and development of proposed Growth Opportunity Areas and to monitor, on a voluntary basis, plans and land uses of regional impact.
- The **Redevelopment and Infill** section focuses on ways to stimulate the adaptive reuse and redevelopment of vacant buildings, brownfields, and greyfields as another way to keep future growth within the DGA and to reduce development pressure on farmland.
- The **Development Patterns** section recommends ways to develop integrated mixed use development patterns that offer a range of housing choices and transportation options and that reinforce the traditional character of Central Lancaster County.
- The **Urban Core** section focuses on the revitalization of Lancaster City and the boroughs. It recognizes the urban core's vital role in the region and focuses on ways to improve their safety and commercial and cultural vitality. It also recommends that the region as a whole should support such an effort.
- The **Community Character** section recommends strategies for the creation of walkable, mixed use communities that promote neighborhood-based social activities and businesses.

### Housing (Chapter 7)

The Housing chapter recommends policies and strategies designed to provide diverse housing choices in terms of owning and renting throughout the region and for all income levels. Recommendations focus on incentives and programs and on the implementation of regulatory tools to enhance the availability of diverse housing options.

### Transportation (Chapter 8)

The Transportation element of *Growing Together* focuses on increasing mobility throughout Central Lancaster County through the implementation of new and often small relief routes connecting parts of the existing system. The chapter contains three sections, each with a separate goal and related objectives and strategies.

- The **Vehicular Transportation** section focuses on a system that provides access and mobility for all types of motorized and

non-motorized vehicles through improved maintenance of existing roads and the creation of new roads as local relief routes.

- The **Public Transportation** section focuses on accessibility of an affordable public transportation system throughout the region.
- The **Alternative Transportation** section aims at the creation of an interconnected network of greenways, paths, and streets for pedestrians and cyclists.

### **Community Facilities (Chapter 9)**

The Community Facilities chapter aims at a balanced distribution of facilities throughout the region to meet the needs of all residents in coordinated and efficient ways.

### **Park and Open Space (Chapter 10)**

The Park and Open Space element recognizes that the community is well served by its municipal and intermunicipal park system and focuses on greenways, recreation along waterways, and a balanced distribution of community, neighborhood, and mini parks. This chapter serves as an update to the 1993 Regional Park and Open Space Plan.

### **Natural Resource Protection (Chapter 11)**

The Natural Resource Protection element of *Growing Together* deals with the topographic, soil, vegetation, and water characteristics of Central Lancaster County and recommends ways to manage and protect those resources.

### **Historic Resource Protection (Chapter 12)**

The Historic Resource Protection element addresses the protection and management of the great wealth of historic buildings, sites, and districts within the region.

### **Utilities: Water, Sewer, Solid Waste, and Stormwater Management (Chapter 13)**

The Utilities element aims to provide water and manage sewage, solid waste, and stormwater for current and future residents of the region.

### **Implementation (Chapter 15)**

The Implementation element of *Growing Together* focuses on three areas: general implementation strategies, ways to enhance intergovernmental cooperation, and the role of shared regulatory techniques. It also includes a matrix that summarizes the time frame and responsible parties for each of the strategies. The timeframe for implementation uses the following benchmarks:

- Immediate: recommendations of the highest priority for immediate implementation.
- Short-Term: 2007-2008
- Medium-Term: 2009-2012
- Long-Term: 2013-2030
- Ongoing: Currently in progress and/or to be continued once initiated.

### **E. Interrelationship of Plan Components**

The goals, objectives, and strategies in *Growing Together* meet all of the requirements of a multimunicipal plan as established by the Pennsylvania Municipalities Planning Code, as amended. Furthermore, the public involvement review process and the extensive and lengthy review of the plan by the Steering Committee have ensured that the recommendations contained in the plan are interrelated and consistent from a policy perspective. The Future Land Use Policy Framework Plan (Map 6.14) and the Future Land Use Plan (Map 6.15) found in Chapter 6 - Land Use define a policy context that brings together the recommendations found throughout the other elements of the plan.

The major themes of *Growing Together* – including an emphasis on accommodating all development for the next 25 years inside the DGA, the commitment to preserving the farmland and the farming economy outside the DGA, the provision of affordable housing for all income levels, the protection of natural and historic resources, the provision of adequate community facilities and infrastructure, and the focus on mixing and integrating uses whenever redevelopment and new development occurs – strongly complement one another and will impact positively on the environmental, energy conservation, economic development, and social aspects of Central Lancaster County. They will make the area a desirable place to live, work, conduct business, and recreate.

Overall, the goals and objectives of this plan are intended to promote and protect the public's health, safety, and welfare in Central Lancaster County.

### **F. In Summary**

The goals, objectives, and strategies of *Growing Together* embody a bold vision for the future of Central Lancaster County. They require bold action and serious commitment to upholding effective public policies, adjusting the regional direction where needed, and showing an entrepreneurial attitude toward the creation of new programs and the development of strong regional cooperation. The rewards of such efforts can be great. The regional approach, set forth by *Growing Together* and made possible through local commitment and actions, will make a significant difference in the quality of life for generations to come.

### 3. The Region

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### 3. The Region

#### **GROWING TOGETHER** A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA PLANNING THE FUTURE • PRESERVING THE PAST

##### **Above**

Photographs show key aspects of the region's character. Clockwise from the top left – an active farm, a walkable street in Lancaster City, and aerial views of downtown Lancaster City and of pristine farmland.

This chapter is divided into three parts. Part 1: The Place and Its History describes Central Lancaster County's unique history and physical landscape. Part 2: Population and Employment provides a statistical snapshot of the area's population, social characteristics, and employment. Part 3: Planning Context reviews the Lancaster County Comprehensive Plan, as well as a number of recent studies and reports relevant to *Growing Together*.

The data used in this chapter come from many sources. A complete list of resources used in the preparation of this chapter and the rest of the plan is included in Chapter 17 – County and Municipal Source Information. Facts and figures used in Part 2: Population and Employment have been provided by the Lancaster Inter-Municipal Committee (LIMC), the Lancaster County Planning Commission (LCPC), and collected from outside sources including the US Census Bureau, among others.

#### **PART 1: The Place and Its History**

##### **The Place**

Central Lancaster County, also referred to in this plan as “the study area,” is comprised of eleven municipalities located in the central portion of Lancaster County, Pennsylvania. The study area is approximately 169 square miles and in 2000 had a population of 193,383.



**Local Governments Participating in the Comprehensive Plan for Central Lancaster County:**

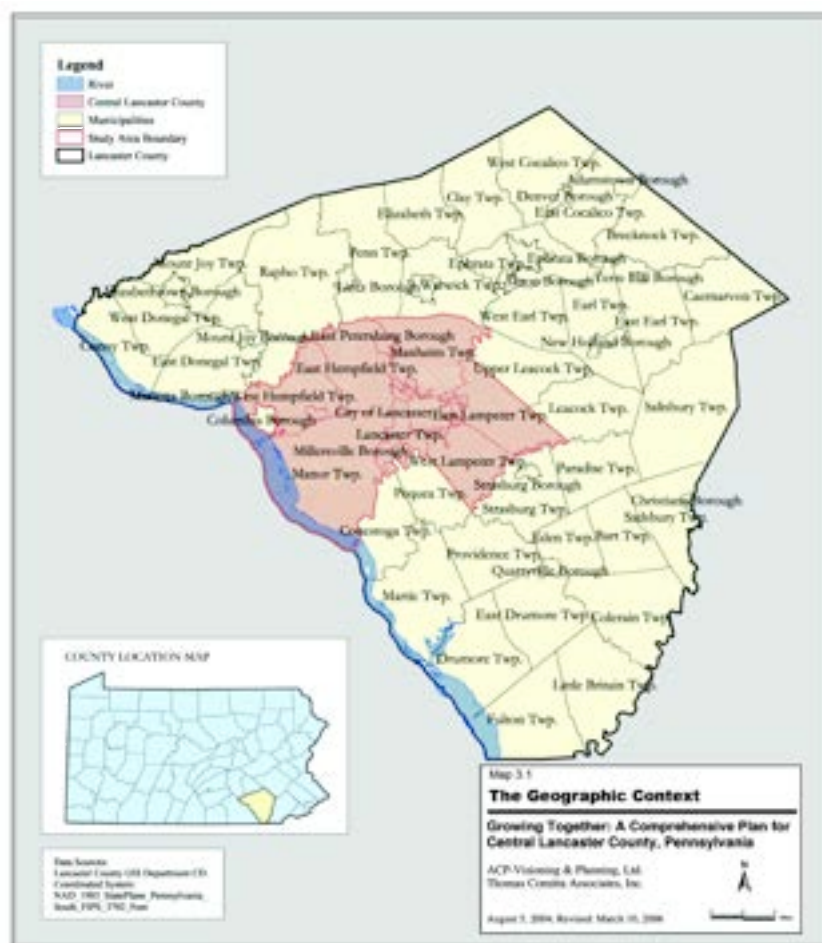
East Hempfield Township  
 East Lampeter Township  
 East Petersburg Borough  
 Lancaster City  
 Lancaster Township  
 Manheim Township  
 Manor Township  
 Millersville Borough  
 Mountville Borough  
 West Hempfield Township  
 West Lampeter Township

Lancaster County, also referred to as “the county,” is located in south-central Pennsylvania and is comprised of 60 independent municipalities that cover 946 square miles and serve as home to over 470,000 residents. Throughout this chapter comparisons are made between Central Lancaster County and Lancaster County to see how the study area compares with the county as a whole. Map 3.1 - The Geographic Context shows Central Lancaster County in the context of Lancaster County and its 60 municipalities.

**MAP 3.1 – THE GEOGRAPHIC CONTEXT**

"As we traveled around Lancaster County over the last twenty-five years, we talked with farmers, shopkeepers, entrepreneurs, and Old Order people. In different ways, they would all say the same thing: Lancaster County is blessed. Blessed with good land. Blessed with an abiding religious heritage. Blessed with natural beauty. Blessed with good people."

Lancaster County, text by Ed Klimuska and photos by Keith Baum and Jerry Irwin, Voyager Press, 1998



Central Lancaster County occupies the western edge of Lancaster County with the Susquehanna River marking its westernmost boundary. Most of the study area is relatively flat, making it an ideal place for farming. Farms are, perhaps, the most distinctive element of the region's landscape and are a magnet for tourism, which generates millions of dollars in annual revenue and is key to the area's economic vitality. For visitors arriving by train or by car, these farms shape their first impressions of Central Lancaster County.

Besides attracting tourists, these agricultural lands are home to active, highly productive farms. The rich soils of the region facilitate widespread



A horse-drawn buggy.



Downtown Lancaster City.



Commercial development along Route 30.

cultivation of crops like corn and soybeans, as well as the production of dairy and animal products. Modern farms and farms owned by Plain Sect families function side by side, contributing to the region's distinctive agricultural landscape.

Plain Sect culture represents a significant element of agrarian life throughout the county. Amish, Mennonite, and other traditional communities have resided in the region since the early 1700s. The presence of Plain Sect communities further adds to the sights for which the region is best known – historic farmsteads, covered bridges, and horse-drawn buggies.

The uniqueness of the region, however, goes well beyond its rural landscapes and agrarian lifestyles. Central Lancaster County is a place rich in architectural treasures and distinctive historic communities. Lancaster City is the oldest inland city in the United States. Its neighborhoods and downtown (as well as the neighborhoods and central cores of the area's boroughs) are compact and walkable. These urban areas are culturally diverse, historically notable, and host a significant percentage of residents in addition to a number of thriving businesses, shops, and industries that play an important role in making Central Lancaster County the economic engine of Lancaster County and surrounding region.

Historically, the transition between these urban and rural areas has been graceful. However, like many other areas throughout the United States, the region's most recent development has not been in harmony with its celebrated landscapes. Sprawling, low-density residential suburbs and low-density commercial development have begun to detract from the unique landscapes that define the region. Municipalities and residents alike have become increasingly uneasy with this type of development pattern. They are seeking a new approach that balances the old and the new, that preserves and enhances the assets that make Central Lancaster County special, and that sustains growth and prosperity for the future while preserving those qualities from its past that make the place so unique.

### **History of Lancaster County**

Central Lancaster County and the surrounding townships and boroughs that together comprise Lancaster County have a long and rich history.

The original inhabitants in the area that eventually became Lancaster County were Native Americans (Susquehannock, Conestoga, Shawnee and Delaware tribes). William Penn, Pennsylvania's founder, left a legacy of religious tolerance and the area became a haven for those seeking religious freedom. The first European settlers were Mennonites who came in 1710 to occupy approximately 10,000 acres around present-day Willow Street.

Amish, German, and English settlers soon followed. This tolerance continues today and the county is home to hundreds of churches of all denominations, three synagogues, and an Islamic center.

Lancaster County, established in 1729, was originally carved from neighboring Chester County and spread over a large area of central

Pennsylvania to include present-day York and Cumberland Counties and parts of Berks, Lebanon, and Northumberland Counties. The City of Lancaster is the oldest inland city in America, as previously mentioned. It was mapped out as a town in 1730, chartered as a borough in 1742, and incorporated as a city in 1818. It took its name and symbol, the red rose, from Lancashire, England. The City of Lancaster has played a prominent role in the history of the nation – it was the capital of the U.S. for a day in 1777 and during the Revolutionary War, the City of Lancaster was home to military stables and barracks where British and Hessian soldiers were imprisoned.

**Lancaster County's Noteworthy Residents:**

James Buchanan, 15th President of the United States; Milton Hershey, the famous chocolate magnate; General Edward Hand, who served with George Washington in the Continental Army; and Thaddeus Stevens, a prominent 19th century congressman and abolitionist who authored the 14th amendment, which gave former slaves citizenship and the right to vote.

The infamous "widow-maker" long-muzzled Pennsylvania rifle that helped the colonists win the war (later called the Kentucky Rifle) was manufactured in southern Lancaster County. Furthermore, Lancaster County was an important line along the Underground Railroad for escaped slaves seeking freedom. Southern Lancaster County served as a popular conduit on the way to Philadelphia. Columbia attracted escaped slaves with the rare promise of economic stability for an emerging black middle class and the nationally significant Christiana Resistance took place there in 1851.

In addition to its historical significance, the county has been home to many internationally recognized businesses. Hershey's Chocolate was founded in Lancaster in 1894, F.W. Woolworth established the country's first "5 & 10 cent" store in Lancaster in 1879, and the Hamilton Watch Company manufactured some of the world's most accurate and innovative timepieces – including the first battery-operated wrist watch and digital watch – in Lancaster for much of the 20th century.

## **PART 2: Population and Employment**

Part 2: People and Employment focuses on three areas: population, social characteristics of the population, and employment.

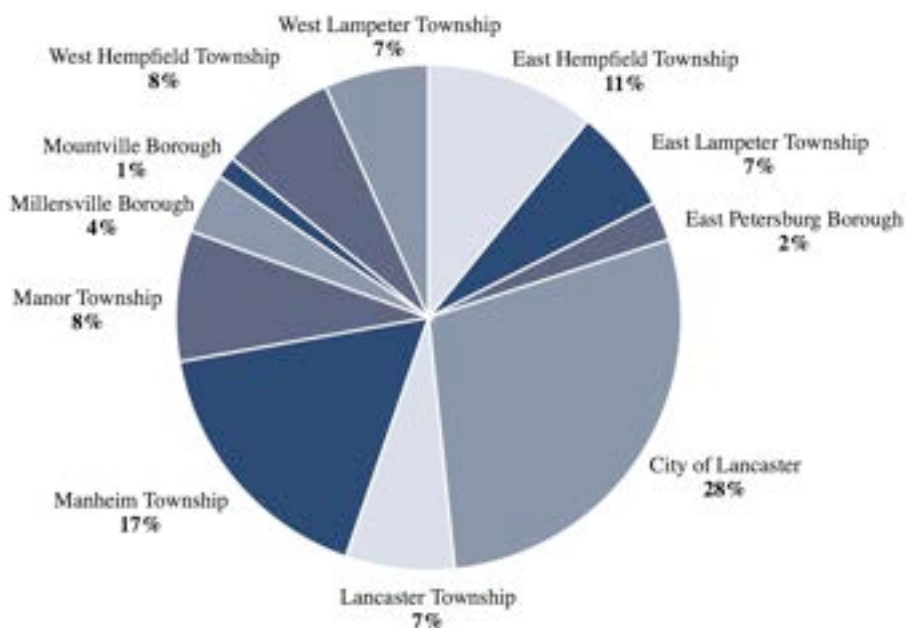
### **A. Population**

In 2000, with a population of 198,383, Central Lancaster County accounted for 42 percent of Lancaster County's total population of 470,700. The population of Central Lancaster County grew by 42,559 residents between 1980 and 2000, an increase of 27 percent. The greatest increase in population was felt between 1980 and 1990, a change of 15 percent. Growth slowed to 10 percent between 1990 and 2000. The population is projected to continue to grow in the future but slower than in the past. According to the LCPC projections, the population of Central Lancaster County will grow by 42,000 people between 2000 and 2030 for a total population of about 240,000.

Lancaster City is by far the largest municipality, more than one and a half times the size of the next most populous municipality, Manheim Township. Manheim Township, in turn, has more than one and a half times the population of East Hempfield Township. According to Lancaster County

Planning Commission projections (as discussed in the Summer 2003 issue of *FYI*, official newsletter of the LCPC), Lancaster City will retain its position as the most populous municipality, but its share of the study area's total population will decline in the coming years from 28 percent in 2000 to 23 percent in 2030. Figure 3.2 shows the percent share of population by municipality for the year 2000.

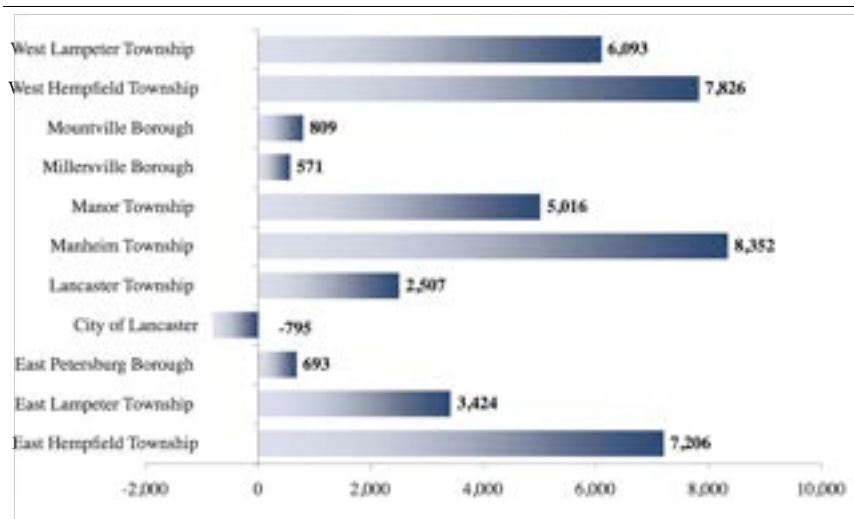
**FIGURE 3.2 – PERCENT SHARE OF POPULATION BY MUNICIPALITY, 2000**



Source: US Census Bureau

Manheim Township and West Lampeter Township have been the fastest growing municipalities in Lancaster County. Between 1990 and 2000, Manheim Township added over 4,800 new residents, the highest increase of any municipality in Lancaster County.

Between 1990 and 2000, four municipalities accounted for 70 percent of the population growth in the area: Manheim Township, West Lampeter Township, East Hempfield Township, and Manor Township accommodated a total of 13,300 new residents. This trend will continue in the future, but West Hempfield Township will replace Manor Township as one of the top four growth municipalities. According to Lancaster County Planning Commission projections, Manheim Township, West Hempfield Township, East Hempfield Township, and West Lampeter Township will accommodate 69 percent of the total population growth in Central Lancaster County between 2000 and 2030. See Figure 3.3.

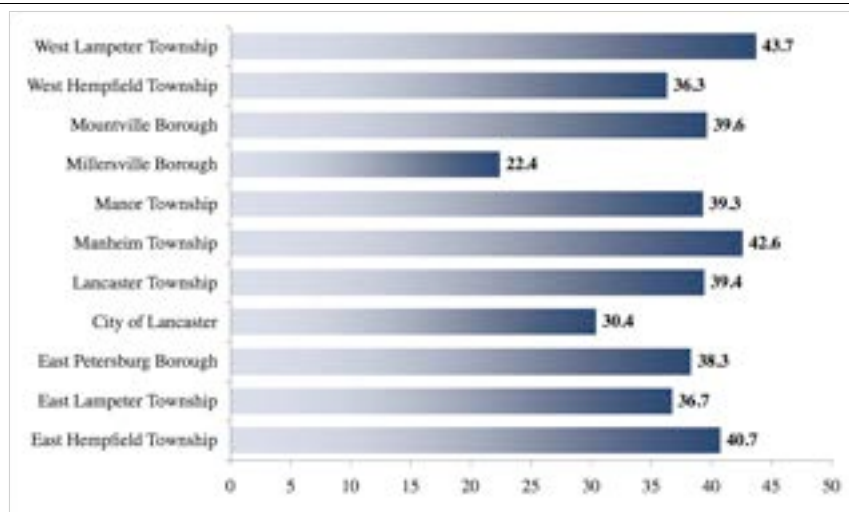
**FIGURE 3.3 – PROJECTED POPULATION CHANGE BY MUNICIPALITY, 2000-2030**

Source: Lancaster County Planning Commission

## B. Social Characteristics

### Age

Median age in Central Lancaster County varies dramatically among municipalities, from a low of 22.4 years in Millersville Borough (likely due to the presence of Millersville University) to a high of 43.7 years in West Lampeter Township (likely due to the presence of the Willow Valley Retirement Communities). In general, the median age of Central Lancaster County municipalities tends to exceed state and national medians of 38 years and 35 years, respectively. Figure 3.4 below shows the median age for each municipality.

**FIGURE 3.4 – MEDIAN AGE BY MUNICIPALITY, 2000**

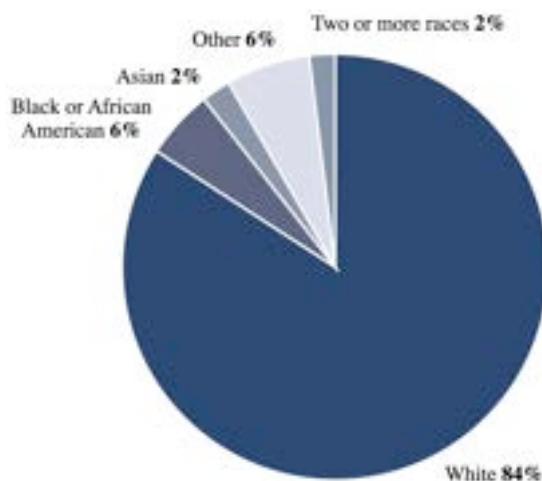
Source: US Census Bureau

### Race and Immigration

As depicted in Figure 3.5 below, Central Lancaster County is 84 percent white. Among non-white residents, six percent are Black or African American and two percent are Asian. As a whole, this composition represents greater racial diversity than the county (92 percent white) or the state (85 percent white). However, it does not reflect an even distribution of non-white residents. The vast majority (68 percent) of non-white residents reside in Lancaster City.

The Hispanic or Latino population is growing quickly. In 1990, the Hispanic or Latino population of any race was 13,400. In 2000 it was 22,400, an increase of 68 percent. The Hispanic or Latino population of any race accounted for 11 percent of the study area's total population. Lancaster City was home to 77 percent of the study area's total Hispanic population.

**FIGURE 3.5 – RACIAL COMPOSITION, 2000**



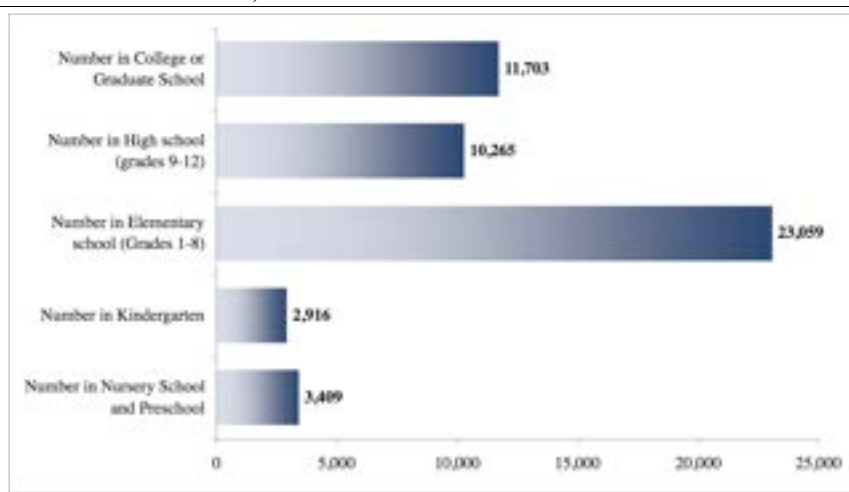
Source: US Census Bureau

According to 2000 census data, approximately nine percent or 8,700 residents in Central Lancaster County are foreign-born. Among these residents, 38 percent are from Asia, 28 percent are from Latin America, and 26 percent are from Europe. Seventy-eight percent reside in Lancaster City, and 19 percent reside in Manheim Township. Those of Asian and European descent are relatively evenly dispersed throughout the region, whereas those of Latin American descent are concentrated in Lancaster City. About half of foreign-born residents are naturalized citizens.

### School Enrollment

The composition of the student enrollment for Central Lancaster County mirrors the composition for the state of Pennsylvania and the United States. Figure 3.6 shows the total number of enrolled students in the study area in 2000.



**FIGURE 3.6 – SCHOOL ENROLLMENT POPULATION,  
AGES THREE AND UP, 2000**

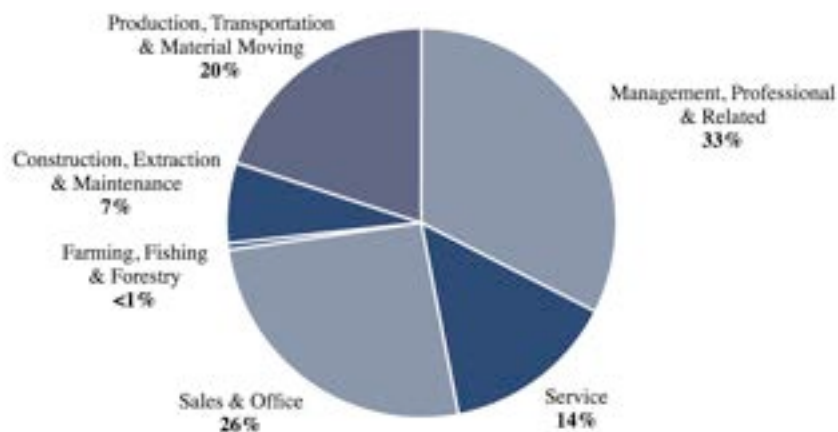
Source: US Census Bureau

School enrollment trends have been outpacing general population growth. In 1990, the student enrollment for elementary and high school was 27,000. By 2000, that figure reached 33,300, an increase of 23 percent. The total population of Central Lancaster County only increased by 11 percent during the same period. This may indicate a growing school age population and associated increases in demand for educational services.

### C. Employment

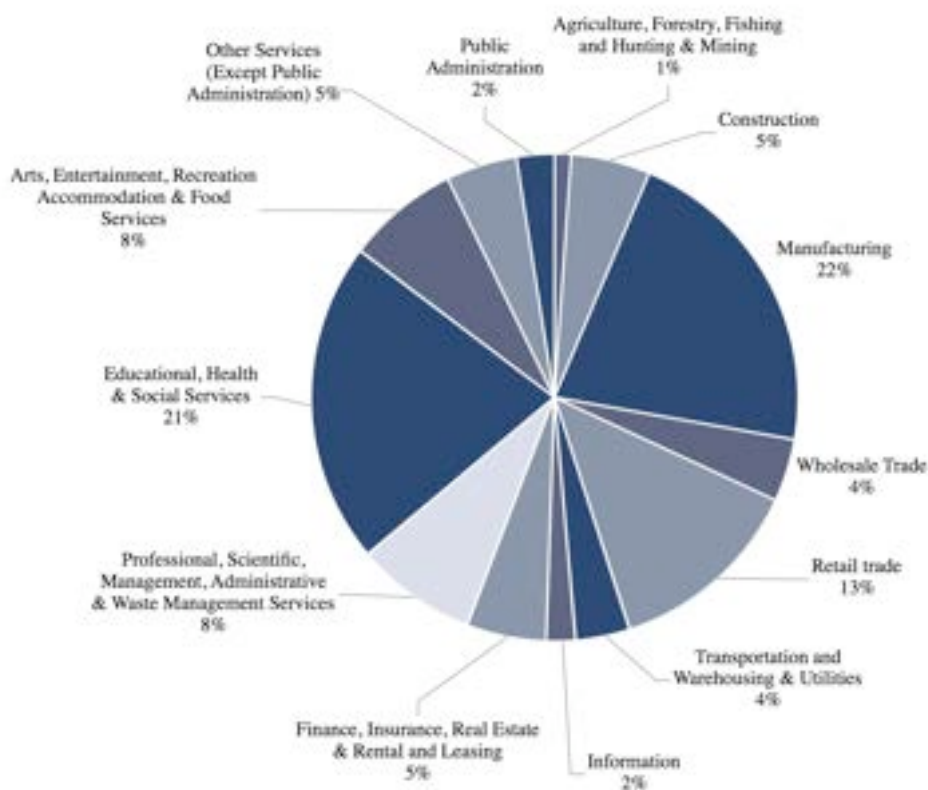
According to 2000 Census data, Central Lancaster County has a labor force of over 100,000, accounting for 67 percent of the population aged 16 and older, and reflecting a higher participation in the labor force as compared to state and national averages. Unemployment rates are correspondingly lower. In 2000, Central Lancaster County's unemployment rate was 2.7 percent, as opposed to 3.5 percent for Pennsylvania, and 3.7 percent for the U.S. Unemployment in Central Lancaster County tends to be concentrated in Lancaster City, which has a five percent unemployment rate and over 50 percent of the total unemployed population in the study area.

About one-third (33%) of the population in Central Lancaster County works in management, professional, and related occupations. Other significant reported occupations include sales and office (26%), and production, transportation, and material moving (20%). A breakdown of occupation distribution can be seen in Figure 3.7.

**FIGURE 3.7 – PERCENT SHARE OF EMPLOYMENT BY OCCUPATION, 2000**

Source: US Census Bureau

Central Lancaster County's largest industries in terms of employment are manufacturing, education, health and social services, and retail trade. Figure 3.8 below provides details on the share of employment by industry.

**FIGURE 3.8 – PERCENT SHARE OF EMPLOYMENT BY INDUSTRY, 2000**

Source: US Census Bureau

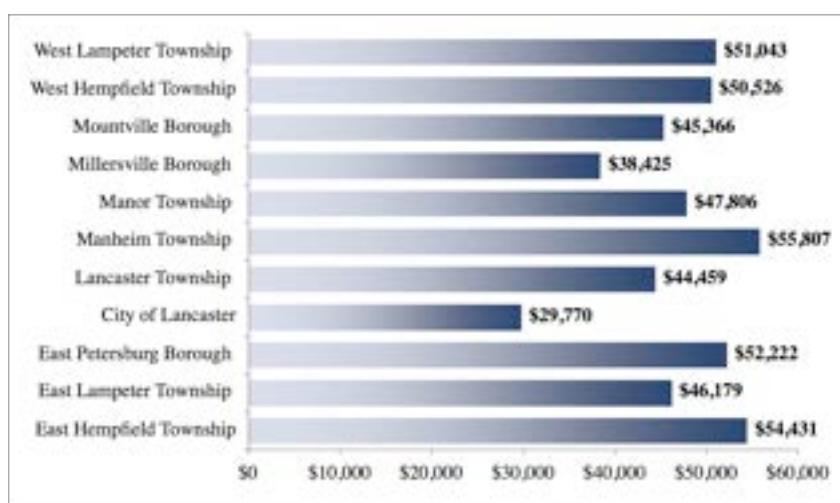


The largest proportion of the population involved in manufacturing, education, health and social services, and retail trade is concentrated in Lancaster City, where 22 percent are in the manufacturing industry and 21 percent are in the educational, health, and social services industry.

### Income

While income in Central Lancaster County tends to be relatively high compared to state and national averages, it varies considerably by municipality. According to 2000 data, the median incomes for the area range from \$29,770 in Lancaster City to \$55,807 in Manor Township. Figure 3.9 shows the median household income for each municipality.

**FIGURE 3.9 – MEDIAN HOUSEHOLD INCOME BY MUNICIPALITY, 1999**



Source: US Census Bureau

In 1999 nearly 3,500 families (7%) in Central Lancaster County were below the poverty level. Poverty levels are higher than Lancaster County (5%), but lower than the state (8%) and nation (9%). Sixty-four percent of the total study area population below the poverty level resides in Lancaster City. Sixty-one percent of families below the poverty level were female-headed households with no husband present, and 70 percent of this population was in Lancaster City. Thirty-four percent of the elderly in poverty resided in Lancaster City and 18 percent resided in Manor Township. Those aged 18 and under account for 25 percent of individuals in poverty.

### PART 3: Planning Context

This section provides an overview of the planning context for *Growing Together*. Specifically, the chapter deals with *Growing Together's* relationship to the Policy and Growth Management elements of the Lancaster County Comprehensive Plan. The chapter also addresses *Growing Together's* relevance in light of recent regional studies.

### **A. The Lancaster County Comprehensive Plan**

Lancaster County has a long and rich history of innovative comprehensive planning. The County's existing Comprehensive Plan contains these elements: *ReVisions*, the Policy Element adopted in 1999; *Balance*, the Growth Management Element; *Choices*, the Housing Element; *Heritage*, the Cultural Heritage Element; the Tourism Element, adopted in 2005; the Transportation Element consisting of the long-range transportation plan, a biennially adopted transportation improvement plan, and special plans for non-motorized transportation; the Open Space Element adopted in 1992 and scheduled for update and inclusion in a larger Lancaster County Green Infrastructure Plan during 2006; and the Water Resources Element, adopted in 1997 and scheduled for update in 2006.

*Growing Together* was developed concurrently with three major updates to the County Comprehensive Plan. These Elements are expected to be adopted during 2006 – *Balance*, *Heritage*, and *Choices*. They are described below along with *ReVisions*, the Policy Element.

#### **ReVisions**

*ReVisions* is the Policy Element of the Comprehensive Plan. *ReVisions* identifies the following six key principles for enhancing and maintaining Lancaster County's unique sense of place and quality of life:

- Preserving and Protecting our Heritage;
- Revitalizing our Urban Communities;
- Developing Livable Communities;
- Creating a Sustainable Economy;
- Investing in our Human Resources; and
- Promoting Strong Leadership.

The goals, objectives, and strategies of *Growing Together* are consistent with these six principles.

#### **Balance**

*Balance*, the update to the Growth Management Element of the Lancaster County Comprehensive Plan, is designed to help achieve and sustain Lancasterians' vision of a balanced community where urban centers prosper, natural landscapes flourish, and farming is strengthened as an integral component of our diverse economy and cultural heritage. The Growth Management Element establishes the overall direction, tools, and an agenda for action by municipalities and the County to work together to realize the future to which Lancasterians aspire.

The 1993 Growth Management Element of the County's Comprehensive Plan set the policy framework for future land use. The Growth Management Element recommended the creation of Urban and Village Growth Areas as its policy centerpiece. Designed to attract growth around Lancaster City, the boroughs, and urbanized parts of townships,

Urban and Village Growth Areas help to ensure residents' ready access to needed services, while protecting and preserving agricultural and natural areas. Today, Lancaster County has 44 Growth Areas; they include 13 Urban Growth Areas (UGA) and 31 Village Growth Areas (VGA). In the Central Lancaster County area, UGAs and VGAs represent a combined total of 50,587 acres of land.

Within the study area for *Growing Together* there are five existing Urban and Village Growth Areas. These are:

1. The Central Lancaster County UGA
2. The Columbia Marietta Area UGA
3. The Lampeter VGA
4. The Oregon VGA
5. The Washington Borough VGA

In addition to these existing Growth Areas, two additional Village Growth Areas are proposed for the study area – one is an extension of the Lampeter VGA, and the other is an East Lampeter Township VGA near Smoketown. When discussing UGAs and VGAs, *Growing Together* accounts for all existing and proposed Growth Areas.

The 1997 Growth Management Element set a target of directing 80 percent of new residential growth to Urban and Village Growth Areas. An average density of 5.5 units per acre was set for Urban Growth Areas, with a lower density set for Village Growth Areas in accordance with their lower infrastructure capacities.

*Balance* is setting new growth management targets that are designed to promote more intensive, compact development in Urban Growth Areas and to better manage growth in rural areas. The new targets are as follows:

- 85 percent of new growth will be targeted to Urban Growth Areas;
- 15 percent of new growth will be targeted to Village Growth Areas, Crossroad Communities, and Rural Neighborhoods to minimize sprawl;
- An average density of 7.5 net dwelling units per acre will be set for Urban Growth Areas; and
- An average density of 2.5 net dwelling units per acre will be set for Village Growth Areas.

*Balance* has identified approximately 31,000 acres of buildable land within existing Urban and Village Growth Areas. With these new targets for growth and density, along with a renewed emphasis on redevelopment as outlined in the Update, only 15,000 acres will be needed to accommodate growth for the next 25 years.

The Growth Management Element Update includes a Smart Growth Toolbox to provide municipalities in Urban Growth Areas with technical, regulatory, and financial assistance tools that can help them attract and manage more intensive growth during the 25-year time horizon of the Update. The toolbox also includes tools to help rural areas absorb and manage smaller amounts of growth in villages, crossroads communities, and

rural neighborhoods, while preserving farmland and natural areas and strengthening and sustaining the rural economy.

For additional information, a draft summary of the Growth Management Element Update can be found on the website of the Lancaster County Planning Commission at

[http://www.co.lancaster.pa.us/planning/lib/planning/Summary\\_Draft\\_GMP\\_web.pdf](http://www.co.lancaster.pa.us/planning/lib/planning/Summary_Draft_GMP_web.pdf).

### **Choices**

*Choices* is an update to the Housing Element. This update represents a substantial re-writing of the 1995 Housing Element of the County's Comprehensive Plan. The 1995 Housing Element focused primarily on fair housing issues. This update is written in conformance with later amendments to the Pennsylvania Municipalities Planning Code which require a Housing Element to plan for the housing needs of current and future residents of all incomes through a variety of housing activities including new construction, conservation, and rehabilitation of housing in older communities.

The key message for *Choices* is its vision. The vision for *Choices* states that an adequate supply and diversity of housing opportunities will be available in Lancaster County to give current and future residents greater choice in housing type and tenure (rental and ownership), location, and price for a place to call home.

### **Heritage**

*Heritage* is a completely new element in the County's Comprehensive Plan. The Cultural Heritage Element of the Lancaster County Comprehensive Plan is designed to assist Lancastrians in discovering, conserving, preserving, and celebrating the rich cultural heritage resources of the county. The Cultural Heritage Element provides the overall direction, specific strategies, and an action plan for the public, private and not-for-profit sectors to work together to protect the county's unique sense of place.

Through an extensive public involvement process, the public clearly voiced its approval for preserving the county's agricultural landscapes, historic architecture, and crossroads communities and villages. Additionally, residents spoke in favor of protecting the intangible aspects of heritage including traditional crafts, foods, music, and stories that have been passed down from generation to generation.

### **In Summary**

*Growing Together* relies on and is consistent with the vision, goals, and principals of the Lancaster County Comprehensive Plan as it is amended by the current updates. After adoption of *Growing Together* by the member municipalities of the LIMC, this plan will be offered for adoption by Lancaster County as an additional element of the County Comprehensive Plan.

## **B. Other Relevant Regional Initiatives**

The following regional initiatives also help to define the regional context of *Growing Together*:

- The Growth Tracking Report;
- The Zoning Lexicon;
- “Measure Up Lancaster!;” and
- “Back to Prosperity, A Competitive Agenda for Renewing Pennsylvania.”

### **The Growth Tracking Report**

In an effort to monitor the impact of the Growth Areas, the County initiated a Growth Tracking Report in 1994. The Growth Tracking Report is a key source of information for understanding the dynamics of development patterns.

According to the most recent edition of the Growth Tracking Report, the 17,869 housing units developed in Lancaster County between 1994 and 2002 utilized 8,157 acres of buildable land. Of these buildable acres, 2,996 (37 percent) were located inside Growth Areas and accounted for 76 percent of the total number of units built during that time. Meanwhile, 5,161 acres (63 percent) of buildable land developed between 1994 and 2002 were outside the Growth Areas, and accommodated only 24 percent of the total number of units built. These figures indicate that Lancaster County must step up its efforts to manage future growth more effectively.

### **Zoning Lexicon, 2003**

The Zoning Lexicon focuses on categorizing and grouping together similar types of zoning districts within the 60 municipalities of Lancaster County in order to establish common definitions that will facilitate future planning efforts. Where currently there are 550 different zoning districts in the county, the Zoning Lexicon replaces them with 39 common zoning districts. *Growing Together* uses the Zoning Lexicon as a guide for its future land use plan.

### **“Measure Up Lancaster!”**

The Lancaster Community Indicators Project was initiated in 1998 by several organizations that recognized the importance of establishing specific community goals and a valid, reliable method to measure progress towards those goals. It is a collaborative effort of educational, service, and government organizations from throughout the county. “Measure Up Lancaster!” is a publication of the Lancaster Community Indicators Project that provides data on over 60 community indicators. These indicators are organized into a number of categories, including:

- Protection and Preservation of Open Space;
- Historic Resource Preservation;

- Farmland Preservation;
- Agricultural Heritage;
- Economic Stability;
- Growth Management;
- Housing Affordability;
- Transportation and Traffic Congestion;
- Alternative Forms of Transportation;
- Leadership and Involvement;
- Public Participation; and
- Regional Cooperation.

These themes are central to the *Growing Together* plan, and “Measure Up Lancaster!” serves as an important resource for understanding the countywide perspective relating to each theme. First published in August 2000, “Measure Up Lancaster!” was updated in 2003. The full report is available from the Lancaster County Planning Commission at [www.co.lancaster.pa.us/planning/lib/planning/pdfs/indicators\\_report.pdf](http://www.co.lancaster.pa.us/planning/lib/planning/pdfs/indicators_report.pdf).

#### **“Back to Prosperity, A Competitive Agenda for Renewing Pennsylvania”**

Funded by The Heinz Endowments and the William Penn Foundation and prepared by the Brookings Institution, “Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania” provides an extensive statewide examination of the interrelated growth and economic challenges facing the state. The report focuses on Lancaster among eight metropolitan regions. It contains demographic and socio-economic data on the Lancaster region and provides recommendations for the region’s future based on an examination of the data from a statewide perspective. While the area covered by “Back to Prosperity” is not precisely the same as the geography addressed in *Growing Together*, the findings in both reports reveal a good level of consistency. For more information, the full report can be found on the Brookings Institution website, at [www.brookings.edu/es/urban/pa/Lancaster.pdf](http://www.brookings.edu/es/urban/pa/Lancaster.pdf).

## 4. Public Process: An Overview

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## 4. Public Process: An Overview

**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

### Above

Area residents receive training to facilitate the Stakeholder Workshop, January 2004.



Participants work in a small group at the Public Meeting held at the Southern Market Center.

The *Growing Together* public process provided numerous opportunities for anyone living or working in Central Lancaster County to become involved in the formulation of the multimunicipal comprehensive plan.

There were two phases to the public process, an idea generation phase followed by a comment phase. During the idea generation phase (which included meetings from August 2003 to September 2004), residents, municipal officials, businesses, and other stakeholders brainstormed ideas, identified strengths and weaknesses in the region, and dealt with critical questions addressing specific issues related to the future of Central Lancaster County. In the comment phase (which included meetings in March 2005), participants had an opportunity to review draft components of the multimunicipal plan, provide comments, and prioritize strategies.

These two phases of the public process for *Growing Together* are described in this chapter.

### A. The Idea Generation Phase

This phase consisted of four types of public meetings; each is described below. These meetings provided the foundation for plan formulation, ensuring that the resulting comprehensive plan reflects the values and concerns of area residents and the aspirations they have for the future of Central Lancaster County.



### The Kickoff, August 2003

The Kickoff offered an opportunity for participants to hear about the planning process and to express preliminary ideas and concerns about the future of Central Lancaster County.

#### Stakeholder Workshop Topics

- Agriculture
- Balanced Development and Housing Choices
- Creating Quality Development
- Community Character
- Developments of Regional Impact
- Economic Development
- Natural Resources
- Parks and Recreation
- Circulation/Transportation
- Redevelopment and Infill
- The Urban Core

### The Stakeholder Workshop, January 2004

The Stakeholder Workshop gathered municipal officials, special interest groups, planning staff, and citizens to address critical questions related to the specific elements of the plan. The topics addressed at the workshop are listed in the left margin. Small groups of five to ten participants were organized by expertise or topical interest.

The workshop had two parts: Strong Places, Weak Places and Critical Questions. Strong Places, Weak Places is an exercise to engage citizens in an examination of their physical environment. Participants were asked to identify places in the area that they believe do or do not reflect well on the community for their assigned topic. They then suggested recommendations for improving the weak places.

The Critical Questions discussed at the workshop dealt with key issues that the comprehensive planning process would need to address, again related to the assigned topics. Participants identified opportunities and challenges, discussed specific issues, and then provided recommendations.



A sample Strong Places, Weak Places Map from one of the public meetings.

### Public Meetings, January and February 2004

Four Public Meetings were held in urban and suburban schools throughout Central Lancaster County. These open meetings were divided into two parts. In the first part, participants brainstormed ideas about how to make Central Lancaster County the best that it can be in the future. In the second part of the meeting they conducted the Strong Places, Weak Places exercise described above. Through this activity, participants highlighted strengths and weaknesses in the region in areas such as housing, open space, transportation, and community character. In order to ensure an inclusive public process, special focus groups were conducted with high school and college students and with African American and Latino individuals.



Participants at the Community Vision Summit review a map of Central Lancaster County.

### The Community Vision Summit, September 2004

The Community Vision Summit was designed to accomplish the following tasks:

- Review the goals and refine draft objectives that were developed through a combination of public input and the efforts of the Steering Committee;
- Suggest strategies for achieving the goals;
- Indicate visual preferences for the physical environment; and
- Identify future development patterns and priorities.

The Summit consisted of presentations, small group work, and a survey. It was an open public meeting and included representation from throughout Central Lancaster County.

## **B. The Comment Phase**

The comment phase served as the public's opportunity to further refine the elements of the plan.

### **The Public Forums, March 2005**

Three public forums offered an opportunity to review and comment on *Growing Together's* goals, objectives, and strategies and to recommend priorities for the strategies. The forums were organized in three parts. The first part included a presentation of the key elements of the plan and a question and answer period. The second part encouraged participants to review a set of 13 maps on display and to post comments. (See list of maps at left). The third part invited participants to rank the three draft objectives they believed would have the largest impact on each *Growing Together* goal, and to rate each draft strategy as very important, somewhat important, or not important in relationship to the goal.

Using worksheets designed specifically for the public forums, participants were able to prioritize and comment on one or more goal areas by choosing them based on personal or professional interest. Participants were also given the opportunity to modify objectives and strategies and to suggest new ones. A total of 236 worksheets were completed.

## **C. Summary of Results**

Throughout both phases of the public process, a set of consistent themes emerged. These general themes, which are reflected in many of the goals, objectives, and strategies of the *Growing Together* plan, include the following.

- **Preserving farmland and the farm economy**, with recommendations on adopting transfers of development rights, on allowing limited factory farming operations, and on providing financial incentives for farmers to remain in business.
- **Managing future growth better**, with ideas on containing development within the designated Urban and Village Growth Areas, on using smart growth tools to limit land consumption, and on limiting unplanned and uncoordinated growth (sprawl).
- **Giving emphasis to redevelopment**, with recommendations on recycling land, particularly abandoned older industrial areas and underperforming commercial areas, and on creating incentives for the adaptive reuse of buildings.
- **Changing existing development patterns**, with suggestions on increasing the number of mixed use, traditional, walkable

#### **List of Maps Presented at the Public Forums**

1. Urban & Village Growth Boundaries
2. Existing Land Use
3. Future Land Use
4. Existing Park & Recreation Facilities
5. Public Parks & Recreational Service Areas
6. Community Facilities
7. Natural Resources Protection Plan
8. Agricultural Resources
9. Agricultural Easements
10. Historic Resources Management Plan
11. Public Sewer Services Areas
12. Public Water Service Areas
13. Transportation Network

neighborhoods and developments, and on mixing the size and value of properties within the same development.

- **Strengthening the core of Lancaster City and boroughs**, with ideas on coordinating revitalization efforts regionally, and on creating safe, attractive, urbane, and sophisticated centers in the region.
- **Maintaining the rich character of the area**, with suggestions on strengthening a sense of community through social events and activities, on improving the quality of the region's visual environment, and on developing attractive neighborhoods rather than conventional subdivisions.
- **Increasing mobility**, with suggestions on expanding connectivity, on improving the current roadway system, on expanding public transportation options, and on introducing alternatives to the private automobile within Central Lancaster County.
- **Expanding trails**, with suggestions on enlarging networks of greenways and trails to enhance recreation and fitness opportunities, on improving trailhead access and connectivity, and on garnering volunteer support for trail maintenance.

These ideas, collected through the public process, enabled the Steering Committee and the consultant team to develop the goals, objectives, and strategies that are described in detail in the following chapters.

## 5. Goals and Objectives

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## 5. Goals and Objectives

**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
 PLANNING THE FUTURE • PRESERVING THE PAST

**Above:**

Participants at the Community Vision Summit, September 2004, review the objectives and strategies of *Growing Together*.

This chapter lists all of the goals and objectives that will be addressed in further detail in the remaining chapters of the *Growing Together* Plan. It addresses the following topics and includes all the elements of the plan.

- Land Use – Agricultural Preservation
- Land Use – Growth Management
- Land Use – Redevelopment and Infill
- Land Use – Development Patterns
- Land Use – Urban Core
- Land Use – Community Character
- Housing
- Vehicular Transportation
- Public Transportation
- Alternative Transportation
- Community Facilities
- Park and Open Space
- Natural Resource Protection
- Historic Resource Protection
- Utilities: Water and Sewer
- Implementation – General
- Implementation – Intergovernmental Cooperation
- Implementation – Techniques

**Land Use – Agricultural Preservation (LU-AP)**

*Goal: Growth management tools will be used to preserve contiguous agricultural land, to enable farming of that land, and to focus development within designated growth areas.*

Objective LU-AP.1 - Continue and expand farmland preservation.

Objective LU-AP.2 - Allow and facilitate accessory farm businesses and responsible nontraditional farming techniques.

Objective LU-AP.3 - Remove local barriers to farm profitability.

**Land Use – Growth Management (LU-GM)**

*Goal: Development of land will be managed effectively to plan and locate communities with compatible land uses and densities within designated growth areas, while preserving and maintaining valuable open space.*

Objective LU-GM.1 - Plan growth cooperatively through the Lancaster Inter-Municipal Committee.

Objective LU-GM.2 - Promote the full implementation of Designated Growth Areas.

Objective LU-GM.3 - Adopt regional land use policies.

Objective LU-GM.4 - Strengthen and revitalize existing developed areas to enhance their livability and economic viability.

Objective LU-GM.5 - Preserve and link prime open spaces and places of character within the DGA.

Objective LU-GM.6 - Ensure that an adequate supply of land in appropriate locations is available to accommodate economic growth, emphasizing the county's gold collar and priority industry clusters.

**Land Use – Redevelopment and Infill (LU-RI)**

*Goal: Vacant and underutilized land and buildings will be developed and reused to attract residents, encourage commerce and the arts, and reduce development pressure on farmland.*

Objective LU-RI.1 - Develop flexible zoning tools to allow for compatible mixed uses.

Objective LU-RI.2 - Expedite the reuse of brownfields.

Objective LU-RI.3 - Develop methods to reduce costs and increase profits of infill development.

Objective LU-RI.4 - Develop financing methods to facilitate the reuse of underutilized or vacant buildings.

Objective LU-RI.5 - Reverse mothballing of commercial and industrial facilities.

Objective LU-RI.6 - Attract economic activity to underutilized areas and facilities.

### **Land Use – Development Patterns (LU-DP)**

*Goal: Livable, diverse-income neighborhoods will be developed to include housing choices and a mix of uses and to promote walking and alternative transportation.*

Objective LU-DP.1 - Provide zoning districts and flexible regulations to encourage densities and a mix of uses found in traditional older neighborhoods.

Objective LU-DP.2 - Develop architectural guidelines for new construction that promote architectural diversity, quality materials, and workmanship in a scale that complements the built environment of attractive older neighborhoods.

### **Land Use – Urban Core (LU-UC)**

*Goal: The urban core will be revitalized and promoted with the support of the whole region to offer clean, safe, and attractive opportunities for business and culture, and to maintain its historic character.*

Objective LU-UC.1 - Revitalize and energize downtown Lancaster City.

Objective LU-UC.2 - Change the perception of safety in Lancaster City.

Objective LU-UC.3 - Improve the physical appearance of Lancaster City and make the city cleaner.

Objective LU-UC.4 - Create a mechanism to enable Lancaster City and the other LIMC municipalities to partner on urban revitalization.

Objective LU-UC.5 - Support the boroughs as core business, cultural, and civic centers.

Objective LU-UC.6 - Improve opportunities for employment and economic development in Lancaster City.

Objective LU-UC.7 - Improve Lancaster City's role as a destination venue.

Objective LU-UC.8 - Improve Lancaster City neighborhoods.

Objective LU-UC.9 - Create affordable parking opportunities in downtown Lancaster City.

Objective LU-UC.10 - Improve the diversity of stores in downtown Lancaster City.

**Land Use – Community Character (LU-CC)**

*Goal: Attractive, safe, walkable neighborhoods will be developed and existing communities will be protected and strengthened to enhance the unique character and strong sense of place of Central Lancaster County and to promote positive interaction among residents of all ages and backgrounds.*

Objective LU-CC.1 - Develop incentives to revitalize neighborhoods and to make them safe, affordable, attractive places to live.

Objective LU-CC.2 - Encourage mixed use zoning to allow a variety of residential types and socio-economic groups to coexist in new development.

Objective LU-CC.3 - Promote neighborhood centers with small businesses and services to meet local needs.

Objective LU-CC.4 - Encourage the creation of places and events in neighborhoods that foster community interaction.

Objective LU-CC.5 - Promote uniform land use regulations and code enforcement.

**Housing (H)**

*Goal: Affordable, diverse housing choices across all income ranges will be made available to encourage homeownership, rental properties, and to further smart growth.*

Objective H.1 - Create a regional program of economic and development incentives to encourage a balanced supply of housing of diverse prices in all communities.

Objective H.2 - Expand funding sources and develop joint funding strategies among public, private, and philanthropic entities to increase the supply of fair share and affordable housing.

Objective H.3 - Use zoning and other regulatory tools to encourage the creation of mixed use, mixed type housing.

Objective H.4 - Use zoning and other regulatory tools to encourage adaptive reuse and infill development.

Objective H.5 - Encourage mixed income housing.

Objective H.6 - Encourage homeownership.

Objective H.7 - Ensure accessible and affordable housing options.

Objective H.8 - Encourage provision of safe, decent, and sound rental housing for a broad range of price and occupants.

Objective H.9 - Improve the perception of subsidized housing.

Objective H.10 - Ensure proximity between housing and employment opportunities.



**Vehicular Transportation (VT)**

*Goal: A well-maintained and efficient road network will be established to promote continuous traffic flow and reduce congestion, with an emphasis on truck traffic control.*

Objective VT.1 - Maintain and improve the existing regional road system.

Objective VT.2 - Coordinate traffic signals and improve intersections throughout the region to improve traffic flow.

Objective VT.3 - Develop a sound and coordinated roadway functional classification system and common design criteria.

Objective VT.4 - Utilize capital improvement programming and Official Maps as tools for road improvements in the region.

Objective VT.5 - Address increasing volumes of truck traffic.

Objective VT.6 - Enhance parking availability and park-and-ride facilities in the region.

Objective VT.7 - Provide alternative safe routes for horse drawn and other non-motorized vehicles.

Objective VT.8 - Enhance street signage and wayfinding.

Objective VT.9 - Connect streets between existing and new communities.

Objective VT.10 - Improve signalization throughout the LIMC area.

**Public Transportation (PT)**

*Goal: An easily accessible, efficient, and affordable public transportation system will be available to improve access to homes, jobs, shopping, attractions, and recreation.*

Objective PT.1 - Create a regional public transportation system that provides safe, efficient, and affordable service to new and existing development throughout the region.

Objective PT.2 - Evaluate and remedy the location and schedules of existing public transportation routes and stops to maximize their convenience and accessibility.

Objective PT.3 - Plan appropriate short-term and long-term investment strategies for public transportation, including park and ride, train, light rail, and bus.

Objective PT.4 - Identify population, employment, and commercial centers as connection points for public transportation routes.

Objective PT.5 - Improve public transportation options within Lancaster City for residents and visitors to reduce vehicular congestion and parking demands.

Objective PT.6 - Ensure public transportation stops and stations are well lit, clean, comfortable, and staffed when feasible.

Objective PT.7 - Encourage the use of public transportation by educating people of all ages of its benefits.

Objective PT.8 - Provide incentives to increase use of public transportation.

Objective PT.9 - Encourage land use and development patterns that support the use of public transportation and reduce vehicular traffic.

Objective PT.10 - Require access to public transportation in new residential developments.

### **Alternative Transportation (AT)**

*Goal: A planned, interconnected, and safe network of alternative transportation options will be developed to move people and goods.*

Objective AT.1 - Modify and maintain existing facilities to be pedestrian and bicycle friendly.

Objective AT.2 - Create a primary transportation network of streets with shoulders and paths to facilitate non-motorized transportation.

Objective AT.3 - Require sidewalks, bicycle paths, and walking trails within developments and to connect subdivisions and land developments.

Objective AT.4 - Connect recreation, commercial, residential, and employment centers and public transportation with bicycle paths and walking trails.

Objective AT.5 - Educate the public to encourage road sharing among drivers, cyclists, and pedestrians.

### **Community Facilities (CF)**

*Goal: A full range of efficient community facilities and services will be provided to serve the educational, recreational, safety and health needs of all residents.*

Objective CF.1 - Engage in multimunicipal cooperative efforts to share quality services in a cost effective manner.

Objective CF.2 - Maintain and enhance existing facilities.

Objective CF.3 - Identify regional sites for the location of community facilities, assessing both their feasibility and their regional impacts.

Objective CF.4 - Cooperate with school districts as they address population changes to locate new schools so that they function as centers of education, recreation and community activities.

Objective CF.5 - Improve the public library system.

Objective CF.6 - Coordinate the delivery of regional emergency services, including fire, police, emergency medical services, and homeland security.

Objective CF.7 - Support an affordable and accessible health care system.

Objective CF.8 - Jointly support the expansion of recreational, athletic, and cultural programs.

### **Park and Open Space (POS)**

*Goal: A well-maintained, intermunicipal park system will be developed, with due regard for private property rights, and will include parks in all areas, clean facilities, and recreation along and in the waterways, all connected by greenways for biking, walking, and non-motorized use.*

Objective POS.1 - Provide support so that the LIMC's Greenway and Park Advisory Board can cooperatively plan and coordinate the region's park and open space system.

Objective POS.2 - Facilitate and coordinate the development of regional, intermunicipal, and local greenways in the LIMC area.

Objective POS.3 - Identify and reserve land for future parks and greenways in all LIMC municipalities through tools such as official maps.

Objective POS.4 - Establish and enhance opportunities for hiking, walking, jogging, bicycling, non-motorized boating, horseback riding, fitness education, and handicapped-accessible recreational facilities.

Objective POS.5 - Develop mechanisms within Central Lancaster County to maintain, develop, and acquire parks, open space, and greenways.

Objective POS.6 - Encourage community involvement in the construction and maintenance of recreational facilities such as pavilions, playground equipment, ball fields, pools, skating rinks, community centers, walkways, and benches in parks.

Objective POS.7 - Ensure access to all types of parks.

Objective POS.8 - Encourage local residents, volunteer groups, and developers to participate in the oversight, maintenance, and event programming of parks and greenways.

Objective POS.9 - Encourage public and private local recreation providers to coordinate recreation opportunities for the region.

Objective POS.10 - Generate support for greenways through public education.

### **Natural Resource Protection (NR)**

*Goal: Air, water, and soil quality will be improved and protected, and natural areas, waterways, and riparian buffers will be protected and preserved in order to provide a healthy living environment.*

Objective NR.1 - Improve air quality as mandated by federal and state standards, bringing the region to ozone attainment.

Objective NR.2 - Maintain and improve water quality by protecting aquifers and aquifer recharge areas from contamination.

Objective NR.3 - Improve and preserve the quality of waterways.

Objective NR.4 - Improve soil quality and stability through administration and enforcement of erosion control programs, cleanup activities, best management practices, and effective education.

Objective NR.5 - Preserve natural areas and corridors through land use controls, transfer of development rights, land acquisition, and adherence to the Designated Growth Area program.

Objective NR.6 - Establish riparian buffers and restore disturbed areas along the Susquehanna river, Conestoga River, and smaller waterways.

Objective NR.7 - Provide public education about natural resources for students and the public at large.

### **Historic Resource Protection (HR)**

*Goal: Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of both urban and rural areas.*

Objective HR.1 - Develop regional strategies to protect historic resources and cultural heritage.

Objective HR.2 - Promote reuse and rehabilitation of historic structures.

Objective HR.3 - Build public awareness and secure public support for historic resource preservation efforts.

Objective HR.4 - Develop incentives to encourage private involvement and investment in preserving and maintaining historic resources.

Objective HR.5 - Maintain the diverse cultural heritage of the region.

### **Utilities: Water and Sewer (U)**

*Goal: A cost-effective, sufficient, well maintained, and environmentally sound public utility system will provide water that meets acceptable standards and effective solid waste, sewage, and stormwater management to protect public health and manage growth in the region.*

Objective U.1 - Carefully maintain existing sewer and water utilities within the DGA.

Objective U.2 - Coordinate regional utility planning and extension of future development areas within the DGA.

Objective U.3 - Require adequate stormwater management measures that prevent adverse impact to surrounding properties and watercourses.

Objective U.4 - Identify and promote energy-saving and more efficient utility technologies to promote environmental conservation and protection.

Objective U.5 - Provide facilities and services for proper disposal of refuse.

Objective U.6 - Increase the quantity of recyclable materials that are removed from the solid waste stream.

Objective U.7 - Ensure that properties outside the DGA access safe water sources and appropriately manage their septic systems and stormwater.

Objective U.8 - Discourage extension of public water and sewer service outside the DGA except in special needs areas, as defined by Act 537 plans.

### **Implementation – General (I)**

*Goal: “Growing Together” will result in measurable positive change in Central Lancaster County that is consistent with the vision set forth by residents and is accompanied by a renewed spirit of regional cooperation.*

Objective I.1 - Incorporate increased community participation in planning and other government programs.

Objective I.2 - Encourage expanded cooperative efforts among municipalities in all areas of government activity.

Objective I.3 - Review and update the visions, goals, objectives, and strategies set forth in Growing Together on a regular basis.

### **Implementation – Intergovernmental Cooperation (I-IC)**

*Goal: Coordinated, responsive, energetic intermunicipal leadership will promote cooperation, efficient provision of services, regional infrastructure planning, cooperative funding strategies, information sharing, community participation in decision making, and reduction in local bureaucracies.*

Objective I-IC.1 - Stress the value of intergovernmental cooperation among the municipalities of Central Lancaster County.

Objective I-IC.2 - Plan for infrastructure needs on a regional basis.

Objective I-IC.3 - Encourage cooperative funding strategies to pursue initiatives with regional impacts.

Objective I-IC.4 - Share information among municipalities so that all may benefit from the experiences of others.

**Implementation – Techniques (I-T)**

*Goal: Appropriate and enforceable regional ordinances, regulations, and techniques will be adopted to address issues such as mixed-use development, traditional neighborhoods, compact residential areas, and agricultural preservation.*

Objective I-T.1 - Seek more effective and creative regulatory techniques to deal with the critical issues facing the region.

Objective I-T.2 - Develop sample zoning provisions and other land use regulations that promote consistency among municipalities.

Objective I-T.3 - Administer all regulatory techniques thoroughly and consistently.

## 6. Land Use

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## 6. Land Use

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**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

**Above**

Urban to rural interface in Central Lancaster County.

This chapter outlines the recommendations for addressing land use in Central Lancaster County and is divided into two parts.

**Part 1** provides an overview of the chapter and is divided into the following sections:

- A. Goals
- B. Overview
- C. Existing Land Use
- D. Future Land Use Plan

**Part 2** presents the objectives and strategies recommended for each goal and it is divided in six sections, one for each of the goals listed below:

- 1. Agricultural Preservation
- 2. Growth Management
- 3. Redevelopment and Infill
- 4. Development Patterns
- 5. Urban Core
- 6. Community Character



## **PART 1**

### **A. Goals**

Comments made throughout the public process and deliberations with the Steering Committee suggested six key areas that the *Growing Together* land use chapter should address in detail. Goals for each area are listed below.

#### **1. Agricultural Preservation**

*Growth management tools will be used to preserve contiguous agricultural land, to enable farming of that land, and to focus development within designated growth areas.*

#### **2. Growth Management**

*Development of land will be managed effectively to plan and locate communities with compatible land uses and densities within designated growth areas, while preserving and maintaining valuable open space.*

#### **3. Redevelopment and Infill**

*Vacant and underutilized land and buildings will be developed and reused to attract residents, encourage commerce and the arts, and reduce development pressure on farmland.*

#### **4. Development Patterns**

*Livable, diverse-income neighborhoods will be developed to include housing choices and a mix of uses and to promote walking and alternative transportation.*

#### **5. Urban Core**

*The urban core will be revitalized and promoted with the support of the whole region to offer clean, safe, and attractive opportunities for business and culture, and to maintain its historic character.*

#### **6. Community Character**

*Attractive, safe, walkable neighborhoods will be developed and existing communities will be protected and strengthened to enhance the unique character and strong sense of place of Central Lancaster County and to promote positive interaction among residents of all ages and backgrounds.*

### **B. Overview**

Central Lancaster County has grown rapidly over the past twenty years. The population of Central Lancaster County grew by 42,559 residents between 1980 and 2000, an increase of 27 percent. Given its attractiveness as the residential and business location of choice in the region, it will continue to grow during the next several decades. According to projections from the Lancaster County Planning Commission (LCPC), the population of

Central Lancaster County will grow by 42,000 people between 2000 and 2030 for a total population in 2030 of 240,095.

### Housing Unit Projections

Table 6.1 summarizes the housing unit projections for 2030. The methodology for calculating these projections is explained in the sidebar. Table 6.2 breaks down the projections by municipality.

#### Projection Methodology

The estimated number of new households in 2004 was derived from the 2004 countywide household estimate by Claritas, Inc., which was used by LCPC in calculating its Household and Housing Unit Projections. The data shows an estimated household growth of 3.52 percent from 2000 to 2004. This percentage increase was used to calculate the estimated number of new households for Central Lancaster County.

Projected new households were calculated by extrapolating population and average household size trends from 1980 to 2000, calculating a projected household number for each individual municipality, and adding the results.

The number of new housing units was calculated by taking the number of projected households and adding the region's historically constant vacancy rate of 4 percent.

**Table 6.1 – Summary of Housing Unit Projections, 2030**

Households 2000	75,916
Projected total households 2030	95,633
Projected new households 2000-2030	19,717
Estimated new households 2000-2004	2,672
Projected new households 2005-2030	17,046
<b>Projected new housing units 2005-2030</b>	<b>17,728</b>

*Sources: US Census, Claritas Inc., LCPC, Housing Element Update 2005*

**Table 6.2 – Projected New Households by Municipality, 2000-2030**

	<b>Total Households: 2000</b>	<b>Projected Households: 2030</b>	<b>Households by Municipality</b>
<b>East Hempfield Township</b>	8,552	11,988	3,436
<b>East Lampeter Township</b>	5,342	7,018	1,676
<b>East Petersburg Borough</b>	1,708	2,061	353
<b>Lancaster City</b>	20,933	21,083	150
<b>Lancaster Township</b>	5,892	7,246	1,354
<b>Manheim Township</b>	12,961	16,872	3,911
<b>Manor Township</b>	6,464	8,837	2,373
<b>Millersville Borough</b>	2,335	2,376	41
<b>Mountville Borough</b>	1,018	1,418	400
<b>West Hempfield Township</b>	5,427	8,623	3,196
<b>West Lampeter Township</b>	5,284	8,112	2,828
<b>Central Lancaster County</b>	75,916	95,633	19,717

*Source: ACP – Visioning and Planning*

In order to accommodate the expected population growth, Central Lancaster County will need an additional 17, 728 housing units in the next 25 years. Not all new housing units, however, will be built on agricultural or vacant land. Assuming that 12 percent of the future housing units will be acquired through adaptive reuse and redevelopment, the total number of housing units to be built on new land is 15,601. The 12 percent figure is consistent with Lancaster County's Draft Growth Management Element and with the goals, objectives, and strategies of *Growing Together*. The Draft Growth Management Element recommends accommodating 12 percent of

new dwelling units in “Reinvestment Areas” (i.e., Lancaster City, the Boroughs, and developed lands within Township UGAs).

In order to determine the land area required to accommodate future development patterns, net land use must be established. Net land use is calculated by taking the total gross acreage for Central Lancaster County and subtracting Agriculture, Forestry, and Vacant lands. Among the remaining (or net) land uses, Central Lancaster County shows a consistent ratio of 40 percent residential use to 60 percent nonresidential use (including Commercial, Industrial, Institutional, and Roads and Rights of Way). This ratio can be used to determine the total amount of land required to accommodate projected housing unit needs.

Table 6.3 indicates how much land will be needed to accommodate growth by 2030, using a range of average gross residential densities. The calculations are based on projections for 15,601 new housing units on new land, and assume that the 40/60 ratio of residential versus other uses will continue in the future.

**Table 6.3 – Land Consumption at Various Gross Densities to 2030**

<b>Gross Residential Density</b>	<b>5.5</b>	<b>6</b>	<b>6.5</b>	<b>7</b>	<b>7.5</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>12</b>	<b>14</b>	<b>16</b>
Residential acreage	2,836	2,600	2,400	2,229	2,080	1,950	1,733	1,560	1,300	1,114	975
Non-residential acreage	4,255	3,900	3,600	3,343	3,120	2,925	2,600	2,340	1,950	1,671	1,462
<b>Total acreage needed by 2030</b>	<b>7,091</b>	<b>6,500</b>	<b>6,000</b>	<b>5,572</b>	<b>5,200</b>	<b>4,875</b>	<b>4,333</b>	<b>3,900</b>	<b>3,250</b>	<b>2,785</b>	<b>2,437</b>

Source: ACP - Visioning & Planning

### **Buildable Land**

The *Growing Together* Steering Committee recommends that 100 percent of all future growth should occur inside Central Lancaster County’s Designated Growth Area (DGA), thus protecting valuable farmland outside. The committee recognizes that some development may occur outside the DGA where plots have already been platted. The DGA includes both the Urban Growth Areas (UGAs) and Village Growth Areas (VGAs) adopted following the 1993 Growth Management Element of Lancaster County Comprehensive Plan. The acronyms DGA, UGA, and VGA are used frequently throughout this report. A visual depiction of the Urban and Village Growth Areas can be found at the end of this chapter, in Map 6.11.

Table 6.4 shows the amount of buildable land available inside the DGA. The gross available land was measured assuming that only agricultural and vacant properties within the DGA should be considered available for development. A net out of some of this gross area is required in order to account for environmental constraints. A 100 percent net out is used for wetlands, slopes greater than 25 percent, and 100-year floodplains; County GIS reports indicate that 965 acres in the study area are categorized as such. A 50 percent net out is used for high water table soils, riparian buffers, wetland buffers, and slopes between 15 and 25 percent; GIS reports indicate that approximately 1,655 acres fall into these categories.

**Table 6.4 – Buildable Land Inside the DGA**

Gross available land	9,689 acres
100% net out	(965 acres)
50% net out	(827 acres)
<b>Buildable land</b>	<b>7,896 acres</b>

Source: Thomas Comitta Associates

Table 6.5 shows how many acres of buildable land will remain available for development in the year 2030, using a range of gross residential densities between 5.5 and 16 units per acre.

**Table 6.5 – Buildable Land Remaining Within the DGA in 2030 at a Range of Gross Densities**

Gross Residential Density	5.5	6	6.5	7	7.5	8	9	10	12	14	16
Buildable land in acres	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896	7,896
Total acres needed by 2030	7,091	6,500	6,000	5,572	5,200	4,875	4,333	3,900	3,250	2,785	2,437
<b>Remaining buildable land in 2030</b>	<b>805</b>	<b>1,396</b>	<b>1,896</b>	<b>2,324</b>	<b>2,696</b>	<b>3,021</b>	<b>3,563</b>	<b>3,996</b>	<b>4,646</b>	<b>5,111</b>	<b>5,459</b>

Source: ACP – Visioning & Planning

As the table shows, at an average gross residential density of 6.5 units per acre it will take 6,000 acres to accommodate growth through the year 2030. The average gross density of 6.5 units per acre is equivalent to approximately 7.5 net units per acre, which is the target density proposed by the Growth Management Plan Update of the Lancaster County Comprehensive Plan. At the gross density of 6.5 units per acre there would be 1,896 buildable acres left inside the DGA in 2030.

**Density** refers to the number of housing units allocated per unit of land.

**Gross Density** refers to the average number of housing units allocated per gross unit of land (i.e. the total area within the deeded property lines of the development site without exception and inclusive of streets, rights-of-way, etc.)

**Net Density** is determined by dividing the aggregate number of residential units within property lines by the total number of acres within the same property lines. Because the land area measured is within residential property lines, all other lands such as streets, common open spaces, and utility rights-of-way are excluded from the acreage calculation.

Source: Draft Growth Management Plan Element update Glossary

*Growing Together* anticipates that future residential development will occur at a density which is higher than not only the current density of 5 dwelling units per gross acre but also the Growth Management Plan Update's target density of 6.5 dwelling units per gross acre. There are several reasons for this: (1) the Update is a countywide planning document, whereas much of the area covered by *Growing Together* is the Central Lancaster County urban growth area, (2) especially high density development will be encouraged in the Growth Opportunity Areas designated in *Growing Together*, and (3) *Growing Together* includes Lancaster City, where current development and anticipated future development are at substantially higher densities than development countywide. *Growing Together* recommends that each municipality in Central Lancaster County has an average gross density for new development and redevelopment in the range of 6.5 to 12 dwelling units per acre, with the expectation that the municipalities of a more urban nature will be higher in that range.

**Table 6.5 confirms that the land within the DGA is sufficient to accommodate Central Lancaster County's projected growth to the year 2030 and beyond. Consequently, the central question addressed by the *Growing Together Land Use* chapter is not whether there is adequate land to accommodate future growth, but how and where that growth will occur.**

The recommendations of the Land Use chapter focus on a number of issues that address this question of where and how growth should occur. These issues include: how to protect valuable agricultural land; how to manage land more efficiently; how to direct growth towards redevelopment and infill areas; how to adopt development patterns that result in a more intensive and efficient use of the land; how to revitalize older urban cores; and how to strengthen Central Lancaster County's unique character.

Many of the recommendations imply a substantial change of direction in development patterns. Through implementation, these recommendations can ensure that Central Lancaster County will retain its attractiveness as a place to live, work, visit, and play, while sustaining its role as the economic engine and regional core of Lancaster County.

### C. Existing Land Use

#### General Land Use Pattern

The existing land use map, Map 6.12, can be found at the end of this chapter. The land use patterns shown in this map are typical of a region containing a large urban core with major transportation arteries extending outward. Rural, urban, and suburban settings coexist within the region. High-density development is concentrated within Lancaster City, while the outlying areas are dominated by suburban and rural development patterns. Commercial and industrial land uses extend in linear corridors along the major transportation routes. Moving beyond the urban core, residential areas and road networks exhibit more sprawling development patterns, particularly to the north and northwest of downtown Lancaster City.

#### The Designated Growth Area

The DGA is a key feature of Central Lancaster County and comprises Urban and Village Growth Areas for a total of 50,587 acres, or 46.8 percent of the 168 square mile study area. Table 6.6 presents a calculation of the land included inside the DGA.

**Table 6.6 – Designated Growth Area Land Summary**

Total Central Lancaster County Acres	108,077
Acres in UGA	49,335
Acres in VGB	1,252
Total DGA (UGB + VGB) Acres	50,587
Percent of Total Central Lancaster County Acres	46.8%

*Source: Thomas Comitta Associates*

#### Current Land Utilization

Land utilization in Central Lancaster County is summarized in Table 6.7, which provides a breakdown of land use for the 11 municipalities.

**Agriculture** is the most prevalent land use in Central Lancaster County. In terms of acreage, agriculture comprises 38 percent (41,037 acres) of the

study area. Agriculture is the dominant land use in Manor Township, East and West Hempfield Townships, and East and West Lampeter Townships. Map 6.13, at the end of the chapter, depicts existing agricultural resources.

**Residential** land use is the second most prevalent land use in Central Lancaster County, comprising 20 percent (22,155 acres) of the study area. Residential is the dominant land use type within Manheim Township, Lancaster Township, the City of Lancaster, and the three Boroughs (Millersville, Mountville, and East Petersburg).

**Commercial** land uses include non-agricultural businesses such as retail and professional services. These uses comprise approximately six percent (7,024 acres) of the area, with the most prevalent being in East Lampeter Township along the Route 30 corridor, in Lancaster City, and in Manheim Township.

**Recreation** is the fifth largest land use, comprising three percent (3,771 acres) of land including public parks and private recreational properties, such as those administered by homeowner associations. Recreational land is most abundant in Manheim Township, West Lampeter Township, and Manor Township.

**Industrial** land uses, including manufacturing, warehousing, and distribution, rank sixth, occupying three percent (3,192 acres) of the study area with concentrations in East Hempfield Township, Manor Township, the City of Lancaster, and East Lampeter Township.

**Table 6.7 – Existing Land Use by Municipality, in Acres**

	East Hempfield Township	East Lampeter Township	East Petersburg Borough	City of Lancaster	Lancaster Township	Manheim Township	Manor Township	Millers- ville Borough	Mountville Borough	West Hempfield Township	West Lampeter Township	Central Lancaster County
Agricultural	4,631.4	6,466.4	12.9	0.0	682.5	3,795.6	14,398.5	113.1	99.6	5,287.9	5,549.0	<b>41,036.9</b>
Recreational	375.9	274.9	46.8	383.3	122.8	818.4	582.9	28.0	39.5	463.2	635.7	<b>3,771.4</b>
Forestry & Related Activities	22.1	0.0	0.0	0.0	0.0	0.0	42.0	0.0	0.0	149.0	0.0	<b>213.1</b>
Residential	3,255.8	2,004.6	448.4	1,124.6	1,433.5	4,653.1	3,688.9	508.4	214.7	2,713.6	2,108.9	<b>22,154.5</b>
Institutional	694.1	254.5	23.0	400.4	187.1	627.7	149.9	223.5	31.7	235.2	327.8	<b>3,154.9</b>
Commercial	1,170.5	1,505.1	59.6	875.9	415.2	1,246.1	681.9	103.0	39.1	543.1	384.8	<b>7,024.3</b>
Industrial	749.3	525.4	3.8	556.0	41.5	262.8	585.5	0.0	21.8	383.2	62.9	<b>3,192.2</b>
Utilities	262.8	172.6	4.9	234.1	79.9	806.8	866.2	13.5	9.9	258.0	9.3	<b>2,718.0</b>
Vacant	1,284.8	784.6	75.5	360.2	504.6	1,543.8	2,756.0	106.4	35.9	1,130.9	941.4	<b>9,524.1</b>
Susquehanna River	1,563.8	0.0	0.0	0.0	0.0	0.0	6,375.1	0.0	0.0	0.0	0.0	<b>7,938.9</b>
Other (Roads, Rights of Way)	1,100.2	763.5	96.2	756.7	427.9	1,672.5	7,370.4	136.2	59.6	2,291.3	613.8	<b>15,288.3</b>
<b>Total</b>	<b>15,110.7</b>	<b>12,751.6</b>	<b>771.1</b>	<b>4,691.2</b>	<b>3,895.0</b>	<b>15,426.8</b>	<b>37,497.3</b>	<b>1,232.1</b>	<b>551.8</b>	<b>13,455.4</b>	<b>10,633.6</b>	<b>116,016.6</b>

Source: Thomas Comitta Associates, Inc.

**Institutional** land uses include properties such as government centers, schools, hospitals, and churches. These uses account for three percent (3,155 acres) of Central Lancaster County. There is a large concentration of institutional facilities in the City of Lancaster; however, in terms of acreage,

East Hempfield Township has the largest amount of land devoted to these uses with 694 acres.

**Utilities** include lands devoted to public utility services, such as electric, water, and waste disposal, as well as transportation facilities such as airports and railroad beds. These land uses occupy three percent (2,718 acres) of the land in Central Lancaster County. The Lancaster Airport, the Safe Harbor Dam, the Lancaster County Solid Waste Management Authority, and the Lancaster Area Sewer Authority (LASA) are some of the prominent utilities in the area.

**Roads and Rights of Way** account for 14 percent of the total acreage.

**Vacant land** constitutes 9 percent of the area.

## **D. Future Land Use Plan**

The pattern of future land use in Central Lancaster County is depicted in two maps found at the end of this chapter. Map 6.14 - Future Land Use Policy Framework Plan focuses on areas of distinctive character in Central Lancaster County, and provides guidance related to the type of policy or development pattern best suited to a given area. Map 6.15 - Future Land Use Plan focuses on the specific land uses that should dominate in each area, and serves as a guide for making zoning decisions. Together, the two maps will help municipalities implement the goals, objectives, and strategies of *Growing Together*.

### **D.1 Growth Opportunity Areas**

Growth Opportunity Areas (GOAs) represent a distinctive element of future land use within Central Lancaster County. They were identified by the Steering Committee in response to public comment that future growth should be more compact, involve integrated uses, and be consistent with the walkable urbanity of older neighborhoods in the boroughs. GOAs respond to the critical land use question of *Growing Together*: where and how should growth occur? Map 6.16 at the end of this chapter shows the locations of the GOAs.

The Steering Committee identified and carefully refined a total of 35 Growth Opportunity Areas. These areas share the following characteristics. They are:

- Larger than 40 acres;
- Bordered by existing development;
- Served by major roads; and
- Served by or accessible to public sewer and public water service.

The GOAs encompass a total of 3,039 buildable acres, which represent 38 percent of the total buildable area inside the DGA. The plan recommends that municipalities provide incentives and regulatory tools so that GOAs become the target of exemplary intensive development in the coming years.

**Specific Plan:**

A Specific Plan is defined as “a detailed plan for nonresidential 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.” (From the Pennsylvania Municipalities Planning Code)

Currently, one Specific Plan is underway in Central Lancaster County. This plan is for the Gateways project, which covers parts of Manheim Township and Lancaster City.



Heritage Agricultural Landscape.



Conventional residential developments are the focus of Neighborhood and Enterprise Regenerations Areas.

The GOAs should be developed as integrated mixed use areas that include within their boundaries a wide range of residential and commercial densities. The primary use of a GOA will vary. Some will have a residential emphasis, others a commercial and retail emphasis. The determination of the appropriate primary use of a GOA should be made based on the character and use of surrounding areas and on market conditions.

The physical design of nonresidential areas in each GOA should be defined through the use of Specific Plans, a tool made available by Section 1106 of the Municipalities Planning Code. Depending on the size of the development, the integrated mixed use centers of a GOA should function as neighborhood, village, or town centers. The areas should be highly connected internally and externally and walkable throughout.

The GOAs are not intended to accommodate all growth in the next 25 years. Rather they should become exemplary models of how that growth should occur.

## D.2 Future Land Use Policy Framework Plan

### Purpose

The purpose of the Future Land Use Policy Framework Plan is to express land use patterns that should be encouraged in Central Lancaster County over the next 25 years. Rather than identifying specific land uses, the Policy Framework Plan provides recommendations regarding the general character that should predominate in various parts of the study area.

### Description

Each of the classification areas of the Policy Framework Plan relates directly to the goals, objectives, and strategies of *Growing Together*. The eight overarching character zones are described below.

**Heritage Agricultural Landscape** - This category envelops the internationally famous farmlands that exist outside the DGA, and includes areas with prime agricultural soils. The Heritage Agricultural Landscape is intended to express an on-going preference towards keeping this land in continuous and sustainable agricultural use. This category includes the possibility for very minor residential infill, which should occur in pockets that have already been subdivided for residential use. A small number of residential lots may also be added in accordance with Municipal Agricultural Preservation zoning requirements.

**Parks & Recreation Areas** - This category includes county parks and municipal parks. Each of these parks is separately identified in Chapter 10.

**Neighborhood & Enterprise Regeneration Areas** - This category envelops the major existing single-family detached residential neighborhoods, smaller nonresidential development outside of the Corridor Regeneration Areas, neighborhood parks, and mini parks. A series of initiatives should occur in these areas such as: adaptive reuse of existing buildings; extension and connection of sidewalks and cul-de-sacs;



introduction of relief routes like Good Drive; and addition of mixed uses, including neighborhood parks, day care centers, corner stores, churches, etc. This category can be thought of as a minor retrofit of conventional suburban development.

**District Regeneration Areas** - This category applies to major nonresidential districts such as Lancaster Airport, industrial parks, Park City Center Mall, and hospitals. These unique districts are vastly different than mixed use neighborhoods and town centers, and require specially tailored approaches. Enhancements should focus on such items as: vehicular circulation improvements; parking lot re-design; sidewalk improvements; landscaping improvements; and lighting improvements.

**Corridor Regeneration Areas** - This category applies to the major commercial corridors that emanate out from the City and need to be enhanced. The corridors that should be included are along Routes such as 462, 23, 72, 501, 272, as well as Harrisburg Pike and Fruitville Pike. These areas can be upgraded to become more functional and attractive, first with streetscape improvements and then with retrofits to buildings. The long-term future for these areas could involve new buildings with more of a streetscape presence.

**Growth Opportunity Areas** – GOAs are described in section D.1 above, and depicted in Map 6.16. Most of the GOAs contain some existing agricultural land uses. These agricultural lands can be converted through appropriate residential infill, particularly if LIMC municipalities are successful in protecting the Heritage Agricultural Landscape outside of the DGA.



Millersville University.

**Enhancement Areas** - This category applies to a number of different locations, including: portions of Lancaster City and the boroughs that are outside of Core Revitalization Areas; those areas in the adjoining townships next to the City/borough neighborhoods; and existing villages and hamlets. Special places with this designation include: the James Street Improvement District, in the northwest and north central portion of Lancaster City; Franklin & Marshall College and Millersville University; the southern tier of Manheim Township as it joins the northern section of Lancaster City (where a Specific Plan is being developed); Willow Street; Rohrerstown; Landisville; Silver Spring; Neffsville; other mixed use village areas; and various hamlets. The overarching idea is to maintain and enhance the neighborhood structure of these existing mixed use places that are considered to be among the most cherished places in the Central Lancaster County area.



Downtown Lancaster City.

**Core Revitalization Areas** - This category applies to downtown Lancaster City, as well as the core areas of the three boroughs. Relevant initiatives involve: pedestrian-oriented frontages; first-floor retail use, with offices and apartments above; public plazas and squares; civic gathering places; special event places (for parades and/or memorials); continuous sidewalk and crosswalk networks; specialized treatment of parking (on-

street, to the rear of buildings, in deck parking structures); and alleys. The overarching idea is to maintain and enhance the “Main Street” character of these urban environments.

### Process

The delineation of character zones for the Future Land Use Policy Framework Plan followed several steps:

- Growth Opportunity Areas were defined (note that these are identical to the GOAs in the Future Land Use Plan);
- Parks and Recreation Areas were added;
- Core Revitalization Areas were defined in Lancaster City and the three boroughs;
- Enhancement Areas were drawn to identify opportunities for context sensitive infill development and redevelopment in the City, the three boroughs, the Village Growth Areas (VGAs), and smaller villages and hamlets;
- The District Regeneration Areas were plotted for larger land uses such as the airport, the Park City Mall, the health campus, the landfill, and the industrial sector;
- Corridor Regeneration Areas were drawn to envelop commercial sprawl and/or commercial strips that need a major facelift, requiring street trees, sidewalks, street lights, and/or the repositioning of buildings;
- The Neighborhood & Enterprise Regeneration Areas were added to portions of the DGA to suggest the retrofitting of existing neighborhoods; and
- The Heritage Agricultural Landscape was established to promote this cultural and economic asset outside the DGA.

The total acreage allotted for each of the eight character zones is outlined below, in Table 6.8.

**Table 6.8 – Land Uses on Future Land Use Policy Framework Plan**

Character Zone	Acre	% of Total
Core Revitalization Areas	500	0.5%
Corridor Regeneration Areas	1,434	1.5%
District Regeneration Areas	2,705	2.9%
Enhancement Areas	8,352	9.0%
Growth Opportunity Areas	4,148	4.5%
Heritage Agricultural Landscape	44,167	47.5%
Neighborhood & Enterprise Regeneration Areas	25,873	27.9%
Parks & Recreation Areas	5,716	6.2%
<b>Total</b>	<b>92,896</b>	<b>100.0%</b>

*Source: Thomas Comitta Associates*

### D.3 Future Land Use Plan

#### Purpose

The Future Land Use Plan indicates the land use patterns that should be encouraged in Central Lancaster County as development and redevelopment occur from now through the year 2030. Whereas the Future Land Use Policy Framework describes the character of future development and redevelopment, the Future Land Use Plan recommends the specific land uses that should prevail in each area.

When the *Growing Together* project began, it was agreed that the multimunicipal plan should include the same level of detail as the individual municipalities would expect in a plan for a single municipality. It was also expected that this plan would be generally consistent with existing municipal plans to the extent that those plans are current and compatible with present policies and visions for the future. The process for developing the Future Land Use Plan, and the content of the plan itself, were designed to satisfy those expectations. The Future Land Use Plan will serve as a guide for making zoning decisions and implementing many of the *Growing Together* strategies.

#### Description

The Future Land Use Plan appears on Map 6.15 at the end of this chapter. The plan shows ten general land use categories. Property lines are not shown on the plan. Although some of the land use boundaries appear to coincide with property lines, the plan is not intended to be parcel specific.

The general land use categories of this plan directly relate to the more specific categories appearing in Lancaster County's Zoning Lexicon. Such correlation should facilitate the selection of appropriate land use categories from the Lexicon when preparing zoning ordinances or working on other strategies to implement this plan. The 36 categories in the Lexicon were divided into ten groups, and each group was given a general name to be used in this plan. Table 6.9 lists the ten land use categories selected for this plan and the corresponding land use categories in the Zoning Lexicon.

**Table 6.9 Land Use Categories**

<b>Land Use Categories in Future Land Use Plan</b>	<b>Corresponding Land Use Categories in Lancaster County Zoning Lexicon</b>
Open Space	UG-OS Open Space
	UG-UP Urban Parks
	VG-VP Village Parks
	RR-OSR Open Space Recreation
	RR-OSC Open Space Conservation
Agricultural Resource	UG-AH – Agricultural Holding
	RR-AR – Agricultural Resource
Rural Residential	RR-RA Rural Agriculture
	RR-RR Rural Residential
Residential	UG-R1 Low Density Residential
	UG-R2 Medium Density Residential
	UG-R3 High Density Residential
	VG-R1 Low Density Residential
	VG-R2 Medium Density Residential
	VG-R3 High Density Residential
Mixed Use	UG-MX Mixed Use
	VG-MX Mixed Use
	VG-TN Traditional Neighborhood
Institutional	UG-INS Institutional
	RR-INS Institutional Non-Service Area
Business & Professional Office	UG-OTP Office and Technology Parks
	UG-BPO Business and Professional Office
	RR-BPO Business and Professional Office Non-Service Area
Neighborhood Commercial	UG-CN Commercial Neighborhood
	RR-C Commercial Non-Service Area
Regional Commercial	UG-CH Commercial Highway
	UG-CBD Central Business District
Industrial	UG-I1 Light Industrial
	UG-I2 Heavy Industrial
	UG-RE Mining & Natural Resource Extraction
	UG-M Manufacturing
	UG-W Warehousing
	UG-API Airport Industrial
	RR-I2 Heavy Industrial Non-Service Area
	RR-I2-RE Mining and Natural Resource Extraction
	RR-I1 Light Industrial Non-Service Area

*Source: Zoning Lexicon*

Following are descriptions of the ten land use categories appearing in the Future Land Use Plan. Each begins with a statement of the primary land uses that are appropriate for that category, followed by explanatory comments where appropriate. Please note that the land use categories will not be restricted to one exclusive land use. The descriptions clearly indicate that some of the ten categories are explicitly intended to offer a mix of uses, and all of the categories in the plan will accommodate a mix of uses to some extent.



A wooded trail in Lancaster County Central Park.



Large lot residential development.

**Open Space** – Includes natural areas, resource conservation corridors along waterways, parks and sports facilities, golf courses, and larger cemeteries. The resource conservation corridors are depicted schematically as extending 200 feet from the center of the waterway on the largest waterways and 100 feet from the center of the waterway on selected other waterways. Environmental protection is an important issue along all waterways, and the actual width to which protective measures should apply (i.e. the actual width of the resource conservation corridor) will vary with the conditions along the waterway.

**Agricultural Resource** – Consists of agriculture and other uses that are typically found within an agricultural community (such as older residences and limited newer residences, post offices, fire halls, houses of worship, and small cemeteries). These areas should continue to have a predominantly agricultural character. Non-farm residences should be those that pre-date agricultural zoning and those that are permitted in limited numbers by effective agricultural zoning. Public sewer and water facilities are not anticipated.

**Rural Residential** – Incorporates agriculture, large-lot residential development, and other uses that are typically found within an agricultural community. These limited areas differ from the Agricultural Resource areas in that they are appropriate for some larger-lot residential development, due to characteristics such as slopes, poorer soils, or proximity to creeks or other natural resources that make them suitable for less intense residential development that does not require public sewer and water facilities.

**Residential** – Involves residences and other uses that are typically found within a residential community. These areas will be primarily residential, and include the portions of retirement communities that are primarily residential. However, small areas of other uses, such as professional offices, neighborhood stores, houses of worship, and other institutional uses are appropriate where permitted by the applicable land use regulations. These residential areas, along with the residences in the Mixed Use areas, should meet the housing needs of all present and future residents, and include housing of different dwelling types and at appropriate densities for households of all income levels.

**Mixed Use** – Refers to a mix of residential and nonresidential uses. The mixed use areas shown on the future land use plan fall into two categories:

- **Growth Opportunity Areas** – These are areas that are primarily undeveloped now, where higher density mixed use development is encouraged. They should include a variety of housing types, and diverse uses such as neighborhood commercial establishments, small institutional uses, professional offices, neighborhood parks, and houses of worship. The GOAs are indicated by “bull’s-eye” symbols on the plan.

- **Other Mixed Use Areas** – These are other areas of mixed use, either existing, partly developed, or to be developed in the future.

**Institutional** – Includes public schools, major private schools, institutions of higher learning, municipal buildings, major cultural facilities, hospitals, sections of retirement communities that are primarily health care facilities, and larger utility sites (such as landfills, or water and wastewater treatment facilities). Institutions not shown on the future land use plan include smaller private schools, post offices, fire houses, many houses of worship, and other smaller institutions that are impractical to show due to the scale of the plan.

**Business and Professional Offices** – Consists of businesses and professional office buildings.

**Neighborhood Commercial** – Refers to commercial establishments that primarily serve residents from the immediate neighborhood or local area. Some small commercial sites are also included in Mixed Use areas or within other land use categories.

**Regional Commercial** – Includes Lancaster City’s central business district and other large commercial areas that draw customers from a larger distance due to the nature of their stores and their accessibility. There are regional commercial areas along major corridors throughout the LIMC study area.



Regional commercial.

**Industrial** – Consists of all kinds of industrial facilities, as well as Lancaster Airport.

### Process

The identification of land use areas in the Future Land Use Plan followed several steps:

- Growth Opportunity Areas were located where there should be a special effort to encourage high density, mixed use development. GOAs are generally more than 40 acres, easily accessible, and presently served or able to be served by public utilities.
- Greenway corridors were located along major waterways. Some are appropriate for linear parks and trails, others are intended to protect special scenic and historic areas, and some provide environmental protection and are not accessible to the public.
- Each of the 100+ land use categories in the existing municipal land use plans was assigned to one of the 10 general land use categories described above, to ensure incorporation into the Future Land Use Plan.
- Adjustments were made to achieve consistency in the character of the plan among all municipalities. For example, similar kinds of community facilities were shown as Institutional in all municipalities. Also, some small land use areas were omitted,

and some irregularities in the shapes of land use areas were smoothed out for visual clarification.

#### D.4 Analysis of Future Land Use Plan

Table 6.10 summarizes the land uses depicted on the Future Land Use Plan. For each of the ten land use categories, Table 6.10 lists the number of parcels, the acreage, and the percent of the total area that the acreage represents. The total acreage equals about 148 square miles.

**Table 6.10 – Summary of Land Uses on Future Land Use Plan**

Land Use	Number of Parcels	Acres	% of Total Area
Open Space	3,097	9,895	10.5
Agricultural Resource	3,737	40,077	42.4
Rural Residential	480	1,416	1.5
Residential	58,655	25,835	27.3
Mixed Use	4,016	5,768	6.1
Institutional	264	2,815	3.0
Business & Professional Office	360	648	.7
Neighborhood Commercial	1,337	1,541	1.6
Regional Commercial	1,413	1,249	1.3
Industrial	742	5,251	5.6
TOTAL	74,101	94,495	100.0

*Source: Thomas Comitta Associates, Inc.*

Regional Commercial areas occur along major transportation corridors in ten locations on the plan. Although there may be some additional regional commercial development at those ten locations, the plan does not anticipate a need for regional commercial development in any other locations. Neighborhood Commercial areas and opportunities for local commercial uses in Mixed Use and other land use areas will provide necessary shopping options for all residents.

Industrial land use is concentrated in the northern part of the plan area, where it is most convenient to major highways and railroads. This plan does not foresee the need for additional industrial areas in any other locations.

The plan provides sites for several major regional land uses, such as the Lancaster Area Solid Waste Management Authority's landfill in southwestern Manor Township, the Lancaster Airport in northern Manheim Township, and three major parks: Lancaster County Central Park (near the most densely populated area of Lancaster County), Long's Park (with a covered stage and open area that can accommodate tens of thousands of people), and Chickies Rock County Park (at a site originally selected because of its outstanding scenic qualities). These kinds of facilities are intended to serve the entire Central Lancaster County region, and there is no need to provide additional sites for these same kinds of uses in other municipalities.

### **E. Summary**

In summary, the Future Land Use Plan encourages land use patterns that will accommodate all of the growth anticipated in Central Lancaster County through the year 2030, while at the same time preserving agricultural areas, open space corridors, and other open space areas that should remain undeveloped. The regional perspective reflected in the plan shows how municipalities within a region can each provide for some of the region's needs without each municipality necessarily providing for all kinds of land uses. This is consistent with the intent of paragraph 1103(a)(4) of the Municipalities Planning Code, which states that a multimunicipal comprehensive plan may "plan for the accommodation of all categories of uses within the area of the plan, provided, however, that all uses need not be provided in every municipality, but shall be planned and provided for within a reasonable geographic area of the plan." The Future Land Use Plan can therefore be an important basis for the shared land use concept as the Lancaster Inter-Municipal Committee and its member municipalities work cooperatively to implement *Growing Together*.



## Part 2 - Objectives and Strategies

This section describes the objectives and strategies that will support the Land Use goals for Central Lancaster County. It is divided into the six goal areas for Land use:

- Agricultural Preservation (LU-AP)
- Growth Management (LU-GM)
- Redevelopment and Infill (LU-RI)
- Development Patterns (LU-DP)
- Urban Core (LU-UC)
- Community Character (LU-CC)

For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix found in Chapter 15.

### 1. Goal: Agricultural Preservation (LU-AP)

***Growth management tools will be used to preserve contiguous agricultural land, to enable farming of that land, and to focus development within designated growth areas.***

#### Objective LU-AP.1 - Continue and expand farmland preservation.

Farmers today are facing challenging new obstacles. As their profits decrease and speculative land values increase, they face more pressure to sell off all or part of their farmland. Expanding farmland preservation programs can protect the unique rural communities of Lancaster County, while preserving open space and wildlife habitats.

#### Strategies

##### LU-AP.1.A Adopt a regional transfer of development rights (TDR) program.

Property ownership can be described as a bundle of individual rights (including mineral rights, timber rights, air rights, development rights, etc.), which the government can constrain to varying degrees. In a transfer of development rights, the right to develop a parcel of land is severed from the land itself, and becomes a marketable commodity. The land is subsequently protected from development, the property owners receive monetary compensation, and developers who purchase the rights can build at higher densities in a different location, where such density is desired and appropriate. Municipalities should cooperate in developing and adopting a TDR program consistent with Section 1105.b.2 of the Pennsylvania Municipalities Planning Code.

##### LU-AP.1.B Develop strategies to fund the implementation of TDRs including funding from the State.

Lancaster County is a leader in the purchase of development rights. In fact, Manheim Township is the leader in the purchase of TDRs in Lancaster

County. Increased funding from the State will enable greater land protection.

**LU-AP.1.C Continue to protect contiguous farmland.**

Municipalities should encourage the protection of contiguous farmland whenever possible with the aim of creating a critical mass of land that can sustain agriculture support services and agribusiness. Large blocks of contiguous farmland can help support a sustainable agricultural economy. Without a critical mass of readily available agricultural infrastructure (such as equipment sale and repair, seeds, and fertilizer), an agricultural community can become increasingly difficult to sustain. Maintaining contiguous, rather than fragmented, parcels of farmland also contributes to minimizing conflicts between farming and non-farming neighbors.

**LU-AP.1.D Expand the successful acquisition program of high quality farmland.**

LIMC should work closely with private conservation organizations to further the acquisition of high quality farmland. Organizations like the American Farmland Trust and the Pennsylvania Land Trust Association, among others, can provide technical assistance to local conservation groups, subsidize transaction costs for establishing conservation easements, and work to raise public awareness about the importance of conserving farmland.

**LU-AP.1.E Continue to provide preferential tax treatment to farms as an incentive to preservation.**

Farmland has a relatively high value, while generating a relatively low income per acre. Preferential tax treatment is one way to encourage farmers to preserve their land for agricultural activity, rather than selling to developers.

**Objective LU-AP.2 - Allow and facilitate accessory farm businesses and responsible nontraditional farming techniques.**

Permitting farm owners greater leeway in deciding how to use their accessory farm structures can lead to increased supplementary farm income while preserving structures that define an area's agricultural heritage. Accessory farm businesses like equipment sales, warehousing, or light manufacturing should be compatible with surrounding land uses. Use of nontraditional farming techniques can be another way to boost agricultural profits. Responsible non traditional farming techniques include, among others: biodynamics, an agricultural approach that takes into account the natural processes of the environment, such as decomposition; organic farming, a system of crop production in which the producer tries to minimize the use of chemicals for crop and pests control; and seed farming, or farming for the purpose of collecting seeds.

Concentrated Animal Feeding Operations and other forms of industrial agriculture should not be included in the context of accessory farm businesses and responsible nontraditional farming within the LIMC communities.

### **Strategies**

#### **LU-AP.2.A Amend local zoning ordinances to allow for accessory farm businesses.**

Municipalities should amend zoning ordinances to encourage accessory farm businesses. They should also develop performance standards to ensure that these accessory businesses do not adversely affect farm neighbors.

#### **LU-AP.2.B Support alternative small scale commercial uses on agricultural land.**

Roadside stands and other small commercial uses allow farmers to directly market their products at very low cost. Municipalities should continue supporting this type of commercial use that benefits farmers by providing supplemental income.

### **Objective LU-AP.3 - Remove local barriers to farm profitability.**

Barriers such as costly permits, lengthy approval processes, zoning restrictions, and legal disputes can limit a farm's business options and hinder profitability. By removing such barriers, municipalities can enable a variety of productive farming activities, and preserve agricultural land and lifestyles.

### **Strategies**

#### **LU-AP.3.A Amend ordinances to remove barriers to farming.**

Restrictive ordinances discourage accessory businesses and roadside stands. By establishing more flexible ordinances, municipalities can increase farm income and enhance agricultural sustainability. Municipalities should expand their ordinances and eliminate restrictive provisions such as deep setbacks for stands for the sale of farm products, short hours of operation, and severe limitations on signage.

#### **LU-AP.3.B Require subdivision plans and zoning permits to include agricultural nuisance disclaimers for non-farm development outside the DGA.**

Nuisance disclaimers notify potential owners of non-farm property about adverse impacts generated by normal agricultural practices. Several townships in Lancaster County already include such disclaimers in their zoning ordinances. By incorporating nuisance disclaimers into sales contracts for non-agricultural development within an agricultural zone, municipalities can shield normal agricultural practices from nuisance claims and reduce conflict and litigation between farmers and neighboring subdivisions.

## **2. Goal: Growth Management (LU-GM)**

***Development of land will be managed effectively to plan and locate communities with compatible land uses and densities within designated growth areas, while preserving and maintaining valuable open space.***

### **Objective LU-GM.1 - Plan growth cooperatively through the Lancaster Inter-Municipal Committee.**

*Growing Together* positions the LIMC as a catalyst for change in Central Lancaster County giving it a key role in brokering municipal cooperation.

#### **Strategies**

##### **LU-GM.1.A Endorse proposed Growth Opportunity Areas (GOAs).**

LIMC should actively endorse the proposed GOAs as preferred locations to accommodate more intense mixed use development patterns that are consistent with the goals, objectives, and strategies of *Growing Together*. LIMC should ensure that member municipalities endorse GOAs as well.

##### **LU-GM.1.B Establish a Land Use Advisory Board within LIMC.**

LIMC should appoint a Land Use Advisory Board to prioritize the implementation and development of proposed Growth Opportunity Areas and to monitor, on a voluntary basis, plans and land uses of regional impact. The Land Use Advisory Board should take a proactive role in implementing *Growing Together*.

##### **LU-GM.1.C Enable the development of Growth Opportunity Areas as Traditional Neighborhood Developments, Transit Oriented Developments, and other types of mixed use developments as a permitted use, or as a conditional use, provided explicit standards and criteria are provided.**

Traditional Neighborhood Developments (TNDs) strive to create walkable, mixed used neighborhoods with a variety of housing types intermingled with educational facilities, civic buildings, and commercial establishments. Transit Oriented Developments (TODs) focus on promoting pedestrian and mass transit movement around mixed use regional areas. Municipalities should establish clear guidelines and explicit standards to guide the creation of GOAs as integrated and walkable mixed use communities.

##### **LU-GM.1.D Create ad-hoc multimunicipal compacts.**

Ad hoc multimunicipal compacts will give municipalities the opportunity to work together on Specific Plans. The proposed Land Use Advisory Board should convene such ad hoc compacts to enable cooperative planning among adjacent municipalities of areas of common interest such as transportation and commercial corridors, and Growth Opportunity Areas.

**LU-GM.1.E Create design guidelines that help to shape development in the Growth Opportunity Areas, and within commercial corridors.**

Municipalities and the County should develop shared design guidelines that cover such topics as preservation of natural features, public spaces, district and neighborhood character, building design standards, streetscape features, and signage standards.

**LU-GM.1.F Establish ongoing educational outreach for local officials and the general public.**

LIMC should take the lead in educating government officials and building public awareness regarding growth management strategies and smart growth. The effort should be coordinated with similar countywide initiatives to minimize duplication.

**Objective LU-GM.2 - Promote the full implementation of Designated Growth Areas.**

By targeting 100 percent of all future growth to occur inside the DGA the multimunicipal plan is reaffirming the notion that a more intensive use of land will maximize efficiency, create more livable communities inside the DGA, and protect the character and economic viability of areas outside the DGA.

**Strategies**

**LU-GM.2.A Coordinate land use ordinances to implement the plan's goals and objectives.**

The proposed Land Use Advisory Board should help coordinate efforts by individual municipalities to revise their own land use ordinances to ensure that the results are compatible and complementary and that they foster and not hinder the implementation of the goals and objectives of *Growing Together*.

**LU-GM.2.B Review successful models of multimunicipal zoning ordinances from Lancaster County and nearby counties.**

Pennsylvania's Electronic Land Use Library (<http://www.elibrary.state.pa.us/elibpub.asp>), is a clearinghouse of comprehensive plans, zoning ordinances, and land use regulations. This site offers search options to retrieve electronic versions of joint and multimunicipal zoning ordinances and comprehensive plans.

**LU-GM.2.C Consider the creation of joint municipal zoning ordinances.**

Joint municipal zoning ordinances are authorized under Article VII-A of the Pennsylvania Municipalities Planning Code. Joint municipal zoning ordinances should be based upon the recommendations of *Growing Together*, and should be prepared by a joint municipal planning commission.

**Objective LU-GM.3 - Adopt regional land use policies.**

Municipalities should be encouraged to develop regional land use policies to discourage development outside the DGA and to encourage future development inside the DGA, the two complementary aims of *Growing Together*.

**Strategies****LU-GM.3.A Convene ad-hoc committees of farmers, landowners, residents, agencies, and representatives of governments to discuss appropriate regional regulatory tools.**

The proposed Land Use Advisory Board should convene these ad-hoc committees to discuss and gain support for appropriate regulatory tools to preserve farmland and direct future growth inside the DGA. The committees should have an advisory role in the implementation of the growth management strategies of *Growing Together*.

**LU-GM.3.B Develop regional zoning as per Article VII-A of the MPC.**

Article VII-A of the MPC provides a powerful tool to balance farming and non-farming uses. Outside the DGA, regional zoning can help maximize uses that are agricultural or that support agriculture, while minimizing incompatible uses such as those that attract non-farm development and generate traffic. Inside the DGA regional zoning can facilitate the development of integrated mixed use areas such as the GOAs.

**LU-GM.3.C Use density bonuses and other incentives to direct future development to existing or proposed sewer and water service areas.**

Density bonuses allow developers to build more units than would typically be allowed in a zoning district in exchange for building in a manner that meets specific community needs and/or preserves resources such as open space. Municipalities should consider density bonuses to induce private developers to build in the manner and locations suggested by *Growing Together*.

**Objective LU-GM.4 - Strengthen and revitalize existing developed areas to enhance their livability and economic viability.**

By focusing attention and resources in areas that are already developed, municipalities can reinvigorate declining cores and create more livable communities. Promoting mixed uses, higher densities, and infill development can enhance livability and spark renewed private investment in locations where key infrastructure already exists.

**Strategies****LU-GM.4.A Coordinate on a regional basis the future locations of public facilities.**

Municipalities should work together to ensure that future public

facilities such as schools, libraries, and services are located in ways that strengthen proposed or existing mixed use areas.

**LU-GM.4.B Conduct a neighborhood amenities audit to identify areas of infrastructure need.**

Municipalities should work with the LCPC to conduct neighborhood audits designed to reveal strengths and weaknesses in terms of providing public services and meeting infrastructure needs. The audit should look at such issues as access to public transportation, quality of parks and playgrounds, availability of services and retail, and proximity to schools. It should also focus in particular on older neighborhoods and early suburban developments.

**LU-GM.4.C Create a shared regional fund earmarked for community infrastructure improvements.**

A regional fund can be used to provide infrastructure improvements that will benefit the entire region. Specific targets may include: maintenance and improvement of public transportation; infrastructure investments to attract new industries; and investments and incentives to promote higher densities and mixed use development.

**LU-GM.4.D Coordinate with existing organizations that have the capacity to develop detailed community and neighborhood redevelopment or improvement plans.**

LIMC should convene community development corporations, government planning bodies, private planning firms, and neighborhood associations to coordinate the development detailed neighborhood improvement plans.

**LU-GM.4.E Develop regional criteria and prioritize community and neighborhood redevelopment efforts.**

In order to maximize the impact of investments, regional criteria should be identified to prioritize redevelopment efforts. Sample criteria might look at poverty rates, environmental benefits, economic impacts, employment opportunities, or public transportation access.

**Objective LU-GM.5 - Preserve and link prime open spaces and places of character within the DGA.**

Preserving open space and heritage landscapes inside the DGA can benefit the ecology, economy, and quality of life in Central Lancaster County. Open spaces should also be linked to function effectively rather than becoming isolated islands surrounded by development.

### **Strategies**

#### **LU-GM.5.A Inventory heritage resources and open spaces, including rural land, within the DGA.**

Municipalities should identify and prioritize heritage resources and open spaces that should be preserved inside the DGA, working closely with the Heritage Planning Division of the LCPC.

#### **LU-GM.5.B Create a Linking Landscapes Plan to establish connectivity among heritage landscape features (including protected farms) and historic sites.**

The Conestoga Greenways Plan serves as a good start to enhancing greenways connectivity among the heritage landscapes in Central Lancaster County. Nearby Chester County, Pennsylvania has also developed a Linking Landscapes Plan to protect open space. This is a broad-ranging plan that provides recommendations for municipalities to implement. It addresses open space networks, cooperative planning and management, park facilities, natural areas, brownfields, historic sites, trail planning, and urban revitalization, among other topics. LIMC municipalities should use these types of plans as a point of reference in their efforts to protect heritage landscapes and historic sites inside the DGA.

#### **LU-GM.5.C Implement the Linking Landscapes Plan through easements, covenants, ordinance amendments, and related tools.**

Conservation easements allow for the acquisition of open space without the full-fee purchase of land. Typically, a not-for-profit or public agency buys certain rights to a piece of land to protect it from future development, while the landowner can continue to use the land for pre-existing residential or agricultural purposes. A covenant is a traditional provision that a landowner writes into a deed in order to restrict the use of the property. Municipalities should amend zoning ordinances to further protect open space inside the DGA.

#### **LU-GM.5.D Require greenways and trails within new developments.**

When new developments are constructed near existing or planned greenways and trails, developers should be mandated to protect, improve, or even contribute additional lands to these resources. Municipalities should require greenways and trails in new developments as part of subdivision and land development ordinance amendments.

#### **LU-GM.5.E Prepare a coordinated Official Map to indicate areas to be reserved for public purposes.**

Municipalities should strategically sculpt their future land use development by identifying key areas to be reserved for public use and placing them on an Official Map. Coordinated effort between municipalities will be required, as greenways, trails, roads, and utility lines frequently pass



through multiple jurisdictions.

**Objective LU-GM.6 - Ensure that an adequate supply of land in appropriate locations is available to accommodate economic growth, emphasizing the county’s gold collar and priority industry clusters.**

The Workforce Investment Board of Lancaster County has identified seven key industry clusters. These clusters, called “Centers of Excellence” are seen as critical to the county’s economic development success. The centers of excellence are automotive technology, construction, wood finishing, hospitality, long-term care, packaging, and poultry. These are innovative industries that capitalize on Lancaster County’s competitive advantages. These industries require “gold collar” workers and provide high-skill, high-pay, and high-demand jobs for those qualified workers.

**Strategies**

**LU-GM.6.A Identify the site location attributes of priority industry clusters.**

Municipalities should work with the LCPC to identify the site location attributes and needs of priority industries and the gold collar workers they require. They should assess whether Central Lancaster County is positioned to accommodate expansion of these industries and attraction of new ones.

**LU-GM.6.B Attract and retain priority industry cluster and gold collar jobs.**

Based on the results of the previous strategy (LU-GM.6A), municipalities should work with the Lancaster Chamber of Commerce and Industry and the Economic Development Corporation of Lancaster County to develop a shared economic development strategy for Central Lancaster County that focuses on attracting new businesses and retaining existing businesses in a manner consistent with the Future Land Use Policy Framework Plan and the Future Land Use Plan.

**LU-GM.6.C Expedite the permitting process for the county’s priority industry clusters.**

Municipalities should encourage further development of priority industry clusters. Municipalities should expedite permitting processes for these industries by implementing coordinated review procedures for development plans, while continuing to ensure that such companies protect the health and welfare of local populations and ecologies, and respect historic character.

### **3. Goal: Redevelopment and Infill (LU-RI)**

***Vacant and underutilized land and buildings will be developed and reused to attract residents, encourage commerce and the arts, and reduce development pressure on farmland.***

#### **Objective LU-RI.1 - Develop flexible zoning tools to allow for compatible mixed uses.**

Flexible zoning ordinances describe general goals for land development (related to character, open space, etc.), while allowing developers considerably more room to maneuver. Flexible zoning ordinances allow for flexible building types – a townhouse, for example, is allowed to accommodate a wide spectrum of residential, retail, workplace, and institutional uses. Flexible ordinances tend to streamline the development process, and improve the market’s response to consumer needs. As long as they meet certain quality control guidelines, developers can develop a greater variety of different types of mixed use development projects.

#### **Strategies**

##### **LU-RI.1.A Inventory existing zoning ordinances to identify obstacles to the creation of mixed use districts, and techniques to create such districts.**

Conventional zoning ordinances that strictly regulate zoning districts and seek to keep uses completely separate set up a number of barriers to mixed use development. Inflexible density and bulk regulations can also create barriers for mixed use. Municipalities should inventory existing ordinances to identify where zoning regulations may be unnecessarily rigid and where amendments can be made to encourage varied development.

##### **LU-RI.1.B Introduce regulations that allow flexible and mixed building types such as live-work units and apartments above commercial in Neighborhood Commercial and Traditional Neighborhood Development Districts.**

Municipalities should add provisions that specifically enable residential occupancy above shops and stores. This can substantially increase the number and variety of housing units available, while contributing to the vitality of downtowns and village centers. Municipalities should also ensure that provisions for live-work units are included in their ordinances. Nationwide, more and more people are working from their homes, telecommuting, and starting home-based businesses. Live-work units, which may take variable forms including renovated lofts and mixed-use townhouses, offer many benefits for residents and communities. This type of housing encourages adaptive reuse of older buildings, leads to lower car emissions for workers who no longer need to commute, reduces start-up costs for small businesses, and can help revitalize local economies. For more information on the subject see the Live Work Network at <http://www.liveworknet.com/live-work-sec24-1.html>.

**LU-RI.1.C Allow mixed housing types on the same block and in the same development.**

Single-family homes, two-family homes, attached dwellings such as townhouses, and multi-family dwellings can all coexist within the same neighborhood, and even on the same block. This type of housing diversity can go a long way towards providing suitable housing options for all members of a community. Municipalities should ensure that their ordinances encourage these types of flexible development options.

**LU-RI.1.D Adopt multimunicipal land controls that support the creation of mixed use districts.**

Intergovernmental cooperation in land use planning gives municipalities the opportunity to promote common goals, in this case the goal of creating integrated mixed use districts as a dominant land use for the future. Mixed use districts are areas where residential, commercial, and retail uses are found in close proximity to one another, on the same block or in the same building. Municipalities should consider the adoption of multimunicipal land controls that enable the consistent and rigorous implementation of mixed use districts.

**Objective LU-RI.2 - Expedite the reuse of brownfields.**

Brownfields are abandoned or underutilized properties that have real or perceived environmental contamination, which constrains redevelopment potential. While federal funding and tax incentives are available to address these problems, municipalities often must take the lead in guiding the clean up and redevelopment of these sites.

**Strategies****LU-RI.2.A Develop a regional inventory of properties that meet the definition of a brownfield.**

Through a regional brownfields inventory, municipalities should work together to identify and characterize all of the brownfields in the area, in order to better understand the extent of clean-up efforts that will be required.

**LU-RI.2.B Prioritize brownfield redevelopment in the LIMC area.**

By prioritizing brownfield redevelopment projects municipalities can better target investments, leverage funding for key projects, and maximize impacts in terms of economic and environmental recovery.

**LU-RI.2.C Designate brownfield properties for inclusion within Keystone Opportunity Zones to provide tax incentives.**

Keystone Opportunity Zones (KOZs) are defined areas that offer little to no tax burden for property owners, residents, and businesses. They are designated by local communities, and are typically areas that have experienced adverse socioeconomic outcomes and could use targeted growth

and reinvestment to greatly benefit the surrounding community. Once a regional inventory of brownfields is complete, municipalities should ensure that brownfield properties obtain KOZ status where appropriate.

**LU-RI.2.D Secure resources to assist with assessment and remediation of brownfields.**

Federal, state, and municipalities can assist in the assessment and remediation of brownfields. This assistance can come in the form of tax incentives, grants, low-interest loans, technical assistance, and liability protection. The Lancaster County Planning Commission's land recycling program and the Environmental Protection Agency (EPA) offers extensive information on funding and financing opportunities. See the EPA's website at <http://www.epa.gov/brownfields/mmatters.htm> for more details.

**Objective LU-RI.3 - Develop methods to reduce costs and increase profits of infill development.**

Streamlining permit processes, reducing impact fees, and relaxing requirements regarding lot size, setbacks, and parking can dramatically reduce the costs of infill development. In order to increase the profitability of infill, municipalities can offer density bonuses and allow for mixed use developments.

**Strategies**

**LU-RI.3.A Accelerate the approval process for infill and redevelopment projects.**

Fast-track permitting allows infill applications to be processed ahead of non-infill applications as an incentive. Municipalities may also consider assigning individual infill applications to one staff member who can serve as a point person and assist the developer with navigating approval processes. Since developers face substantial holding costs during the development review process, expediting infill permits will reduce these costs and encourage infill development.

**LU-RI.3.B Allow for increased building heights as a density bonus where compatible with the surrounding area.**

Municipalities should allow for an increase in building height as a density bonus to encourage more intensive development on a single parcel of land, and give developers the opportunity to spread their development costs across more units. Density bonuses increase profitability, and serve as incentives for infill and affordable housing development.

**LU-RI.3.C Continue flexible parking standards in Lancaster City and consider in other urban areas.**

Parking requirements often exceed the realistic day-to-day needs of a development, particularly in areas that have access to public transportation.

Building on-site parking can greatly increase development costs and consume buildable land area. Municipalities should establish flexible parking standards in older and more compact neighborhoods to encourage infill development.

**Objective LU-RI.4 - Develop financing methods to facilitate the reuse of underutilized or vacant buildings.**

Financing tools such as Tax Increment Financing, loan and grant programs, and tax incentives can encourage redevelopment and reuse of underutilized or vacant buildings.

**Strategies**

**LU-RI.4.A Utilize Tax Increment Financing (TIF) to stimulate the reuse of vacant and underutilized buildings.**

Tax Increment Financing is an economic development tool in which a local government can sell bonds that are backed by a development's future taxes. The bond money is used upfront to help pay for the developer's construction costs, and the development's taxes are used to repay the bond. In other words, the increased taxes that will be generated by development improvements are used to fund those very improvements. Municipalities should use TIF designations to generate capital for redevelopment in declining areas.

**LU-RI.4.B Provide information about low interest loans for first time homebuyers interested in redeveloped and reused properties.**

First time homebuyers often need education and assistance in order to obtain financing to meet their needs. By offering specific financial incentives, such as low interest loans for investment in redeveloped properties, municipalities can increase homeownership rates and help revitalize neighborhoods.

**LU-RI.4.C Provide information regarding design and rehabilitation training to individuals wishing to renovate older properties.**

Working in conjunction with the LCPC, LIMC should publicize and update a calendar of design and rehabilitation training opportunities such as those recommended in the Lancaster County Housing Element Update. Public education and information sharing is particularly important for owners of historically significant homes, who want to rehabilitate their properties while maintaining the original historic/architectural character of the building.

**Objective LU-RI.5 - Reverse mothballing of commercial and industrial facilities.**

Mothballing takes place when a potentially marketable property is not sold or redeveloped because the owner is trying to avoid environmental

cleanup or code compliance costs. Frequently, it occurs in former manufacturing, utility, or industrial sites where the extent of environmental contamination and long-term liability is unknown. Mothballing can notably hinder local redevelopment efforts, particularly when it involves large land areas located in or near town centers. Economic incentives such as tax credits for environmental remediation can contribute to turning these mothballed properties into local assets.

### **Strategies**

#### **LU-RI.5.A Develop a regional inventory of properties that have been mothballed.**

An inventory of the location, size, and character of mothballed sites throughout Central Lancaster County can reveal the extent of the mothballing problem, and help municipalities direct their attention to the highest priority sites. A publicly available inventory can also open the door for private-market investors and not-for-profit organizations that have experience redeveloping mothballed sites to instigate potential sales and/or development partnerships. One city that makes this type of inventory publicly available is Milwaukee. (See the Milwaukee Department of City Development website at <http://www.mkedcd.org/brownfields/bfsites.html>.)

#### **LU-RI.5.B Adopt tax incentives that encourage property owners to re-use “mothballed” sites when those sites are a critical part of redevelopment efforts.**

By offering tax incentives to property owners who clean up their mothballed sites for redevelopment or sale, municipalities can integrate these critical areas into overall redevelopment efforts. Property tax credits, jobs tax credits, sales tax exemptions on construction and remediation costs, and utility rate exemptions are just a few possible strategies for encouraging the re-use of mothballed sites. (See Area Development Online at <http://www.areadevelopment.com/Pages/Features/Feature8.html>.) Incentives can be targeted according to a number of criteria, including geographic location, extent of contamination, local poverty levels, and number of new jobs created.

#### **Objective LU-RI.6 - Attract economic activity to underutilized areas and facilities.**

Municipalities should encourage redevelopment to enhance commercial and industrial activity in facilities that are currently underutilized. By taking advantage of an area’s latent capacity for economic activity, communities can encourage job growth, enhance tax revenues, and improve their economic outlook.

**Strategies****LU-RI.6.A Designate underutilized areas and facilities for inclusion within Keystone Opportunity Zones for tax eligibility.**

For a definition of a Keystone Opportunity Zone (KOZ) see strategy LU-RI.2.C. Where appropriate, municipalities should include underutilized commercial and industrial areas and facilities as part of a KOZ.

#### **4. Goal: Development Patterns (LU-DP)**

***Livable, diverse-income neighborhoods will be developed to include housing choices and a mix of uses and to promote walking and alternative transportation.***

**Objective LU-DP.1 - Provide zoning districts and flexible regulations to encourage densities and a mix of uses found in traditional older neighborhoods.**

Central Lancaster County has a wealth of older communities and neighborhoods that strongly define its character. Municipalities should provide land use regulations that emulate traditional development patterns and that allow new development to attain the character, the residential densities, the walkable streets, and the integration of uses found in older communities.

#### **Strategies**

**LU-DP.1.A Adopt Traditional Neighborhood Development ordinances based on existing local models such as West Lampeter Township.**

Municipalities should review the adaptability of the West Lampeter Township's Neighborhood Design Option to their circumstances. The Neighborhood Design Option encourages new developments to incorporate elements of traditional neighborhood design. West Lampeter also provides explicit conditions for TND approvals.

**LU-DP.1.B Encourage the development of Specific Plans for nonresidential portions of the Growth Opportunity Areas as enabled by Section 1106 of the Municipalities Planning Code.**

A Specific Plan is a type of intergovernmental cooperative planning agreement, authorized under the Municipalities Planning Code. Specific Plans outline location, design, and infrastructure issues surrounding nonresidential areas, and specify standards for population density, building intensity, and resource preservation. They also describe the plan for financing capital improvements in these areas. More information is available from the Pennsylvania Municipalities Planning Code Quick Guide at [http://mpc.landuselawinpa.com/mpc\\_guide13.html](http://mpc.landuselawinpa.com/mpc_guide13.html).

**LU-DP.1.C Develop incentives for the inclusion of affordable housing within TND developments.**

TND developments should provide a diversity of housing options at different price points, including a percentage of housing that meets affordable housing standards established by the US Department of Housing and Urban Development. Municipalities should consider establishing a target minimum percentage for inclusionary housing, such as the fifteen percent recommended in the 2006 Housing Element update.



**LU-DP.1.D Comply with state requirement for no impact home based businesses in residential districts.**

The Pennsylvania Municipalities Planning Code requires that municipalities permit no impact home based businesses. These businesses are typically small-scale commercial enterprises conducted as an accessory use within a home. They have very limited client and delivery traffic, not exceeding the amount generated by a typical residence, and do not otherwise adversely impact the surrounding residential area. These types of businesses strongly contribute to mixed uses in neighborhoods. Municipalities should examine ordinances and amend those that are not in compliance with state requirements for no impact home based businesses.

**Objective LU-DP.2 - Develop architectural guidelines for new construction that promote architectural diversity, quality materials, and workmanship in a scale that complements the built environment of attractive older neighborhoods.**

Architectural design guidelines can serve to preserve historic city and small-town character, ensure that new development complements historic buildings, and create an accessible, pedestrian-friendly environment. Besides addressing fundamental issues such as building height, width, and setbacks, design guidelines can also focus on elements such as signage, fenestration, materials selection, detailing, streetscape improvements, and landscaping.

**Strategies****LU-DP.2.A Encourage a process for increased communication between municipalities and developers to devise a shared vision regarding development and impacts.**

LIMC should take the lead, working with the LCPC, in conducting public awareness activities to highlight the goals of *Growing Together*. These activities could be in the form of public design workshops that offer a forum for residents, developers, architects, planners, and local government representatives to collaborate in the creation of appropriate housing design guidelines. These guidelines should be revisited on a regular basis, and municipalities should devise the appropriate incentives to encourage adherence to the desired architectural standards. Another way to promote good design is an annual LIMC awards program that recognizes outstanding examples of design in categories such as new construction, rehabilitation, or adaptive reuse. See further suggestions from Scenic America at [www.scenic.org](http://www.scenic.org).

**LU-DP.2.B Encourage the use of graphic codes and a manual of design guidelines to better define livable communities.**

Once design guidelines are developed, they should be made readily available to the public and the development community. Manuals that include clear description as well as photos and illustrations are more likely

to produce desired results in terms of real-world design outcomes. The City of Lancaster has developed streetscape design guidelines, available at <http://www.cityoflanasterpa.com/lanastercity/cwp/view.asp?a=671&q=545667>. Another example from the City of Hopkins, Minnesota can be found at <http://www.hopkinsmn.com/planning/design.html>.

**LU-DP.2.C Encourage form-based zoning to help shape the form and character of neighborhoods.**

Unlike conventional zoning codes, form-based codes are highly illustrated and are developed through a high degree of public participation. Rather than focusing on the separation of land uses, form-based codes guide the creation of healthy mixed use communities where building form, typology, public space, and streetscape design take top priority. Unlike typical zoning practices, form-based codes allow the designer to specify the various "types" of buildings, streets and open spaces that will be featured in the plan. The objective is to create a setting that accommodates diverse uses over time, but is highly specific in terms of physical form. In the interest of making the information as accessible as possible, typological codes are purposefully lean, concentrating on those issues that most affect the basic layout and functionality of an area. The approach is different from "guidelines" which generally focus on details of architectural aesthetics, landscaping, and material.

**LU-DP.2.D Develop a regional manual of written and graphic design guidelines in accordance with Section 708-A of the Municipalities Planning Code.**

This section of the MPC is specifically targeted to traditional neighborhood developments. It allows for the adoption of design manuals to facilitate the preparation of TND proposals and support the implementation of quality TNDs.

**LU-DP.2.E Insert architectural guidelines in development agreements and declarations of covenants following successful models.**

Architectural guidelines should be included in development agreements or in declarations of covenants, conditions, and restrictions. Such guidelines should also delineate procedures for architectural review.

### **5. Goal: Urban Core (LU-UC)**

***The urban core will be revitalized and promoted with the support of the whole region to offer clean, safe, and attractive opportunities for business and culture, and to maintain its historic character.***

#### **Objective LU-UC.1 - Revitalize and energize downtown Lancaster City.**

The revitalization of Lancaster City is important to local community residents, but it will also generate positive impacts at the regional level. The city offers important historic and cultural resources, and has the infrastructure in place to support revitalization efforts, including industry attraction, retail expansion, and higher housing densities. It is also a living model of a complex, integrated mixed use community. In the context of *Growing Together* the revitalization of downtown Lancaster City should take place in ways that enhance the visibility of Central Lancaster County as a whole.

#### **Strategies**

##### **LU-UC.1.A Conduct a Retail Market Analysis to identify Central Lancaster County and downtown Lancaster City's viability as a regional retail destination.**

The Retail Market Analysis should investigate market trends and recommend informed economic development strategies. LIMC should take the lead working closely with the LCPC, local business organizations, and the Lancaster Downtown Investment District Authority (DID). By examining the issue of the retail viability of downtown Lancaster City in the context of Central Lancaster County, the study should determine the type and scope of potential retail niches for downtown Lancaster City and surrounding municipalities.

##### **LU-UC.1.B Jointly fund a downtown Lancaster City Strategic Investment Plan.**

LIMC should take the lead in raising multimunicipal funds and in developing the proposed Strategic Investment Plan. The plan should suggest new revitalization initiatives and coordinate existing revitalization initiatives such as the James Street Improvement District, the Stadium District, and the gateways redevelopment initiatives in the regional context. The joint multimunicipal funding should ensure that financial resources are used responsibly and targeted to key projects that will not only have a significant impact on downtown Lancaster City but benefit the region as well. The Strategic Investment Plan should also recommend the timing of the proposed development projects.

**LU-UC.1.C Study and implement traffic calming strategies to deliberately lower automobile speed.**

Traffic calming provides a way to balance car traffic with other street uses. It is based on the notion that city streets should be safe and interesting public places for people on foot, not just conduits for moving cars quickly. Strategies for traffic calming are numerous and vary considerably with any given context. They should be tested in combination as communities discover which strategies are most appropriate for meeting their needs. Examples of traffic calming strategies include diagonal parking, changing one-way streets to two-way, widening sidewalks and narrowing streets, building traffic circles or roundabouts, widening the medians, and using speed tables. When these strategies are coupled with landscaping efforts and visual enhancements, they can have a profound impact on the street environment. More information on traffic calming can be found at the Project for Public Spaces website, at <http://www.pps.org/info/placemakingtools/casesforplaces/livememtraffic>.

**LU-UC.1.D Develop a Discover Central Lancaster County promotional package.**

A visitors' package that highlights Central Lancaster County's historic and cultural assets can enhance the experience of Downtown Lancaster visitors while promoting increased tourism throughout the area.

**Objective LU-UC.2 - Change the perception of safety in Lancaster City.**

Regardless of actual crime rates, if a neighborhood is perceived by the public to be unsafe, then it will have a difficult time attracting new residents, business, and visitors. The strategies below provide some suggestions for improving safety in Lancaster City.

**Strategies****LU-UC.2.A Increase the number of uniformed foot patrolmen in downtown Lancaster City.**

Uniformed police patrolling on foot have been successful at deterring crime and at providing visitors with a greater sense of safety.

**LU-UC.2.B Strategically deploy police to direct traffic in high crime and drug dealing areas.**

This strategy is a variation on the previous one. The deployment of visible uniformed officer involved in directing traffic will also deter crime and increase the perception of safety in Lancaster City.

**LU-UC.2.C Improve street lighting to promote safety.**

While there is an unclear connection between street lighting improvements and real crime rate reductions, several reports have noted that

improved street lighting can greatly enhance the public's perception of safety. Such a change in perception could attract more visitors and residents to downtown Lancaster City after dark.

**LU-UC.2.D Pursue a partnership between LIMC municipalities and Lancaster Community Safety Coalition to jointly pursue safety issues.**

The Lancaster Community Safety Coalition seeks to improve safety and quality of life through the implementation of Crime Prevention Through Environmental Design (CPTED) principles. Their three basic strategies involve Natural Access Control (involving doors, shrubs, fences, locks, or alarms), Natural Surveillance (addressing window placement, lighting, and landscaping), and Territorial Reinforcement (using sidewalks, landscaping, and porches to distinguish between public and private space). LIMC municipalities should work with this coalition to advance safety priorities in their own communities.

**LU-UC.2.E Develop a computer database of present (pending) or past code violations per property which can be accessed by all departments involved in code enforcement issue.**

The previous strategies focus heavily on policing as a method for crime reduction. Code enforcement and strategies such as maintaining public spaces, graffiti removal, trash clean-up, and redevelopment of vacant properties will also help create a perception of safety in Lancaster City. The National Crime Prevention Council offers a great menu of beautification strategies on their web site at

[http://ncpc.org/topics/Neighborhood\\_Watch/Strategy\\_Beautification\\_Projects.php](http://ncpc.org/topics/Neighborhood_Watch/Strategy_Beautification_Projects.php). Funding for this type of project can be obtained from the

Pennsylvania Department of Community and Economic Development, through programs like Elm Street. For more information, see the Pennsylvania Downtown Center website at

<http://www.padowntown.org/programs/elmstreet/default.asp>.

**Objective LU-UC.3 - Improve the physical appearance of Lancaster City and make the city cleaner.**

Area maintenance and greening initiatives, including those initiated by volunteers, indicate community pride and local investment, and can transform the way residents, businesses, and tourists perceive Lancaster City.

**Strategies**

**LU-UC.3.A Expand the activities of Lancaster Downtown Investment District Authority to include street cleaning, power washing, and programming activities.**

Lancaster's Downtown Investment District (DID) has been in operation since 1992 and provides various services in downtown Lancaster, focusing

on safety, appearance, marketing, and advocacy. Daily maintenance should be expanded beyond sidewalk cleaning, to include street cleaning and power washing. Downtown event programming should also become a key component of the DID's marketing activities. More information can be found on the Lancaster DID website at <http://www.downtownlanaster.com/>.

**LU-UC.3.B Coordinate ongoing property maintenance and signage improvement.**

The DID should develop training programs aimed at property owners and merchants on such subjects as property maintenance, storefront presentation, and signage standards. The DID should also provide technical assistance as necessary. As a not-for-profit entity, the DID can seek funding to administer such assistance programs, and leverage financial support to help property owners who are interested in undertaking renovations.

**LU-UC.3.C Continue the improved wayfinding signage program.**

Well-designed wayfinding signage can add character to a neighborhood, while helping visitors comfortably navigate downtown and locate major destinations. The wayfinding program should strategically move motorists and visitors throughout Lancaster City directing them to shops, landmarks, and attractions.

**LU-UC.3.D Coordinate with Keep Lancaster Beautiful and local garden clubs to plant and maintain public landscapes.**

Landscape improvement initiatives can provide an excellent way to promote civic involvement in beautification efforts, and encourage private donations of expertise, labor, plants, and other materials.

**LU-UC.3.E Promote street tree plantings, small pocket parks, community gardens, and similar public landscape features.**

Greening efforts can have profound and positive impacts on a community and the environment. Tree planting improves public spaces and increases property values, while providing shade and reducing water runoff. Pocket parks and community gardens can transform vacant lots into community assets, offering green space and recreational opportunities for neighborhood residents.

**Objective LU-UC.4 - Create a mechanism to enable Lancaster City and the other LIMC municipalities to partner on urban revitalization.**

The LIMC municipalities have expressed a common interest in preserving farmland and open space, and advancing the economic health of the region. Urban revitalization initiatives complement both of these strategies, by encouraging residential and economic growth in existing urban areas where infrastructure and municipal services already exist. By working collaboratively, LIMC municipalities can ensure that their policies,

strategies, and investments in urban revitalization are complementary to each other, and maximize the use of limited resources.

### **Strategies**

#### **LU-UC.4.A Use the Land Use Advisory Board to enable municipalities to partner on urban revitalization.**

The Land Use Advisory Board should provide technical assistance and oversight on urban revitalization initiatives, and encourage all LIMC municipalities to develop policies that are compatible with such initiatives.

#### **Objective LU-UC.5 - Support the boroughs as core business, cultural, and civic centers.**

Downtown Lancaster City is not the only vital mixed use center in Central Lancaster County. Boroughs also strongly contribute to the character, cultural vitality and prosperity of Central Lancaster County.

### **Strategies**

#### **LU-UC.5.A Focus resources on the central business districts of the boroughs to retain existing businesses and attract new start-up enterprises.**

Businesses that are currently located in or considering relocating to the three boroughs should have the amenities available to operate efficiently. Municipalities should develop business attraction and retention programs that offer tax incentives, address workforce development issues, and provide infrastructure and service investments

#### **LU-UC.5.B Adopt zoning that provides for mixed use developments within borough downtowns.**

Zoning as a tool to encourage mixed use development has been mentioned by several land use *Growing Together* strategies. Land use regulations that can specifically benefit the three boroughs include flexible zoning, form-based zoning, the development of Specific Plans, and any regulation that allows office and residential uses above retail.

#### **LU-UC.5.C Actively promote borough downtowns to attract new businesses.**

Municipalities should work cooperatively with local owners and merchants, with the Lancaster County Chamber of Commerce and Industry, and with the Economic Development Corporation of Lancaster County to develop a focused marketing campaign to highlight the unique and desirable features of the three boroughs.

#### **LU-UC.5.D Use the County Permitting Initiative as an incentive to reduce the cost of commercial and industrial redevelopment in the boroughs.**

Lancaster County's Permitting Initiative intends to expedite the review and processing of qualified economic development projects in Lancaster

City, the boroughs, or within designated growth areas. By reducing the length of time that proposals remain in review, the initiative effectively reduces holding costs for developers and encourages more private investment in the redevelopment of these areas.

**LU-UC.5.E Implement downtown revitalization strategies where appropriate.**

Boroughs should support and embrace downtown revitalization strategies that incorporate infill development, rehabilitation of buildings, streetscape improvements, and economic development activities. Main Street Programs (affiliated with the National Trust for Historic Preservation) call for a comprehensive approach to revitalizing traditional commercial districts. The Main Street approach encourages incremental, community-driven change, and compels economic development to occur within the context of historic preservation and the creation of pedestrian-friendly communities. More information can be found at the National Trust's Main Street website at <http://www.mainstreet.org/>.

**Objective LU-UC.6 - Improve opportunities for employment and economic development in Lancaster City.**

Several of the initiatives discussed above, including downtown revitalization, perceptions of safety, greening, and area maintenance, can together make Lancaster City a more attractive place to do business. By attracting more businesses, the city can increase employment opportunities for local residents.

**Strategies**

**LU-UC-6.A Develop a multimunicipal economic development plan.**

Municipalities should develop a joint economic development plan to ensure that their policies and strategies are coordinated rather than competitive, and to encourage regional economic growth. The plan should focus on the economic viability of Central Lancaster County, as well as on the economic vitality of the boroughs and downtown Lancaster City.

**Objective LU-UC.7 - Improve Lancaster City's role as a destination venue.**

Investment in arts and culture can improve the quality of life for local residents, while attracting visitors to the downtown and enhancing the city's and Central Lancaster County's economic base.

**Strategies**

**LU-UC.7.A Develop an arts, culture, and heritage needs assessment to identify unmet regional needs.**

A regional arts, culture, and heritage needs assessment can help Central Lancaster County and Lancaster City identify the types of cultural facilities



that are lacking in the region. The assessment should also inform plans for the placement of public art facilities or the creation of cultural districts.

**LU-UC.7.B Coordinate a regional effort to expand cultural activities in Central Lancaster County.**

Regional collaboration can enhance the quality and quantity of cultural programming. Joint marketing efforts can also increase participation in cultural events, attracting local residents and drawing tourists from outside the region.

**LU-UC.7.C Expand cultural programs.**

Central Lancaster County is home to a great number of cultural institutions among them the Lancaster Museum of Art, the Lancaster Cultural Heritage Museum, Franklin and Marshall College, the Fulton Opera House, Bethel Harambee Historical Services, and the Charles Demuth Museum, to name a few. These significant local institutions should coordinate and expand arts events and performances, and market these events to encourage broader participation and attendance from the entire region in order to promote the expansion of arts and culture in Central Lancaster County.

**LU-UC.7.D Support minor league baseball as a regional attraction.**

Minor league baseball has served as a catalyst for revitalization in many cities, including Dayton, OH and Raleigh, NC. By positioning the Lancaster Barnstormers as a key regional attraction, Central Lancaster County can draw new fans and increase visitors to the area.

**Objective LU-UC.8 - Improve Lancaster City neighborhoods.**

Improving neighborhoods in Lancaster City means creating safe, livable communities that offer high-quality services and amenities and are supported by strong neighborhood associations.

**Strategies**

**LU-UC.8.A Define neighborhood boundaries throughout Lancaster City. Develop strategic plans for neighborhood enhancement.**

The delineation of clear neighborhood boundaries can contribute to successful planning for neighborhood enhancement by generating a stronger sense of community ownership among residents, and helping to ensure that certain areas do not get neglected. Natural physical boundaries, such as waterways, railways, and main traffic corridors can serve as guides for establishing neighborhood boundaries. Examining the built environment to group common architectural styles or common business interests is another method for designating clear neighborhood boundaries.

**LU-UC.8.B Create Neighborhood Improvement Districts (NIDs) that focus on neighborhood scale planning activities.**

Through modest assessments of taxable properties within a district, a NID generates funds to invest in neighborhood improvements within its boundaries. Street cleaning, street lighting, security, tree planting, and park maintenance are just a few of the services that a NID can offer. NID activities should be overseen by a newly created or existing not-for-profit entity, and should be guided by a board made up of local property owners and residents.

**LU-UC.8.C Develop neighborhood maps and walking tours.**

Creating neighborhood maps and walking tours can give local residents the opportunity to identify the strengths of their community and celebrate its uniqueness. These tools can then be used to attract visitors from other parts of the city and the region.

**Objective LU-UC.9 - Create affordable parking opportunities in downtown Lancaster City.**

Creating consolidated, affordable parking lots in downtown Lancaster can encourage more downtown trips. Meanwhile, small, scattered, or underutilized parking lots can be reused for new infill construction, parks, or other redevelopment opportunities.

**Strategies**

**LU-UC.9.A Coordinate parking strategies with the development of the downtown Lancaster City Strategic Investment Plan.**

The Strategic Investment Plan proposed in strategy LU-UC.1.B should ensure that financial resources are used responsibly and targeted to key projects that will have the most significant impacts on downtown Lancaster City. New parking structures should be placed strategically, in order to maximize their economic benefit, enhance other strategic investments, and encourage more pedestrian movement throughout downtown.

**LU-UC.9.B Identify innovative funding mechanisms to reduce parking rates and offset the cost of building parking structures.**

Lancaster City should pursue initiatives to provide for more affordable, accessible, and consolidated downtown parking. The City should identify innovative funding mechanisms and partnerships to support the development of parking structures that offer reasonable parking rates.

**Objective LU-UC.10 - Improve the diversity of stores in downtown Lancaster City.**

Downtown Lancaster City offers a great diversity of stores with an emphasis on locally owned establishments that reflect the ethnic diversity of

residents. That diversity distinguishes downtown Lancaster City from the shopping areas that exist in outlying areas.

### **Strategies**

#### **LU-UC.10.A Implement recommendations of the Strategic Investment Plan and Retail Market Analysis.**

Municipalities should implement the recommendations of the Strategic Investment Plan and Retail Market Analysis described in strategies LU-UC.1.A and LU-UC.1.B.

#### **LU-UC.10.B Coordinate regional marketing strategies to attract shoppers and retailers to downtown Lancaster City.**

Central Lancaster County should develop a coordinated marketing and publicity effort aimed at positioning downtown Lancaster City as an attractive destination for retailers and Central Lancaster County as a desirable shopping destination in eastern Pennsylvania.

## **6. Goal: Community Character (LU-CC)**

***Attractive, safe, walkable neighborhoods will be developed and existing communities will be protected and strengthened to enhance the unique character and strong sense of place of Central Lancaster County and to promote positive interaction among residents of all ages and backgrounds.***

### **Objective LU-CC.1 - Develop incentives to revitalize neighborhoods and to make them safe, affordable, attractive places to live.**

Various economic incentives can be employed to support homeownership, encourage rehabilitation of older homes, and promote infill development and adaptive reuse of old buildings. These types of revitalization techniques can transform neighborhoods while increasing the supply of quality affordable housing within Lancaster County.

#### **Strategies**

##### **LU-CC.1.A Encourage conversion of vacant or underutilized nonresidential buildings, such as warehouses, to apartments.**

By encouraging residential adaptive reuse through more flexible zoning regulations, municipalities can generate more housing, diversify housing stock, offer more live-work opportunities, preserve historic character, and restore underutilized or deteriorating buildings to a useful purpose. Many different kinds of buildings can be converted to residential use, including old school buildings, hotels, hospitals, warehouses, and factories. Reuse of abandoned or underutilized buildings can augment local tax rolls. Historic preservation tax credits and programs can sometimes be used to fund conversions of historically or architecturally significant buildings.

##### **LU-CC.1.B Support workforce housing in proximity to employment centers.**

Workforce housing describes housing options that are affordable to workers and within a reasonable commute from their place of employment. Low- to moderate-wage workers provide vital services, such as janitorial services, retail sales, teaching, police, firefighting, and health care. When these workers cannot live near the communities they serve, it takes a toll on households' quality of life, increases road congestion, and affects local economies. Employer-assisted housing initiatives, public-private partnerships, and flexible zoning policies should be explored in order to support the development of workforce housing in Lancaster County. For more information, see the Fannie Mae Foundation at <http://www.fanniemae.foundation.org/programs/hff/v4i2-workforce.shtml>.

**LU-CC.1.C Promote local neighborhood improvement success stories and disseminate techniques.**

By publicizing and promoting neighborhood success stories, municipalities can recognize local leaders, encourage continued revitalization efforts, and develop a mechanism for sharing expertise and innovations across jurisdictions. The LIMC award program recommended in strategy LU-DP.2.A can be used for this purpose.

**Objective LU-CC.2 - Encourage mixed use zoning to allow a variety of residential types and socio-economic groups to coexist in new development.**

The prevailing development patterns in the past 20 years in Central Lancaster County have been in the form of suburban subdivisions offering similar types of housing at similar price points. This type of development pattern forces residents to move out when circumstances require them to seek larger or smaller homes. It also limits housing choices.

**Strategies**

**LU-CC.2.A Provide for Traditional Neighborhood Development (TND) as a way to emulate the existing mixed use neighborhoods and hamlets of Central Lancaster County.**

A TND incorporates historic design characteristics into new developments, creating more compact, walkable, mixed use neighborhoods and villages. This type of development pattern is ideal to provide for housing of different type and cost to coexist. Municipalities should facilitate the development of TNDs using the varied tools described throughout this chapter.

**LU-CC.2.B Permit cottage or village development patterns at 5 to 6 dwelling units per acre and higher.**

Municipalities should amend their current land use regulations to allow for small lot cottage and village development as an alternative development type to the mobile home park development already permitted by current codes at 5 to 6 dwelling units per acre. Cottage houses are single-family detached units, usually less than 1,000 square feet in size, that incorporate many of the amenities associated with conventional single-family detached housing.

Many communities are implementing ordinances called cottage housing development (CHD) zoning ordinances. A CHD designates specific zones in a community where housing may be constructed within a specified range of footprints. Within such zones, community officials may work with developers to establish applicable densities and design amenities. A community that has been successful in encouraging this type of development is Langley, Washington, a small town situated on Whidbey Island in Puget Sound, which adopted its CHD in 1995.

**LU-CC.2.C Create more opportunities for cluster/compact development by allowing for such developments in additional zoning districts.**

Clustering or open space development maximizes open space while allowing for the same number of housing units that can be developed under conventional standards. For example, in a traditional one-acre zoning district, a 20-acre parcel of land would have 20 units developed on it, with no protected open space. By allowing clustering, the same number of units could be built on five acres, with the remainder of the parcel preserved as open space.

**Objective LU-CC.3 - Promote neighborhood centers with small businesses and services to meet local needs.**

Neighborhood centers are the smallest type of mixed use development and may include a combination of a corner store, a small post office, or a home office.

**Strategies**

**LU-CC.3.A Include neighborhood commercial uses within Growth Opportunity Areas as one of the viable mixed use types.**

By definition, the GOAs should include a variety of mixed use conditions including small neighborhood centers that permit typologies such as live-work units.

**LU-CC.3.B Strengthen small commercial areas in Lancaster City and the other boroughs.**

Lancaster City and the three boroughs include a great variety of small commercial areas. To the extent that *Growing Together* encourages the creation of neighborhood centers in new development, the vitality of these older commercial areas should be enhanced. Municipalities should provide incentives such as low interest loans for physical improvements.

**Objective LU-CC.4 - Encourage the creation of places and events in neighborhoods that foster community interaction.**

Municipalities should focus on creating and enhancing high-quality public spaces throughout Lancaster County. Town squares, parks, and other public spaces provide stages for recreation, special events, and day-to-day community interaction. Festivals, concerts, and other outdoor events bring together a variety of residents and can help generate community pride.

**Strategies**

**LU-CC.4.A Promote the creation of Neighborhood Improvement Districts to develop neighborhood-based activities and programs.**

Neighborhood Improvement Districts (NIDs) are entities created by property owners in an area with defined limits and boundaries by vote or by petition in order to provide financing for public improvements and for

programs such as such as discovery tours, ethnic festival, and fairs. (Also see strategy LU-UC.8.B)

**Objective LU-CC.5 - Promote uniform land use regulations and code enforcement.**

LIMC should promote the adoption of uniform land use regulation and code enforcement policies across all jurisdictions in Central Lancaster County, in order to encourage successful and collaborative implementation of land use strategies.

**Strategies**

**LU-CC.5.A Evaluate strengths and weaknesses of current code enforcement policies and practices.**

LIMC should initiate a review of the code enforcement policies and practices of each municipality. In doing so, it can identify successful policies that should be promoted across the region, and pinpoint problem areas where code enforcement needs to be reassessed or reinforced.

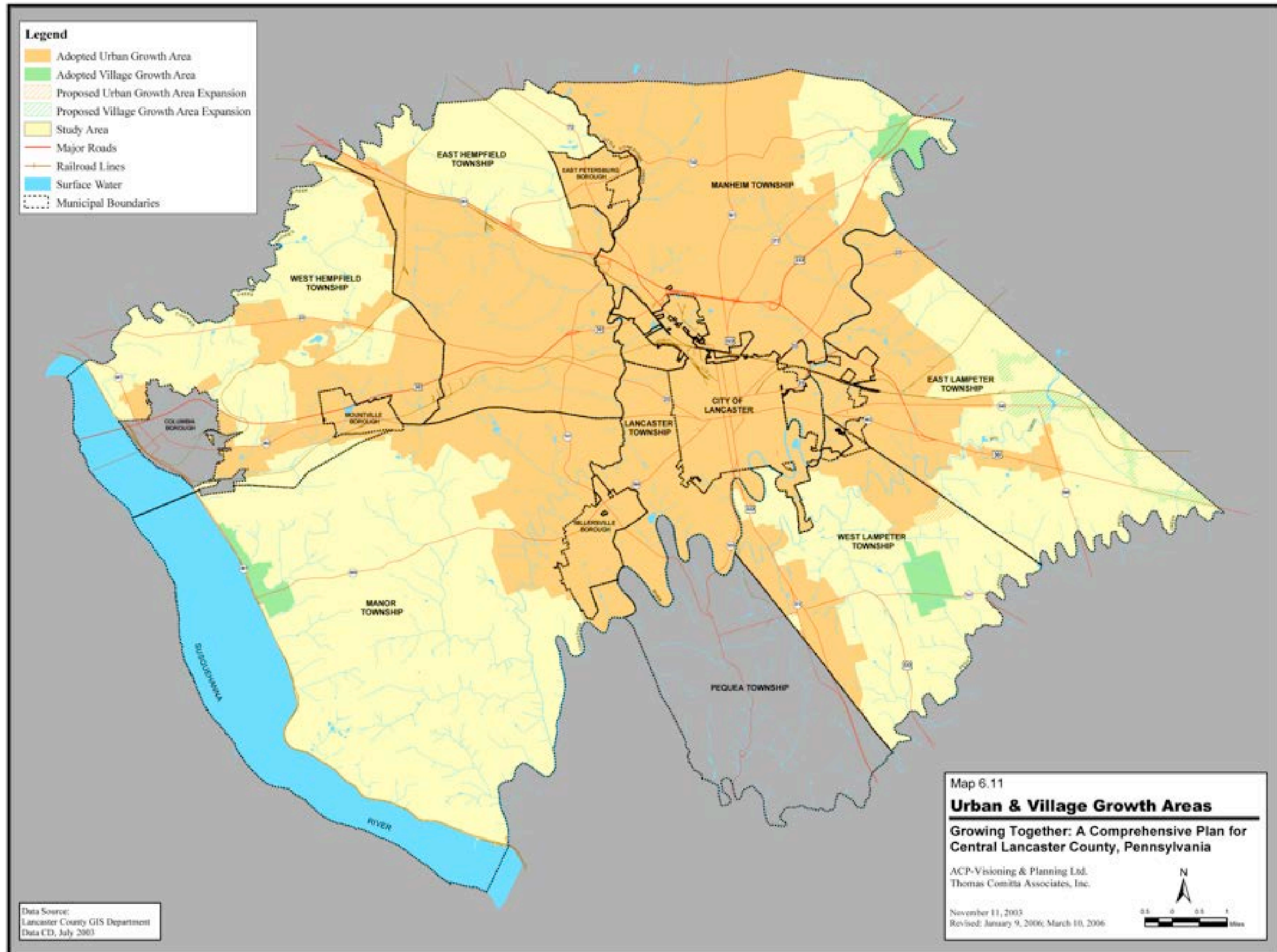
**LU-CC.5.B Facilitate the development of uniform code enforcement policies.**

Uniform code enforcement policies can help the Central Lancaster region achieve the type, density, and mix of development identified by *Growing Together*. Common enforcement practices also mean that the benefits of strategic regional land use planning will reach every municipality. All communities can prosper from agricultural land preservation, vibrant urban cores, higher density affordable housing, and the establishment safe, livable neighborhoods throughout the region.

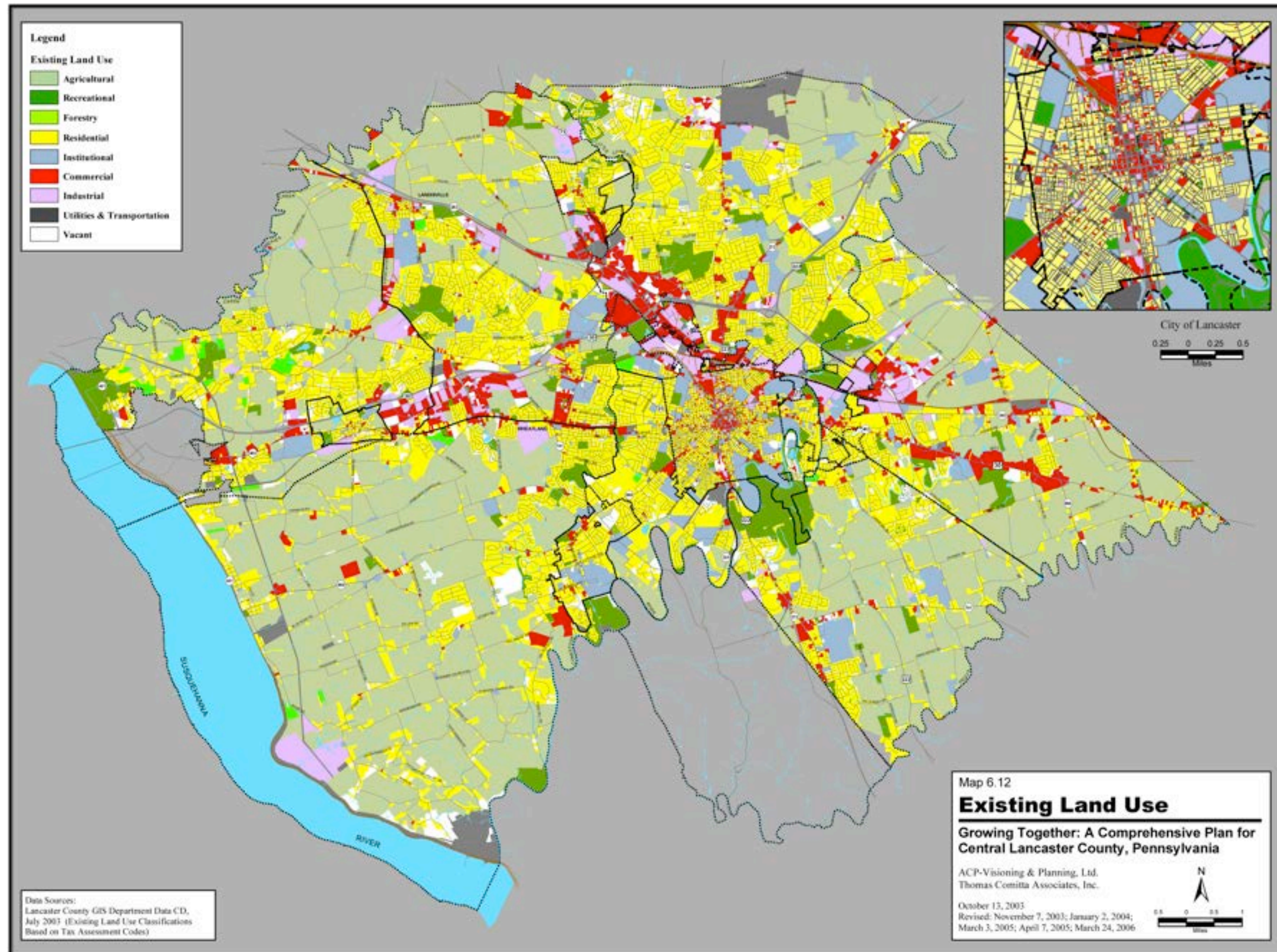
**LU-CC.5.C Use the Zoning Lexicon as a reference.**

LIMC and the LCPC should promote the use of the Lancaster County's Zoning Lexicon as a reference tool to facilitate zoning decisions.

Map 6.11

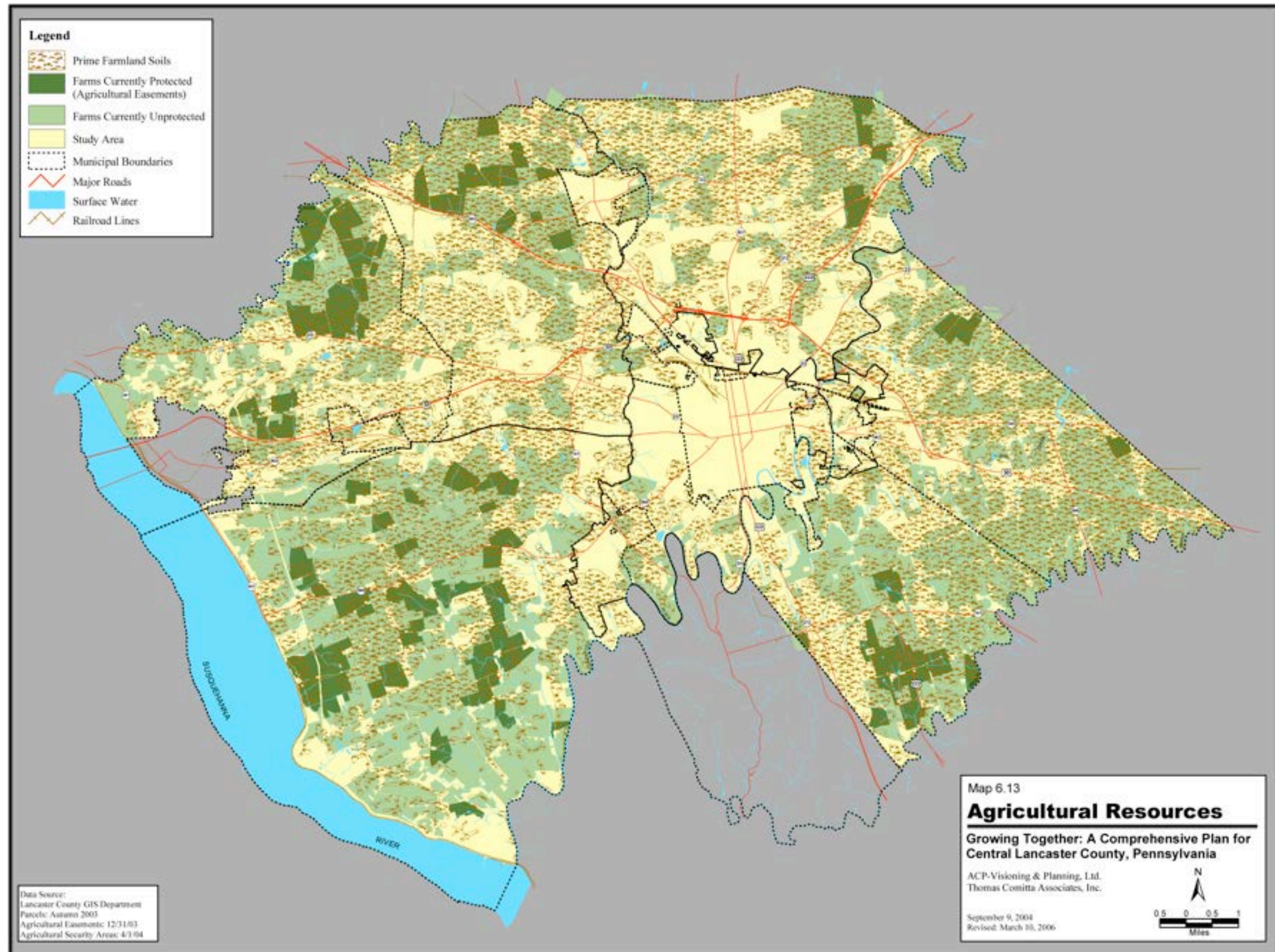






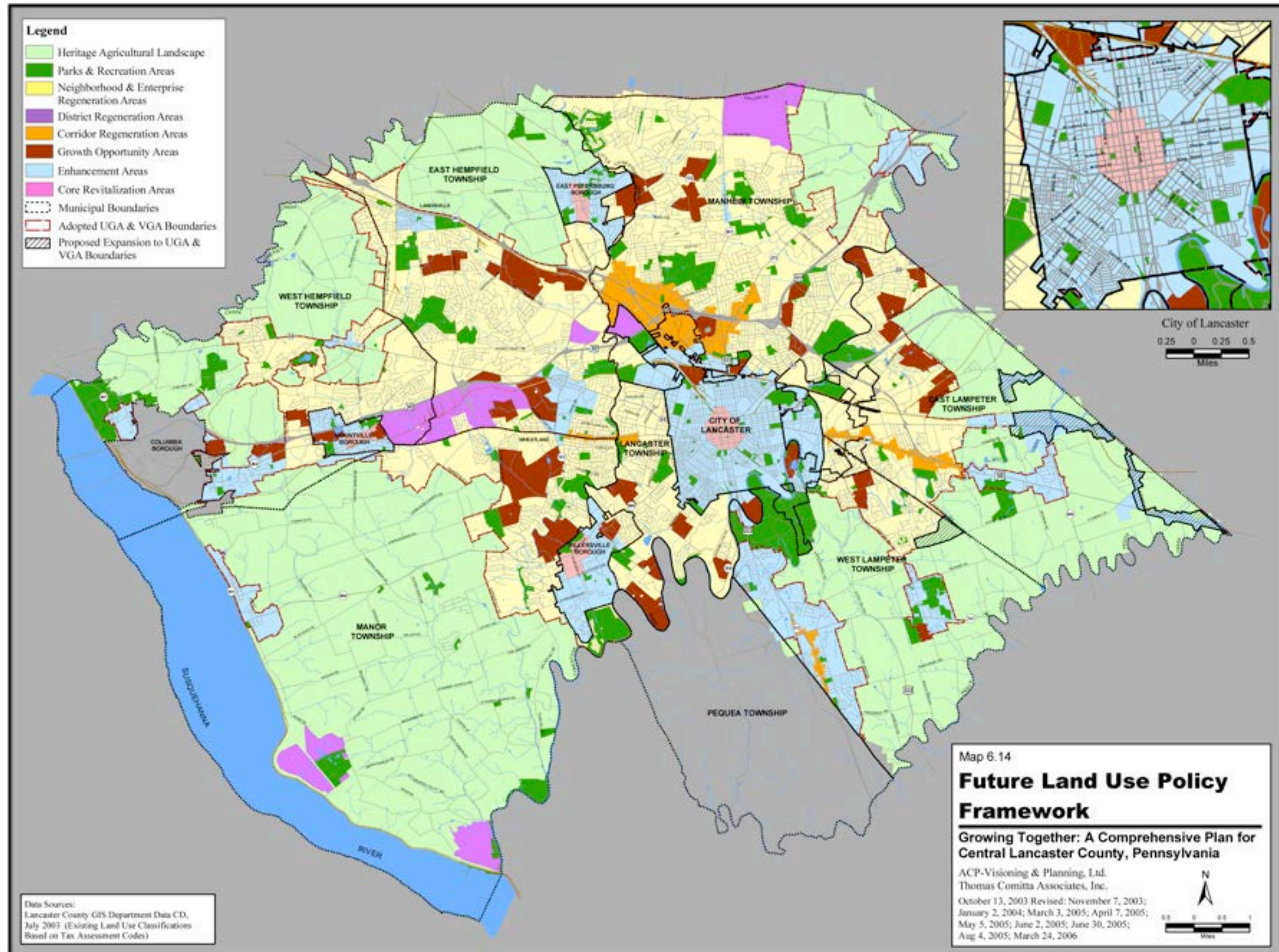


Map 6.13



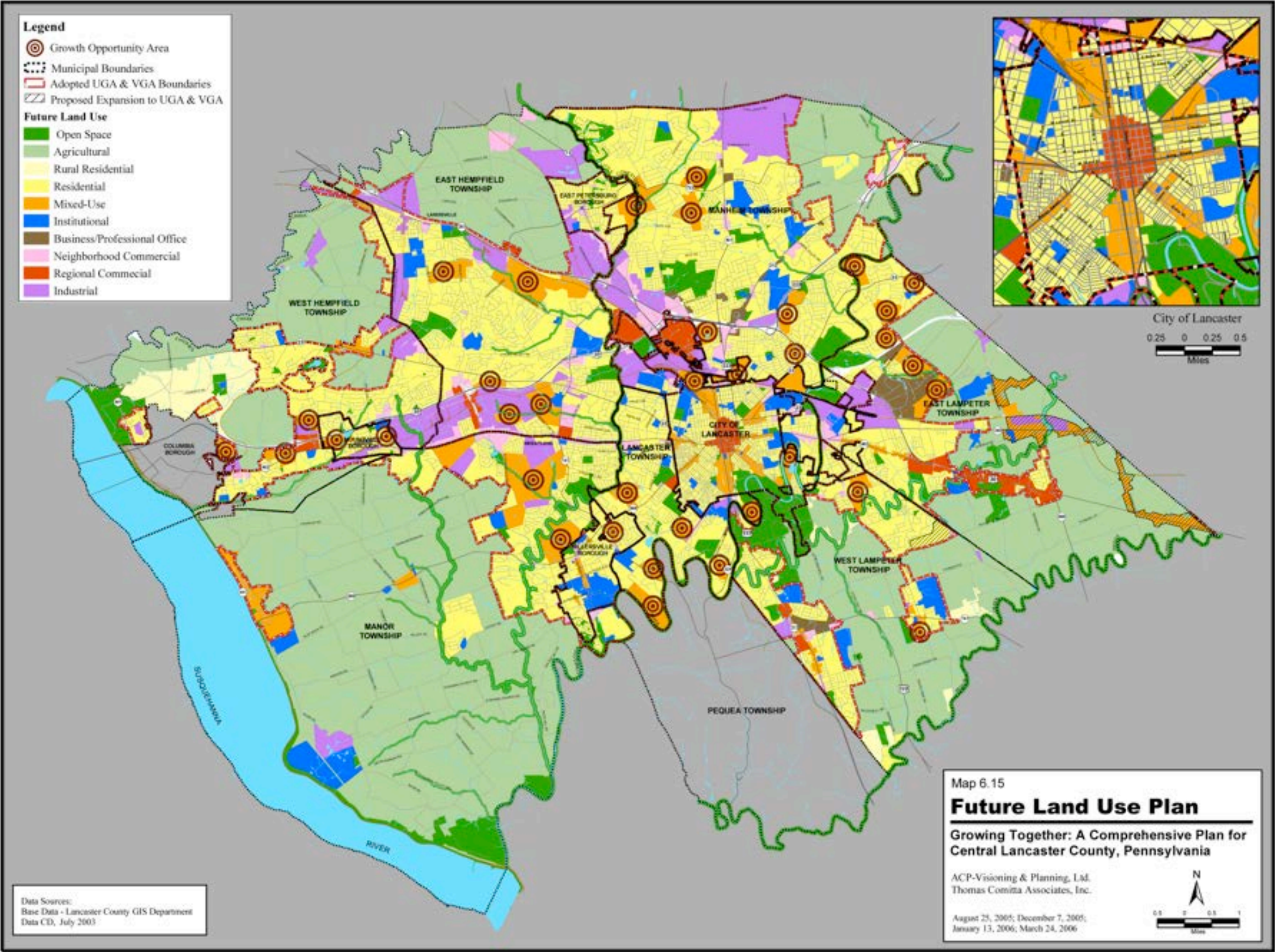


Map 6.14



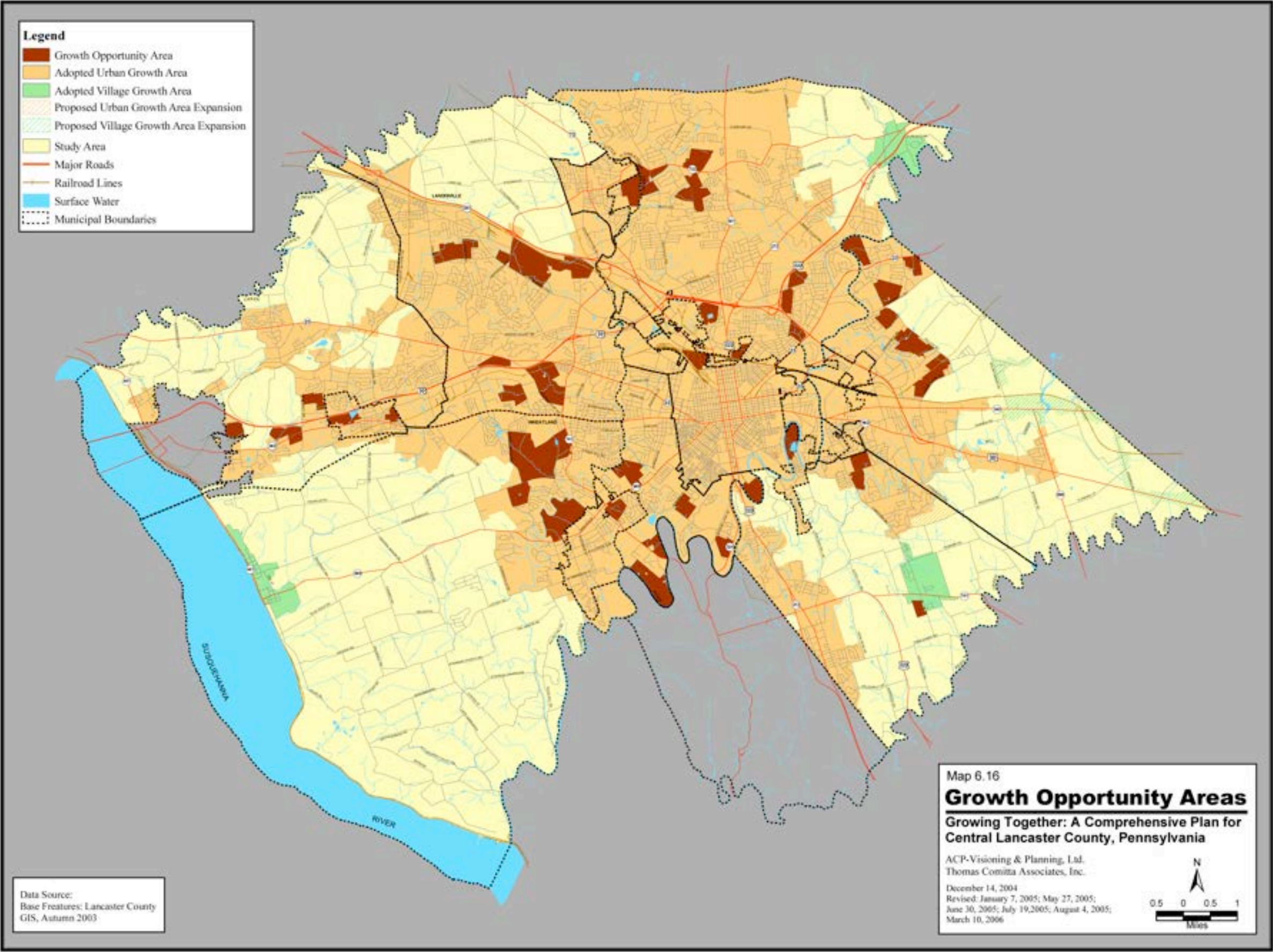


Map 6.15





Map 6.16



## 7. Housing

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## 7. Housing



### Above

Traditional neighborhoods in Millersville Borough.

For more information on the Zimmerman/Volk study, please refer to the August 2005 Residential Market Analysis found in the Appendix of the Lancaster County Housing Element Update.

### A. Goal

*Affordable, diverse housing choices across all income ranges will be made available to encourage homeownership, rental properties, and to further smart growth.*

### B. Overview

As noted in the previous chapter, Central Lancaster County will need a total of 17,728 new housing units to accommodate the expected population growth over the next 25 years. These new units are likely to be different in type, size, and location than the housing products built during the past 20 years.

A countywide residential market analysis study was conducted by Zimmerman/Volk Associates (ZVA) in preparation for the Housing Element Update of the County's Comprehensive Plan. This study provides insight on the housing preferences of potential future residents. Findings include the following points.

- The market for housing in Lancaster County follows a national trend indicating demand for more compact forms of housing.
- This trend runs contrary to Lancaster County's recent housing development trends, where between 1990 and 2000 nearly 90

percent of all building permits were issued for single-family detached houses.

- The trend for more compact forms of housing is being fueled by the convergence of the two largest generations in the nation's history – the 82 million Baby Boomers born between 1946 and 1964, and the 78 million Millennials, who were born between 1977 and 1996. Boomer households are moving to the empty-nest life stage in increasing numbers, while the Millennials are just leaving the nest. Both are looking for more compact types of housing.
- Demand for single-family attached and multi-family dwelling units is likely to increase as the number of households demonstrating preference for single-family detached houses decreases.

#### Occupancy Status:

In 2000, 95 percent of housing units in Central Lancaster County were occupied, which is slightly lower than Lancaster County (96%) but slightly higher than the state and nation (91% for each). Lancaster City holds nearly 30 percent of the total housing units in the study area, the largest percent share, while Mountville Borough holds the smallest with 1.3 percent.

These countywide trends also apply to the Central Lancaster County region. They indicate that if Lancaster County and Central Lancaster County want to successfully expand their respective housing markets, municipalities must create the programs, incentives, and regulations that will result in a greater variety of housing products offered at a greater variety of prices. The objectives and strategies outlined in this chapter will move Central Lancaster County in the direction of creating diverse housing choices across all income ranges while pursuing development patterns that are consistent with those outlined in *Growing Together's* Land Use Chapter.

## C. Summary of Findings

### C.1 Demographics and Development Patterns

Table 7.1 shows the population and housing units change in Central Lancaster County between 1990 and 2000.

**Table 7.1 – Population and Housing Units Change by Municipality 1990 – 2000**

	Population				Housing Units			
	1990	2000	Change	%	1990	2000	Change	%
East Hempfield Township	18,597	21,399	2,802	15%	7,446	8,751	1,305	18%
East Lampeter Township	11,999	13,556	1,557	13%	4,794	5,619	825	17%
East Petersburg Borough	4,197	4,450	253	6%	1,601	1,776	175	11%
Lancaster City	55,551	56,348	797	1%	22,468	23,024	556	2%
Lancaster Township	13,187	13,944	757	6%	5,534	6,075	541	10%
Manheim Township	28,880	33,697	4,817	17%	11,009	13,449	2,440	22%
Manor Township	14,130	16,498	2,368	17%	5,431	6,694	1,263	23%
Millersville Borough	8,099	7,774	-325	-4%	2,324	2,469	145	6%
Mountville Borough	1,977	2,444	467	24%	791	1,041	250	32%
West Hempfield Township	12,942	15,128	2,186	17%	4,639	5,539	900	19%
West Lampeter Township	9,865	13,145	3,280	33%	4,109	5,451	1,342	33%
<b>Central Lancaster County</b>	<b>179,424</b>	<b>198,383</b>	<b>18,959</b>	<b>11%</b>	<b>70,146</b>	<b>79,888</b>	<b>9,742</b>	<b>14%</b>

Source: US Census Bureau

Table 7.1 shows that while the population of Central Lancaster County grew by 11 percent the number of housing units grew by 14 percent. This indicates a decrease in the size of households, which reflects a nation-wide



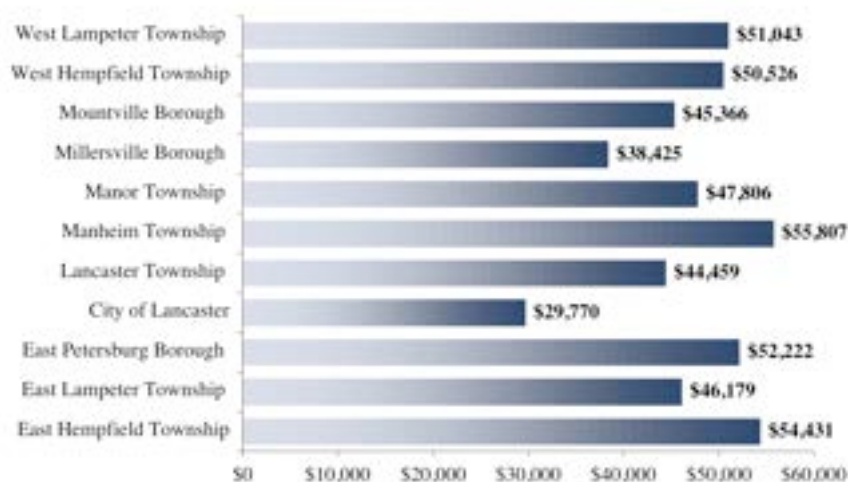
**Age of Housing Stock:**

Twenty-five percent of the housing stock in Central Lancaster County was built in 1939 or earlier, 19 percent was built between 1940 and 1959, 14 percent between 1970 and 1979, 15 percent between 1980 and 1990, and 15 percent was built between 1990 and 2000. Certain municipalities have experienced a marked increase in housing units between 1980 and 2000. In the case of West Lampeter Township and West Hempfield Township over 50 percent of the housing stock was built during this period.

trend. Growth in Central Lancaster County has been uneven. The seven townships accommodated 17,767 new residents and accounted for 94 percent of all the population growth in Central Lancaster County between 1990 and 2000. Lancaster City and the three boroughs accounted for only six percent of population growth.

The seven suburban townships, which contained 61 percent of the housing units in Central Lancaster County in 1990, experienced the greatest new home construction over the decade. More than 8,500 new units were built in these townships between 1990 and 2000, or over 88 percent of all new housing units constructed in the county during the decade. In the same period, Lancaster City and the three boroughs added a total of 1,126 housing units, or 11.6 percent of the total increase.

Median household incomes and median housing values closely follow the outward trend of new housing units. In general, incomes are higher in townships and lower in the city and the boroughs. At \$55,807 Manheim Township had the highest median income in 2000. At \$22,200, Lancaster City had the area's lowest median household income in 1990, and it remained in that position in 2000 with a median income of \$29,770. The 2000 median household incomes for each municipality are expressed in Figure 7.2.

**FIGURE 7.2 – MEDIAN HOUSEHOLD INCOME BY MUNICIPALITY, 2000**

Source: US Census Bureau

**Figure 7.3 – Value of Owner-Occupied Units in Central Lancaster County, 2000**

Range	% of Total
Less than \$50,000	3%
\$50,000 – 99,999	32%
\$100,000 – 149,999	37%
\$150,000 – 199,999	15%
\$200,000 – 299,999	9%
\$300,000 – 499,999	3%
\$500,000 – 999,999	1%
\$1,000,000 or more	< 1%

Source: US Census Bureau

Figure 7.3 shows the distribution of the values of owner-occupied homes throughout Central Lancaster County in the year 2000. Median housing values tended to be higher in the townships, in part due to the larger proportion of recently constructed housing units within those municipalities as compared to the boroughs. The highest median value for a home was \$130,600 in Manheim Township while the lowest was in Lancaster City at \$71,300.

In summary, the decade between 1990 and 2000 saw uneven growth in Central Lancaster County. The majority of that growth occurred in the

suburban townships in the form of low-density, single-family detached development patterns. Higher median household incomes and median housing values were also found in those fast-growing townships.

#### **Housing Units:**

Manheim Township has the largest number of detached one-unit dwellings (8,641) and the largest percent share for the study area (23%). One-unit detached units comprise 72 percent of the total units in West Hempfield Township.

Forty-eight percent of total units in the Lancaster City are attached one-unit dwellings, representing the largest share of this housing type. Lancaster City also has the largest number of dwellings ranging from 2 to 20 or more units.

Manor Township has the largest number of mobile homes (531), accounting for 38 percent of the total number of mobile units within the study area.

### **C.2 Review of Existing Zoning Ordinances**

On the next page, Table 7.3 – Profile of Housing Types and Residential Densities provides a summary review of the zoning ordinances for each of the 11 municipalities. Permitted density is expressed through two indicators: minimum lot area allowed (measured in square feet), and maximum dwelling units per acre. Minimum lot areas and maximum dwelling units per acre are listed for each of four residential building types: single family, two-family and duplex, townhouse, and multi-family and apartment. Minimum lot areas are expressed in thousands, so that “8, 10, 12” represents 8,000, 10,000, and 12,000 square foot minimums. The table also indicates whether a mix of housing types is allowed, and shows the percentage of developable land allowed in lots smaller than one acre. Finally, the table lists alternative housing types allowed by each municipality, along with their permitted density expressed in dwelling units per acre.

Table 7.4 – Profile of Housing Types and Residential Densities

Municipality	Expression of Density	Housing Types, and Min. Lot Areas (in 000s) and Densities				Mix of Types	% Res. < 1 acre	Other Types of Housing
		Single Family	Two Family/ Duplex	Townhouse	Multi-Family/ Apt.			
East Hempfield Twp.	Minimum Lot Area	8, 10, 12, 20, 25, 43.5, 60, 87.1	6	2		Yes	35	Planned Retirement Community, 4 DU/NA; Neighborhood Design Overlay, 5 DU/A; Mobile Home Park, 5 DU/A; Village Zone - 5 to 8 DU/NA.
	Max. Dwelling Units/Ac.	4, 5.4	5, 7	5	5			
East Lampeter Twp.	Minimum Lot Area	7.5, 10, 22.5, 40, 87.1	5	5	5	Yes	15	Mobilehome Park, 5 DU/A; Conversions to Apartments, 4.3 to 7.2 DU/A.
	Max. Dwelling Units/Ac.							
E. Petersburg Boro.	Minimum Lot Area	6, 7.5, 10	5, 6	2		Yes	100	Cluster Development, 6.8 to 8 DU/A; Cluster Development, 7.5 to 12 DU/NA; Mobilhome Park, 5.0 DU/A.
	Max. Dwelling Units/Ac.	5.8, 6.8	7.26	8, 10	10			
Lancaster City	Minimum Lot Area	2, 2.5, 3.5, 4, 10	2.5, 3	2	0.5, 0.65, 1.5, 2	Yes	100	Flexible Residential Develop Option, 16 to 24 DU/A.
	Max. Dwelling Units/Ac.							
Lancaster Twp.	Minimum Lot Area	10, 15, 25, 32, 43.5	5, 6	2.5	3, 4	Yes	70	Open Space Development, 4 DU/A; Mobilehome Park, 7 DU/A; Conversions to Apartments, 3 to 14 DU/A; Infill, 3 to 4 DU/A.
	Max. Dwelling Units/Ac.							
Manheim Twp.	Minimum Lot Area	6, 7, 7.5, 10, 15, 20, 60	3, 4.5, 6, 7.5	2.1, 2.5	2.5, 6	Yes	75	Cluster Overlay Areas, 3 to 5.8 DU/A; Planned Resid. Development 2.2 to 4.3 DU/A; Transfer of Development Rights 2.9 to 4.3 DU/A; Accessory Dwelling Unit 1+ DU/A.
	Max. Dwelling Units/Ac.							
Manor Twp.	Minimum Lot Area	7.5, 10, 12.5, 15, 20, 21.7, 87	6, 7.26	2	3	Yes	25	Village Zone, 1 to 8 DU/A; High Density Resid. Flex Zone, 5.8 to 14 DU/A; Cluster Development, 3.5 to 14 DU/A; Mobilehome Park, 7 DU/A; Planned Residential Development 5.5 DU/A
	Max. Dwelling Units/Ac.	1, 2, 4.03, 4.35, 5.8	6, 7.26	8	8, 14			
Millersville Boro.	Minimum Lot Area	4, 5, 6, 7.5, 10, 12	4, 5	2.5, 4, 5	2, 3, 4, 5, 8	Yes	100	Traditional Neigh. Develop., 4 to 6 DU/A; Planned Retirement Comm., 8 to 14 DU/A; Mobilhome Park, 5 DU/A
	Max. Dwelling Units/Ac.	4, 6						
Mountville Boro.	Minimum Lot Area	12.5	10, 12, 12.5			Yes	100	Cluster Development, 6 to 8 DU/A
	Max. Dwelling Units/Ac.	4, 6, 8	4, 6, 8	4, 6, 8	2, 3, 4, 6, 8, 12, 18			
West Hempfield Twp.	Minimum Lot Area	20, 25, 30, 43.5, 87, 130	20, 25			Yes	15	Mobilehome Park, 5 DU/A; Continuing Care Retirement Community 3 DU/A; Open Space Design Option, .5 to 6 DU/A; Transfer of Development Rights, 2 to 3 DU/A.
	Max. Dwelling Units/Ac.				3, 6			
West Lampeter Twp.	Minimum Lot Area	7, 7.5, 9, 15, 20, 30, 32, 43.5	7.26	3		Yes	20	Grouped-Unit (Cluster) Development, 4 to 11 DU/A; Courtyard Cluster Development, 5.8 to 10 DU/A; Neighborhood Development, 3.2 to 11 DU/A; Mobilehome Park, 5 DU/A
	Max. Dwelling Units/Ac.	4, 5.8, 6	6, 7	10, 11	8, 9			

Source: Compiled by Thomas Comitta Associates, Inc.

The review of the zoning ordinances for the 11 municipalities in Central Lancaster County show that they allow for a reasonable range of housing opportunities and choices. Significant findings from the review include the following:

1. Lancaster City and Millersville Borough provide for the highest dwelling unit densities.

2. The city and the three boroughs offer the broadest range of housing types and housing diversity.
3. All municipalities have some type of compact development option that allows for an increase in density, such as cluster development, open space design option, planned residential development, and traditional neighborhood development.
4. A range of 15 to 75 percent of the township land areas allow for high density.
6. Mixed use housing types are implied but not explicit.
7. Only a few municipalities explicitly address live/work units and second floor dwellings.
8. Only a few municipalities address accessory apartments or “granny flats.”
9. Very few municipalities address “No Impact Home-Based Business” provisions as required by the Pennsylvania Municipalities Planning Code (MPC).
10. Most of the zoning ordinances do not include incentives or requirements for affordable housing.
11. Most of the zoning ordinances meet the requirements of the MPC.
12. Township zoning ordinances allow for small lots, which sets the stage for more compact development. All of the boroughs and Lancaster City already have this as part of their basic makeup.
13. Townships have a wide array of cluster and compact development options.



Attached housing, Lancaster City.



Mills Creek, a traditional neighborhood development.

### C.3 Municipal Perspectives on Housing

A review of the Comprehensive Plans and Housing Plans for individual municipalities sheds additional light on the subject of housing. Note that only Lancaster City and Manor Township have a “Housing Plan” section of their Comprehensive Plans. Other municipalities either incorporate recommendations for residential land use into the Future Land Use sections of their Comprehensive Plans, or address housing in terms of policy within their goals and objectives.

While each municipality has tailored its housing plan to meet its unique needs, a review of local plans reveals a number of common themes and recommendations. The most pervasive theme, which arises in the majority of plans, is the idea of encouraging more housing diversity, offering residents a greater variety of housing types to choose from. Preservation of historic character, infill redevelopment, and Traditional Neighborhood/Village Development are other common themes that emerge in several plans. These themes reveal the local interest in retaining historic roots and directing energy towards revitalizing town centers, rather than encouraging sprawl at the edges.

Certain housing development tools that can contribute to housing diversity are recommended in a number of the plans. Permitting higher



Multifamily housing.

**Rental Affordability:**

Among renter households in Central Lancaster County, more than 20 percent of the population in each municipality was cost burdened. East Petersburg Borough had the smallest percentage at 23 percent while 57 percent of West Lampeter paid 30 percent or more in gross rent.

densities, allowing for Transfer of Development Rights (TDR), and exploring Neighborhood/Open Space Design options are some of the recommendations that frequently appear throughout the plans. Other key recommendations that arise somewhat less frequently include encouraging adaptive reuse, providing density bonuses, and promoting mixed use and cluster developments.

These major themes and recommendations found throughout the various municipal plans are reflected in the objectives and strategies of this chapter.

**C.4 Affordability of Housing**

Affordable housing is a concern for a significant number of Americans, not only those in low-income households. Moderate-income residents, such as those working in essential industries like education and emergency services, often face challenges when searching for reasonably priced housing that is relatively close to their place of employment. Younger families, single-parent households, and households on fixed incomes can also find it difficult to obtain quality affordable housing. The generally accepted definition of affordability is that a household should need to pay no more than 30 percent of its annual income on housing. Families who pay more than 30 percent are considered to be cost burdened, and may face difficulty in meeting other basic needs such as food, transportation, and health care costs. In 1999, 20 percent of Central Lancaster County households had monthly owner costs more than 30 percent of their household income, and were considered to be cost burdened. Among renter occupied units, 37 percent of Central Lancaster County was cost burdened.

The creation of diverse, affordable housing options can help to build stronger communities in a variety of ways. Quality affordable housing can provide greater stability to low-income families. Greater choice in housing can help residents remain in a familiar neighborhood throughout their lifecycle, even as family status, income, and housing needs change. Affordable housing also represents a key component in a comprehensive economic strategy. In attempting to attract and retain new businesses and skilled employees, Central Lancaster County municipalities must be able to offer quality housing at reasonable prices for middle-income workers.

The affordability of housing is an issue that emerged frequently throughout the *Growing Together* public process. The general development trends described in section C.1 have contributed to the lack of choice experienced by residents of varying incomes as they seek housing that is affordable. During the technical review of the 11 zoning ordinances and comprehensive plans, several issues pertaining to affordable housing have surfaced. Table 7.4 – Affordable Housing Elements summarizes factors within existing ordinances and plans that are conducive and not conducive to providing affordable housing and housing choices.

Table 7.5 – Affordable Housing Elements

Issues	Elements Not Conducive to Providing Affordable Housing	Elements Conducive to Providing Affordable Housing
<b>Development Process</b>	Delayed Approval Process (Time Consuming Plan Reviews)	Accelerated Approval Process
<b>Regulatory issues / Incentives</b>	Zoning Limits on Multi-Family Development Exclusionary and Large Lot Zoning  No Affordable Housing Requirement  NIMBY Attitude (and Time Consuming Zoning Disputes)	Higher Density Zoning Inclusionary Zoning (Uses; Densities; Min. Lot Area/DU; Parking) Affordable Housing Requirement (e.g., 10% of total housing units) Flexibility With Code Requirements  Building Height Increases Density Bonuses
<b>Development Costs</b>	Excessive Infrastructure Costs (Sewer and Water, Street Widths) High Development Costs, including Labor and Materials Increased Sale Price of Land High Development Fees and Impact fees	Development Within Existing Infrastructure Service Areas (Public Water, Public Sewer, Mass Transit) Partnerships with Banks and Developers that Provide Affordable Housing Reduced Sale Price of Land Reasonable Development and Impact Fees Narrower Streets Tax Increment Financing
<b>Home Financing</b>	High Mortgage Finance Rates and Predatory Lending Increased Property Taxes Lack of Housing Subsidies	Creating better financial mechanisms for homeowners  Reduced Property Taxes Improved Housing Subsidies
<b>Transportation</b>	Limited Access to Mass Transit Shortage of Skilled Labor	Close Proximity to Mass Transit Better Jobs Access
<b>Types of Development</b>	Gated Communities No Apartments  Single-family detached homes dominate	Accessory Apartments / Granny Flats Adaptive Reuse, including loft conversions of industrial buildings Apartments, including apartments above commercial Group Homes/ Shared housing Manufactured housing Live-Work Units Workforce housing Condominium Units (in low to mid-rise buildings) Conversion of Single-family homes to two-family and multi-family homes Age qualified housing/ ECHO housing/ Elder cottages Subsidized Rental Housing Rehabilitation of existing housing Mixed price, mixed type, mixed use housing Infill development
<b>Key Actors and Programs</b>		Community Development Corporations (CDCs), Housing Development Corporations Non Profit Involvement (Habitat for Humanity) Home Builders/Developers willing to accept lower profit margins Employer Assisted Home Ownership Programs Keystone Opportunity Zones (KOZ)

Source: Compiled by Thomas Comitta Associates, Inc.

## **D. Objectives and Strategies**

This section describes the objectives and strategies that will support the Housing goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix found in Chapter 15.

***Goal: Affordable, diverse housing choices will be made available for all income ranges to encourage homeownership, rental properties, and to further smart growth.***

### **Objective H.1 - Create a regional program of economic and development incentives to encourage a balanced supply of housing of diverse prices in all communities.**

Municipalities should encourage more diverse, dense, and affordable housing development throughout the region by reducing red tape and allowing for more as-of-right housing options. Fee waivers or tax incentives can also be used to target specific types of development and enhance housing options in many communities.

#### **Strategies**

##### **H.1.A Streamline the development approval process.**

Municipalities should review and amend or alter their development approval processes to ensure that those projects that provide for affordability and diversity can move forward in a streamlined fashion.

##### **H.1.B Reduce or waive fees for projects that provide affordability and price diversity.**

Municipalities should reduce or waive fees, (such as planning fees, building permit fees, impact fees, etc.) for projects that set aside a percentage of units for affordable housing, or that contribute to the diversity of housing in the area.

### **Objective H.2 - Expand funding sources and develop joint funding strategies among public, private, and philanthropic entities to increase the supply of fair share and affordable housing.**

Public-private partnerships are central to affordable housing development. Developers of affordable housing may be not-for-profit community development corporations, faith-based organizations, or even for-profit companies. Several organizations such as LHOP and Habitat for Humanity are active in Central Lancaster County. Successful projects rely upon the availability of favorable funding and financing opportunities, and frequently draw upon resources provided by the federal government, local governments, or philanthropic institutions.

## Strategies

### **H.2.A Organize a housing summit to address funding strategies and housing opportunities.**

LIMC should coordinate with the LCPC in organizing the annual housing summit that would provide for education and information-sharing regarding programs, policies, and financing mechanisms that support affordable housing development. It would also spur collaboration among stakeholders in the region, and give them a forum to discuss creative solutions to overcoming barriers to affordable housing.

### **Objective H.3 - Use zoning and other regulatory tools to encourage the creation of mixed use, mixed type housing.**

Creative zoning can have a profound impact on communities, promoting affordable mixed use developments that meet the needs of diverse populations. Allowing small businesses and residences to coexist creates more walkable communities. Providing alternatives to single family detached homes enhances housing affordability and protects open space.

## Strategies

### **H.3.A Expand the zoning ordinances to include other forms of compact development options.**

Cluster development, open space design options, planned unit developments (PUDs), and traditional neighborhood developments (TNDs) are just a few examples of compact development options that can be written into zoning ordinances. While several municipalities already allow for one or more compact development options, more should include such options in their ordinances.

### **H.3.B Allow more acreage and more zoning districts to have compact development options.**

Permitting compact development options within a zoning ordinance is a good first step, but in order to have real impact, compact development cannot be restricted to small areas of land or to relatively few zoning districts. Municipalities should review their ordinances ensure that compact development is allowed wherever it is practical.

### **H.3.C Incorporate provisions for accessory apartments into zoning ordinances.**

Municipalities should introduce provisions to allow accessory units and apartments. Many terms are used to describe this versatile housing product – granny flats, garage apartments, carriage house apartments, and ancillary units. Accessory apartments can take a variety of physical forms and offer many benefits, providing rental income for single-family homeowners, enhancing affordable options within the housing market, and increasing dwelling densities while maintaining neighborhood character.



**Objective H.4 - Use zoning and other regulatory tools to encourage adaptive reuse and infill development.**

Adaptive reuse of old or abandoned buildings can play an important role in neighborhood revitalization, while maintaining significant structures that define a community's physical fabric. Very often this reuse takes the form of residential conversions within older industrial or commercial buildings. Infill development also enhances revitalization, and whenever possible should adhere to design and scale requirements that are compatible with neighboring structures.

**Strategies****H.4.A Expand nonresidential zoning district regulations to allow for residential adaptive reuse.**

By encouraging residential adaptive reuse through more flexible zoning regulations, municipalities can generate more housing, diversify housing stock, offer more live-work opportunities, preserve historic character, and restore underutilized or deteriorating buildings to a useful purpose. Many different kinds of buildings can be converted to residential use, including old school buildings, hotels, hospitals, warehouses, and factories. Reuse of abandoned or underutilized buildings can augment local tax rolls. Historic preservation tax credits and programs can sometimes be used to help fund conversions of historically or architecturally significant buildings. Lancaster County is fortunate to have numerous examples of adaptive reuse projects, including, among others, the Umbrella Works, Clock Towers, King Theatre Apartments, North Shippen Place Condominiums, Hager Condominiums, and Stevens School Apartments.

**H.4.B Fill gaps in existing neighborhoods with infill housing.**

Infill housing development provides communities with an alternative to using new land. By focusing investment and energy on downtowns and village centers, infill developments can often catalyze revitalization in neglected cores. Infill housing development leads to higher densities, better jobs access (through proximity to mass transit), greater affordability, and more tax dollars for local governments. Municipalities should review and adopt strategies to spur infill development, including: upgrading core infrastructure and amenities (such as parks); reducing impact fees and streamlining approval processes for infill development; and zoning to permit mixed use development and higher maximum dwelling densities.

**H.4.C Encourage the retrofit of underperforming shopping centers.**

Declining malls and empty shopping centers are problematic in communities throughout the country. Municipalities should identify and adopt incentives that enable the retrofitting of old malls, for example by permitting the conversion of retail space into multi-family housing.

**Objective H.5 - Encourage mixed income housing.**

Future housing developments should meet the needs of all community members, including low- and middle-income households. Development incentives, regulations, zoning, and favorable financing are a few of the tools that can be used to spur mixed income housing development.

**Strategies****H.5.A Require an affordable housing component in larger residential developments.**

Municipalities can assess their affordable housing needs and their future growth projections, and develop appropriate inclusionary housing requirements to meet these needs. Municipalities should require 10 percent affordable units for all larger new housing developments.

**Objective H.6 - Encourage homeownership.**

Homeownership incurs benefits at the household level, offering financial and tax advantages and providing stability to families. Homeownership also generates positive external benefits for communities, leading to neighborhood stability, improved property maintenance, and enhanced rates of civic involvement.

**Strategies****H.6.A Coordinate housing construction with agencies such as Habitat for Humanity.**

Municipalities should encourage greater levels of homeownership by partnering with not-for-profits that provide for low-income housing opportunities, or that offer favorable mortgages and financial counseling to first-time homebuyers.

**Objective H.7 - Ensure accessible and affordable housing options.**

A multitude of zoning updates, development incentives, and regulatory tools can be used to improve affordable housing options in a community. These include upzoning to allow for higher densities; offering density bonuses or fee exemptions to developers that provide for affordable housing; and permitting a broader range of housing types, including accessory dwelling units, cluster developments, mobile/manufactured housing, residential infill development, and adaptive reuse, among others.

**Strategies****H.7.A Allow for smaller lots that enhance affordability.**

Smaller lots typically range between 2,500 and 6,000 square feet. Housing construction on smaller lots typically leads to cost savings. Higher-density small lot developments have lower infrastructure costs per unit, and the smaller homes lead to lower materials cost and greater affordability.

**H.7.B Provide incentives to builders and developers to build affordable units.**

Municipalities can spur more affordable housing development by offering incentives such as density bonuses or fee exemptions to developers who make a certain percentage of their units affordable. For example, Mount Joy Borough has adopted a “workforce” density bonus, which allows one additional dwelling unit per acre when at least ten percent of units in a development are reserved for households earning less than 80 percent of the Lancaster County median income. The workforce housing must be integrated throughout the development.

**H.7.C Minimize elements not conducive to providing affordable housing.**

Streamlining approval processes and eliminating restrictive zoning codes are just two of the steps municipalities can take towards improving the climate for affordable housing development. See Table 7.4 – Affordable Housing Elements for details on what elements facilitate or hinder the availability of affordable housing.

**H.7.D Maximize elements conducive to providing affordable housing.**

As referenced in Table 7.4 – Affordable Housing Elements, municipalities should facilitate affordable housing development through a number of different strategies, including accelerating approval processes, zoning for higher densities, encouraging infill and adaptive reuse to take advantage of existing infrastructure, offering density bonuses to developers, and permitting the development of a wide variety of mixed use and mixed type housing.

**Objective H.8 - Encourage provision of safe, decent, and sound rental housing for a broad range of price and occupants.**

Rental housing often runs the risk of either deteriorating, or becoming too expensive for low- to middle-income households. Communities must address these issues in order to preserve this type of housing stock.

**Strategies****H.8.A Permit rental units based on minimized habitable floor area.**

Municipalities should review their zoning ordinances and include provisions that allow for the development of units with minimal floor area to increase the availability of low cost rental units.

**Objective H.9 - Improve the perception of subsidized housing.**

While the general public believes that everyone deserves a decent home, and typically supports the idea of expanding subsidized housing, real world applications such as policy changes or proposed housing developments can generate opposition. Public education is needed in order to address residents’

concerns and fears about subsidized housing, and counteract NIMBY (“not in my backyard”) thinking.

### **Strategies**

#### **H.9.A Educate the public about subsidized housing.**

Working with the LCPC, LIMC should take the lead in educating the public about subsidized housing. By providing examples of successful subsidized housing projects at national, state, and local levels, they can begin to combat negative stereotypes and fear of change. Even more importantly, they can frame subsidized housing as a commodity that helps everyone. Households of all income levels benefit from having access to livable communities and various types of housing products that meet their diverse needs.

#### **Objective H.10 - Ensure proximity between housing and employment opportunities.**

Restrictive zoning and development regulations often contribute to an imbalance between housing and employment opportunities within a community. In turn, this imbalance leads to longer commute times, increased congestion, and reduced quality of life. To mitigate this imbalance, municipalities should reduce restrictions in their ordinances and provide incentives for more mixed use development.

### **Strategies**

#### **H.10.A Search for places to improve the housing/jobs balance.**

By ensuring that denser, more affordable housing is located in close proximity to major employers and/or centers of commerce, municipalities can reduce average commute times and decrease traffic congestion. Many of the strategies recommended in this chapter can have a positive impact on improve the housing/jobs balance.

## 8. Transportation

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## 8. Transportation

**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

### Above

Commercial and private vehicles share narrow roads in Central Lancaster County.

This chapter outlines the recommendations for addressing transportation in Central Lancaster County and is divided into two parts.

**Part 1** provides an overview of the chapter and is divided into the following sections:

- A. Goals
- B. Existing Conditions
- C. Proposed Transportation Initiatives

**Part 2** presents the objectives and strategies recommended for each goal and it is divided in three sections, one for each of the goals listed below.

- 1. Vehicular Transportation
- 2. Public Transportation
- 3. Alternative Transportation

### **PART 1: Overview**

#### **A. Goals**

Comments made throughout the public process and deliberations with the Steering Committee suggested three areas the *Growing Together* Transportation chapter should address in detail. Goals for each area are listed below.

### 1. Vehicular Transportation

*A well-maintained and efficient road network will be established to promote continuous traffic flow and reduce congestion, with an emphasis on truck traffic control.*



The Red Rose Transit Authority provides countywide bus service.

### 2. Public Transportation

*An easily accessible, efficient, and affordable public transportation system will be available to improve access to homes, jobs, shopping, attractions, and recreation.*

### 3. Alternative Transportation

*A planned, interconnected, and safe network of alternative transportation options will be developed to move people and goods.*

## B. Overview

The principal aim of the objectives and strategies of the Transportation chapter is to increase the connectivity of the existing road network to alleviate congestion. This is accomplished by new and often small relief routes connecting parts of the existing system. In addition, the chapter explores improvements to the public transportation system and recommends alternative transportation options as ways to reduce the area's dependency on private automobile travel.

The issue of improving mobility in Central Lancaster County was a key finding from the *Growing Together* public process. Public perception is that congestion in the area is on the rise. Countywide, that perception is confirmed by data published in "Measure Up Lancaster!", a periodic report of the Lancaster Community Indicator Project. The report points to the fact that while only two major roadways have been built in the county since 1985, the number of registered vehicles has gone from 252,311 in 1980 to 396,847 in 2000, a 57 percent increase. The report also found that in the year 2000 the average commute time (one way) in Lancaster County was 21.7 minutes, an 18 percent increase over 1990.

The congestion experienced in Central Lancaster County is the result of many factors. These include the design of the road network, the street pattern of residential neighborhoods and subdivisions, a deficiency in viable alternatives to the private automobile, and longer commuting distances.

The road network of Central Lancaster County can be viewed as a series of spokes on a wheel, with Lancaster City as the hub. Motorists use 12 principle transportation routes to access the city, and a thirteenth route rings the city. Routes 23, 30, 72, 222, 230, 272, 283, 324, 340, 462, 501 and 999 create a spoke-like pattern, while Route 741 and the Route 30 By-Pass form a wheel-shaped route encircling all but the southeastern portion of the city (the regional transportation routes are depicted in Map 8.4 at the end of this chapter). This type of pattern, typical of older cities, has the tendency for major congestion and is severely put to the test at peak hours and every time



Route 30 By-pass

### Commuting Patterns:

In eight of the eleven municipalities rates of driving alone to work exceeded 80 percent of all commuters except in the City of Lancaster (62%), Millersville Borough (73%), and East Lampeter Township (79%). The low rate in Millersville is most likely due to the presence of the university while in the City of Lancaster it may be related to walkability, access to public transportation, and relatively low car ownership.

This dynamic has created very different commuting patterns in the City of Lancaster as compared to the other municipalities in Central Lancaster County. The City accounts for forty percent of those who carpooled, 74 percent of those using public transportation, and 56 percent of those who walked to work, whereas it only accounted for 20 percent of those who drive alone to work.



Buggy sign.

a major event in Lancaster City channels residents, visitors, and commercial traffic along the spokes of the wheel.

Little relief is currently available. Route 30 By-Pass and Route 741 serve as relief routes primarily for traffic encircling Lancaster City. As the region continues to grow, new relief routes must be created to disperse traffic flow. An example of this type of relief road with unassigned route numbers is Good Drive in East Hempfield Township. Good Drive serves as an important relief route for Route 741. Motorists can drive from Route 462 (Columbia Avenue) to Route 230 (Harrisburg Pike) without crossing the Route 741/23 intersection in Rohrerstown.

In addition to the relief that comes from better connecting major elements of the road network, congestion can be eased by design and development patterns of neighborhoods and how they connect with the road system. For example, in Lancaster City, the boroughs of Millersville, East Petersburg, and Mountville, and in some of the older suburbs and villages, there is an interconnected network of streets and alleys that traverse neighborhoods and offer motorists alternative ways to move around. By contrast, the majority of most recently developed neighborhoods and subdivisions tend to have road networks that often feature a single point of access and end in cul-de-sacs or dead end streets. This structure forces motorists into collectors and arterial streets and requires them to compete for space on the same roads, at the same peak periods. The result is traffic congestion.

The areas served by public bus transportation are limited due to the low density, spread-out nature of most recent development. Bus transportation also does not provide for a fast and reliable alternative to the private automobile, since buses operate along the major numbered routes and suffer from the same congestion.

Finally, the use of alternative modes of transportation, which include walking, horses, bicycling, and other non-motorized transportation modes, is limited by the high segregation of uses in new development. Such segregation of uses requires automobile travel in order to work, to shop, and to complete many other necessary daily activities.

This Transportation chapter of *Growing Together* addresses the issue of mobility in Central Lancaster County by recommending objectives and strategies related to vehicular, public, and alternative transportation.

### C. Existing Conditions

The existing Central Lancaster County transportation network is depicted in Map 8.4 according to the functional classification of roads and highways in the region. The functional classification expresses a hierarchy of road types.

The highest level of road volume is accommodated on “principal arterial” roads and highways. Principal arterials include limited access



highways, such as Routes 30, 222, and 283, and heavily traveled routes, such as Routes 72 and 272.

The next most significant road volumes are associated with “minor arterial” roads. These include such thoroughfares as Routes 23, 230, 340, 441, 462, 501, 722, 741, 896, and 999. These minor arterials distribute the traffic from the principal arterials to the other traffic routes in the region. None of the minor arterials are limited access roads. All of the minor arterials serve an important function of distributing traffic within the multimunicipal region.

The next functional classification is “other roads.” These are the local roads that serve neighborhoods and developments. These other roads integrate with the minor arterials.

The functional classification map was provided by the Lancaster County Planning Commission and is based on the Pennsylvania Department of Transportation (PennDOT) criteria for road classification.

#### **D. Proposed Transportation Initiatives**

The proposed transportation initiatives include “regional” initiatives that are being considered by Lancaster County, “other” initiatives that are being considered by municipalities, and the “non-motorized” transportation initiatives that are being considered by the County and the municipalities. When implemented these initiatives will create the desired level of connectivity and help alleviate present and future congestion.

These regional, other, and non-motorized initiatives are profiled in Table 8.1 – Regional Transportation Initiatives, Table 8.2 – Other Transportation Initiatives, and Table 8.3 – Non-Motorized Transportation Initiatives. These tables can be found at the end of this chapter, beginning on page 8.20. The cost figures presented in Table 8.1 and 8.2 include planning, engineering, and/or construction costs. The “LCPC Active Funded Projects” list, derived from the 2005-2030 Long Range Transportation Plan, is updated every two years based on available funding from federal, state, county, municipal, and private sources.

The proposed regional, other, and non-motorized initiatives are also depicted in three maps at the end of this chapter. These maps are described below.

**Map 8.5 - Transportation Initiatives: Regional** – These regional transportation initiatives reflect four types of proposed improvements to the road network including: a Corridor Study/Analysis (for Routes 23, 30 and 462); Resurfacing/Rehabilitation (for Routes 30, 222, and 272); Road Widening (for Routes 501 and several local roads); and Streetscape Beautification (for Duke Street in Lancaster City).

These initiatives correspond to Table 8.1, and are derived from the Lancaster County Planning Commission’s Long Range Transportation Plan 2005-2030.



Congestion along Route 30 is fueled by strip commercial development and large tourist attractions.

**Map 8.6 - Transportation Initiatives: Other** – Other transportation initiatives reflect those road improvements that are proposed by individual municipalities. Most of the road segments depicted on this map are keyed into the comprehensive plans and traffic studies of the municipalities. Most of these initiatives will require further study before cost estimates are prepared.

**Map 8.7 – Non-Motorized Transportation** – This map depicts the Conestoga Greenway, trails in county parks, and other trails along stream corridors. These non-motorized routes are regional routes that tie into local trails, pathways and sidewalks.

**PART 2: Goals, Objectives, and Strategies**

This section describes the objectives and strategies that will support the Vehicular, Public, and Alternative Transportation goals for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix found in Chapter 15.

**1. Vehicular Transportation**

***Goal: A well-maintained and efficient road network will be established to promote continuous traffic flow and reduce congestion, with an emphasis on truck traffic control.***

**Objective VT.1 - Maintain and improve the existing regional road system.**

Municipalities should maintain and improve the existing regional road system by expanding existing routes; providing accommodations for motorized, horse drawn, and other non-motorized vehicles; and building new roads. Doing so will help reduce travel times, and support the movement of goods and people throughout the region.

**Strategies**

**VT.1.A Implement the initiatives listed in the tables and shown on the maps presented in this chapter.**

The initiatives listed in Tables 8.1, 8.2, and 8.3 and shown on Maps 8.5, 8.6, and 8.7 should be implemented as soon as transportation improvement budgets can be adopted.

**VT.1.B Prepare an Act 209 Regional Transportation Plan as a basis for charging impact fees for vehicular trips to build new roads and improve intersections.**

The Act 209 Plan is one of the primary ways that municipalities are legally entitled to impose off-site transportation improvement fees. This Act authorizes municipalities to charge developers impact fees to pay for road improvements that are necessitated by and directly attributable to new developments. A Land Use Assumptions report is key to the Act 209 Plan. Growth projections, Growth Opportunity Areas, and zoning district yield analyses can be used to generate land use assumptions.

**Objective VT.2 - Coordinate traffic signals and improve intersections throughout the region to improve traffic flow.**

Municipalities should make an effort to better coordinate traffic signals and invest in intersection improvements, in order to facilitate traffic flow and reduce unnecessary delays.

**Strategies****VT.2.A Implement the signalization and intersection improvements listed in the tables and shown on the maps presented in this chapter.**

The signalization and intersection improvements indicated in the tables and maps should be implemented as soon as transportation improvement budgets can be adopted.

**Objective VT.3 - Develop a sound and coordinated roadway functional classification system and common design criteria.**

Functional classification systems group roadways according to the type of traffic service they provide. For example, roadways may be defined as arterial, collector, local, etc., based upon their level of service, speed of traffic, and/or level of accessibility. Municipalities should coordinate their systems, so that they have a common reference point for assessing the roadways in their region. Common design criteria will also allow municipalities to better address multimunicipal planning of new roadways.

**Strategies****VT.3.A Incorporate the classification system shown in Map 8.4 for each municipality.**

Map 8.4 presents a model functional classification system that each municipality should adopt. Municipalities should utilize the PennDOT Highway Design Criteria for the principal arterial and minor arterial routes.

**Objective VT.4 - Utilize capital improvement programming and Official Maps as tools for road improvements in the region.**

By integrating plans for new roadways into capital improvement programs, and identifying necessary rights of way for placement on Official Maps, municipalities can facilitate the development of new roads throughout the region. Plans for improving existing roads should also be included in capital improvement programs.

**Strategies****VT.4.A Increase funding for road improvements on the municipal level.**

Working with Capital, Reserve, and General Fund budgets, municipalities should increase their local funding for road improvements.

**VT.4.B Create Official Maps to depict new collector roads, service drives, and alleys to relieve traffic congestion.**

In order to relieve traffic congestion, municipalities should establish rights of way for roadways that will be necessary to accommodate new development. These new roadways should be placed on Official Maps. The placement of new roadways should be aligned with land use development goals, and focus on facilitating traffic flow within Growth Opportunity areas.

**Objective VT.5 - Address increasing volumes of truck traffic.**

Growth in Central Lancaster County has spurred an increase in truck traffic to meet the needs of residents and businesses. LIMC municipalities should examine ways to mitigate the problems caused by truck traffic, and explore alternative options for the movement of goods.

**Strategies****VT.5.A Identify and develop alternative routes for trucks.**

Municipalities should identify the best routes for trucks to follow when traveling through the region. These routes should be clearly marked, and should avoid local roads and residential neighborhoods wherever possible.

**VT.5.B Designate “No Truck Traffic” routes for selected local roads.**

On select residential roads where truck traffic is a problem, “No Truck Traffic” signs should be posted to indicate that truck travel is prohibited. Using signage to clearly designate appropriate truck routes will also facilitate the movement of trucks through the region.

**VT.5.C Support efforts to increase rail freight goods movement and passenger rail, and to deal with increasing volumes of truck traffic.**

An increase in the share of goods that travel in and out of Central Lancaster County via freight rail will help to reduce truck traffic, and consequentially reduce road congestion and air pollution. LIMC should advocate for enhanced freight rail opportunities.

**VT.5.D Implement the Intermodal Management System set forth in the Lancaster County 2004 Management Systems report.**

Transfer points between various modes of transportation represent an important component of the County transportation plan. The most significant passenger intermodal transfer point in the county is the Amtrak station in Lancaster City, which accommodates train, bus, automobile, and pedestrian traffic. Municipalities should ensure that the Intermodal Management System is implemented, with particular attention to transfer points for freight rail. Improving these transfer points will help to ensure the efficient movement of goods within Central Lancaster County.

**Objective VT.6 - Enhance parking availability and park-and-ride facilities in the region.**

LIMC should work to increase the number of park-and-ride facilities in the region. In order to encourage carpooling and transit-ridership, park-and-ride spaces should be restricted to these users, and should be free of charge whenever possible.

**Strategies****VT.6.A Work with major employers and other institutions to implement and promote a regional ride share program and develop park and ride lots.**

Major employers should take the lead in promoting a regional ride share program. Park-and-ride facilities should be created at transit stops, onramps to highways and other limited access roads, and underutilized parking lots (such as a mall parking lot).

**Objective VT.7 - Provide alternative safe routes for horse drawn and other non-motorized vehicles.**

As population grows and car traffic increases in Central Lancaster County, the roads are becoming less safe for horse drawn buggies, bicycles, and other non-motorized forms of transportation. LIMC should work to ensure the safety of all forms of transportation, through the provision of alternative routes and the regulation of automobile traffic.

**Strategies****VT.7.A Convene organizations and groups that use or advocate the use of horse drawn and other non-motorized vehicles to assess their needs and determine safety requirements.**

LIMC should bring together organizations and groups involved in non-motorized transportation in order to assess their safety requirements. Safety measures such as reflective markers, speed limit reduction and enforcement, widened shoulders, and provision of additional lanes for non-motorized vehicles should be pursued as appropriate.

**VT.7.B Conduct an area wide inventory of existing routes for horse drawn and other non-motorized vehicles to identify gaps and areas of motorized and non-motorized conflicts.**

An inventory of existing routes will help to identify gaps in the transportation options for users of horse-drawn and non-motorized vehicles. The inventory can also be used to highlight roads and intersections with particularly high rates of car/buggy conflicts. By seeking to address these gaps and conflicts, municipalities can improve safety, accessibility, and connectivity options for all residents.

**VT.7.C Develop a Central Lancaster County regional non-motorized mobility plan that focuses on alternative safe routes.**

A regional non-motorized mobility plan will allow municipalities to meet the transportation needs of all of its residents. Providing alternative safe routes for horse-drawn and other non-motorized vehicles will also enhance the safety of travelers throughout the region.

**Objective VT.8 - Enhance street signage and wayfinding.**

Municipalities should pursue enhancements to street signage and wayfinding systems that can assist visitors traveling by car, bicycle, buggy, or on foot.

**Strategies****VT.8.A Upgrade the wayfinding signage system in Lancaster City and within the core area formed by the Route 30 By-Pass and Route 741.**

The wayfinding signage system within the transportation core should be upgraded to enable visitors and tourists to more easily navigate their way to selected destinations and to parking. The upgraded wayfinding signage system can also provide a distinctive branding opportunity for Lancaster City.

**Objective VT.9 - Connect streets between existing and new communities.**

When new developments are not well connected with existing neighborhoods they contribute more cars and create greater traffic congestion on collector roads. When developers are compelled to integrate new neighborhoods into existing street patterns and provide a variety of choices for movement in and out of the neighborhood, new developments can actually increase connectivity within the region.

**Strategies****VT.9.A Require new and older communities to have an interconnected street network.**

One of the major causes of congestion on collector roads is the high volume of vehicles entering from single access streets and cul-de-sacs. Municipalities should discourage new cul-de-sacs within the DGA. Through streets should be provided in all new subdivisions and land developments, where possible. Where cul-de-sacs and stub areas already exist, municipalities should consider plans to extend these streets to improve connectivity.

**Objective VT.10 - Improve signalization throughout the LIMC area.**

The City of Lancaster is the transportation hub for the region, and municipalities should develop strategies for enhancing entry points into the city, and improving traffic circulation within the city.

**Strategies****VT.10.A Increase “green time” for selected traffic control signals and create an improved traffic signal synchronization system.**

In 2005, the Lancaster County Transportation Authority completed a study of 419 signalized intersections in 42 municipalities in Lancaster County, including 287 in the 13 LIMC municipalities. There are 34

interconnected systems that include 304 of the intersections. The majority of the systems are not functioning properly, due to either lack of maintenance or to old timing and coordination plans. The Authority is initiating a project to make improvements to traffic signals in some of the municipalities and on some of the problem corridors and should continue to coordinate additional traffic signal improvements in the future.



**2. Public Transportation**

***Goal: An easily accessible, efficient, and affordable public transportation system will be available to improve access to homes, jobs, shopping, attractions, and recreation.***

**Objective PT.1 - Create a regional public transportation system that provides safe, efficient, and affordable service to new and existing development throughout the region.**

The Red Rose Transit Authority (RRTA) provides a variety of public transportation services throughout Lancaster County, including 18 bus routes, paratransit service, and the Red Rose Trolley. LIMC should work with RRTA and private transportation providers to ensure that public transportation opportunities meet the needs of residents throughout the region.

**Strategies**

**PT.1.A Implement the transit and rail improvements identified in the Long-Range Transportation Plan, 2005-2030.**

Lancaster County's Long-Range Transportation Plan calls for improved public transportation networks and commuter rail services. Aside from recommendations for direct transportation improvements, it also addresses land use development patterns. By encouraging transit-oriented development within Urban Growth Areas, the plan supports rail and public transit as viable transportation options.

**Objective PT.2 - Evaluate and remedy the location and schedules of existing public transportation routes and stops to maximize their convenience and accessibility.**

LIMC should closely examine the locations of existing public transportation routes and stops to ensure that they meet the needs of major population, employment, and commercial centers. Route scheduling / schedule adherence should also be addressed in order to maximize the convenience of public transportation options.

**Strategies**

**PT.2.A Work with existing organizations to maximize convenience and accessibility of existing routes and stops.**

LIMC should establish a task force that will work with the Red Rose Transit Authority and private transportation providers to encourage better coordination of transit routes, and increase convenience and accessibility throughout the public transportation system.

**Objective PT.3 - Plan appropriate short-term and long-term investment strategies for public transportation, including park and ride, train, light rail, and bus.**

Municipalities should develop investment priorities and strategies to enhance a variety of public transportation opportunities. They should pursue state and federal funding to support these investments.

### **Strategies**

#### **PT.3.A Seek financial support through the SAFETEA-LU program, and through the State and County.**

Congress recently passed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), which authorizes federal surface transportation programs related to highways, highway safety, and transit. Municipalities should use SAFETEA-LU funds to support transit investments, along with other funding sources from the state and county governments.

#### **Objective PT.4 - Identify population, employment, and commercial centers as connection points for public transportation routes.**

Transit stops and connection points should directly relate to the needs of the population, and be concentrated around dense residential, employment, and commercial centers. Planning for future transit stops should be done in accordance with future land use goals and density targets.

### **Strategies**

#### **PT.4.A Devise a “significant origin-destination map” to serve as the determinant for activity centers and linkages.**

The Red Rose Transit Authority should use data collection and mapping to identify the most significant origin and destination points within the region, and to plan transit routes accordingly.

#### **Objective PT.5 - Improve public transportation options within Lancaster City for residents and visitors to reduce vehicular congestion and parking demands.**

Downtown Lancaster City should encourage residents and visitors to park their cars upon arrival, and then walk or use public transit to get around. The City of Lancaster and the Downtown Investment District should ensure that there are a sufficient number of curbside spaces and affordable parking garages in the center of Lancaster City to meet the parking needs of visitors and residents.

### **Strategies**

#### **PT.5.A Investigate the feasibility for a jitney-type shuttle bus to ease traffic congestion and parking problems.**

The Red Rose Transit Authority should study the feasibility of creating a free or very low-cost shuttle service that runs exclusively within downtown Lancaster City. Such a service will create additional incentives for visitors to leave their cars at a parking facility for the day. More information about

shuttle transit services can be found at the Victoria Transport Policy Institute at <http://www.vtpi.org/tdm/tdm39.htm>.

**Objective PT.6 - Ensure public transportation stops and stations are well lit, clean, comfortable, and staffed when feasible.**

In order to make public transportation a more desirable option, transit stops and stations must be clean, safe, and easy to use. Whenever possible staff should be available to provide customer assistance, maintain facilities, and convey a sense of safety. Good lighting and regular maintenance will also contribute to the attractiveness of transit stops.

**Strategies**

**PT.6.A Coordinate with Amtrak and the Red Rose Transit Authority to promote the safety and conveniences of the transit infrastructure.**

The Amtrak transit hub in Lancaster City should impart a sense of safety and meet the needs of all passengers. LIMC should coordinate with Amtrak and the RRTA to ensure that the transit infrastructure is well-maintained and adequately staffed.

**Objective PT.7 - Encourage the use of public transportation by educating people of all ages of its benefits.**

Public transportation offers numerous benefits to the residents and workers of Central Lancaster County. Transit increases personal mobility and freedom, particularly for youth, elderly, and low-income populations; it stimulates the economy and helps create new jobs; it relieves traffic congestion; and it helps the environment and conserves energy. LIMC should work with transit advocacy groups to communicate the benefits of using public transportation.

**Strategies**

**PT.7.A Increase use of transit through a well designed and distributed brochure, and media coverage.**

LIMC should collaborate with the Red Rose Transit Authority to produce a variety of public education strategies to promote increased transit ridership, including television and print media coverage, public service announcements, and brochures. More information on public transportation benefits and messages can be found at the Public Transportation Partnership for Tomorrow, at <http://www.publictransportation.org/>.

**Objective PT.8 - Provide incentives to increase use of public transportation.**

A wide variety of incentives can be pursued to increase public transportation ridership. Transportation providers could offer more convenient fare structures and payment systems, allowing more frequent riders to save money on individual trips. Municipalities could promote a

Transit Check program, in which businesses subsidize their employees' transit fares in exchange for tax benefits. Parking should be priced strategically to encourage transit use and discourage single-passenger car trips.

### **Strategies**

#### **PT.8.A Construct additional parking facilities at transit stops and charge minimal rates for daily parking.**

As needed, additional parking facilities should be constructed at transit stops. Parking rates for daily parking should be lowered to induce greater transit ridership.

#### **Objective PT.9 - Encourage land use and development patterns that support the use of public transportation and reduce vehicular traffic.**

In order to encourage the use of public transportation and reduce automobile traffic, land use and development patterns must allow for higher densities, a mix of uses, and roadway design that supports a variety of users. LIMC should promote Transit Oriented Development surrounding new and existing transit hubs.

### **Strategies**

#### **PT.9.A Create Transit Oriented Development (TOD) overlay districts around major train and bus stops.**

Municipalities should create Transit Oriented Development Overlay Districts where zoning establishes residential and commercial centers designed to maximize the use of transit and non-motorized transportation alternatives. TODs should have a mix of uses and housing types, be designed for cycling and walking, employ traffic calming techniques, and make use of parking management strategies that will reduce the amount of land devoted to parking lots.

#### **Objective PT.10 - Require access to public transportation in new residential developments.**

LIMC should establish residential development requirements that will reduce the traffic burdens that new developments place upon communities, and increase the use of public transportation by residents throughout the region. Mandating access to public transportation in new developments will effectively contribute to this goal.

### **Strategies**

#### **PT.10.A Amend zoning ordinances and subdivision and land development ordinances to require bus shelters, sidewalks, and lighting within one half mile of transit stops.**

New residential developments in Central Lancaster County should be built along existing or proposed bus routes, whenever possible. Developers should be required to provide infrastructure to allow for safe travel to and from a transit stop (e.g., sidewalks and bicycle paths), and they should provide for lighting and shelter at new transit stops. Municipalities should amend zoning ordinances and land development ordinances to include such requirements.

### **3. Alternative Transportation**

***Goal: A planned, interconnected, and safe network of alternative transportation options will be developed to move people and goods.***

#### **Objective AT.1 - Modify and maintain existing facilities to be pedestrian and bicycle friendly.**

Existing roads should be made more pedestrian and bicycle friendly through the addition of sidewalks, bicycle paths, crosswalks, good lighting, and other amenities. More information on creating streets that are friendly to alternative transportation is available from the Pedestrian and Bicycle Information Center at [www.walkinginfo.org](http://www.walkinginfo.org).

#### **Strategies**

##### **AT.1.A Improve and upgrade existing access ways to promote access along sidewalks, trails, and paths, and implement the Lancaster County Bicycle and Pedestrian Transportation Plan.**

The Lancaster County Bicycle and Pedestrian Transportation Plan calls for the Bicycle and Pedestrian Task Force to take a leadership role in ensuring that alternative transportation access is improved. In conjunction with LCPC and PennDOT, the Task Force should arrange for necessary studies to identify the regional needs and priorities related to alternative transportation. They should also identify funding resources for improving existing accessways and investing in new ones.

#### **Objective AT.2 - Create a primary transportation network of streets with shoulders and paths to facilitate non-motorized transportation.**

Municipalities should create a system of streets that offer well-marked and well-connected paths that cater to non-motorized forms of transportation.

#### **Strategies**

##### **AT.2.A Amend Official Maps to designate crosswalks and routes for non-motorized transportation in accordance with the Lancaster County Bicycle and Pedestrian Transportation Plan.**

Official Maps in Central Lancaster County should be amended to provide for additional crosswalks and non-motorized pathways throughout the region. In accordance with the map amendments, municipalities should invest in necessary infrastructure improvements in order to implement these paths and crosswalks.

#### **Objective AT.3 - Require sidewalks, bicycle paths, and walking trails within developments and to connect subdivisions and land developments.**

Wherever possible, residential neighborhoods should reduce the number of cul-de-sacs, and build roads that connect subdivisions and that accommodate all type of travelers – cars, bicycles, pedestrians, etc. In areas where residents are unable or unwilling to allow through streets immediately, municipalities can establish rights of ways and create sidewalks, paths, and trails that preserve the possibility of future street connectivity, while in the meantime supporting pedestrian and non-motorized transportation options.

### **Strategies**

#### **AT.3.A Amend subdivision and land development ordinances to require connections in and through developments and neighborhoods, and between developments and neighborhoods.**

Municipalities should amend their subdivision and land development ordinances to enhance connectivity between neighborhoods for non-motorized travelers and pedestrians. This strategy directly relates to Strategy VT-10.A.

#### **Objective AT.4 - Connect recreation, commercial, residential, and employment centers and public transportation with bicycle paths and walking trails.**

Recreational facilities and commercial, residential, and employment facilities should be easy to access for all residents, regardless of whether or not they drive a car. Bicycle paths and walking trails can help to ensure safe and efficient movement between such centers.

### **Strategies**

#### **AT.4.A Construct access ways for walking and bicycling to link places to live, shop, work and play, and provide crosswalk connections.**

Municipalities should invest in necessary improvements such as sidewalks, bike paths, and crosswalks, in order to diversify transportation options and protect the safety of pedestrians, bicyclists, and other non-motorized transportation users.

#### **Objective AT.5 - Educate the public to encourage road sharing among drivers, cyclists, and pedestrians.**

Municipalities should engage in efforts to inform the public about the nature of road sharing among multiple transportation users. Education campaigns can improve the public's understanding of safety precautions. A sample "Share the Road" campaign can be found at the Marin County Bicycle Coalition, at

<http://www.marinbike.org/Campaigns/ShareTheRoad/Index.htm>.

**Strategies****AT.5.A Improve signage along roadways, construct sidewalks, and construct and line strip lanes for cyclists.**

Municipalities should pursue infrastructure investments that visually distinguish appropriate paths for different forms of transportation and increase the safety of all users. They should undertake measures to inform the public about the meaning of new signs, lanes, and road markers.



**Table 8.1 - Regional Transportation Initiatives**

Table 8.1 was generated using information provided in the report entitled: “2003-2006 Transportation Improvement Program – Lancaster”, as well as the updated “2005-2008 Transportation Improvement Program”, along with various websites including the Lancaster County Planning Commission and the Pennsylvania Department of Transportation. This Table focuses on initiatives pertaining to road segments such as Corridor Studies, Widening, Resurfacing, etc., as well as bridge rehabilitation and improvements. Please refer to Map 8.5 for project locations.

Initiative	General Description	Notes and Recommendations	Estimated Cost (in \$1000s)/ Status
1	<b>Route 72</b> PA 72 Alternatives Analysis – Preliminary Engineering	In the area of Manheim and East Petersburg Boroughs Currently in step 3 of PennDOT’s “Ten Step Process for Transportation Development.” The PA Route 72 Corridor was documented as needing a full range of improvements including, but not limited to, left turn lane/shoulder improvements, widening, and “relief routes” around the boroughs of East Petersburg and Manheim. ( <a href="http://www.co.lancaster.pa.us/planning">www.co.lancaster.pa.us/planning</a> )	\$ 2,000 Preliminary Engineering (Note: This Initiative may be deactivated)
2	<b>Fruitville Pike</b> Add lane, shoulders and intersection improvements	Manheim Township – from PA 722 to Granite Run Drive Construction to include an additional lane, improved shoulders, and improvements at roadway intersections along Fruitville Pike, in the area between PA 722 and Granite Run Drive.	\$ 200 Preliminary Engineering scheduled for 2006
3 (#12 from LCPC Active Funded Projects list)	<b>PA 501 Spot Widening</b> Spot widening, intersection improvements, turning lanes, and signal improvements	Several Municipalities from US 30 north to Newport Road (including Manheim Township) Construction to include road widening in certain locations, improvements at intersections, turning lanes, and improvements at signal locations along Route 501, between US 30 and Newport Road. Starting with Rt. 501/Delp Rd. Intersection North to Owl Hill Rd. Intersection, selected road widening/intersection improvements.	\$ 1,466 Construction to be completed in 2005
4	<b>Lititz/Oregon Pike</b> Maintenance/Resurface	Lancaster City and Manheim Township from US 222/Prince Street to Golden Triangle Construction to include road maintenance and resurfacing along Lititz and Oregon Pike from US 222 to the Golden Triangle.	\$ 830 Construction began 2003
5 (#3 & #4 from LCPC Active Funded Projects list)	<b>PA 23 Corridor</b> Environmental Impact Study Signal Interconnect (interconnect signals, road widening, turning lanes, install curbing)	Several Municipalities from US 30 north to US 322 (including Manheim and East Lampeter Townships) The PA 23 Environmental Impact Statement was initiated from the 1997 PA 23 Corridor Study. This study is completed to step 4 (Preliminary Alternatives Analysis) of PennDOT’s “Ten Step Process for Transportation Development.” The study will examine six alternatives designed to solve the transportation needs identified in the 1997 Corridor Study. ( <a href="http://www.dot.state.pa.us">www.dot.state.pa.us</a> )	\$ 13,000 (Corridor) Preliminary Design in 2006. Final Design in 2008 \$780 (Signal Interconnect) Final Design & Utilities in 2005. Construction in 2006.
6	<b>Route 30</b> Widening, improve bridges over Amtrak & Norfolk Southern	Manheim and East Lampeter Townships, Lancaster City Construction to include road widening and bridge improvements (over Amtrak and Norfolk Southern lines) along Route 30 in Manheim and East Lampeter Townships.	\$1,475 Construction began 2003 (Completed)

Initiative	General Description	Notes and Recommendations	Estimated Cost (in \$1000s)/ Status
7 (#9 from LCPC Active Funded Projects list)	<b>Route 272</b> Resurface, rehabilitate and paint bridges	Several Municipalities (including West Lampeter and Pequea Townships) Construction to include road resurfacing, rehabilitation, and bridge painting along Route 272 from PA 741 to Smithville (in Providence Township)	\$700 Final Design and Utilities to be completed in 2005 Construction to be completed in 2007
8 (#11 from LCPC Active Funded Projects list)	<b>Route 462 Corridor Study</b> Congested corridor study	Mountville Borough from Borough west to Columbia Corridor Study for Route 462 from Mountville Borough west to the Borough of Columbia, analyzing traffic congestion.	\$ 200 Preliminary Engineering (Other costs to be determined)
9	<b>Stony Battery Road</b> Widening to 3 lanes, shoulder and intersection improvements	West Hempfield Township from US 30 to Donnerville Road Construction to include road widening to three lanes, shoulder improvements, and improvements at intersections along Stony Battery Road, between US 30 (at northeast corner of Mountville Borough) and Donnerville Road in West Hempfield Township	\$150 Preliminary Engineering was scheduled for 2005
10 (#20A & #20B from LCPC Active Funded Projects list)	<b>Centerville Road</b> Widening  <b>Preliminary Design for Bridges (5 lane)</b>	East Hempfield Township from PA 462 to PA 23 and Bridge over US 30 Centerville Road from PA 462 to PA 23 and for bridge over US 30, to address the need and ramifications of road widening, and replacement/widening bridge.	\$ 100 (Roadway Preliminary Plan with Local Funding) \$500 (Bridge Preliminary Design with Fed/State Funding)
11	<b>Route 30</b> Widening, bridge replacements and rehabilitation	Lancaster City, Manheim and East Hempfield Townships, from PA 741 to PA 72 Construction to include road widening, replacement of bridges and rehabilitation along Route 30 between PA 741 and PA 72.	\$ 1,710 Construction began 2003 (Completed)
12 (#13 from LCPC Active Funded Projects list)	<b>S. Duke Street</b> Traffic calming and streetscape beautification	Lancaster City from Church Street to Chesapeake Street A streetscape beautification project that will address traffic calming measures along Duke Street in Lancaster City from Church Street to Chesapeake Street	\$150 Currently in Final Design Construction in 2005
13 (#7 from LCPC Active Funded Projects list)	<b>US 30 East of PA 896</b> Corridor Improvement Study	From PA 896 in East Lampeter Township to PA 41. To reduce congestion and improve safety conditions along this stretch of Route 30, PennDOT has resumed an improvement study of the corridor. The study was suspended in 1996 due to funding constraints. (www.co.lancaster.pa.us/planning)	\$ 2,000 Preliminary Design to be completed in 2005 Final Design to be completed in 2006
13.A. (#18 from LCPC Active Funded Projects list)	<b>Route 999</b> N. George Street & Manor Avenue (East-West Traffic Abatement & Millersville University Traffic Abatement)	To reduce traffic congestion and east/west traffic to/from the City of Lancaster, and to/from Millersville Studied previously, and recommended in Millersville Boro Comp Plan. New study needed.	\$240
13.B. (#1 from LCPC Active Funded Projects list)	<b>Lancaster Amtrak Station</b>	Restore Lancaster City Amtrak RR Station and improve passenger friendliness	\$190 Currently in Final Design Construction to be completed in 2007

Initiative	General Description	Notes and Recommendations	Estimated Cost (in \$1000s)/ Status
13.C. (#2 from LCPC Active Funded Projects list)	<b>N. Prince St Pedestrian Safety</b>	Boosts pedestrian safety/desirability by slowing vehicular traffic and adding pedestrian lighting and amenities	\$294 Preliminary and Final Design in 2005 Construction in 2007
13.D. (#5 from LCPC Active Funded Projects list)	<b>US 30 PM #2</b>	Resurface and Rehabilitate SR 30; Mountville Borough to PA 23 E. Hempfield	\$8,679 Utilities to be completed in 2005 Construction to be completed in 2006
13.E. (#6 from LCPC Active Funded Projects list)	<b>US 30 PM #1</b>	Resurface and Rehabilitate 12 bridges from York County Line to Mountville Borough	\$640 Final Design to be completed in 2005 Construction to be completed in 2008
13.F. (#8 from LCPC Active Funded Projects list)	<b>Lititz Pike Bridge</b>	Replace US 222 Bridge over Amtrak in Lancaster City for lane improvements and pedestrian safety	\$1,688 Preliminary Engineering to be completed in 2005
13.G. (#10 from LCPC Active Funded Projects list)	<b>PA 441 Corridor – Columbia</b>	PA 441 from US 30 to Front St. Columbia Borough and West Hempfield Township Relocate PA 441	\$750 Preliminary Design completed in 2004
13.H. (#14 from LCPC Active Funded Projects list)	<b>SR 3017 Stony Battery Road</b> Widening Widen to 3 lanes, shoulder and intersection improvement	West Hempfield Township from US 30 to Donnerville Road Construction to include road widening to three lanes, shoulder improvements, and improvements at intersections along Stony Battery Road, between US 30 (at northeast corner of Mountville Borough) and Donnerville Road in West Hempfield Township	\$150 Preliminary Engineering to be completed in 2008
13.I. (#15 from LCPC Active Funded Projects list)	<b>Dillerville Road Bridges</b>	SR 4009 over Amtrak City of Lancaster One bridge replacement and three rehabs	\$840 Currently in Final Design Stage Construction in 2006
13.J. (#16 from LCPC Active Funded Projects list)	<b>Strasburg Pike Bridge</b>	Improve safety. Replace narrow bridge over Mill Creek and retain historical value of the surrounding area.	\$484 Final Design to be completed in 2005
13.K. (#17 from LCPC Active Funded Projects list)	<b>Rt. 23 at N. President Ave.</b>	Improve east and west traffic flow by adding left turn lanes on Rt. 23.	\$61 Design to be completed in 2005
13.L. (#19 from LCPC Active Funded Projects list)	<b>PA 722 State Rd. Bridges over PA 283 &amp; Amtrak</b>	Replace and widen bridges.  (Agreement between PennDOT, East Hempfield Township, and MPO)	\$500  Preliminary Engineering (Other costs to be determined)
13.M. (#21 from LCPC Active Funded Projects list)	<b>RRTA Downtown Transfer Station</b>	Remove passenger transfer from 1st block of Queen St. improve traffic flow	\$8,200 Under Construction; to be completed June 2005

Source: Thomas Comitta Associates, Inc.

**Table 8.2 Other Transportation Initiatives**

*This Table was generated using information provided in the Comprehensive Plans of individual municipalities located within the study area and from correspondence with municipality representatives. Refer to Map 8.6 for a visual depiction of the initiatives.*

Initiative	General Description	Notes and Recommendations	Estimated Cost (\$000's)/ Status
<b>East Hempfield Township</b>			
14	Roadway Alignments Spring Valley Road @ Cardinal Road @ Dorsea Road Running Pump Road @ Columbia Avenue Church Street @ north of Camp Meeting Rd. @ south of Bowman Road Nissley Road @ south of Nolt Road Centerville Road @ north of Nolt Road	East Hempfield Township Official Comprehensive Plan 1994 and Draft Traffic Study for Township, 2005	\$ 250 \$ 620  \$ 250 \$ 290 \$ 290 \$ 210 \$ 290
15	Roadway Widening  Harrisburg Pike Marietta Ave. Rohrestown Road Centerville Road Church Street Landisville/Graystone Roads Colebrook Road State Road Yellow Goose Road Bowman Road Nissley Road Nolt Road Sylvan Road Spring Valley Road Running Pump Road	East Hempfield Township Official Comprehensive Plan 1994 and Draft Traffic Study for Township, 2005	\$ 8,300 \$ 4,650 \$ 3,450 \$ 3,950 \$ 2,650 \$ 1,520 \$ 4,900 \$ 2,900 \$ 1,210 \$ 460 \$ 1,150 \$ 1,600 \$ 2,450 \$ 430 \$ 1,150
16	New Roadway Segments Noll Drive Extended (Running Pump Rd to Good Drive) Yellow Goose Road Extended (State Rd to McGovernville Rd) Colebrook Road (Leabrook Rd to Harrisburg Pike)	East Hempfield Township Official Comprehensive Plan 1994 and Draft Traffic Study for Township, 2005	\$ 1,400  \$ 2,700  \$ 1,800

<b>East Lampeter Township</b>			
17	PA 340/PA 462 Land Use/Transportation Corridor Study	Conestoga Valley Region Strategic Comprehensive Plan 2003 Conflicts in this area are due to poor access management, roadway alignment, and adjacent land uses. Multiple groups need to coordinate efforts to resolve problems associated with the two signalized intersections with Pitney Road, Lampeter Road, PA 340, and PA 462.	
18	Amtrak Line	Conestoga Valley Region Strategic Comprehensive Plan Background Summaries Report 2003 Replace six miles of track and ties.	
19	Smoketown Airport	Conestoga Valley Region Strategic Comprehensive Plan Background Summaries Report 2003 Taxiway paving and additional security fencing.	
<b>East Petersburg Borough</b>			
20	Route 72 Corridor	Per Borough Manager Route 72 Corridor study (analysis to provide a bypass around borough)	
<b>Lancaster Township</b>			
21	Route 741 Capacity and Safety	Lancaster Township Strategic Comprehensive Plan Update 2002 Turn Lanes, Traffic Signal Study at Wabank Road	
22	Wabank Road	Lancaster Township Strategic Comprehensive Plan Update 2002 Turn Lanes and Traffic Signals at Route 741 and Wabank Road	
23	East King Street	Lancaster Township Strategic Comprehensive Plan Update 2002 Replace and Widen Conestoga River Bridge and Pedestrian Improvements	
24	S.R. 0999	Lancaster Township Strategic Comprehensive Plan Update 2002 Signalization Improvements	
25	Bean Hill Road	Lancaster Township Strategic Comprehensive Plan Update 2002 Capacity assessment and curve safety assessment.	
<b>Manheim Township</b>			
26	Corridor Studies  Manheim Pike Lititz Pike Fruitville Pike	Comprehensive Plan for Manheim Township 1995 Short term recommendations to include corridor studies to complete traffic signal analysis, intersection improvements, and left turn lane analysis. (See Transportation Initiatives: Regional map, #2 and #3, for additional details.)	

27	Lititz Pike and Delp Road	Per Street Map comments provided by Manheim Township. Intersection improvements at Lititz Pike and Delp Road	
28	PA 722 and Lititz Pike	Per Street Map comments provided by Manheim Township. Intersection improvements at PA 722 and Lititz Pike	
29	Buch Avenue	Per Street Map comments provided by Manheim Township. Roadway improvements on Buch Road from Cobblestone to Weaver)	
30	Snyder Road	Per Street Map comments provided by Manheim Township. Roadway improvements on Snyder Road from Quarry Road to Bluestone Dr.	
31	Koser/Fruitville Pike/Petersburg Rd	Per Street Map comments provided by Manheim Township. Roadway improvements/realignment on Koser Road/Fruitville Pike/Petersburg Road triangle.	
32	Kreider Road	Per Street Map comments provided by Manheim Township. Realignment of Kreider Road from Mill Road to PA 722.	
<b>Manor Township</b>			
33	Stonemill Road Extension	Manor Township Comprehensive Plan 2002 Extend Stonemill Road to provide new east-west collector. Thereby, relieving congestion on Millersville Road, and Columbia Avenue	
34	North George Street Extension	Manor Township Comprehensive Plan 2002 Extend North George Street to provide adequate access to undeveloped acreage north of Millersville Borough	
35	Manor Boulevard Extension	Manor Township Comprehensive Plan 2002 Extend Manor Boulevard to Stonemill Road	
<b>Millersville Borough</b>			
33.A.	Wabank Extension to Wabank Road	Road realignment with Barbara – E. Cottage Avenue to Bordner Run	Awaiting Funding
34.A.	Manor Ave. (Rt. 999) Streetscape	Traffic calming & traffic reduction proposal. Intended to improve pedestrian use of the commercial/residential area Recommended by Planning Commission in 2001	Pending integration with private land development at Manor & Leaman
36 (Also see #22)	Route 741/Wabank Road Intersection Improvements	Millersville Borough Comprehensive Plan 2001 Intersection improvements consisting of signalization, and improved sight distances	Pending Action by Developer

36.A. (part of 33.A.)	Route 741 and Charlotte Street Intersection	Move Barbara St. signal to Charlotte St.; provide new entrance to Oak Knoll development at Charlotte St.; continue Charlotte St. northeast thru Oak Knoll and stub same for future development at Meltzer Tract	
36.B.	South Duke Street to Frederick Street Intersection	Signalization	\$350
<b>Mountville Borough</b>			
37	Park Avenue	Per Borough Secretary Treasurer Park Avenue Rehabilitation	
38	Church Street	Per Borough Secretary Treasurer Church Street Rehabilitation	
39	Commerce Street	Per Borough Secretary Treasurer Commerce Street Rehabilitation (long-range)	
40	Friday Street	Per Borough Secretary Treasurer Friday Street Rehabilitation (long-range)	
<b>West Hempfield Township</b>			
41	Ivy Drive	West Hempfield Township Comprehensive Plan Ivy Drive at Stoney Battery Road realigned	completed
42	Ivy Drive	West Hempfield Township Comprehensive Plan Realignment of Ivy Drive between Marietta Pike and Boyce Avenue	
43	Silver Spring Road	West Hempfield Township Comprehensive Plan Realign Silver Spring Road between Marietta Pike and Meadow Spring Road	
44	Silver Spring Road	West Hempfield Township Comprehensive Plan Realign Silver Spring Road between meadow Spring Road and Quarry Road	
45	Silver Spring Road	West Hempfield Township Comprehensive Plan New 4 leg intersection at Silver Spring Road and Eby Chiques Road	
46	Eby Chiques Road	West Hempfield Township Comprehensive Plan Realign Eby Chiques Road between Clear Spring Road and Prospect Road	
47	Eby Chiques Road	West Hempfield Township Comprehensive Plan New 4 leg intersection at Eby Chiques Road and Prospect Road	
48	Clear Springs Road	West Hempfield Township Comprehensive Plan Reconstruct and Widen Clear Springs Road from Eby Chiques Road to Stoney Battery Road	
49	Nolt Road	West Hempfield Township Comprehensive Plan Realign Nolt Road from Silver Spring Road to Stoney Battery Road	
50	Nolt Road	West Hempfield Township Comprehensive Plan Intersection Improvements at Nolt Road and Stoney Battery Road	
51	Meadow Spring Road	West Hempfield Township Comprehensive Plan Intersection Improvements at Meadow Spring Road and Montezuma Drive	

52	Quarry Road	West Hempfield Township Comprehensive Plan Realign Quarry Road from Valencia Drive to Silver Spring Road	
53	Hempland Road	West Hempfield Township Comprehensive Plan Hempland Road between Donnerville Road and Stoney Battery Road extended	Completed
54	Fairview Road	West Hempfield Township Comprehensive Plan Widen Fairview Road from Prospect Road to Kinderhook Road	
55	Donnerville Road	West Hempfield Township Comprehensive Plan Intersection improvements at Donnerville Road and railroad	
56	Stoney Battery Road	West Hempfield Township Comprehensive Plan Widen and realign Stoney Battery Road	
57	Summit Drive	West Hempfield Township Comprehensive Plan Widen and realign Summit Drive from Mountville Borough to north of Horizon Drive	
58	Summit Drive	West Hempfield Township Comprehensive Plan Intersection Improvements at Summit Drive and Druid Road	
59	Summit Drive	West Hempfield Township Comprehensive Plan Realign Summit Drive from Druid Road to railroad	
60	Druid Road	West Hempfield Township Comprehensive Plan Realign Druid Road south of Summit Drive	
61	Donnerville Road	West Hempfield Township Comprehensive Plan 4 leg intersection at Donnerville Road and Horizon Drive	
62	Horizon Drive	West Hempfield Township Comprehensive Plan Realign Horizon Drive between Highland Drive and Mountain View Drive	
63	Prospect Road Realignments	West Hempfield Township Comprehensive Plan Prospect Road realigned	Completed
64	Misc. Realignments	West Hempfield Township Comprehensive Plan Hempfield Hill Road Stoney Battery Road	
65	Intersection Improvements	West Hempfield Township Comprehensive Plan Prospect Road and Ironville Pike	
66	Prospect Road	West Hempfield Township Comprehensive Plan Widen Prospect Road from Ironville Pike and Marietta Pike	
<b>West Lampeter Township</b>			
67	Lampeter and Rockvale Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Intersection Improvements at Lampeter and Rockvale Roads	
68	Lampeter and Windy Hill Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Intersection Improvements at Lampeter and	



		Windy Hill Roads	
69	Strasburg Pike and Rockvale Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Intersection Improvements	
70	Beaver Valley Pike	West Lampeter Township Strategic Comprehensive Plan Update 2003 Additional Left Turn Lanes	
71	Brenneman Drive	West Lampeter Township Strategic Comprehensive Plan Update 2003 1000 feet of new roadway	
72	Long Rifle Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 2500 of new roadway, road widening	
73	Eshelman Mill Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Widen 2250 feet of roadway	
74	Gypsy Hill Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Widen 3750 feet of roadway from Long Rifle to Morningside Widen 3500 feet of roadway from Beaver Valley Pike to Long Rifle Widen 3500 feet of roadway from Morningside to Eshelman Mill Widen 3000 feet of roadway from Eshelman Mill to Millport	
75	Millwood Drive	West Lampeter Township Strategic Comprehensive Plan Update 2003 Widen 3000 feet of roadway	
76	Locust Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Widen 3500 feet of roadway	
77	Millport and Rocky Springs Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 Realign 750 feet of roadway	
78	Morningside Drive	West Lampeter Township Strategic Comprehensive Plan Update 2003 Widen and realign 3500 feet of roadway between Gypsy Hill and Lampeter Roads	
79	Eckman Road and Willow Street Pike	West Lampeter Township Strategic Comprehensive Plan Update 2003 Intersection Improvements	
80	Gypsy Hill Road and Beaver Valley Pike	West Lampeter Township Strategic Comprehensive Plan Update 2003 Intersection Improvements	
81	Strasburg Pike and Windy Hill Road	West Lampeter Township Strategic Comprehensive Plan Update 2003 New Signalization	

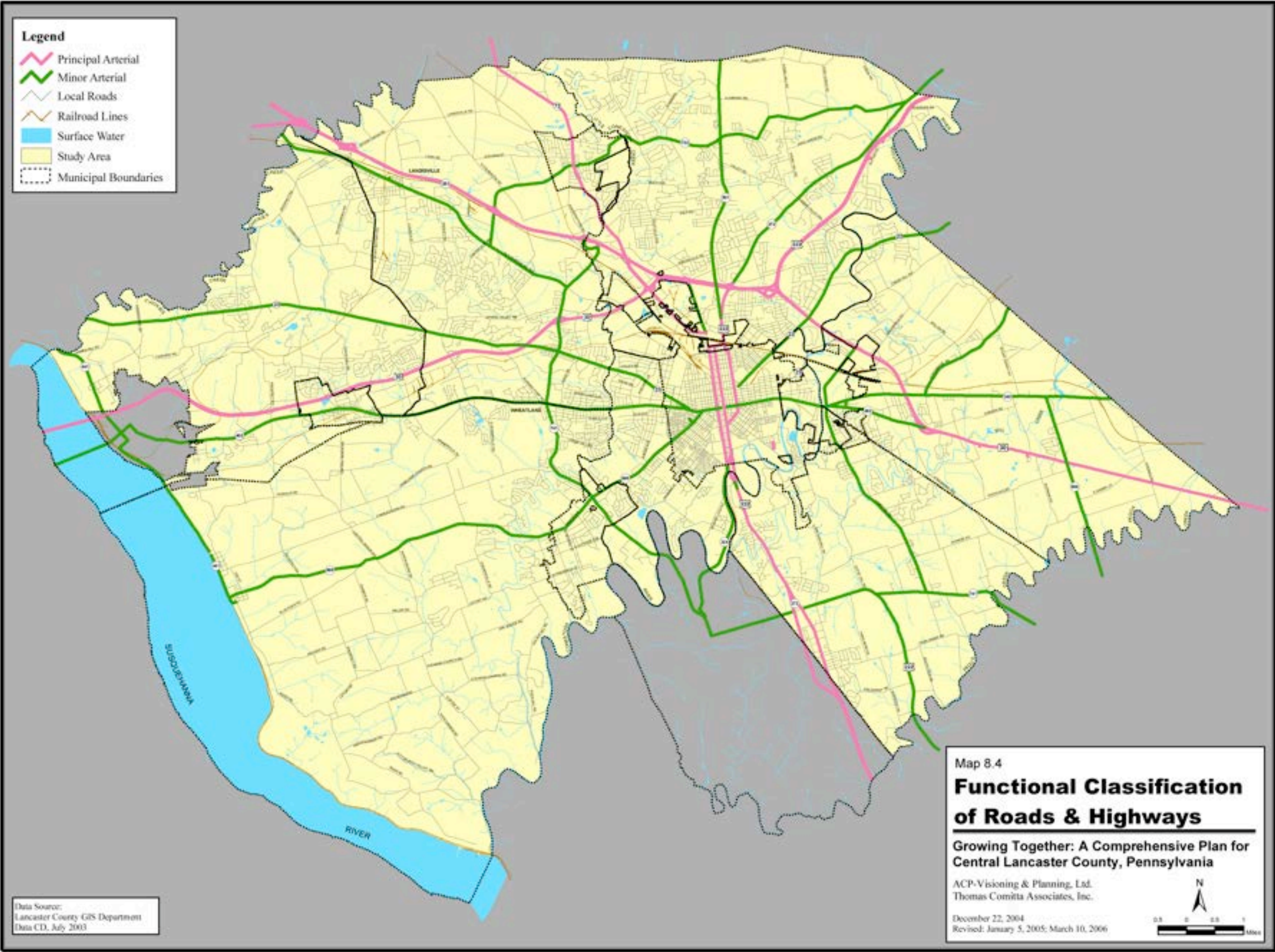
Source: Thomas Comitta Associates, Inc.

**Table 8.3 Non-motorized Transportation Initiatives**

<b>Symbol</b>	<b>General Description</b>	<b>Notes and Recommendations</b>
Green (Thick)	Conestoga Greenway	The Conestoga Greenway includes conservation greenways along the Conestoga River, the Little Conestoga Creek, the West Branch of the Little Conestoga Creek. This greenway is a result of the recommendations set forth in the “Conestoga Greenways: A River Corridor Conservation Plan” prepared by Land Ethics, Inc. and Derck & Edson Associates, LLP, dated 1999.
Green (Thin)	Trails	Existing trails within the LIMC area (as per the LCPC).
Purple	County Trails	County Trails within County Parks, including Chickies Rock County Park and Lancaster County Central Park.
Red	Bike Network	Bike Network along existing roads (as per the LCPC).

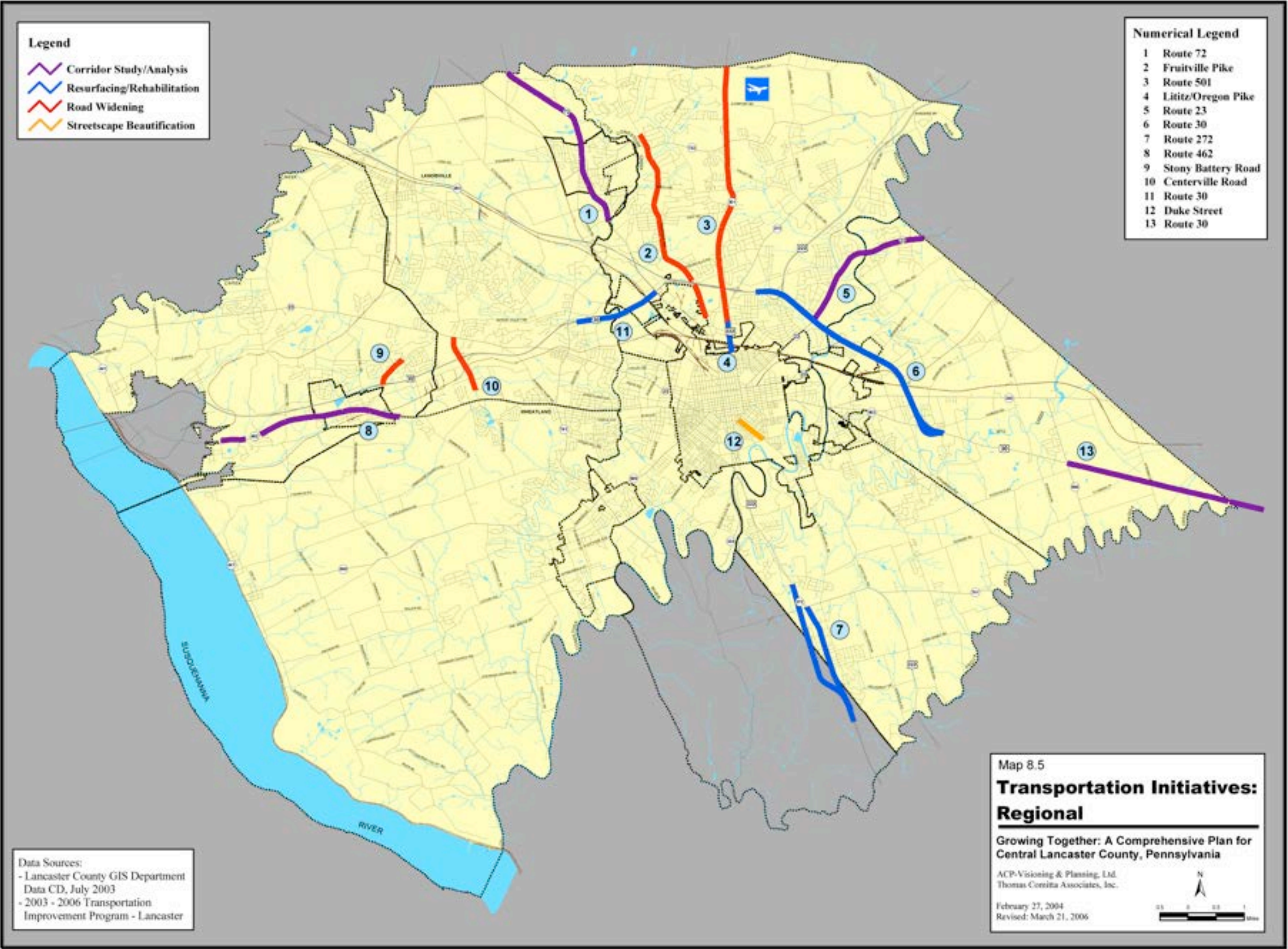
Source: Thomas Comitta Associates, Inc.

Map 8.4



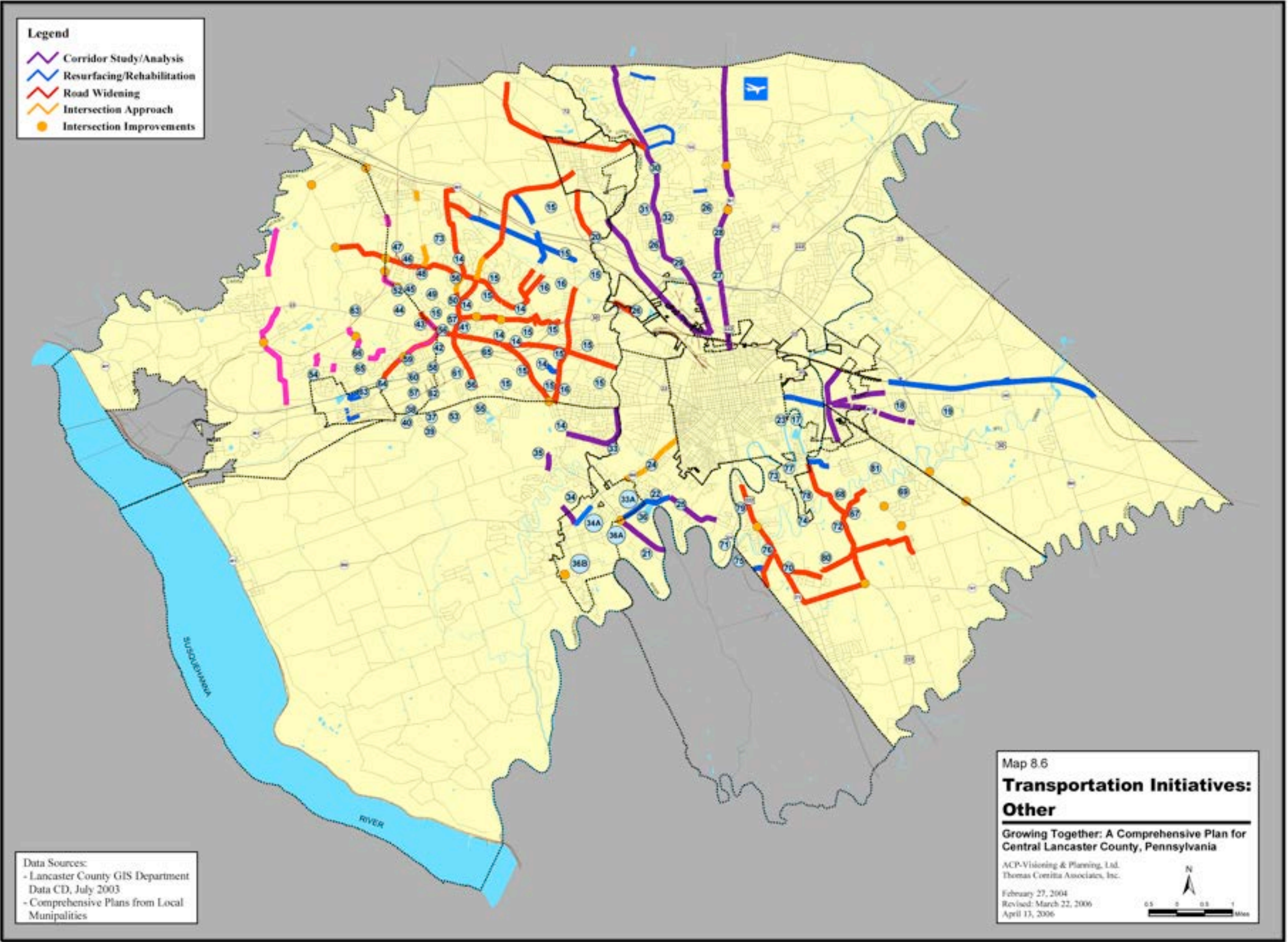


Map 8.5



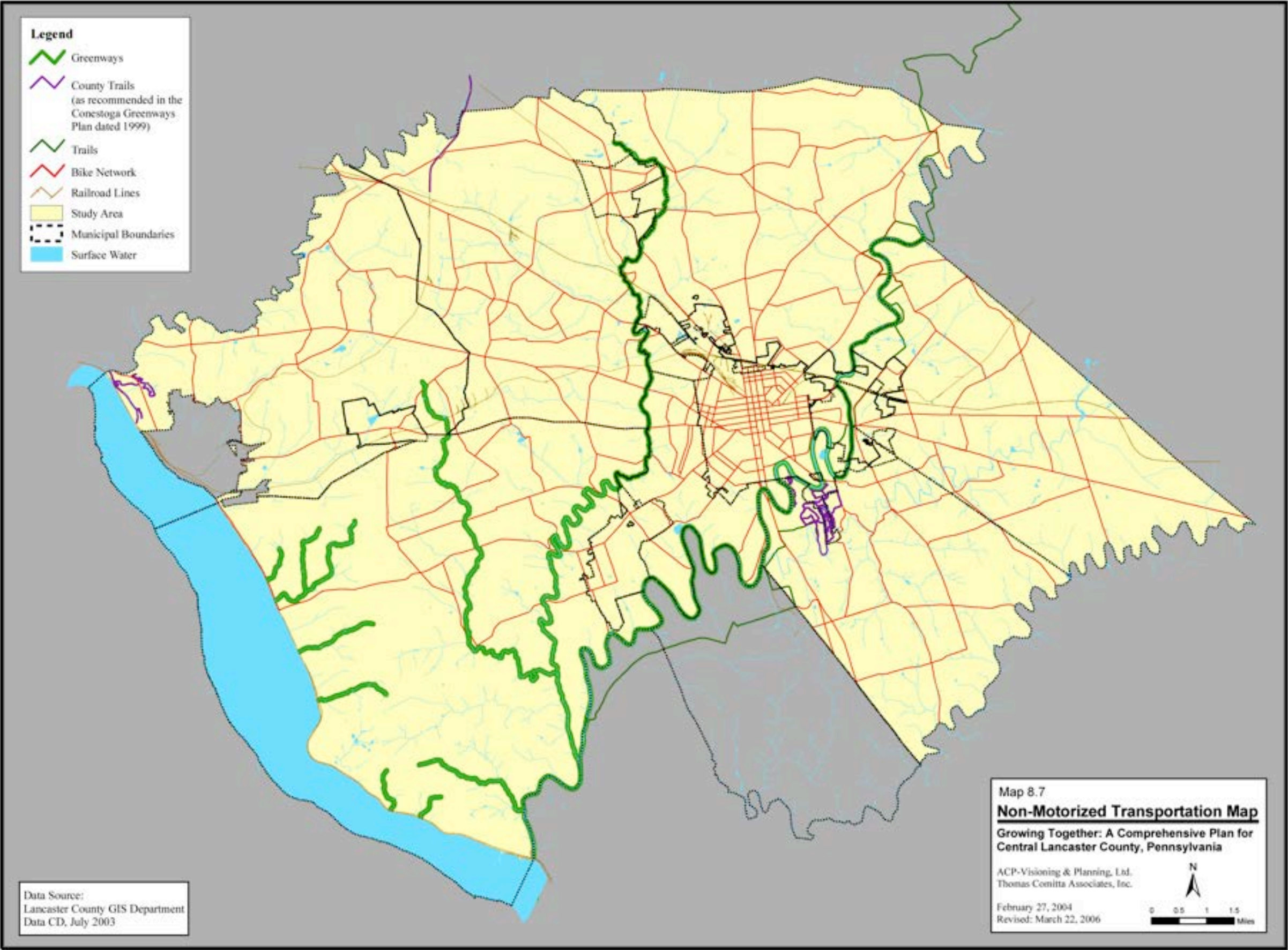


Map 8.6





Map 8.7



# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

PLANNING THE FUTURE • PRESERVING THE PAST

## 9. Community Facilities

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## 9. Community Facilities

### GROWING TOGETHER A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA PLANNING THE FUTURE • PRESERVING THE PAST

#### Above

As Central Lancaster County grows, the need for facilities such as the playing fields shown above will expand in response to public demand.

#### A. Goal

*A full range of efficient community facilities and services will be provided to serve the educational, recreational, safety and health needs of all residents.*

#### B. Overview

This Community Facilities chapter focuses on the maintenance and enhancement of existing facilities and services in Central Lancaster County. Community facilities and services include institutions and systems that serve the public at large, for example municipal services, police and fire protection, refuse and recycling facilities, emergency services, educational facilities, libraries, and hospitals. Recreational facilities are primarily addressed in Chapter 10 – Park and Open Space.

The future development and desirability of a community depends in large part on the quality of services and facilities that are available to the residents of that community. As the Central Lancaster County region grows, the quality and quantity of community facilities and services will need to expand in response to public demand.

Generally, those municipalities that are more developed tend to provide more services and have a more specialized administrative structure than



smaller municipalities. As smaller municipalities grow and develop, new employees and new services will be required to meet the demands and needs of the community. While all municipalities must ensure adequate levels of service provision, these small but growing communities must be particularly proactive in managing and planning for future changes. *Growing Together* presents a significant opportunity for identifying ways to increase collaboration and share community facilities and services among municipalities.

In terms of public health and safety, each of the 11 municipalities provides adequate police, fire, and ambulance services, either through their own facilities or through agreements with an adjoining jurisdiction.

Regarding educational facilities, most of the municipalities indicate within their individual comprehensive plans that growth and expansion of school districts is being adequately addressed.

In terms of administrative capacity, each of the 11 municipalities has a municipal building, and a well-defined system pertaining to the provision of services related to roads, parks, zoning, land development, and governance. Each of the municipalities has a municipal manager, except for Mountville Borough and the City of Lancaster. All of the municipalities have a police chief, although in some cases this position is shared between two municipalities. This type of sharing agreement is found between the City of Lancaster and Lancaster Township, Manheim Township and East Petersburg Borough, and Manor Township and Mountville Borough.

### **C. Existing Conditions**

The Central Lancaster County municipalities offer a variety of different community facilities and services. For a list of all community facilities and their locations for each jurisdiction, please see Table 9.1 - Inventory of Community Facilities, which starts on the following page. Map 9.3 at the end of the chapter shows the location of existing community facilities in Central Lancaster County

A review of individual comprehensive plans indicates that all of the municipalities have developed strategies related to community facilities and service provision. Several municipalities are considering enhancements to their existing community facilities. A summary of enhancements from individual municipalities can be found in Table 9.2. This information was instrumental in the creation of the objectives and strategies that follow.

**Table 9.1 – Inventory of Existing Community Facilities**

*Notes: Facilities whose site extends into more than one municipality are generally listed under the municipality where the largest part of the site is located. When there is more than one facility at the same address, they are generally combined into one listing. The abbreviations following the public schools indicate the school district of which they are a part, as follows: H – Hempfield, CV – Conestoga Valley, L – School District of Lancaster, MT – Manheim Township, PM – Penn Manor, and LS– Lampeter-Strasburg.*

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**EAST HEMPFIELD TOWNSHIP**

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**Government / Community Centers**

1. East Hempfield Township Office 1700 Nissley Road, Landisville

**Educational Facilities**

2. Hempfield Senior High School 200 Stanley Avenue, Landisville (H)  
 3. Centerville Middle School 865 Centerville Road, Lancaster (H)  
 4. Landisville Middle School 340 Mumma Drive, Landisville (H)  
 5. Centerville Elementary School 901 Centerville Road, Lancaster (H)  
 6. Landisville Intermediate Center 300 Church Street, Landisville (H)  
 7. Landisville Primary Center 320 Mumma Drive, Landisville (H)  
 8. Rohrerstown Elementary School 2200 Noll Drive, Lancaster (H)

**Hospitals**

9. Lancaster General Health Campus 2100 Harrisburg Pike, Lancaster  
 10. Lancaster General Women and Babies Hospital 690 Good Drive, Lancaster  
 11. Hospice of Lancaster County 685 Good Drive, Lancaster

**Emergency Services**

12. Lancaster County Public Safety Training Center 101 Champ Boulevard, Manheim  
 13. Hempfield Fire Department 19 Main Street, Salunga  
 14. Rohrerstown Fire Company 500 Elizabeth Street, Lancaster

**Libraries**

None

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**EAST LAMPETER TOWNSHIP**

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**Government / Community Centers**

15. East Lampeter Township Municipal Building 2250 Old Philadelphia Pike Lancaster  
 16. Pennsylvania Department of Transportation Maintenance District 8-7 2105 Lincoln Highway East, Lancaster

**Educational Facilities**

17. Harrisburg Area Community College 1641 Old Philadelphia Pike, Lancaster  
 18. Conestoga Valley High School 2110 Horseshoe Road, Lancaster (CV)  
 19. Conestoga Valley Middle School 500 Mount Sidney Road, Lancaster (CV)  
 20. Fritz Elementary School 857 Hornig Road, Lancaster (CV)  
 21. Smoketown Elementary School 2426 Old Philadelphia Pike, Lancaster (CV)  
 22. Lancaster Mennonite High School 2176 Lincoln Highway East, Lancaster  
 23. Locust Grove Mennonite School 2257 Old Philadelphia Pike, Lancaster

**Emergency Services**

24. Pennsylvania State Police 2099 Lincoln Highway East, Lancaster

25. Lancaster Emergency Medical Services Association	1829 Lincoln Hwy. East, Lancaster
26. Hand-in-Hand Fire Company	313 Enterprise Drive, Bird-in-Hand
27. Lafayette Fire Company	1836 Lincoln Highway East, Lancaster
28. Ronks Fire Company	134 North Ronks Road, Ronks
29. Witmer Fire Protective Association	453 Mount Sidney Road, Lancaster

**Hospitals**

None

**Libraries**

None

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**EAST PETERSBURG BOROUGH**

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**Government / Community Centers**

30. East Petersburg Borough Office	6040 Main Street, East Petersburg
31. East Petersburg Community Center	6051 Pine Street, East Petersburg

**Educational Facilities**

32. East Petersburg Elementary School	5700 Lemon Street, East Petersburg (H)
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**Emergency Services**

33. East Petersburg Fire Company #1	6076 Pine Street, East Petersburg
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**Hospitals**

None

**Libraries**

None

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**LANCASTER CITY**

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**Government / Community Centers**

34. Lancaster City Hall	120 North Duke Street, Lancaster
35. Conestoga Pines Barn	150 Pitney Road, Lancaster
36. Rodney Park Community Center	555 Third Street, Lancaster
37. Lancaster County Courthouse	50 North Duke Street, Lancaster
38. Lancaster County Offices	150 North Queen Street, Lancaster
39. Lancaster County Prison	625 East King Street, Lancaster
40. Lancaster County Youth Intervention Center	235 Circle Avenue, Lancaster
41. Lancaster Recreation Commission	525 Fairview Avenue, Lancaster
42. YMCA	550 North Queen Street, Lancaster
43. YWCA	110 North Lime Street, Lancaster
44. Boys Club & Girls Club of Lancaster	333 Dauphin Street, Lancaster
45. Boys Club & Girls Club of Lancaster	401 North Mulberry Street, Lancaster
46. Boys Club & Girls Club of Lancaster	605 Rockland Street, Lancaster
47. Boys Club & Girls Club of Lancaster	110 South Water Street, Lancaster

**Educational Facilities**

48. Franklin & Marshall College	600 College Avenue, Lancaster
49. Lancaster General College of Nursing & Health Sciences	410 North Lime St., Lancaster

50. Lancaster Theological Seminary	555 College Avenue, Lancaster
51. Pennsylvania College of Art and Design	204 North Prince Street, Lancaster
52. Thaddeus Stevens College of Technology	750 East King Street, Lancaster
53. McCaskey High School	445 North Reservoir Street, Lancaster (L)
54. McCaskey East High School	1051 Lehigh Avenue, Lancaster (L)
55. Hand Middle School	431 South Ann Street, Lancaster (L)
56. Lincoln Middle School	1001 Lehigh Avenue, Lancaster (L)
57. Reynolds Middle School	605 West Walnut Street, Lancaster (L)
58. Carter & MacRae Elementary School	251 South Prince Street, Lancaster (L)
59. Fulton Elementary School	229 West Orange Street, Lancaster (L)
60. Hamilton Elementary School	1300 Wabank Road, Lancaster (L)
61. King Elementary School	466 Rockland Street, Lancaster (L)
62. Lafayette Elementary School	1000 Saint Joseph Street, Lancaster (L)
63. Price Elementary School	615 Fairview Avenue, Lancaster (L)
64. Ross Elementary School	840 North Queen Street, Lancaster (L)
65. Washington Elementary School	545 South Ann Street, Lancaster (L)
66. Wharton Elementary School	705 North Mary Street, Lancaster (L)
67. Wickersham Elementary School	401 North Reservoir Street, Lancaster (L)
68. Buehrle Alternative Education School	426 East Clay Street, Lancaster (L)
69. Dayspring Christian Academy	1008 New Holland Avenue, Lancaster
70. La-Academia (Charter School)	30 North Ann Street, Lancaster
71. The New School	935 Columbia Avenue, Lancaster
72. Resurrection School (Primary)	32 West Vine Street, Lancaster
73. Resurrection School (Elementary)	521 East Orange Street, Lancaster
74. Sacred Heart School	235 Nevin Street, Lancaster

**Libraries**

75. Lancaster County Library	125 North Duke Street, Lancaster
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**Hospitals**

76. Lancaster General Hospital	555 North Duke Street, Lancaster
77. Lancaster Regional Medical Center	210 College Avenue, Lancaster

**Emergency Services**

78. Lancaster City Bureau of Police	39 West Chestnut Street, Lancaster
79. Lancaster City Bureau of Fire	100 South Queen Street, Lancaster
80. Fire Station #1	425 West King Street, Lancaster
81. Fire Station #3	333 East King Street, Lancaster
82. Fire Station #6	851 Fremont Street, Lancaster

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**LANCASTER TOWNSHIP**

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**Government / Community Centers**

83. Lancaster Township Municipal Building	1240 Maple Avenue, Lancaster
84. Maple Grove Community Building	1420 Columbia Avenue, Lancaster
85. Lancaster Township Maintenance Facility	1357 Meadowcreek Lane, Lancaster

**Educational Facilities**

86. Wheatland Middle School	919 Hamilton Park Drive, Lancaster (L)
87. Burrowes Elementary School	1001 East Orange Street, Lancaster (L)
88. Elizabeth Martin Elementary School	1990 Wabank Road, Lancaster (L)
89. James Buchanan Elementary School	340 South West End Avenue (L)

**Libraries**

90. Lancaster County Historical Society	230 North President Avenue, Lancaster
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**Emergency Services**

91. Lancaster Township Fire Station (North)	1250 Maple Avenue, Lancaster
92. Lancaster Township Fire Station (South)	125 Fairview Avenue, Bausman

**Hospitals**

None

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**MANHEIM TOWNSHIP**

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**Government / Community Centers**

93. Manheim Township Municipal Office	1840 Municipal Drive, Lancaster
94. Manheim Township Police Department	1825 Municipal Drive, Lancaster
95. Manheim Township Public Works Shed & Parks Garage	100 Buch Avenue, Lancaster
96. Overlook Facilities Office	Lititz Pike, Lancaster
97. Manheim Township Parks Office (Stauffer Mansion)	1241 Lititz Pike, Lancaster
98. Manheim Township Compost Facility	2775 Oregon Pike, Lancaster

**Educational Facilities**

99. Lancaster Bible College	School Drive, Lancaster
100. Manheim Township High School	160 School Road, Lancaster (MT)
101. Manheim Township Middle School	150 School Road, Lancaster (MT)
102. Brecht Elementary School	1250 Lititz Pike, Lancaster (MT)
103. Bucher Elementary School	450 Candlewyck Road, Lancaster (MT)
104. Neff Elementary School	100 School Road, Lancaster (MT)
105. Nitrauer Elementary School	811 Ashbourne Avenue, Lancaster (MT)
106. Reidenbaugh Elementary School	Snyder Road, Lancaster (MT)
107. Schaeffer Elementary School	875 Pleasure Road, Lancaster (MT)
108. Lancaster Catholic High School	650 Juliette Avenue, Lancaster
109. Lancaster Country Day School	725 Hamilton Road, Lancaster
110. Montessori Academy of Lancaster	2750 Weaver Road, Lancaster

**Emergency Services**

111. Manheim Township Ambulance Association	1820 Municipal Drive, Lancaster
112. Eden Fire Company	1695 New Holland Pike, Lancaster
113. Neffsville Fire Company	Oregon Road, Lancaster
114. Southern Manheim Township Fire Company	396 Orchard Street, Lancaster

**Libraries**

115. Manheim Township Branch Library	401 Granite Run Drive, Lancaster
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**Hospitals**

None

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**MANOR TOWNSHIP**

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**Government / Community Centers**

116. Manor Township Municipal Building	950 West Fairway Drive, Lancaster
117. Manor Township Maintenance Building	3577 Blue Rock Road, Lancaster

**Educational Facilities**

118. Manor Middle School	1950 Charlestown Road, Lancaster (PM)
119. Ann Letort Elementary School	561 Letort Road, Washington Boro (PM)
120. Central Manor Elementary School	3717 Blue Rock Road, Washington Boro (PM)
121. Hambright Elementary School	2121 Temple Avenue, Lancaster (PM)

**Emergency Services**

122. Goodwill Fire Company	11 Charlestown Road, Washington Boro
123. Highville Fire Company	3079 River Road, Conestoga
124. West Lancaster Fire Company #1	1697 Temple Avenue, Lancaster

**Hospitals**

None

**Libraries**

None

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**MILLERSVILLE BOROUGH**

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**Government / Community Centers**

125. Millersville Borough Office	10 Colonial Avenue, Millersville
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**Educational Facilities**

126. Millersville University of Pennsylvania	19 East Frederick Street, Millersville
127. Penn Manor High School	100 East Cottage Avenue, Millersville (PM)
128. Eshleman Elementary School	545 Leaman Avenue, Millersville (PM)

**Emergency Services**

129. Lancaster Emergency Medical Services Association	100 East Charlotte St., Millersville
130. Millersville Borough Fire Company	26 East Charlotte Street, Millersville

**Hospitals**

None

**Libraries**

None

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**MOUNTVILLE BOROUGH**

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**Government / Community Centers**

131. Mountville Borough Office	21 East Main Street, Mountville
132. Mountville Community Center	120 College Avenue, Mountville

**Educational Facilities**

133. Mountville Elementary School	200 College Avenue, Mountville (H)
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**Libraries**

134. Mountville Area Library 2 College Avenue, Mountville

**Emergency Services**

135. Mountville Fire Company #1 26 North Lemon Street, Mountville

**Hospitals**

None

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**WEST HEMPFIELD TOWNSHIP**

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**Government / Community Centers**

136. West Hempfield Township Municipal Building 3401 Marietta Avenue, Lancaster

137. West Hempfield Township Maintenance Facility 4380 Fairview Road, Columbia

**Educational Facilities**

138. Farmdale Elementary School 695 Prospect Road, Mount Joy (H)

139. Sonlight River Brethren School 4075 Siegrist Road, Mount Joy

**Emergency Services**

140. West Hempfield Fire & Rescue 3519 Marietta Avenue, Lancaster

**Hospitals**

None

**Libraries**

None

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**WEST LAMPETER TOWNSHIP**

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**Government / Community Centers**

141. West Lampeter Township Office 852 Village Road, Lampeter

142. Lions Club Community Building 1730 Hans Herr Drive, Willow Street

143. West Lampeter Community Fairgrounds 850 Village Road, Lampeter

**Educational Facilities**

144. Lancaster County Career & Technology Center 1730 Hans Herr Drive, Willow Street

145. Lampeter-Strasburg School District Campus 1007 Village Road, Lampeter (LS)

146. Willow Street Elementary School 9 Main Street, Willow Street (LS)

147. Lancaster Christian School 651 Lampeter Road, Lancaster

148. Lancaster Seventh Day Adventist School 1721 Conard Road, Lancaster

**Hospitals**

149. Lancaster General Hospital - Willow Lakes Medical Services 222 Willow Valley Lakes Drive, Lancaster

**Emergency Services**

150. Willow Street Emergency Medical Services 315 Carol Lynn Drive, Willow Street

151. Lancaster County Fireman's Association 2226 Pequea Lane, Lancaster

152. Lampeter Fire Company 850 Village Road, Lampeter

153. Willow Street Fire Company 2901 Willow Street Pike, Willow Street

**Libraries**

None

*Source: LIMC Municipalities*

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**Table 9.2 – Strategies Addressing Community Facilities and Services, by Municipality**

<b>Municipality</b>	<b>Proposed Enhancements</b>
East Hempfield Township	Maintain and enhance educational, police protection, fire protection, and ambulance services.
East Lampeter Township	Currently exploring sites for expansion of municipal facility to meet spatial needs in 10-20 years. Provide a wide range of community services accessible to the region's residents regardless of age and income level.
East Petersburg Borough	A community building is needed which would house recreational facilities, meeting rooms, kitchen facilities, business offices, police facilities, and storage.
Lancaster City	Continue to support the public library. Assure that the City's public buildings and facilities are accessible to persons with disabilities.
Lancaster Township	Develop a liaison with volunteer and emergency services. Increase resident involvement in Township government activities. Conduct periodic community events hosted by the Board of Supervisors. Establish partnerships with neighboring governments and other governmental entities. Promote community outreach and community policing efforts by the city police department.
Manheim Township	Establish steps to evaluate services dependent on volunteers and funded by public donations. Encourage and promote a high degree of coordination among police, fire, and emergency services. Establish avenues for information exchange between Manheim Township and adjacent municipalities.
Manor Township	Pursue/continue inter-governmental and institutional cooperation in such areas as group buying programs to reduce costs.
Millersville Borough	Adequately provide for public facilities and services. Explore the desirability of providing larger and more accessible quarters for the Police Department.
Mountville Borough	Establish a type of information and referral service for use by residents to provide knowledge of medical facilities and services available. Incorporate provisions in zoning ordinance to preserve the flood plain from development. Review potential sites for future expansion of community facilities and services.
West Hempfield Township	Ensure that adequate public facilities and services are a key component of the Township's Growth Management Strategy. Encourage cooperation and coordination of Township government and Hempfield School district facilities and services.
West Lampeter Township	Provide leadership in coordination with adjacent municipalities, including those municipalities not part of LIMC. Continue to emphasize the importance of regionalization. Construct a new Township Building (substantially complete) for Administration and Public Works. Construct a Recreational Center at Village Park. Construct a satellite library. The Township, Lampeter-Strasburg School District, and police officials should communicate on a regular basis and jointly develop and implement programs for education and crime prevention. Promote additional community policing via foot and bicycle patrols. Coordinate with fire departments and businesses to encourage businesses to support policies that will encourage residents to become volunteer firefighters without fearing negative effects on their employment. Encourage a regional education program for business leaders as part of the LIMC regional plan.

Source: Thomas Comitta Associates, Inc.



## D. Objectives and Strategies

This section describes the objectives and strategies that will support the Community Facilities goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix in Chapter 15.

***Goal: A full range of efficient community facilities and services will be provided to serve the educational, recreational, safety and health needs of all residents.***

### **Objective CF.1 - Engage in multimunicipal cooperative efforts to share quality services in a cost effective manner.**

Through cooperative planning in the provision of public services, LIMC can identify strategies for sharing facilities and personnel in a manner that reduces costs for individual municipalities.

#### **Strategies**

##### **CF.1.A Form joint community facility alliances, especially related to police services, recreation, and libraries.**

Two or more municipalities can economize on community services, as is already the case for recreation in the Central Lancaster County region. Recreational consortiums such as the Hempfield Area Recreation Association provide for effective parks administration, operation, and maintenance. Establishing joint police services often saves money on personnel and equipment, and can result in improved response times. Consolidating resources for libraries can contribute to enhancements in collections, technology, and programming throughout the library system.

### **Objective CF.2 - Maintain and enhance existing facilities.**

Municipalities should carefully assess existing community facilities, and identify ways to maintain and enhance valuable community assets. A number of different types of facilities may be evaluated, including those related to health care (such as hospitals and clinics), education (such as libraries and public schools), public safety (such as police and fire stations), and civic life (such as community centers and court houses).

#### **Strategies**

##### **CF.2.A Improve the provision and delivery of community facilities on the local level.**

As Central Lancaster County continues to grow, municipalities will need to expand certain community facilities and enhance the services that they provide. Through collaborative efforts, municipalities should work to improve the overall quality of community facilities throughout the region.

**Objective CF.3 - Identify regional sites for the location of community facilities, assessing both their feasibility and their regional impacts.**

In determining where to locate new facilities, municipalities should take into account population growth patterns, land use plans, demographic changes, and transportation and accessibility.

**Strategies**

**CF.3.A Select sites in and around the City of Lancaster to serve as regional activity centers.**

Due to its central location, population density, and position as a transportation hub, the City of Lancaster is an appropriate location for developing new facilities that will serve the entire region. However, where new regional facilities in the city cause property to become tax exempt, lost tax revenues to the City and School District of Lancaster should be replaced. A regional community facilities feasibility study could be prepared to estimate the costs for retrofitting existing sites and developing new sites. This approach is consistent with land use plans to encourage development within Urban Growth Areas and revitalize the urban core.

**Objective CF.4 - Cooperate with school districts as they address population changes to locate new schools so that they function as centers of education, recreation and community activities.**

In selecting the location of new schools, municipalities should work together to determine which sites would best meet the needs of their changing populations. Ideally, new schools will serve multiple functions within the community, offering recreational opportunities and space for community meetings and other activities.

**Strategies**

**CF.4.A Strengthen existing facilities to encourage family centered activities, and provide more family activities for all seasons.**

Recreational boards and commissions could work with school districts to enhance family-centered programming offered through the schools and recreation centers.

**C.F.4.B Use existing buildings and facilities more wisely to prevent unnecessary development.**

When educational buildings serve a dual role as schools and community centers, it reduces the need for overlapping investments in new buildings and athletic facilities. Municipalities should work with school districts to consider options for enhancing the use of existing facilities, and expanding hours of operation and programming to meet the diverse needs of the community.

**Objective CF.5 - Improve the public library system.**

Municipalities can pursue a number of strategies for improving the public library system, including expanding hours, offering a wider selection of books and other media, hiring and training more staff, enhancing building facilities, and investing in technological improvements.

**Strategies****CF.5.A Cooperate with the County to improve and enhance Lancaster Public Library.**

The library located on Duke Street in Lancaster City serves as the main library for the Lancaster Public Library system. It is one of four facilities that together served over 400,000 patrons in 2004. LIMC should work with the County to identify funding resources to support enhancements at this library, which offers interlibrary loan and reference services to other libraries throughout the county. More information can be found at the Lancaster Public Library website, at <http://www.lancaster.lib.pa.us/lcl/site/default.asp>.

**CF.5.B Increase funding for the Library System of Lancaster County, with greater contributions by the municipalities.**

Despite fundraising efforts the Library System of Lancaster County, which includes 13 member public libraries represented by 16 locations and a bookmobile, saw a substantial reduction in staffing and hours in 2005. Stable funding sources are needed to restore services to earlier levels. Municipalities should consider increasing their support for the library system, based on population and the overall level of library use among their residents.

**CF.5.C Explore greater use of school libraries.**

Schools should consider extending their library services to the community at large, in order to enhance library access throughout the LIMC region. Extended hours and programming should be provided if possible.

**Objective CF.6 - Coordinate the delivery of regional emergency services, including fire, police, emergency medical services, and homeland security.**

Emergency services are often better handled through a regional agency or system, particularly in areas where population is dispersed or where local governments are fairly small. Regional coordination leads to more efficient dispatching of police, fire, and EMS services. Homeland security threats related to hazardous materials, nuclear facilities, terrorism, or natural disasters are also best handled through coordination at the regional level.

**Strategies****CF.6.A Develop and implement an emergency services management plan.**

Municipalities should work together to streamline emergency management operations and develop an agency or system that will facilitate the provision of emergency services. Additional training, communication, and technological investments should also be pursued as municipalities coordinate their efforts to keep local residents safe.

**Objective CF.7 - Support an affordable and accessible health care system.**

Providing affordable, accessible, quality health care is a growing challenge throughout the United States. Municipalities should develop strategies for extending affordable services in their region, and meeting the needs of all residents.

**Strategies****CF.7.A Promote improved access to health and services.**

The medical community, public health officials, and policymakers should work together to identify more options for low-cost health care, reduce the number of uninsured residents, and improve communication and outreach so that the public is fully informed about existing health care options.

**Objective CF.8 - Jointly support the expansion of recreational, athletic, and cultural programs.**

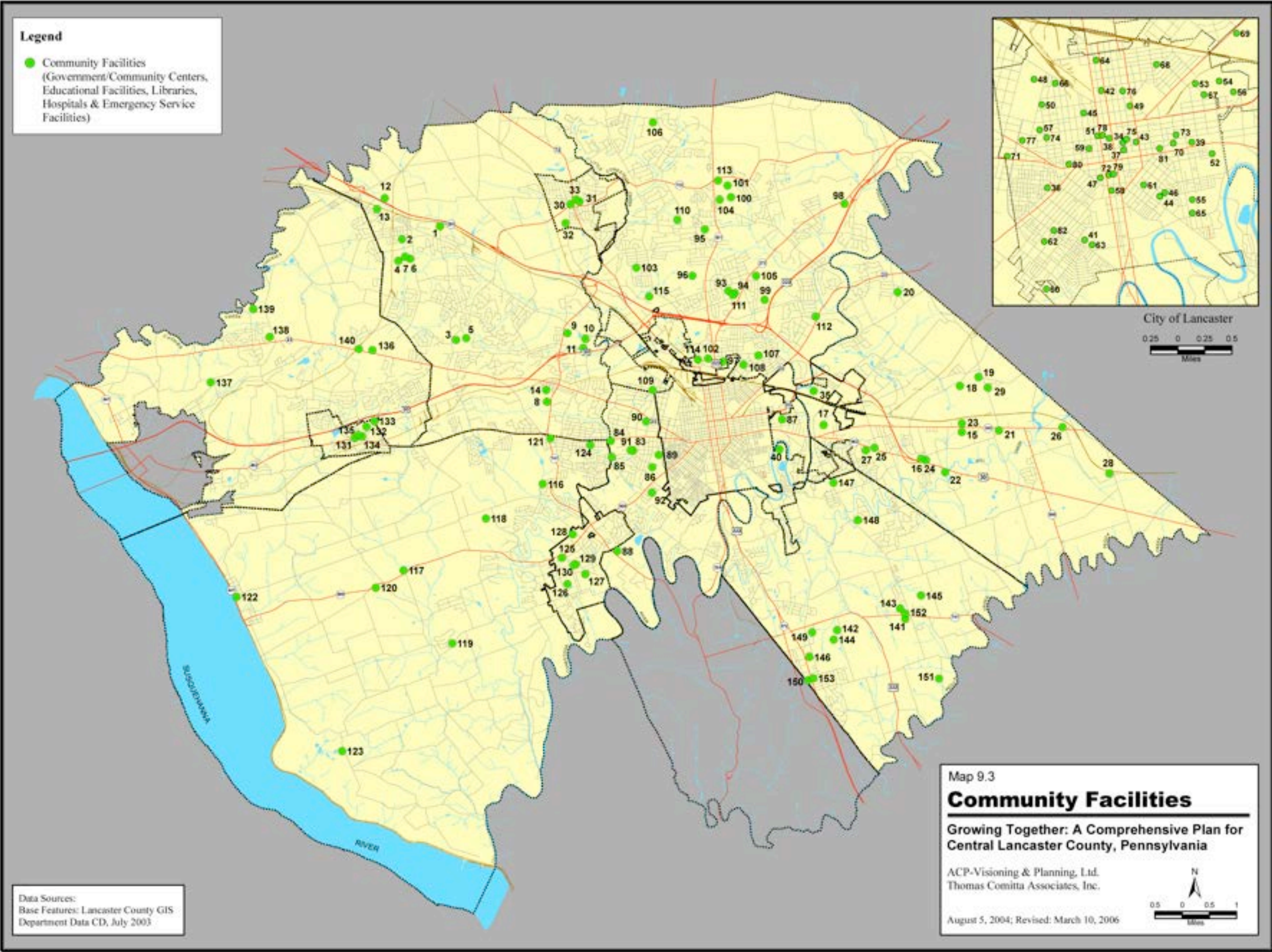
In accordance with the objectives and strategies addressed in Chapter 10 – Park and Open Space, municipalities should support the enhancement and expansion of recreational facilities, athletic programs, and cultural events throughout the region.

**Strategies****CF.8.A Coordinate with the recreational service providers to enhance recreational facilities and activities as outlined in the Park and Open Space Chapter.**

LIMC should continue its efforts to enhance recreational opportunities and encourage the expansion of recreation programs, in consultation with the Greenway and Park Advisory Board.



Map 9.3



## 10. Park and Open Space

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## 10. Park and Open Space



### Above

Fields in Lancaster County Central Park.

**Greenway** – a linear open space established along a corridor, for example a river or railroad right of way, usually developed for public non-vehicular use. In this chapter, greenway is used as a general term that also encompasses waterways. The term blueway refers specifically to waterways.

### A. Goal

*A well-maintained, intermunicipal park system will be developed, with due regard for private property rights, and will include parks in all areas, clean facilities, and recreation along and in the waterways, all connected by greenways for biking, walking, and non-motorized use.*

### B. Overview

This document takes a detailed look at parks and open space, examining such elements as active and passive recreational facilities, as well as greenways (see definition at left). The Park and Open Space Plan acts as a companion to the Community Facilities Plan. It is also intended to serve as the replacement to the 1993 Regional Park and Open Space Plan for Central Lancaster County.

Following this overview, the chapter includes existing conditions, park facility standards, an analysis of existing public parks and recreation facilities, and information on proposed parks and recreation facilities. The chapter then presents the objectives and strategies related to parks and open space that have emerged through the public participation process in 2004 and 2005. Municipal officials, residents, and other stakeholders from each of the 11 participating municipalities contributed to the vision for the future of park and open space resources.



Road in Lancaster County Central Park.

In addition to public input, several plans were reviewed in the preparation of this chapter, including the Lancaster County Plan from 1992 and the LIMC Regional Park and Open Space Plan from 1993. All of the 11 municipalities have addressed parks and recreation within their own comprehensive plans or park and open space plans; these plans have also been incorporated into this review. In addition, the 1999 Conestoga Greenways Plan was consulted to obtain information about existing and proposed parks and greenways in the Central Lancaster County region.

The 1993 LIMC Regional Park and Open Space Plan focused on greenways, parks and recreation, environmental preservation, and administration for 10 municipalities. The 1993 plan identified the need for 586 acres of additional community parkland and 108 acres of additional neighborhood parkland by 2010. The deficit in park acreage needs has been dramatically reduced in the last 10 years. This Plan identifies the need for 178 acres of community parkland and 46 acres of neighborhood parkland by 2030, along with 40 acres of mini-parkland. Given the extensive county parkland acreage in the Central Lancaster County region, no additional county parks will be needed until after 2030.

### C. Existing Conditions

Most of the municipalities in the Central Lancaster County region have well-developed and well-maintained parks. Most of the parks are situated in close proximity to population centers. The Central Lancaster County region should be commended for the attractiveness of its park system. Over the past 10 years, since the 1993 Regional Park and Open Space Plan was prepared, most municipalities have improved existing parks and built new parks. An inventory of existing park and recreation facilities can be found at the end of this chapter, in Table 10.4. Following the table is Map 10.5 - Existing Park and Recreation Facilities.

Based on input received during the public participation process, most people are satisfied with park and recreation opportunities. However, participants at public meetings indicated that they would like to be able to walk more, especially on sidewalks and other paved walkways. Over the next 10 to 25 years, an emerging priority will be to connect existing parks to one another. Several municipalities are pursuing the expansion of greenways, bike trails, and other pathways, and these efforts should be continued in the coming years.

The ultimate success of the public park and open space system will depend upon effective park administration, operations, and maintenance by the municipalities themselves and by various recreational consortiums such as the Hempfield Area Recreation Association, Lancaster Recreation Commission, and the Lampeter-Strasburg and Conestoga Valley groups. LIMC can play an advisory role in supporting parks and recreation throughout the region, in particular through committees such as the Greenways and Parks Advisory Board (GPAB).



Greenways will play an important role in connecting existing parks in Central Lancaster County.



### D. Park Facility Standards

The park facility standards presented in Table 10.1 address four distinct park types: mini-parks, neighborhood parks, community parks, and county parks. Information on park facility standards was drawn from two sources: the Recreation Park and Open Space Standards and Guidelines published by the National Recreation and Park Association (NRPA) in 1983 and 1995, and the Standards for Parks and Recreation found in the 1982 publication, Urban Planning and Design Criteria by Joseph de Chiara. These park facility standards are intended to be used as a barometer for a general assessment of park needs and deficits for the multimunicipal plan.

**Table 10.1 – Park Facility Standards**

Type of Facility	Acres/1000 people	Size Range	Population Served	Service Area Radius	Comments
Mini-park	.25 to .50	1 acre or less	500 to 2500	up to 1/4 mile	Small area for children or senior citizens
Neighborhood park	1 to 2	4 to 15 acres	up to 5000	1/4 to 1 mile	Area for active and passive activities and facilities for neighborhood residents
Community park	5 to 8	15 to 50 acres	5000 to 10,000	2 to 4 miles	Multi-purpose facility for the entire community
Regional/County park	5 to 10	100 to 400 acres	50,000 to 100,000	1/4 hour driving time or 8 miles	Large area for active and passive activities for several communities

*Source: Thomas Comitta Associates, Inc.*

The acres per 1,000 persons criteria is the same as the criteria that was used in the 1993 Regional Park and Open Space Plan for LIMC. Therefore, the 1993 recommendations and 2004/2005 calculations in this document are comparable. The service area radii used in this plan are a little broader than the 1993 plan, based on new data from the National Recreation and Park Association (NRPA). Community parks, which previously had a 1 to 3 mile service area radius, are now evaluated on a 2 to 4 mile service area radius. Neighborhood parks that were considered to have a 1/4 to 1/2 mile service area radius are now evaluated on the basis of 1/4 to 1 mile radius. These service area radii are reflected in Map 10.6, at the end of the chapter.

The Public Parks and Recreational Service Areas map (Map 10.6) depicts significant park facility coverage in all portions of the Central Lancaster County area, except for portions of Manor Township and small portions of West Lampeter and East Lampeter Townships. In these southwestern and southeastern portions of the study area, the rural landscape provides open space for visual enjoyment, and the small populations in these areas would not represent a significant demand for new parks.

### E. Analysis of Public Parks and Recreation Facilities

Given the significant amount of county parkland (1,108 acres) and the population projection for Central Lancaster County of 240,095 persons in 2030, no additional regional/county parkland will be needed until after 2030. In other words, a regional evaluation of demand for regional/county parkland reveals that there will be no acreage deficits for this type of parkland through the year 2030. Community, neighborhood, and mini-park acreage in each municipality was evaluated relative to the generally accepted park facility standards of the NRPA. Table 10.2 indicates the parkland surpluses and deficits for 2030 for each municipality, based upon population projections.

**Table 10.2 – Park Needs Analysis: Surplus and Deficits by Municipality for 2030**

	Community Parks		Neighborhood Parks		Mini-parks	
	Existing Acreage	2030 Surplus/ (Deficit) in acres	Existing Acreage	2030 Surplus/ (Deficit) in acres	Existing Acreage	2030 Surplus/ (Deficit) in acres
East Hempfield Township	230.0	87.0	22.0	(6.6)	0.0	(7.2)
East Lampeter Township	88.4	3.5	0.0	(17.0)	0.0	(4.3)
East Petersburg Borough	63.5	37.8	32.5	27.4	0.5	(0.8)
Lancaster City*	30.0	0.0	114.5	88.9	9.4	(4.5)
Lancaster Township	29.0	(53.3)	20.5	4.1	0.0	(4.1)
Manheim Township	481.0	270.7	29.4	(12.6)	2.6	(7.9)
Manor Township**	55.6	(52.0)	107.7	86.2	0.0	(5.4)
Millersville Borough	21.1	(20.6)	0.0	(8.4)	0.0	(2.1)
Mountville Borough	8.0	(8.3)	11.0	7.8	0.0	(0.8)
West Hempfield Township	127.0	17.8	21.7	(1.2)	0.0	(5.7)
West Lampeter Township	52.0	(44.2)	38.8	19.5	0.0	(4.8)
<b>Totals</b>	<b>1185.6</b>	<b>238.4</b>	<b>398.1</b>	<b>188.1</b>	<b>12.5</b>	<b>(47.6)</b>
	Deficit Totals - Community parkland:	<b>(178.4)</b>	Deficit Totals - Neighborhood parkland:	<b>(45.8)</b>	Deficit Totals - Mini-parkland:	<b>(47.6)</b>

\* Lancaster City has the 74-acre Long's Park, considered to be a regional park.

\*\* Manor Township also has the Slackwater Access Area, which constitutes 7.1 acres of state recreational lands.

Source: Thomas Comitta Associates, Inc.

The above calculations are based on population projections for 2030, NRPA standards, and information derived from local comprehensive plans. Once future park needs were determined, existing park acreage was subtracted in order to calculate the 2030 surplus or deficit of parkland for each municipality. In computing park acreage needs, the lower end of the acreage scale was used, as outlined in Table 10.1 – Park Facility Standards. In other words, for every 1,000 residents, there should be .25 acres of mini-parks, 1 acre of neighborhood parkland, 5 acres of community parkland, and 5 acres of county parkland. This choice in calculation methodology



Abandoned rail lines have been converted to trails.

represents a conservative estimate of the amount of parkland needed in Central Lancaster County through 2030. Selecting the higher end of the acreage scale would accentuate deficits in parkland for each municipality.

The approach to the park needs analysis in Table 10.2 does not reflect the availability of parks and recreational sites at schools, universities, churches, or through the private sector. The notion here, consistent with the NRPA standards and guidelines, is to view park needs through the lens of municipal ownership. Furthermore, parks that may be accessible beyond the municipal boundaries are not considered. It is essential to note that if all of the parks and recreational sites at schools, universities, churches, private institutions, and beyond the 11 municipal boundaries were included, there would be no deficit of parkland acreage in the Central Lancaster County region through 2030.

#### **F. Proposed Public Parks and Recreation Facilities**

Table 10.3 outlines the proposed public parks and recreational facilities that are currently being pursued throughout the LIMC region. It describes information about the current activities of specific municipalities, drawing from comprehensive plans and parks and recreation plans. Further advice and recommendations were derived through consultation with the *Growing Together* Steering Committee and the LIMC Greenway and Park Advisory Board.

Map 10.7 – Future Park and Recreation Facilities and Non-Motorized Transportation Plan, provides a visual depiction of Central Lancaster County’s plans for future parks and greenways, and can be found at the end of this chapter. Given the fact that most municipalities have made significant progress with their park systems over the past 10 to 15 years, the focus over the next 15 to 25 years will be on creating linkages between parks, and on maintaining and enhancing existing parks.

**Table 10.3 – Proposed Public Parks and Recreation Facilities**

Municipality	Proposed Facilities		Comments / Recommendations
	Acquisition	Development	
East Hempfield Township	Connection from Lancaster Junction Trail to trail north of Route 283 heading to Amos Herr Park.	Improvements to existing facilities.	One neighborhood park will be needed east of Dowart Park by 2030.
East Lampeter Township	None at this time.		Two neighborhood parks needed. At least one in the eastern part of the Township.
East Petersburg Borough	None at this time.	Improvements to existing facilities.	Significant community and neighborhood park system. Could use one additional mini-park.
Lancaster City	Neighborhood/mini-park on west side of Queen Street between Orange and Chestnut.		Three mini-parks needed.
Lancaster Township	None at this time.	Improvements to existing facilities.	2002 Comprehensive Plan calls for a community park in the eastern portion of the township, north of E. King Street.
Manheim Township	Non-motorized path.	Improvements to existing facilities.	Enhance the Overlook Community Campus.
Manor Township	None at this time.		Comprehensive plan calls for community parkland acquisition in the Letort Manor / Perth Hills area. Comp plan also calls for several neighborhood parks.
Millersville Borough	None at this time.		Borough should consider creation of a community center / community park facility. May also continue to rely on Manor Township Community Park, Comet Field, and Eshelman Elementary School.
Mountville Borough	Transition of elementary school to a community center.		Borough has a surplus of neighborhood parkland.
West Hempfield Township	Two new parks recently built. No additional proposals at this time.		2002 comprehensive plan proposes six new neighborhood parks. Extensive trail network should link existing parks and recreation sites, and provide access to the Susquehanna.
West Lampeter Township	Summer Green Neighborhood Park (5.9 acres – not yet approved).		The 52-acre West Lampeter Township park has recently been completed. Several neighborhood parks proposed in the 2003 comprehensive plan.

Source: Thomas Comitta Associates, Inc.

## G. Objectives and Strategies

This section describes the objectives and strategies that will support the Park and Open Space goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix in Chapter 15.

***Goal: A well-maintained, intermunicipal park system will be developed, with due regard for private property rights, and will include parks in all areas, clean facilities, and recreation along and in the waterways, all connected by greenways for biking and walking and non-motorized use.***

**Objective POS.1 - Provide support so that the LIMC's Greenway and Park Advisory Board can cooperatively plan and coordinate the region's park and open space system.**

By cooperatively planning for future park and open space areas, LIMC can ensure that its park systems will meet the needs of all residents, and that parks, open spaces areas, and greenways will help to protect the scenic and historic character of the region. LIMC should support the Greenway and Park Advisory Board as the coordinating agency to address regional park and open space needs.

### Strategies

**POS1.A Expand the coordination and administrative capacity of LIMC.**

In order to successfully coordinate park and open space planning throughout Central Lancaster County, LIMC should expand its coordination and administrative capacity, and dedicate well-trained, full-time staff to regional planning activities.

**POS.1.B Expand operating partnerships with not-for-profit organizations and agencies.**

LIMC should seek to expand its operating partnerships with parks and greenway organizations as well as land trusts that can provide assistance with recreation and open space. Local and regional organizations include such not-for-profits as Pennsylvania Greenways <http://www.pagreenways.org/> and the Lancaster County Conservancy <http://www.lancasterconservancy.org/>.

**POS.1.C Create a position of "Greenways Coordinator" within LIMC or a partner organization (per 1.A above).**

At least one full-time staff member is needed to focus on greenways in Central Lancaster County. This position could exist within LIMC, or it could be associated with a partner not-for-profit organization, and partially funded through LIMC.

**POS.1.D Encourage private and semi-public organizations to enhance and expand their existing parks, open space, and recreational facilities and to develop new ones.**

LIMC should collaborate with private, semi-public, and public institutions such as universities and corporations, and encourage these groups to enhance the parks and recreational facilities that they make available to the public, where possible.

**POS.1.E Organize public and private local recreation providers to coordinate recreation opportunities for the multi-municipal region.**

Through its expanded coordination capacity, LIMC can organize both public and private parks and recreation providers to plan for the future recreational needs of the region and continually enhance parks and recreation opportunities for area residents.

**POS.1.F Maximize the use of schools for community recreation.**

All type of schools (public or private, elementary through university) should be encouraged to have their parks and athletic facilities available for greater public use. Joint agreements for facility use can be prepared by municipalities and local school districts, to promote a more collaborative approach to meeting the recreational needs of school children and community members alike. A sample joint agreement can be found at the Seattle Parks and Recreation website, at <http://www.seattle.gov/parks/Publications/JointUse.htm>.

**POS.1.G Develop uniform zoning ordinance and subdivision and land development ordinance standards relative to parks, open space, greenways, and waterways.**

When developing a uniform zoning ordinance and/or subdivision and land development ordinance for the region, LIMC municipalities should collaborate with the LCPC and the Lancaster County Department of Parks and Recreation to ensure that the proposed regulations will adequately protect existing parks, open space, and greenways, while encouraging the dedication of additional lands for recreational, connectivity, and open space purposes. Larger-scale developments in particular should be required to allocate a portion of land to open space and recreational needs. Funding for the development of uniform ordinances should be sought through the Pennsylvania Department of Economic and Community Development' (DCED) Land Use Planning and Technical Assistance Program (LUPTAP).

**Objective POS.2 - Facilitate and coordinate the development of regional, intermunicipal, and local greenways in the LIMC area.**

The "Greenways Coordinator" discussed in strategy POS-1.C can play a key administrative and coordinating role in the planning of greenways throughout the region. Other mechanisms should be created to advocate for

public support to protect land that will be needed for future greenways, and to further promote intergovernmental cooperation in greenways planning, financing, development, and maintenance.

### **Strategies**

#### **POS.2.A Create a mechanism for LIMC to review all proposals for land use changes within the greenway area.**

The Greenway and Park Advisory Board should take additional responsibility for reviewing development proposals that may impact greenways and advocating for land set-asides in areas where future greenways are planned. This should represent diverse interests in the region and be able to offer technical expertise regarding the recreational, transportation, environmental, and economic impacts of various greenways plans. The GPAB review should not be an additional time-consuming step in the approval process; instead, it should serve as an opportunity for the GPAB to provide helpful comments regarding land use changes in the context of regional greenways needs.

#### **POS.2.B Push for commitments to require greenway set asides on all development proposals in the greenway areas.**

Any development that occurs on land surrounding current and future greenways should be regulated to ensure that it will not intrude onto the planned greenways, or otherwise impede connectivity between greenways and waterways. Mandating set asides in advance of development is one way to prevent potential land use conflicts surrounding greenways and waterways.

#### **POS.2.C Require greenways to be included in the development plans for all Growth Opportunity Areas and other areas undergoing extensive development.**

All new developments in Growth Opportunity Areas and on other large tracts should incorporate greenways into their designs. The greenways should be located and designed to meet the needs and take advantage of the opportunities of the specific areas. They should serve purposes such as the following: internal circulation; connections to adjacent developments; access to nearby activity centers such as parks, schools, commercial areas, or employment centers; trails along waterways or through other natural areas; connections to bike routes; links in bikeway networks; buffering from nearby incompatible uses; or environmental protection.

#### **POS.2.D Participate actively in the update of the county's open space plan.**

Land Use Strategy LU-GM.5.B calls for LIMC to create a Linking Landscapes plan to protect open space networks and historic sites, and cooperatively plan for a variety of future needs related to parks, greenways, natural landscapes, and agricultural lands. The plan should be implemented



using conservation easements, covenants, amendments to zoning ordinances, and other tools. By working on the Linking Landscapes plan, LIMC will develop a strong understanding of its open space needs, and will be able to take on a leadership role in guiding the update of the County's open space plan.

**Objective POS.3 - Identify and reserve land for future parks and greenways in all LIMC municipalities through tools such as official maps.**

Land Use Strategy LU-BM.5.F calls for a coordinated Official Map to indicate areas throughout Central Lancaster County that will be reserved for public use. Special attention should be paid to using this map to meet park, recreation, and open space needs. Regular communication with property owners, incentives for conservation easements, and collaboration with land trusts should also be pursued to preserve land for future parks and greenways.

**Strategies**

**POS.3.A Prepare a plan showing all proposed greenways in Central Lancaster County.**

LIMC's Greenway and Park Advisory Board should prepare a plan that shows all greenways proposed in Conestoga Greenways: A River Corridor Conservation Plan, all greenways proposed in County and municipal plans, and other comparable greenways that should be developed throughout Central Lancaster County. The plan should include (1) greenways that are primarily for environmental protection, and not necessarily accessible to the public, and (2) publicly accessible greenways that include linear parks and trails.

**POS.3.B Identify and map every parcel targeted as part of the greenway system.**

LIMC municipalities should thoroughly review potential sites for greenways expansion, and map every parcel of land that will be targeted for greenway use in the future. Land reserved for future greenways should also be recognized on the coordinated Official Map. LUPTAP funding should be pursued to support this strategy.

**POS.3.C Arrange for regular communication with every landowner holding parcels in 3.A above.**

LIMC should maintain close contact with residents, businesses, farmers, and local governments that own parcels of land which have been targeted for future greenway use. Regular communications should be used to educate landowners about the importance of greenways, offer incentives for the granting of easements, and discuss other ways to protect open space for the public good while respecting private property rights.

**POS.3.D Provide incentives to private property owners who provide easements enhancing public access to greenways.**

Private property owners should be made fully aware of the benefits they stand to gain through the granting of conservation easements. They can qualify for income, estate, and property tax savings, while protecting their land from unwanted development in perpetuity. By eliminating part of the land's development potential, easements lower the property's market value and can dramatically reduce estate taxes. These savings often make it easier for land owners to pass down land to their children and grandchildren.

In addition to tax benefits, public agencies or not-for-profit conservation organizations may be able to offer additional compensation in exchange for a conservation easement. While LIMC should encourage as many landowners as possible to donate easements, in some cases donation may not be an option. Other solutions, including the purchase of development rights, may be needed to complete a greenway. LIMC and the Greenways Coordinator should work closely with landowners to minimize land use conflicts and address their individual needs. More information about conservation easements can be found at the Nature Conservancy website, at <http://nature.org/aboutus/howwework/conservationmethods/privatelands/conservationeasements/about/allabout.html>.

**POS.3.E Arrange for organizations and agencies to hold greenway land donated or purchased.**

Public agencies and not-for-profits should take responsibility for holding and maintaining targeted lands until they are incorporated into existing greenways plans. Local, regional, and national land trusts can play an important role by aiding in the acquisition and holding of lands until greenways are complete.

**Objective POS.4 - Establish and enhance opportunities for hiking, walking, jogging, bicycling, non-motorized boating, horseback riding, fitness education, and handicapped-accessible recreational facilities.**

Greenways, parks, and recreational facilities should be designed to accommodate a variety of different users and should be built to standards established by the American Association of State Highway and Transportation Officials (AASHTO). According to American Trails (a national not-for-profit organization), the standard design for urban trails involves a 10- to 12-foot wide all-weather surface for walkers, bicycles, wheelchairs, and roller skates. Adjoining this trail should be another four- to eight-foot wide path to be used by horseback riders, joggers, and others. When possible, primitive trails and waterways should be incorporated into greenways and parks systems. See the American Trails website at <http://www.americantrails.org/resources/greenways/GrnwyUrbanSHM.html>.

**Strategies****POS.4.A Develop municipal land use regulations that require that land in new developments be set aside for parks and greenways.**

LIMC municipalities should amend zoning and subdivision ordinances to require developers to set aside a certain percentage of land for parks, greenways, or open space. Wherever possible, this land set-aside should offer opportunities for connectivity with existing greenways and park systems. LUPTAP funding should be pursued to support this strategy.

**POS.4.B Require developers to provide recreational opportunities on greenway land dedicated in new developments.**

Besides mandating the set-aside of land for greenways, LIMC municipalities should also require developers to provide necessary improvements for creating paths and other recreational opportunities within the greenway area.

**POS.4.C Ensure access to community parks, neighborhood parks, and/or greenways within walking distance to all residents.**

All residents of Central Lancaster County should be able to access parks, greenways, and other outdoor recreation activities, preferably within walking distance of their homes. When planning for new parks, LIMC municipalities should seek to achieve equitable distribution of parks as a function of population density. Existing community parks should be enhanced, smaller pocket parks should be developed to meet neighborhood needs, and jurisdictions should consider joint agreements with public schools to take advantage of shared recreational facilities.

**POS.4.D The Greenway and Park Advisory Board should review subdivision and land development plans to determine if easements/greenways should be provided.**

The Greenway and Park Advisory Board can play an important role in reviewing development plans and identifying specific locations within a proposed site where greenways or conservation easements should be required.

**POS.4.E Develop linking system plans in each municipality for future development of pathways.**

LIMC municipalities should work to increase walkability throughout the region. Each municipality should develop plans to expand and connect existing sidewalks and pathways. Connectivity plans should be reviewed in conjunction with neighboring municipalities in order to link pathways across municipal boundaries.

**POS.4.F Implement a review process that forces consideration of path connectivity any time a road is altered.**

Plans for road extensions or improvements should always include consideration for the needs of non-motorized vehicles and pedestrians. LIMC municipalities should work with their Metropolitan Planning Organization (MPO) to develop a review process to ensure that sidewalks and bike paths are included in plans for road alterations, as appropriate.

**POS.4.G Build sidewalks to connect neighborhoods, community parks, neighborhood parks, and/or greenways.**

Sidewalks play an important role in building healthy communities. They permit safer, more comfortable pedestrian travel, they can be used for exercise and recreation, and they serve as a place where social interactions occur. LIMC municipalities should improve existing sidewalk systems to promote greater connectivity between neighborhoods, parks, and greenways.

**POS.4.H Emphasize the Healthy Communities concept.**

Spearheaded by the World Health Organization in the mid-1980s with the advent of the “Healthy Cities” initiative, Healthy Communities is a nationally and internationally recognized movement to promote health and quality of life at the community level. Healthy Communities constitutes a broad approach to health. It calls upon community members to strive to improve an array of local conditions, including housing, education, environment, and recreation opportunities. It also promotes new partnerships within a community, and seeks to place health high on the local political agenda. LIMC municipalities should consider adopting the Healthy Communities approach to planning, in order to improve quality of life for all residents. More information is available from the International Healthy Cities Foundation, at [http://www.healthycities.org/index\\_english.html](http://www.healthycities.org/index_english.html). Locally, the Lancaster Advocates for Nutrition and Activity (LANA), affiliated with Pennsylvania Advocates for Nutrition and Activity (PANA - <http://www.panaonline.org/>) could be key implementing partners in promoting Healthy Communities initiatives.

**Objective POS.5 - Develop mechanisms within Central Lancaster County to maintain, develop, and acquire parks, open space, and greenways.**

LIMC should pursue a variety of different funding sources to support the acquisition, development, and maintenance of Central Lancaster County’s park and open space systems. Potential sources of support include state and federal grants, foundations, local donations, volunteer assistance, and bonds. Volunteer resources and an advisory committee should also be pursued to enhance regional contributions to park and open space planning and maintenance.

**Strategies****POS.5.A The Greenways Coordinator should develop proposals for Growing Greener and other funds for recreational development projects.**

The original Growing Greener legislation was signed into Pennsylvania law in December 1999 as the Environmental Stewardship and Protection Act. This act allocated funds for farmland preservation, parks and recreation, and watershed restoration, among other issues. In May 2005, voters approved Growing Greener II, which will allocate an additional \$625 million for continuing and expanding these programs. New initiatives include cleaning up brownfields and waterways, reclaiming abandoned mines, revitalizing communities, and pursuing cleaner energy sources. More information can be found on the Growing Greener website, at <http://www.growinggreener2.com/>. The Greenways Coordinator should develop proposals related to this program, while also dedicating time to other grant programs from various state agencies and the Community Conservation Partnership Program (C2P2).

**POS.5.B Establish regional standards for development and maintenance of greenways and trails.**

Greenways throughout Central Lancaster County should meet strict design, development, and maintenance standards to ensure that they are safe, attractive, and compatible with surrounding communities. LIMC should work with municipalities, residents, and volunteer and business communities to set regional guidelines, decide how progress will be monitored, and identify how standards will be achieved.

**POS.5.C Create a committee for parkland acquisition.**

LIMC should create a parkland acquisition committee within the Greenway and Park Advisory Board to review and advise on plans for parkland acquisition, land donations, and conservation easements, as well as potential parkland sales within LIMC municipalities. The committee should have an understanding of the park and opens space goals for the entire Central Lancaster County region.

**Objective POS.6 - Encourage community involvement in the construction and maintenance of recreational facilities such as pavilions, playground equipment, ball fields, pools, skating rinks, community centers, walkways, and benches in parks.**

LIMC should work with communities to prioritize recreational facility needs, and enlist donations and assistance from non-municipal sources to meet those needs.

**Strategies****POS.6.A Develop a mechanism to accommodate clubs, individuals, or companies that want to donate resources.**

LIMC should create an accessible local network such as a web-based volunteer forum to coordinate volunteer activities surrounding parks and greenways. See the Indianapolis Greenways Foundation at <http://www.indygreenways.org/volunteers.htm> for details on their greenways volunteer system. This same website could be used to accept online donations, or to direct prospective donors to the appropriate contact person/organization that will be responsible for accepting donations. In general, LIMC should not encourage the donation of playground equipment, which can create liability issues.

**POS.6.B Develop a program to encourage residents to contribute financing to not-for-profits that support parks or to an endowment fund, and receive a tax deduction.**

Central Lancaster residents who are interested in donating money to parks and greenways should be able to do so easily, and understand how to receive full tax benefits. LIMC could create a program that helps to publicize key foundations and not-for-profit entities that support park and open space systems in the region, in order to encourage more widespread donations from the public. Potential organizations include the Lancaster County Conservancy, the Rissler Mill Foundation, and watershed associations.

Establishing an endowment fund will allow Central Lancaster County to take full advantage of special opportunities and address park and open space needs that may arise in the future. These may include land acquisition opportunities, construction or improvement of existing facilities, or the introduction of new parks programs. The endowment fund should be held by a not-for-profit or charitable trust on behalf of LIMC, so that donations to the fund will be tax deductible. For an example of a parks endowment fund, see the Berrien County Parks and Recreation Commission at <http://www.berriencounty.org/parks/?dept=1&pid=196>.

**POS.6.C Develop a committee under LIMC with representatives from each school district to develop a plan for community use of school facilities.**

Strategy POS-1.F above calls for maximizing the use of schools for community recreation. While individual municipalities can develop joint agreements with their local school districts, LIMC may want to establish a recreation committee with representatives from each school district, in order to create a system that promotes community use of school facilities across the region.

**Objective POS.7 - Ensure access to all types of parks.**

All residents of Central Lancaster County should be able to take advantage of the recreational opportunities that the region has to offer. Parks, greenways, and blueways should provide an inclusive environment

for communities to share. They should be relatively easy to access, with special accommodations made for the elderly and people with disabilities.

### **Strategies**

#### **POS.7.A Provide parking areas and other amenities at trailheads.**

Besides maintaining the trail itself, providing adequate support services at trailheads and trail access points can greatly increase the quality of the user experience. Trailheads need adequate parking spaces, and should also include restrooms, water fountains, maps, picnic areas, and horse tie-ups where appropriate. Trail access points require fewer amenities, but should have some parking spaces available. Sample guidelines for trailhead design can be found at the Iowa Trails 2000 website, at <http://www.iowabikes.com/trails/CHPT04-6.html>.

#### **POS.7.B Facilitate access to area's blueways by the creation of boat launch areas.**

LIMC should collaborate with the Pennsylvania Fish and Boat Commission and river conservation groups to identify locations for creating boat launches that improve the public's access to blueways, from larger docks and ramps for boats on the Susquehanna River, to launches for canoes and kayaks on the Conestoga River and creeks such as the Little Conestoga Creek and Pequea Creek.

#### **POS.7.C Ensure that all facilities are in compliance with ADA requirements.**

All parks and recreation facilities, from greenways to community parks to indoor gymnasiums, must be in compliance with Americans with Disabilities Act (ADA) accessibility requirements.

#### **POS.7.D Continue signage program.**

Continue to install and maintain signs at parks, recreational sites, and greenways.

#### **Objective POS.8 - Encourage local residents, volunteer groups, and developers to participate in the oversight, maintenance, and event programming of parks and greenways.**

An accessible, local network of parks and greenways advocates could be used to encourage participation in the upkeep and programming of parks and greenways. Volunteer opportunities should be made available to individuals, families, smaller associations, and large corporations, and volunteer programs should take advantage of the community's range of skill and expertise.



**Strategies****POS.8.A The Greenways Coordinator should coordinate park and greenway volunteer activities regionally.**

The Greenways Coordinator can serve as the primary contact person for all individuals, clubs, and businesses interested in volunteering time to the maintenance and programming of parks and greenways. He or she can tailor projects to meet the skill levels and preferences of volunteer groups. The Coordinator will understand the various parks and greenways priorities that exist in the region, and will help match volunteers to locations where their services are needed most.

**Objective POS.9 - Encourage public and private local recreation providers to coordinate recreation opportunities for the region.**

LIMC should encourage collaboration and coordination among public and private recreation providers, including Lancaster County Parks and Recreation, the Lancaster Recreation Commission, various community recreation centers, and the YMCA, YWCA, Boys and Girls Club, Hempfield Area Recreation Commission, and Lampeter-Strasburg Recreation Commission, among others. Working together, these providers can ensure that they are meeting the region's recreational needs, while avoiding unnecessary overlap in services. A web-based mechanism similar to the volunteer website mentioned in Strategy POS-6.A could be used to help coordinate recreation opportunities at the regional level.

**Strategies****POS.9.A The Lancaster County Parks and Recreation Alliance should continue and expand its program, which now includes meeting several times a year.**

The Lancaster County Parks and Recreation Alliance is comprised of a number of local recreation providers, such as the Lancaster County Park and Recreation Department, the Lancaster Recreation Commission, the Hempfield Area Recreation Commission, the Lampeter-Strasburg Recreation Commission, the YMCA, the YWCA, and other community recreation centers. The Alliance should expand its activities to include greater contact with LIMC. All local stakeholders interested in parks and recreation should consider becoming members of the Pennsylvania Recreation and Parks Society (PRPS – [www.prps.org](http://www.prps.org)), so that they can receive information on a variety of available training opportunities related to such issues as playground safety, skateboard park development, and trail building, among others.

**Objective POS.10 - Generate support for greenways through public education.**

LIMC should strive to educate the public about the importance of greenways, citing specific environmental, economic, recreational, and health

benefits. Messages should be tailored to encourage public use of the greenways, and to generate further public support of greenways. Ideally, public education efforts should motivate volunteers to assist with greenways maintenance, and inspire additional private donations of money, land, and conservation easements.

### **Strategies**

#### **POS.10.A Continue and expand the Greenpoints newsletter.**

Greenpoints is a newsletter published by LIMC to keep the public updated on the region's parks and greenways. It should be continued and distributed to a wider audience.

#### **POS.10.B Work with local media to promote coverage of greenways and to increase visibility and public awareness.**

LIMC and other organizations interested in promoting greenways can work with local media to obtain more coverage about greenways-related events. Newsworthy items might include major land donations or acquisitions, significant conservation easements, grand opening events for new trails, or public interest stories such as studies about the health benefits of greenways. In order to attract media attention, LIMC should develop well-written press releases, and establish personal relationships with key television and newspaper journalists who are responsible for reporting on this type of subject. Another resource for educating the public and promoting greenways is the Pennsylvania Greenways Program sponsored by the Department of Conservation and Natural Resources (DCNR), which can be found at <http://www.pagreenways.org/>.

#### **POS.10.C Participate in school programs to heighten student/parent and teacher awareness.**

There are a number of ways that greenways can contribute toward enhancing curriculums in schools. Field trips to greenways can be used to develop hands-on lessons about the natural world, environmental issues, and local history. Physical education classes can make use of nearby greenways to expand their outdoor activities. Schools can also encourage students to use greenways as a safe way to travel back and forth to school on their own. As young people learn to appreciate greenways, they can encourage their families to make wider use of them as well. The LIMC's Greenways Coordinator should help schools develop programs that promote greenways, and that make use of greenways to create a rich educational experience for students.

#### **POS.10.D Use school systems to educate the public on the need for parks and open space.**

Schools can play an important role in educating the public about the need for parks and open space by hosting public lectures and meetings.

Schools can also disseminate flyers, newsletters, and other information to keep residents informed about new park facilities, upcoming parks events, and issues related to the protection of open space. LIMC should initiate contact with school districts to introduce park and open space awareness into school curricula.

**POS.10.E Inform the public about increased property values near parks.**

LIMC should inform the public about how property values tend to increase near parks and greenways. Suggested resources include: a National Park Service paper entitled “Economic Impacts of Protecting Rivers, Trails, and Greenways Corridors;” an American Trails report, “Trail Effects on Neighborhoods: Home Value, Safety, Quality of Life;” and an article from the Pennsylvania Horticultural Society, “Seeing Green: Study Finds Greening is a Good Investment.” Also recommended is John L. Crompton’s book, *The Proximate Principle*.

National Park Service:

<http://www.nps.gov/pwro/rta/propval.htm#how>

American Trails:

<http://www.americantrails.org/resources/adjacent/sumadjacent.html>

Pennsylvania Horticultural Society:

<http://www.pennsylvaniahorticulturalsociety.org/phlgreen/seeinggreen.htm>

**POS.10.F Promote awareness of the positive impacts that greenways and parks can have on the local economy.**

Greenways, parks, and open space preservation can boost tourism, attracting visitors who enjoy outdoor activities. Job creation is another economic benefit. Skilled workers are needed to design facilities, provide ongoing attention to plants and wildlife, and program park activities. Lower-skill maintenance jobs are created, which are particularly valuable for youths and other people interested in seasonal work options. Parks, greenways, and open space preservation have also been shown to enhance property values, as discussed in Strategy POS-10.E. LIMC should make use of the Greenpoints newsletter, information from the Pennsylvania Greenways Program ([www.pagreenways.org](http://www.pagreenways.org)), as well as local media to raise awareness of the economic impact of greenways and parks. Regional recreation commissions, the LCPC, the Lancaster County Department of Parks and Recreation, and various other stakeholders should be enlisted to contribute their expertise to public education efforts.

**Table 10.4 – Inventory of Existing Parks and Recreation Facilities**

*Note: Certain parks appear in multiple municipalities because they cross municipal boundaries.*

**EAST HEMPFIELD TOWNSHIP**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
1	Amos Herr Park (Community)	54.0	2 Softball/Baseball Fields Basketball Court 3 Tennis Courts Soccer Fields 2 Volleyball Courts Play Apparatus Amos Herr “Dream Park” Bocci Courts	Passive Open Space Pavilion with Comfort Station Gazebo	Parking Herr House & Barn (Herr Family Homestead)
2	Hempfield Sports Complex* (Community/Regional)	22.0	6 Tennis/3 Racquetball Courts (indoor) Gymnasium Swimming Pool (indoor) 2 Basketball Cts. (indoor) 6 Tennis Cts. (outdoor, lighted)		Municipally owned; fee operated by Hempfield Area Recreation Commission Kids’ Corner 2 Dance Studios Pro-Shop Massage Room
3	Jacob’s Creek (Community)	29.0	Playground	Walking Trail Passive Open Space Environmentally Sensitive Areas	
4	Dorwart Park (Neighborhood)	9.00	Playground	Walking Trail Pavilion Passive Open Space	
5	Wheatland Hills Park (Neighborhood)	13.0	Play Equipment	Passive Open Space Trails Pavilion	
6	Four Season’s Golf Course (Regional)	125	Golf 18 Holes		Across from Hempfield Sports Complex
6.A	Lancaster Junction Recreational Trail (Regional)	2½ miles long	Running Walking Horseback Riding Bicycling Cross-Country Skiing		Trail Surface Cinders

\* The Hempfield Sports Complex, maintained and operated by the Hempfield Area Recreation Commission (comprised of East Hempfield Township, West Hempfield Township, East Petersburg Borough, Mountville Borough, and the Hempfield School District) should be considered a model for multimunicipal cooperation.

**EAST LAMPETER TOWNSHIP**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
7	East Lampeter Township Community Park (Community)	28.4	Softball/Baseball Field Volleyball Court Playground 3 Picnic Pavilions	Trails Arboretum Bird Sanctuary Comfort Station	

8	Flory Park (Community)	43.0	Baseball Field with Lights Playground	Passive Open Space Mill Creek Trails
9	Lafayette-Tower Park (Community)	16.0	2 Baseball Fields Open Playfields	Open Lawn Areas

**EAST PETERSBURG BOROUGH**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
10	East Petersburg Community Park Brookvale Bike Park (Neighborhood)	7.5	2 Tennis Courts 3 Tot Lots Bike Paths	Passive Open Space	
11	Commons Park (Mini-park)	.5		Sitting Area	Historic Well Site
12	East Petersburg Community Park (Community)	56.0	Baseball (Tom Herr Field) (Football/Soccer Field in grass playfield) Basketball Court 2 Tennis Courts Volleyball Court Playground Bike Paths	Passive Open Space Pavilion Boy Scout Building Comfort Station Concession Stand Community Center Building	
13	East Petersburg Community Pool Complex (Community)	7.5	Swimming Pool Sand Volleyball Court Street Hockey Rink 2 Softball Fields Basketball Court Playground Bike Paths	Bath House Pavilion Comfort Station/ Concession Stand	
14	East Petersburg Fitness Park (Neighborhood)	5.5	Playground Fitness/Walking Trail/ Fitness Stations	Passive Open Space	
15	East Petersburg Community Park Constitution Square (Neighborhood)	19.5	2 Basketball Courts Baseball Field 4 Tot Lots 2 Tennis Courts Open Playfield Bike Paths	Passive Open Space	Internal Street Access within Constitution Square development
2	Hempfield Sports Complex (Community/Regional)	22.0 in East Hempfield Township	See East Hempfield above		

**LANCASTER CITY**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
16	Lancaster County Central Park (Regional)	550.0	Softball/Baseball Fields Basketball Courts Playgrounds Fitness Trail Soccer Field	Passive Open Space Trails 6 Pavilions Rock Ford Plantation Comfort Stations	Also see West Lampeter Twp.

			Open Play Fields Soccer Field Tennis Courts Canoe Launch Skate Park Ropes Course Swimming Pool Bridle Paths Cross Country Ski Trails	Environmental Center Environmental Library Kiwanis Lodge Garden Plots Gazebo Exhibit Farm Campground Garden of Five Senses	
17	Brandon Park (Neighborhood)	7.16	4 Basketball Courts Playground	Passive Open Space Trails	Adjacent to Lancaster Recreation Center
18	Buchanan Park (Community)	21.35	2 Baseball Fields Soccer/Football Field 2 Basketball Courts 6 Volleyball Courts 4 Tennis Courts Play Equipment	Passive Open Space Pavilion Comfort Station	
19	Cabbage Hill Veterans Memorial (Public Open Space)	0.04		Passive Open Space	
20	Camba Park (Public Open Space)	0.09		Passive Open Space	
21	Case Commons Park (Mini-Park)	0.12		Sitting Area Passive Open Space	
22	College, Columbia, King & Orange St. (Public Open Space)	0.02		Public Open Space	
23	Conestoga Pines Park (Neighborhood)	68.00 (11.4 Other)	Pool Basketball Court 2 Volleyball Courts Play Equipment	Passive Open Space Trails	Community Center With Restrooms
24	Conestoga Creek Park (Neighborhood)	14.30		Passive Open Space Trails	
25	Conlin Field/Farnum Park (Neighborhood)	4.57	Baseball Field 2 Basketball Courts Play Equipment Wading Pool		Small Pavilion Comfort Station
26	Crystal Park (Mini-Park)	0.89	Play Equipment	Passive Open Space	
27	Ewell-Gantz Playground (Mini-park)	0.05	Play Equipment		
28	Harrisburg Pike Mini-Park (Mini-park)	0.15		Passive Open Space/Sitting Area	
29	Holly Pointe Park (Neighborhood)	10.88		Passive Open Space	
30	Joe Jackson Tot Lot (Mini-park)	0.3	Play Equipment		

## 10. Park and Open Space

31	Lancaster Recreation Commission Senior Center (Community)	1.5	22,850 sf Building Gymnasium; Assortment of Activities for 55+	Rooms for Meetings/Programs Within Brandon Park
32	Binns Park (Mini-park)	1.52	Stage Performances	Passive Open Space Performance Stage
33	Longs Park (Regional)	73.53	2 Basketball Courts 2 Volleyball Courts 8 Tennis Courts Play Equipment	Passive Open Space 3 Pavilions Trails Grass Amphitheater/Stage Lake Comfort Stations Excellent Condition
34	Market Street Kid's Place (Mini-park)	0.09	Play Equipment Basketball Court	Adjacent to Church Parking
35	Milburn Park (Mini-park)	1.05	Play Equipment	Passive Open Space Graffiti on Play Equipment
36	Musser Park (Neighborhood)	3.1	Play Equipment	Passive Open Space Walkway Adjacent to Lancaster Museum of Art
37	Northwest Corridor Park (Neighborhood)	2.41	Play Equipment Basketball	Passive Open Space/Trails
38	Penn Square (Mini-park)	0.31		Passive Open Space Soldiers and Sailors Civil War Monument
39	Reservoir Park (Community)	8.98	2 Basketball Courts Volleyball Court Play Equipment Wading Pool	Pavilion with Restrooms Grass Play Area
40	Rodney Park (Neighborhood)	0.65	Play Equipment Wading Pool	Community Center
41	Sixth Ward Memorial Park (Neighborhood)	3.10	Softball Field 2 Basketball Courts Play Equipment Wading Pool	Pavilion with Comfort Station
42	South Duke Street Mall (Mini-Park)	3.89	Play Equipment Wading Pool	Passive Open Space/Green Space Green Space adjacent to Major thoroughfare. Playground nearby on School property.
43	Southend Park (Mini-park)	1.02	Softball Field Basketball Court Play Equipment	
44	Sunnyside Greenway (Public Open Space)	2.97 (Total)		Public Open Space
45	Triangle Park (Mini-park)	0.05		Sitting Area
	Other Greenway Parcels as indicated on Plan	40.69 (Total)		Public Open Space



## LANCASTER TOWNSHIP

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
46	Windolph Landing (Neighborhood)	11.3	Playground	Passive Open Space/Trails Pavilion	Adjoins the Conestoga River
47	Lancaster Community Park (Community)	29.0	3 Baseball Fields 2 Soccer Fields Play Equipment	Passive Open Space/ Walking Trails Pavilion Comfort Station Concession Bldg. Storage	Owned with the School District of Lancaster – Maintained by Lancaster Twp.
48	Hamilton Park Playground (Neighborhood)	1.5	Basketball Court Softball Field Playground	Pavilion with Concession and Storage Building	
49	Maple Grove Community Center and Maple Grove Park & Greenway (Community)	7.7	Building	Passive Open Space Trails & Footbridge Pavilion Community Center	See Maple Grove Park & Greenway below Adjoins Little Conestoga Creek

## MANHEIM TOWNSHIP

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
50	Bucher Park (Neighborhood)	8.5	2 Soccer Fields 3 Baseball/Softball Fields 3 Tennis Courts 2 Basketball Courts Playground Equipment Game Courts (asphalt)	Passive Open Space Non-Motorized Path Stream Nature Study Area	Next to Caleb W. Bucher Elementary School
51	Jaycee Park (Mini-park)	2.4	Basketball Court 2 Playgrounds	Stream	
52	Schaeffer Park (Neighborhood)	3.6	Softball/Baseball Field Play Equipment ½ Court Basketball (two)	Passive Open Space	Adjoins Schaeffer Elementary School
53	Landis Woods (Community)	69.9		Passive Open Space Woodlands Nature Trails Tree Nursery Amphitheater Picnic Areas Comfort Station	Environmental Center (Boettcher House at Landis Woods); Primitive Camping Area; Stream; Wetlands

54	Community Park (Community)	33.5	3 Baseball/Softball Fields Basketball Court 2 Sand Volleyball Courts Fitness Trail 4 Horseshoe Courts 3 Playground Equipment Areas	Passive Open Space 6 small Pavilions 3 large Pavilions (2 with Kitchens) 2 Comfort Stations Stream Wetlands Non-Motorized Path (1.2 miles)	
55	Municipal Park (Community)	23.0	2 Baseball/Softball Fields Basketball Court 4 Soccer Fields Playground Equipment	Municipal Gardens	At Township Building Complex
55	Neffsville Square	0.2		Landscaped Park	
57	Overlook (Golf Course and) Park (Community/Regional)	139.8	18 Hole Golf Course with Double Ended Lit Driving Range Swimming Pool (outdoor – 50 meter) Wading Pool Basketball Court 2 Sand Volleyball Courts 2 Shuffleboard Courts Indoor Activities 4 Soccer Fields 2 Baseball/Softball Fields Soccer Practice Half Field Miniature Golf Course Golf Driving Range	Ponds Wetlands Non-Motorized Paths Streams Dog Park	Activities Center including Roller Skating, Indoor Soccer, Basketball and Gymnasium; Park also includes Play Equipment and Skate Park  Historic Structures
58	Perelman Park (at Binkley's Mill) (Neighborhood/Community)	5.13	Small Boat Access to Conestoga River/Canoe Launch	Passive Open Space; Wetlands; Nature Trails	Chesapeake Bay Restoration Project
59	Skyline Park/Skyline Pool (Community)	7.8	Swimming Pool (outdoor – 50 meter) Wading Pool Sand Volleyball Court Basketball Court Tennis Court Football/Soccer Field (Playfields) Playground Equipment	Passive Open Space; Non-Motorized Paths	
60	Stauffer Park (Community)	18.5	Softball Field (deluxe) 4 Tennis Courts 2 Basketball Courts Volleyball Court Soccer Field 2 Play Equipment Areas 2 Shuffleboard Courts	Walkways Courtyard Formal Garden Concession Stand Picnicking Passive Open Space	Stauffer Mansion Carriage House with Restrooms Maintenance Garage

61	Stoner Park (Neighborhood)	35.7	2 Soccer Fields Baseball/Softball Field Fitness Trails Basketball Court Sand Volleyball Court Playground Equipment	Pavilion Passive Open Space Comfort Station Non-Motorized Park Stream Wetlands	Motorized Access from Winchester Drive and Northbrook Drive; Non-Motorized Access from Butter Road
62	Reidenbaugh Park (Neighborhood)	12.2	2 Baseball/Softball Fields Basketball Court Play Equipment 2 Tennis Courts	Trail Passive Open Space	Adjoins school with Basketball and Playground

**MANOR TOWNSHIP**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
63	Slackwater Access Area (State)	7.1	Boat Access to river	Walking Trail	Pa. Fish Commission
64	Creswell Park (Community)	24.4	Baseball Field Open Playfields Cross Country Skiing	Turkey Hill Walking Trail - Head	
65	Greider Park (Neighborhood)	16.4	3 Baseball/Softball Fields 2 Basketball Courts 3 Playgrounds 2 Volleyball Courts Soccer Field	Walking Trail Pavilion with Concession Stand Comfort Station	Accessible from Dickinson Ave. and Banyan Circle Dr.
66	Boyer Nature Preserve (Neighborhood)	3.6		Passive Open Space	Along Little Conestoga Creek
67	Manor Township Community Park (Community)	31.2	2 Softball Fields 3 Basketball Courts Open Playfields Playground Play Equipment	Passive Open Space 3 Pavilions Walking Trail Comfort Station	
68	John G. Herr Park (Neighborhood)	22.1		Passive Open Space Walkways	Adjoins Manor Middle School
69	Municipal Site (Neighborhood)	9.0	Softball Field	Passive Open Space	
70	Washington Boro Park (Neighborhood)	4.2	Baseball/Softball Field Basketball Court Playground Open Play Field	Pavilion Boat Access	
71	Woods Edge Park (Neighborhood)	24.1	Playground Open Play Field	Passive Open Space Picnic Tables Wetland	
72	Springdale Park (Neighborhood)	28.3		Passive Open Space	Along Little Conestoga Creek

**MILLERSVILLE BOROUGH**

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
73	Millersville Borough Park	21.1	Softball/Baseball Field	Passive Open Space	

(Community)	2 Basketball Courts 2 Tennis Courts Playground Volleyball (portable)	Walking Trail Pavilion with Comfort Station Pavilion
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#### MOUNTVILLE BOROUGH

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
74	Lockard Park (Neighborhood)	3.0	Playground	Pavilion Walkways	
75	Mountville Community Park (Community)	8.0	Baseball Field Basketball Court 2 Tennis Courts Play Equipment Adventure Playground	3 Pavilions	
76	Spring Hill Park (Neighborhood)	5.0	Basketball Court	Trails	Limited Vehicular Access
77	VFW Memorial Park (Neighborhood/Community)	3.0	Baseball Field with Lights Play Equipment	Picnic Area	Access from Spruce Road
2	Hempfield Sports Complex (Community/Regional)	22.0 in East Hempfield Township	See East Hempfield above		
81	Grubb Lake Nature Park (Community)	54.2 in West Hempfield Township	Fishing Playground Equipment	Passive Open Space Lake 2 Pavilions Hiking Trail ADA Walking Trail Comfort Station	West Hempfield Township and Mountville Boro joint park

#### WEST HEMPFIELD TOWNSHIP

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
78	Bridge Valley Park (Neighborhood)	1.98	Open Playfield Basketball Court Play Apparatus	Passive Open Space	
79	Chickies Rock County Park & Chickies Creek Day Use Area (Regional)	422.0	Boat Launch Play Areas	Open Areas Pavilion	Provides riverfront access to the Susquehanna River.
80	Fairview Park (Community)	53.5	Basketball Court 2 Volleyball Courts Soccer Field 2 Baseball Fields Playground Street Hockey	2 Pavilions Comfort Station	Passive on South Side
81	Grubb Lake Nature Park (Community)	54.2	Fishing Playground Equipment	Passive Open Space Lake 2 Pavilions Hiking Trail ADA Walking Trail Comfort Station	West Hempfield Township and Mountville Boro joint park

## 10. Park and Open Space

82	Ironville Community Park (Community)	8.8	Basketball Court Play Apparatus	Pavilion Comfort Station	Under Construction Exceptional Views
83	Silver Spring Park (Community)	10.5	Soccer Field Baseball/Softball Field Basketball Court Playground	Pavilion Comfort Station	Very Limited Vehicular Access
84	Eagles View Park (Neighborhood)	3.68	Basketball Court Play Apparatus	Passive Open Space	
85	Murry Ridge Park (Neighborhood)	9.15	Basketball Court Playground	Walking Trail Passive Open Space	
86	Cedar Bluff Park (Neighborhood)	3.5	Basketball Court Play Apparatus	Passive Open Space	
87	Falcon Ridge Park (Neighborhood)	3.4	Basketball Court Play Apparatus	Passive Open Space	
2	Hempfield Sports Complex (Community/Regional)	22.0 in East Hempfield Township	See East Hempfield above		

### WEST LAMPETER TOWNSHIP

No.	Name/Type of Park and Recreation Facility	Size in Acres	Active Recreation Opportunities	Passive Recreation Opportunities	Notes
88	West Lampeter Township Land (Neighborhood)	3.0		Passive Open Space	New Site
89	West Lampeter Community Park (Community)	52.0	Softball/Baseball Field Inline Hockey Court Basketball Courts Volleyball Court Play Equipment	Trails Pavilions Fairgrounds	Substantial Fairgrounds
90	Millstream Park (Neighborhood)	3.86		Passive Open Space	
91	Windy Hill Park (Neighborhood)	2.57		Passive Open Space	
92	Applecroft (Neighborhood)	1.07		Passive Open Space	
93	Heatherfield (Neighborhood)	8.51		Passive Open Space	
94	Hayward Heath (Neighborhood)	0.9		Passive Open Space	
95	Windy Ridge (Neighborhood)	1.45		Passive Open Space	
96	Mill Creek (Neighborhood)	11.3		Passive Open Space	
97	Northeast Community Park (Neighborhood)	3.6		Passive Open Space	
98	Southgate (Neighborhood)	2.5		Passive Open Space	

99	D. F. Buchmiller County Park (Regional)	62.0	3 Tennis Courts Softball Field Playground Frisbee/Disc Golf Course	Trails 3 Pavilions 2 Comfort Stations Barn Passive Open Space	Access to Conestoga River
16	Lancaster County Central Park (Regional)	550.0	See Lancaster City above		

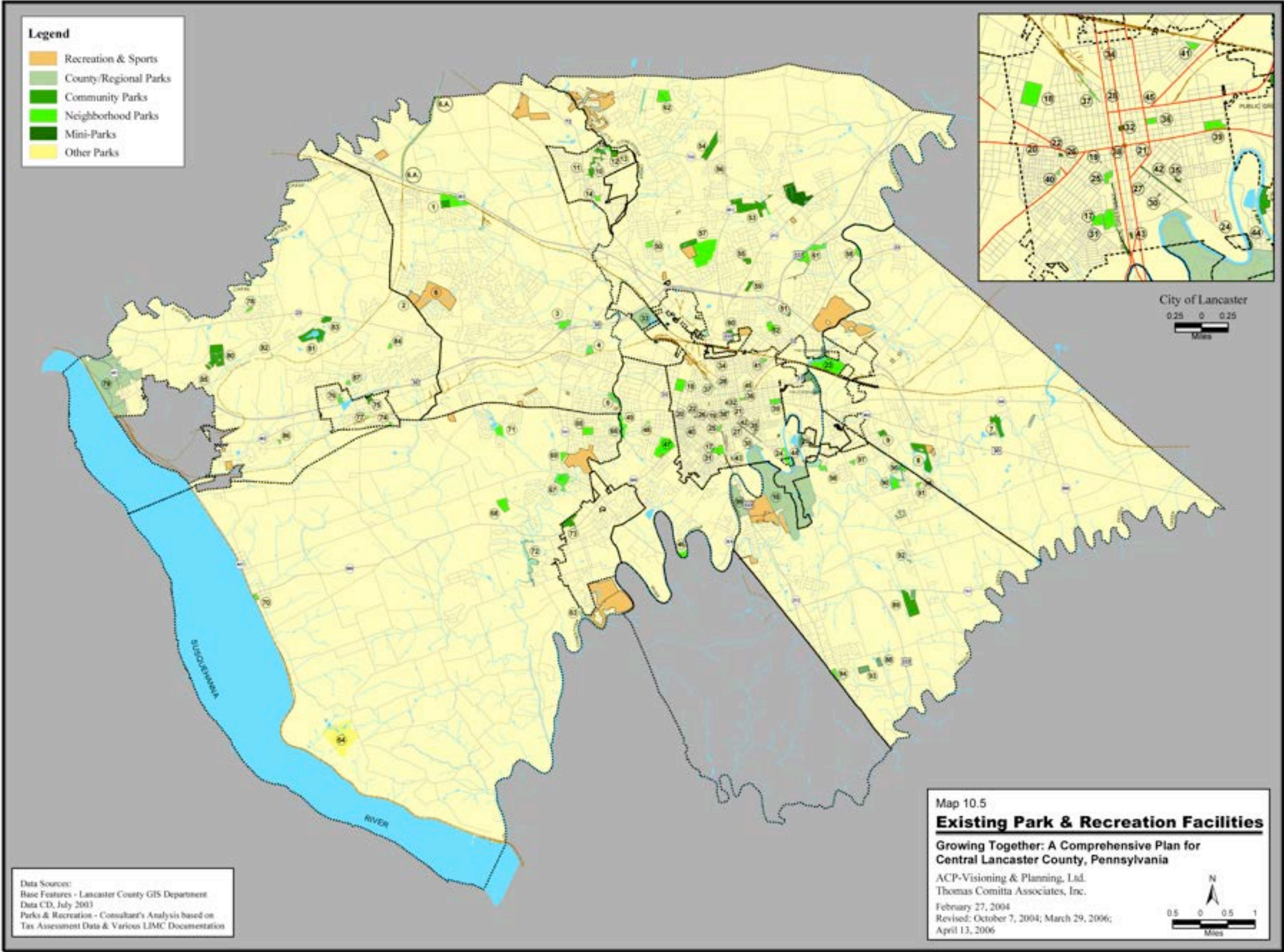
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Note: In addition to parks listed above, the Lampeter Fire Company and the West Lampeter Fair Board provide 27 acres known as the Lampeter Community Center and Grounds, northwest of the firehouse on Village Road.

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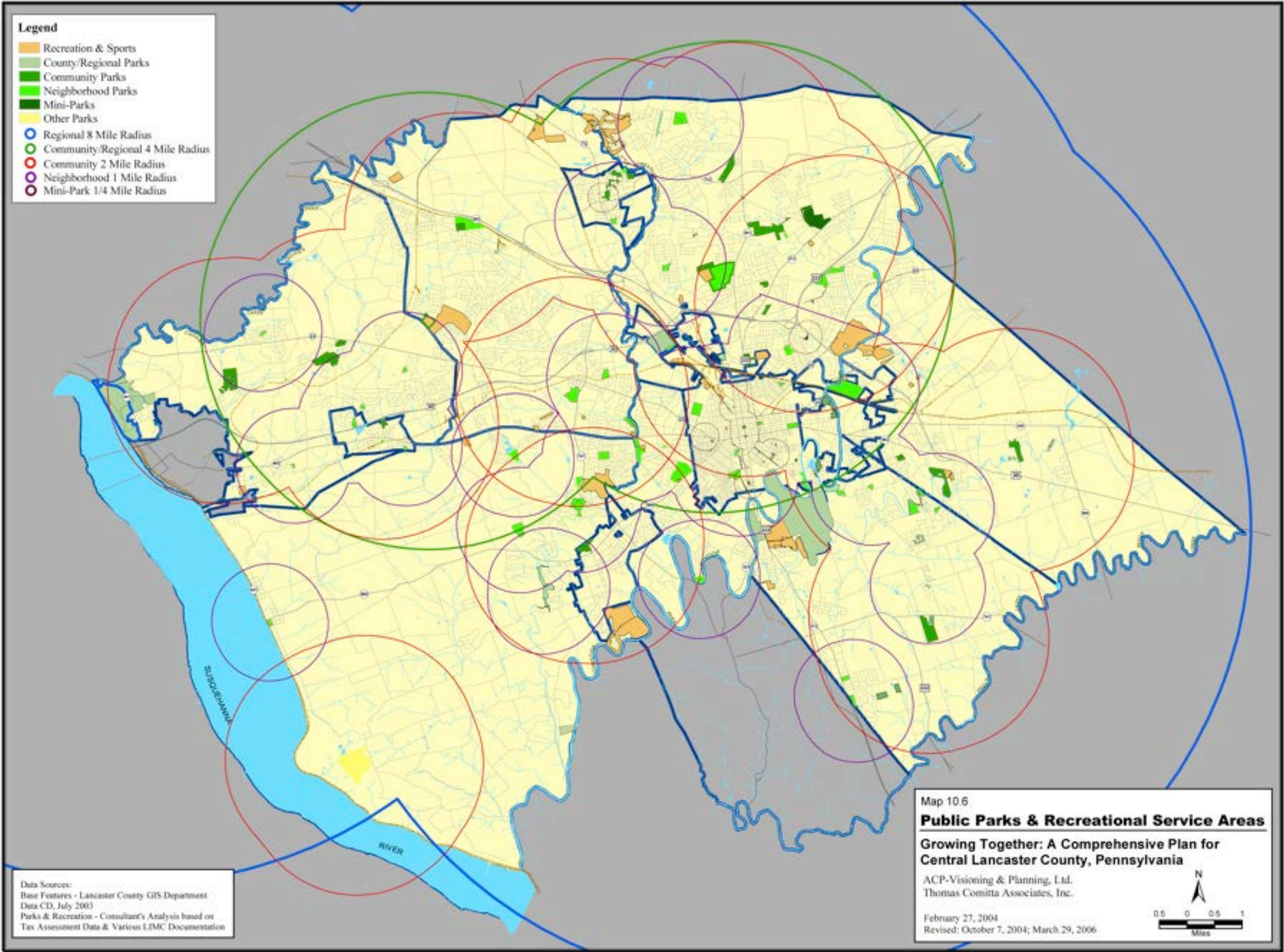
Source: Thomas Comitta Associates, Inc.

Map 10.5



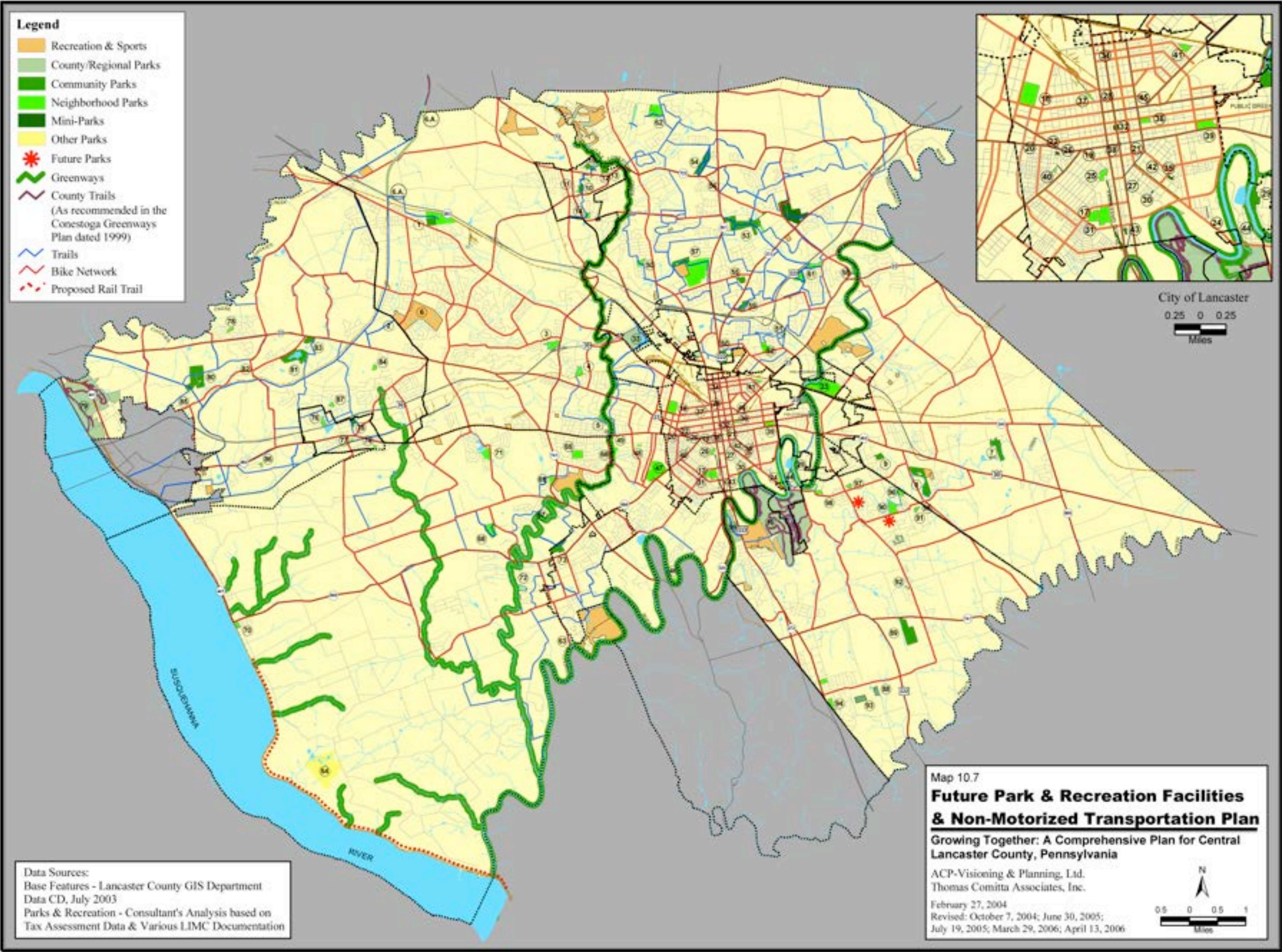


Map 10.6





Map 10.7





# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

PLANNING THE FUTURE • PRESERVING THE PAST

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## 11. Natural Resource Protection

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## 11. Natural Resource Protection

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**Above**  
The Susquehanna River.

### **A. Goal**

*Air, water, and soil quality will be improved and protected, and natural areas, waterways, and riparian buffers will be protected and preserved in order to provide a healthy living environment.*

### **B. Overview**

Central Lancaster County is well known throughout the region for its scenic landscape and abundant natural resources. This chapter inventories and describes the natural features that define Central Lancaster County's character, and provides recommendations for their protection. For the purposes of this analysis, natural features are classified in general terms as land resources and hydrological resources. Land resources include topography, soils, and vegetation. Hydrological resources include watersheds, streams, floodplains, and wetlands.

Knowledge of natural features and landforms contributes to an understanding of the way in which existing land use patterns are shaped by the physical environment. This understanding is also of considerable importance in managing future growth, as it enables planners to determine the suitability of land for various types of land uses. For example, some areas are most suited to agricultural production or residential land use based



Rivers and streams greatly contribute to the character of Central Lancaster County's open space. Waterways also provide water resources to farms and urban centers.

on their physical characteristics, while others are best left as undisturbed open space. Protection of the region's land and hydrological resources is critical to sustaining the health, safety, and welfare of the region. Protection of individual natural features contributes to the health of the overall ecosystem, improving water and air quality and natural habitat, all of which impact quality of life. It is also intended to protect people and property from natural and man-made hazards.

While many municipalities throughout Central Lancaster County currently have ordinances containing provisions for natural resources, opportunities to strengthen protection measures still exist in areas where natural resources remain susceptible to degradation from development and land use activities. This plan seeks to identify such opportunities and offer strategies with which to strengthen regulations. The plan is also formulated based on the notion that Central Lancaster County communities would be best served by achieving uniform and consistent natural resource protection policies and regulations across all municipalities. That is, since natural resources do not adhere to political boundaries, the benefits of a healthy ecosystem are realized when all municipalities in a region enact a uniform minimum standard of protection.

This Natural Resource Protection chapter strives to be consistent with the policies and guidelines put forth in the Lancaster County Comprehensive Plan and the Lancaster County Water Resources Plan. These sources were frequently consulted in the preparation of this plan, as were various federal, state, and local sources, including local comprehensive plans and ordinances. Geographic Information Systems (GIS) mapping was used to overlay the various environmental and land use datasets in order to visualize the extent of the region's natural features and examine their implications for development and conservation planning. Public input was sought at monthly Steering Committee meetings, a Stakeholders Workshop, and a Community Summit. The information gathered at these public forums serves as the basis for the goals and objectives, and informs the recommendations put forth in this plan. A map that describes the plan can be found at the end of this chapter.

### **C. Existing Conditions**

The discussion of existing conditions and key points includes a description of physical characteristics of the Central Lancaster County region, including topography, soils, vegetation, watersheds, wetlands, and floodplains. This section also identifies current protections of natural features afforded by each of the Central Lancaster County municipal zoning ordinances.

#### **Topography**

Topography refers to the relief of the land and is a result of geological processes such as uplift and erosion. Topography influences drainage, soils,

and vegetation. It is often described in terms of physiographic provinces, a land classification based on geological formations and landscape characteristics.

According to this classification, Lancaster County lies entirely within the Piedmont Province region of Pennsylvania. The Piedmont Province is comprised of three sections: the Piedmont Lowland Section, the Piedmont Upland Section, and the Gettysburg-Newark Lowland Section. The Central Lancaster County study area lies within the former two sections. The northern portion of the study area is in the Piedmont Lowland Section. This area is characterized by *karst* valleys separated by broad, low hills. Local relief is low, ranging from 60 to 700 feet. Its underlying rock type is predominantly limestone and dolomite, and its structure is complexly folded and faulted. The surface drainage pattern is dendritic, meaning that it has a branched form resembling a tree.

The Piedmont Upland Section, in the southern portion of the study area, is generally characterized by broad, rounded to flat-topped hills and shallow valleys with low to moderate elevations. It is mainly developed on complexly folded and faulted *metamorphic schist*. The drainage pattern is typically dendritic, but in some areas exhibits a pronounced rectangular orientation.

## Soils

Soils are a direct result of geologic processes, as weathering of underlying rock gives rise to individual soil types. Soil composition is also a result of organic processes, namely the decay of plant and animal matter. Soils influence local plant and animal life and hydrological functions. They also impact land use patterns and activities, as their drainage and erosion properties often dictate suitability for uses such as agriculture, residential development, and on-lot sewage treatment. In general, soils on flat land that are mineral rich, deep, and well drained are the most productive. These soils also happen to be most favorable for development. On the other hand, shallow, poorly drained soils do not lend themselves to cultivation or development and preclude the use of on-lot sewage disposal.

For planning purposes, soils are most often analyzed according to their implications for agriculture and development (residential, commercial, and industrial land uses). Accordingly, this section contains a discussion of prime farmland soils, as well as seasonally high water table soils that pose constraints to agricultural production and development.

The U.S. Department of Agriculture Natural Resources Conservation Service (NRCS) has devised a classification system to represent the suitability of soils for most types of farming. These capability classes, as they are referred to, are practical groupings based on limitations of the soils, the risk of damage to the soils when they are farmed, and the way they respond to treatment. There are eight capability classes. Class I soils have few natural limitations, the widest range of use and the lowest risk of

**Karst** - Terrain characterized by the presence soluble rocks (notably carbonate rocks such as limestone, dolomite or magnesite), where drainage has been largely diverted into subterranean routes. The topography of such areas is dominated by sinkholes, sinking streams, large springs, and caves.

**Metamorphic** - Rocks that have recrystallized in a solid state as a result of changes in temperature, pressure, and chemical environment.

**Schist** - Any of various medium-grained to coarse-grained metamorphic rocks composed of laminated, often flaky parallel layers of chiefly micaceous minerals.

damage. Soils in the subsequent classes have progressively greater limitations, with Class VIII soils being so limited as to preclude their use for farming.

Class I, II, and III soils are generally considered the most suitable for agricultural use. Class I soils have few limitations that restrict their use. They are deep, nearly level, well-drained soils of uplands, and deep, level or nearly level, well-drained, silty soils of floodplains. Class II soils contain limitations that reduce the types of plants that can be cultivated. Limitations include risk of erosion, excess water, and shallow, droughty, or stony soils. Class II soils may also require moderate conservation practices. Class III soils are those that have severe limitations that reduce the choice of plants, or that require special conservation practices, or both. Limitations include soils with excess water and soils subject to severe erosion if they are not protected.

Lancaster County is renowned for its agriculture and is recognized as having some of the most fertile soil in the country. The Central Lancaster County region shares this honor. Prime farmland soils are in abundance throughout the region. Although some of these soils have been developed for residential, commercial, and industrial use within the Designated Growth Areas (DGA), the vast majority of prime soils outside of the DGA remains in productive agricultural use. Furthermore, nearly all of this land and the fertile soils it contains are permanently protected through agricultural easements or receive temporary protection (for a minimum of 10 years) under Pennsylvania's Act 319, commonly referred to as the Clean and Green Act. (See Map 6.13 on page 6.51).

Seasonally high water table soils are soils in which fluctuations in the weather cause groundwater to be at or near the ground surface at certain times of the year. These soils are unsuitable for development due to their saturated condition and risk of seasonal inundation. They are vital components of the hydrological cycle, acting as groundwater and aquifer recharge areas, providing for filtration of water prior to reaching drinking water supplies, and providing sensitive habitat.

In the Central Lancaster County region, seasonally high water table soils are primarily located along the region's watercourses and in proximity to wetland areas. They are most prevalent in the western portion of the study area – in West Hempfield and Manor Townships – and in East and West Lampeter Townships to the southeast.

### **Vegetation**

Due to its agricultural history, the vegetative cover of the Central Lancaster County region is dominated by cropland and pasture. These croplands and pastures are interspersed with hedgerows and small plant communities, which provide edge habitat for various animal species. Woodlands, however, have been effectively cleared over the years for fuel and agriculture. Much of the original forest has been eliminated and what



remains today consists of second and third growth stands that are rather sparse and fragmented. Although some woodland corridors are in existence along the region's waterways, this fragmented woodland condition severely compromises the integrity of the woodlands themselves, and threatens species that require large, uninterrupted woodland areas for survival. Large woodland areas connected through a series of greenways, such as the Conestoga Greenways, allow bird and mammal species to migrate and retain patterns of movement and activity.

Woodland vegetation also plays a considerable role in preventing erosion, especially on steep slope areas where the tree roots stabilize the soil, holding it in place, and the foliage intercepts the falling rain. Groundwater recharge and water quality is also improved when stormwater runoff is slowed and is allowed to infiltrate into the soil.

### **Watersheds**

A watershed (or drainage basin) is an area of land that draws overland flow and groundwater to a common stream or water body. It includes the land across its surface, the streams that drain the land, and the underlying soils, geology, and groundwater. Watersheds are defined by drainage divides (ridgelines), which direct surface and groundwater down the valley and into the stream channel or water body below. Ridgelines act as a line of separation between adjacent watersheds.

Watersheds function within a series of natural processes related to the hydrologic cycle. In general, when rainfall reaches the land, it either evaporates or transpires, runs downward across the surface into a stream or water body, or infiltrates through the soil, migrating under the surface as groundwater. The groundwater may be stored in an aquifer, eventually reaching the surface again through a seep or spring. Important contributing components of a watershed are groundwater recharge areas, stream baseflows (which depend on a groundwater source), tributary streams (especially first order streams), stream channels, floodplains, and riparian and aquatic habitats. Each is critical to ensuring the proper function of the watershed and the hydrologic cycle.

Watersheds are organized in a hierarchy whereby the drainage basin of a principal stream encompasses the smaller drainage areas of its tributary streams. The terms frequently used to describe this hierarchy are as follows from the largest unit to the smallest: drainage basin, watershed, sub-basin, and first order stream drainage area. First order stream drainage areas are the drainage areas that contribute to the headwater streams. They are extremely sensitive areas, as disturbance of headwater areas can potentially impact the entire downstream system.

Lancaster County lies almost entirely within the Lower Susquehanna Sub-basin (which forms part of the Susquehanna/Chesapeake Basin), where the Susquehanna River drains all but a small portion of the county. The River stretches approximately 445 miles from its headwaters in central New

York to Havre de Grace, Maryland where it empties into the Chesapeake Bay. Contributing watersheds in the Central Lancaster County region are the Chickies Creek Watershed (including Chickies Creek, Little Chickies Creek, and Conewago Creek), the Conestoga River Watershed, the Pequea-Octoraro Creeks Watershed, and the Mill Creek Watershed. The Susquehanna is the Bay's largest tributary; therefore, the health of the Bay depends largely on the quality of the Susquehanna's waters and that of its contributing watersheds. This can be achieved through preservation and sound management of the various components of the watersheds.

### Wetlands

Wetlands are commonly defined as transitional areas between terrestrial and aquatic systems where the water table is at or near the land surface, or the land is covered by shallow water. For regulatory and legal purposes, the Commonwealth of Pennsylvania (25 Pa. Code Chapter 105) uses the following definition: "Those areas that are inundated or saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support, a prevalence of vegetation typically adapted for life in saturated soil conditions."

Wetlands contain three main components which are used in their identification: (1) water at or near the soil surface for significant parts of the year, (2) hydric soils, and (3) wetland indicator vegetation, such as cattails and reeds. Because they are such an extremely important resource—acting as water storage and recharge areas, helping to maintain water quality by filtering-out contaminants and sediments, and providing critical habitat and breeding areas for plants and wildlife—wetlands are regulated at the federal level.

### Floodplains

Floodplains are formed by the frequent shifting of streams as they meander through valleys. The shifting of a stream produces an increasingly broad, flat valley floor, which is largely or completely covered by *alluvial soils*. The stream usually occupies only a small portion of the flat valley floor; however, during periods of inundation, the entire floor may be flooded, thus the term floodplain is used.

For the purpose of administering the Federal Flood Insurance Program, the Federal Emergency Management Agency (FEMA) has mapped flood hazard areas based on the extent of the 100-year flood event. Protection of these floodplain areas serves two main purposes: first, it prevents loss or damage of property and risk of injury from flooding; second, it preserves the important ecological functions of floodplains, such as water absorption and pollutant filtering. Development in floodplain areas reduces the capacity of the floodplain to carry floodwaters, resulting in increased flood heights and velocities and, therefore, increased hazard. Flood hazards are also exacerbated by ever increasing impervious surface cover, which prevents

**Alluvial soils** – Soils deposited through the action of moving water; typically very fertile.

infiltration of stormwater runoff. Stormwater management systems that convey runoff through pipes only increase the speed and force with which stormwater reaches the receiving stream, thereby increasing peak stream flows and degrading stream channels. Allowing floodplains to remain in conservation and open space, minimizing impervious surface cover, and requiring the use of best management practices for stormwater management will effectively protect floodplains and minimize the risk of damage, loss, and injury.

#### **D. Current Protections Afforded by Municipal Zoning Ordinances**

Municipalities within the Central Lancaster County region provide varying levels of protection for natural features, as summarized in Table 11.1 and described in further detail below.

**Table 11.1 – Current Zoning Ordinance Provisions for Natural Resource Protection**

	<b>Prime Agr. Soils</b>	<b>Floodplains</b>	<b>Steep Slopes</b>	<b>Riparian Buffers</b>
East Hempfield Twp	Prime soils	100 year		
East Lampeter Twp		100 year and floods of record		200 feet
East Petersburg Borough		100 year, 500 year, and alluvial soils		
Lancaster City		100 year and 500 year		
Lancaster Twp		500 year	25%	100 feet on Conestoga, Little Conestoga, and 2 unnamed tributaries
Manheim Twp		100 year		
Manor Twp		100 year, 500 year, and alluvial soils		
Millersville Borough		100 year		80 feet on Conestoga
Mountville Borough		100 year and alluvial soils		
West Hempfield Twp	Classes I, II, III	100 year and 500 year	20%	
West Lampeter Twp	Classes I, II, III	100 year, 500 year, alluvial soils, and floods of record		

*Source: Thomas Comitta Associates, Inc.*

Only the zoning ordinances of East and West Hempfield Townships and West Lampeter Township contain provisions for the preservation of prime agricultural soils. These townships regulate residential development in their

agricultural zones through sliding scale provisions, and attempt to limit the construction of structures on prime agricultural soils.

All municipalities regulate development activities in floodplain areas and prohibit the construction of structures unless in association with a permitted use, such as a recreational use, or granted by a Special Exception. Lancaster Township regulates up to 500 year floodplains, while the others only regulate 100 year floodplains at a minimum.

Lancaster Township and West Hempfield Township provide for the protection of steep slopes. Lancaster Township regulates activities on slopes of 25 percent or greater. It requires a minimum lot area of 40,000 square feet if more than 50 percent of the permitted lot area is on steep slopes. West Hempfield regulates activities on slopes of 20 percent or greater.

Riparian buffer standards are currently in place in East Lampeter and Lancaster Townships and Millersville Borough; however, the standards differ in terms of buffer widths and the waterways to which they apply. Lancaster Township prohibits gravel and paved areas, storage of hazardous materials, and structures (other than those associated with natural, recreational, and utility uses) within 100 feet of the Conestoga River, Little Conestoga River, and two unnamed tributaries. Millersville prohibits paving, buildings, and outdoor storage within 80 feet of the Conestoga River.

None of the municipal zoning ordinances contain provisions for the protection of high water table soils or wetland buffer areas and none provide for the net-out of environmental features (that is, the exclusion of environmentally constrained lands in the calculation of housing unit density).

The analysis of current protections afforded by municipal zoning ordinances shows that there is great variation among the Central Lancaster County municipalities in the standards for natural resource protection. Because natural features are not confined to political boundaries, the actions of one municipality will impact others in the region. For example, a municipality may have very stringent floodplain regulations in place; however, if its upstream neighbor has little to no regulation, the threat of damage or injury from flooding will still remain.

This plan recommends that the Central Lancaster County municipalities enact environmental protection standards that are consistent and uniform in order to gain maximum protection and equal benefit for all. The objectives and implementation strategies aimed at achieving this level of protection and benefit are outlined below.

### Objectives and Strategies

This section describes the objectives and strategies that will support the Natural Resource Protection goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix in Chapter 15.

***Goal: Air, water, and soil quality will be improved and protected, and natural areas, waterways and riparian buffers will be protected and preserved in order to provide a healthy living environment.***

#### **Objective NR.1 - Improve air quality as mandated by federal and state standards, bringing the region to ozone attainment.**

Ground-level ozone is a major component of smog. Lancaster County is currently classified as a marginal non-attainment area according to the EPA's one-hour and eight-hour ozone criteria. It is also listed as a non-attainment area for fine particulate matter (PM-2.5). Lancaster County needs to address these pollutants in order to meet the national ambient air quality standards specified under the Clean Air Act. (See the Pennsylvania Department of Environmental Protection at <http://www.dep.state.pa.us/dep/deputate/airwaste/aq/attain/status.htm>.)

#### **Strategies**

##### **NR.1.A Develop a coalition of interests to increase pressure on government regulators and polluters to reduce sources through implementation of best available technology and enhanced enforcement.**

LIMC should seek to improve collaboration and communication among local, statewide, and national organizations that are concerned about air quality, as well as other environmental issues. Organizations might include the EPA, local environmental groups, child health advocates, transportation experts, or manufacturing and agricultural alliances that are concerned about compliance with environmental regulations. Such a coalition of interests can be used to specifically address the air quality needs of the Lancaster County region, while accessing data, expertise, and advocacy capabilities found throughout the country.

##### **NR.1.B Use land control policies to help reduce automobile-generated air pollution.**

Despite advances in technology that reduce auto emissions, air pollution is on the rise due to the increased number of miles traveled by car. (See "Clean Air Act Credit for Urban Policy Changes", <http://www.smartgrowth.org/library/otgartic.html>.) This increase in miles traveled is largely due to sprawling development patterns, which can be addressed through a number of land use policies. Such policies include: elimination of minimum parking requirements; zoning to permit transit-oriented developments and to encourage higher densities near transit

stations; incentives to increase transit ridership, along with disincentives for single-occupancy vehicles; zoning to permit mixed uses in urban areas; initiatives to encourage pedestrian and bike transportation (including providing sidewalks and bike lanes); and offering tax incentives to encourage infill development. Other policies for reducing the number of vehicles on the road may involve public transit and park-and-ride facilities.

**Objective NR.2 - Maintain and improve water quality by protecting aquifers and aquifer recharge areas from contamination.**

Ground water is a very significant natural resource. Approximately half of all Americans get their household water supply from ground water, and this proportion can rise up to 95 percent in rural areas. Ground water also plays a significant role in agricultural and industrial activities.

Aquifers are areas where ground water exists in sufficient quantities to supply wells or springs. Water is stored in the spaces between sand, gravel, soil, and rock. Recharge areas are places where precipitation, storm water runoff, or stream water re-enters the groundwater system. Contaminants that enter aquifers or aquifer recharge areas can adversely impact the ground water quality within a community. Common contaminants include landfill waste, sewage, de-icing salt, fertilizers, and pesticides.

**Strategies**

**NR.2.A Judge the merits of projects that could negatively impact aquifers and find a way to measure and enforce so that aquifers will be protected for the benefit of the people of Lancaster County.**

Municipalities that rely on ground water should conduct periodic ground water measurements, and enforce guidelines for land use and development in order to protect water quality. Such guidelines could be incorporated into site plan reviews (to determine if a project would be damaging to aquifers), design standards (such as requiring double-walled tanks for underground chemical storage), and operating standards (such as limiting pesticide use).

In terms of zoning, each municipal zoning ordinance should be amended to prohibit development on seasonally high water table soils, require wetland buffer areas, and net-out environmentally constrained lands from the calculation of lot areas.

**NR.2.B Require pre-treatment of stormwater in at least two different ways prior to release into the aquifer, waterway, or watershed to assure clean water.**

During and after a rainstorm, stormwater runs off of ground surfaces into lakes, rivers, and streams, eventually reaching underground aquifers. This storm water often carries with it pollutants from the ground, such as sediments, metals, and oil. A number of different pretreatment tools can be used to reduce water contamination caused by stormwater runoff. Infiltration trenches, vegetative buffers, filter strips, and grassy swales are just a few of

the techniques used to slow the pace of runoff and filter contaminants from the water.

Stormwater management techniques are often referred to as “Best Management Practices” or BMPs. A database that provides technical information and monitors the effectiveness of BMPs can be found from the International Stormwater Best Management Practices Database, at <http://www.bmpdatabase.org/>. The Natural Resources Defense Council also compares strategies used throughout the US in the management of stormwater runoff; more details are available at <http://www.nrdc.org/water/pollution/storm/stoinx.asp>. Lancaster County has developed a model ordinance for stormwater management.

**NR.2.C Require all municipalities to impose or expand protection zones and zoning on aquifer recharge areas.**

By establishing aquifer recharge protection zones, municipalities are able to classify, regulate, and protect those areas that recharge aquifers and contribute to the quality of the local water supply. Local governments can regulate land uses within these zones. Some uses, such as solid waste landfills or petroleum refinement, may be prohibited in a protection zone. Other uses may be subject to meeting certain performance standards during construction and operation. Since water can travel throughout aquifers, all LIMC municipalities should work to develop and enforce compatible regulations to protect local recharge areas. See the zoning ordinance amendments suggested in strategy NR-2.A.

**NR.2.D Develop education programs for homeowners and businesses within recharge areas on the use and disposal of chemicals.**

In order to help protect aquifers, local residents and business owners must know how to properly dispose of hazardous materials. They must also understand the importance of regularly monitoring septic systems, and they should be prudent in their use of fertilizers and pesticides on gardens and crops. LIMC should develop educational programs and materials that inform the public about what they can do to protect aquifers. Such materials should be particularly targeted to those residents and business owners who are living and working in a recharge zone.

**Objective NR.3 - Improve and preserve the quality of waterways.**

Improving and preserving local waterways can generate a number of benefits for Central Lancaster County. Such efforts can protect wildlife, preserve traditional landscapes, offer recreational opportunities, and boost property values along waterways. LIMC should promote the following strategies for restoring and protecting local waterways.



**Strategies****NR.3.A Provide technical assistance and funding for restoration of stream areas.**

Stream systems contain diverse and complex ecologies, which are often damaged over time by human interference and development. Stream restoration is the process by which a stream is returned, to the extent possible, to its pre-disturbance ecological condition. LIMC municipalities should collaborate with land trusts, conservancies, and other organizations that specialize in stream restoration. They should apply for restoration funding from state programs, such as the Pennsylvania Department of Conservation and Natural Resources' (DCNR) Greenways grant. Additional information about funding and technical assistance programs for restoring streams and other watersheds can be found on the Environmental Protection Agency's website, at <http://www.epa.gov/owow/nps/funding.html>.

**NR.3.B Require watershed-wide assessments for all development proposals of regional significance for water quality and flow.**

When examining the ecological impact of a larger-scale development proposal, a local government should look beyond its borders to see how such a development could impact the entire watershed area, and affect neighboring communities. LIMC offers a collaborative structure that can encourage and monitor such regional considerations regarding land use, development, and watershed management.

**NR.3.C Limit activities that have adverse impacts on waterways and wetlands.**

Wetlands are critical natural resources that provide habitats for wildlife, control flooding, and improve groundwater recharge. A number of common practices can impact waterways and wetlands, including damming and dredging, agricultural and industrial activities, and new construction and erosion. Regulations should be used to guide such activities, monitor their impacts, and limit their adverse effects on waterways and wetlands.

Municipalities should amend their zoning ordinances to limit impervious cover, require riparian buffers, require the use of BMPs for stormwater management, and strictly limit disturbances of steep slopes, floodplains, wetlands, and other sensitive areas.

**Objective NR.4 - Improve soil quality and stability through administration and enforcement of erosion control programs, cleanup activities, best management practices, and effective education.**

Healthy soil is important to maintaining a healthy region. Quality soils control water runoff, filter pollutants, sustain plant and animal life, cycle nutrients like carbon and phosphorus, and provide a foundation for building construction. If soil is eroded or degraded, then these benefits are

diminished. Central Lancaster County should institute programs to ensure that soils in the region remain healthy and safe from erosion. More information is available from the National Resources Conservation Service at <http://soils.usda.gov/sqi/>.

### **Strategies**

#### **NR.4.A Increase requirements for erosion control and step up enforcement and technical/funding assistance.**

The Lancaster County Conservation District should seek to increase provisions for erosion and sediment control and promote the use of best management practices throughout Central Lancaster County. Funding or technical assistance for erosion control is often available through programs related to watershed conservation or agricultural management. Zoning ordinance and subdivision and land ordinance amendments related to waterways and wetlands (addressed in Strategy NR-3.C) will also help with erosion control.

#### **Objective NR.5 - Preserve natural areas and corridors through land use controls, transfer of development rights, land acquisition, and adherence to the Designated Growth Area program.**

Maintaining undeveloped tracks of land is important for protecting wildlife, water systems, and the region's unique character. Preserved natural corridors can also become economic assets when they contribute towards attracting tourists or drawing a talented workforce to the region. Several land conservation tools can be used to protect such corridors, including transfers of development rights, donated conservation easements, and land acquisition by public or not-for-profit agencies. Lancaster County's Designated Growth Areas offer yet another technique for encouraging development in existing urban areas or village centers, and discouraging development in natural areas.

### **Strategies**

#### **NR.5.A Increase collaborative land protection projects and funding for areas of conservation importance.**

LIMC municipalities should collaborate with the Lancaster County Conservancy to identify their conservation priorities, to increase the effectiveness of tools like TDRs, and to ensure that natural corridors can persist throughout the county. Efforts should be made to work with government actors at state and federal levels to leverage funding for conservation initiatives (for example, the DCNR greenways grant). The private and not-for-profit sectors, including a variety of land trusts and conservancies, should also be tapped for their investment power and expertise.

**NR.5.B Increase required studies and analysis for development proposals in targeted conservation areas.**

Proposals for development within targeted conservation areas should undergo more rigorous scrutiny than proposals for non-conservation areas. Developers interested in building within conservation zones should be required to produce additional environmental impact reports to confirm that the proposed development would not adversely impact local ecosystems, water resources, or natural character. Undeveloped corridors should be maintained to the greatest extent possible. While some proposal regulations are intensified, municipalities can simultaneously streamline approval processes for infill development within designated Urban Growth Areas. Such regulatory actions will encourage growth to occur in a way that is compatible with regional conservation goals.

**NR.5.C Increase required level of redevelopment in Urban and Village Growth Areas.**

LIMC municipalities should increase their density goals (dwelling units per acre) for urban and village growth areas. They should also create transferable development rights ordinances that designate existing urban and village areas as receiving zones and lands outside of urban and village growth areas as sending zones.

**Objective NR.6 - Establish riparian buffers and restore disturbed areas along the Susquehanna river, Conestoga River, and smaller waterways.**

Riparian buffers are strips of grass, shrubs, and trees along the banks for streams and rivers, which serve as a barrier between waterways and human land uses. They filter pollutants out of storm water, provide habitats for wildlife, and contribute to the aesthetic quality of riverside communities. While riparian buffers are naturally occurring phenomena, many have been lost to development. LIMC municipalities should focus on establishing new riparian buffers and restoring lost riparian buffers to protect water resources and improve river and stream conditions throughout the region.

**Strategies****NR.6.A Require comprehensive watershed analysis on all watershed areas.**

A watershed analysis is a procedure undertaken by the County, which is used to organize and understand ecosystem information. It looks at how human, aquatic, riparian, and terrestrial systems interact within a watershed. Conducted by teams of specialists, a watershed analysis facilitates the development of management programs and strategies that will help maintain and restore local waterways.

**NR.6.B Implement the prototype sections of the Conestoga Greenway Plan as developed by the LIMC.**

Municipalities should work together to implement the recommendations of the Conestoga Greenway Plan.

**NR.6.C Obtain the northwestern portion of the Enola low grade line and convert it to a rail trail interconnected to Lancaster County Conservancy's extended Turkey Hill Trail.**

LIMC should collaborate with organizations such as the Lancaster County Conservancy, dedicated to the preservation of land, to obtain rights to the line.

**NR.6.D Interconnect the Conestoga Greenway to riparian trails and nearby parks in LIMC municipalities.**

LIMC municipalities should collaborate with private property owners in neighboring municipalities to obtain trail easements that are needed to create trail connections.

**Objective NR.7 - Provide public education about natural resources for students and the public at large.**

LIMC municipalities should encourage efforts to educate the public about natural resources in order to foster a sense of stewardship and promote sustainable environmental practices among the residents of Central Lancaster County.

**Strategies**

**NR.7.A Create a coordinated program to deliver environmental education to all schools in the area.**

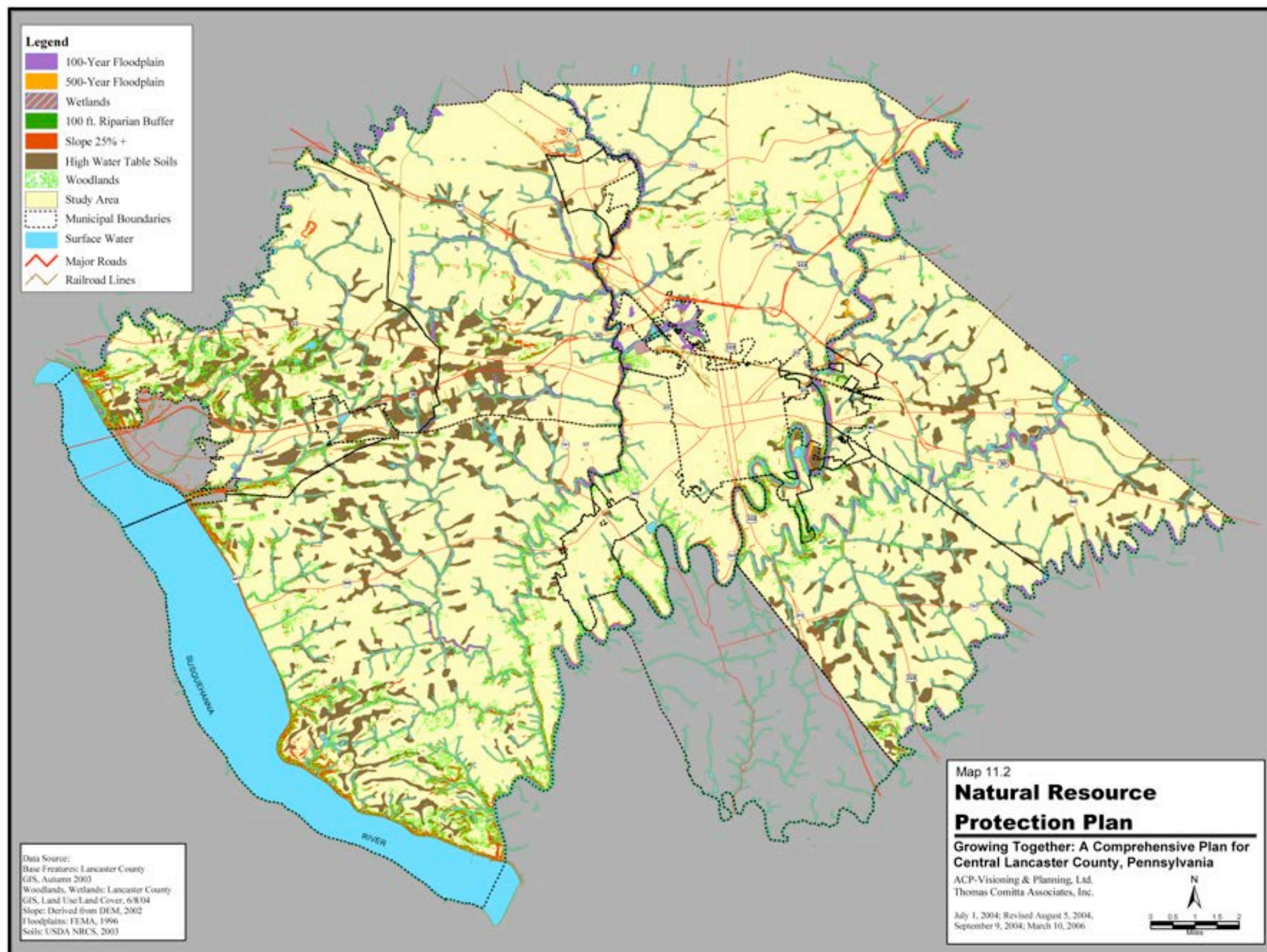
Information about natural resources and local ecosystems should be incorporated into school curriculums throughout Central Lancaster County. School districts can partner with public and not-for-profit conservation entities to design programs, develop classroom materials, and plan for activities and field trips that can enhance students' understanding of local and global environmental issues.

**NR.7.B Provide education about natural resources through the use of schools, the media, and government publications to ensure public knowledge of what is needed to provide and maintain a healthy living environment.**

Public outreach efforts can be used to present clear messages and provide households with detailed information about practices that they can adopt to help protect and restore environmental resources. LIMC municipalities should work with environmental organizations and local media (newspapers, television, radio, etc.) to promote clear, accurate, and regular reporting on key environmental issues. A regional committee might be created, and charged with ensuring dissemination of such information.



Map 11.2



## 12. Historic Resource Protection

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## 12. Historic Resource Protection

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**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

**Above**

Historic buildings in Lancaster City.

### **A. Goal**

*Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of both urban and rural areas.*

### **B. Overview**

The aim of protecting historic resources is to retain the character of a community or region as reflected in its built environment and its landscape. It ensures that the community's heritage and unique character are preserved and passed on to future generations. Historic resources foster a connection to the community and a sense of pride among residents. These resources also provide an awareness of the community's roots and traditions, and they are valuable tools for education and scholarly research.

Historic resource protection is particularly applicable to Central Lancaster County where the historic built environment is tied closely to the land. The region's agricultural history is reflected in the landscape and historic settlements that grew around the farming tradition. Its industrial history is especially evident in the architecture found in Lancaster City and the outlying boroughs and villages. However, with increasing development pressure, many historic structures and sites are sacrificed or altered to the





Historic industrial buildings have been converted to new uses.

point that their historic value is lost. This plan seeks to promote the sensitive use and treatment of historic resources in Central Lancaster County. The policies put forth strive to be consistent with those of the Lancaster County Comprehensive Plan, in particular the Lancaster County Cultural Heritage Plan, for which preservation of the region's cultural heritage is a key objective. It also recognizes that historic resource protection may vary among municipalities in response to each community's unique character. Therefore, implementation strategies may need to be tailored to meet the individual needs of each municipality.

### C. Existing Conditions

This section describes the existing historic resources in the study area and the legal means through which they are identified and protected.

Historic resource planning at the municipal level is enabled by three pieces of legislation: the National Historic Preservation Act, the Pennsylvania Historic District Act (Act 167), and the Pennsylvania Municipalities Planning Code (Act 247). Several municipalities in Central Lancaster County have enacted historic resource protection regulations under one or more of these statutes.

The National Register of Historic Places was established by the National Historic Preservation Act of 1966. In Pennsylvania, the program is administered by the state's Bureau for Historic Preservation. Properties listed in the Register include districts, sites, buildings, structures, and objects that are significant in American history, architecture, archeology, engineering, and culture. National Register properties are evaluated and selected according to uniform criteria. The program is designed to assist state and local governments, federal agencies, and other institutions in identifying significant historic and archeological properties worthy of preservation and special consideration in planning and development decisions. The National Register is not a regulatory device; it simply provides recognition of historic resources. Listing in the National Register does not interfere with a private property owner's right to alter, manage, or dispose of property. However, it often changes the way communities perceive their historic resources and gives credibility to efforts to preserve these resources as irreplaceable parts of the community. The benefits of National Register designation include tax incentives for the rehabilitation of income producing properties and tax deductions for donations of easements. In addition, any property listed in or eligible for listing in the National Register is subject to a formal impact review if federal or state funds will have an impact on the property.

For a list of sites, buildings, structures, and objects currently listed on the National Register of Historic Places, see Table 12.2 at the end of this chapter. This list is updated periodically, and can be found at the Pennsylvania Historical and Museum Commission's website at [www.phmc.state.pa.us](http://www.phmc.state.pa.us) by clicking on "National Register of Historic Places"



The number and concentration of historic structures in Lancaster City emphasize the overall historic character of Central Lancaster County.



Lancaster's Central Market is a 250-year old Romanesque structure located at the corner of King and Queen Streets in downtown Lancaster City.

under the Historic Preservation heading. The list provides only a glimpse of the extraordinary wealth of historic resource treasures found in Central Lancaster County, including buildings of various type, vintage, and style, as well as cemeteries, rural crossroads, agricultural landscapes, and farmsteads.

The Pennsylvania Historic District Act (Act 167) authorizes counties, cities, boroughs, incorporated towns, and townships to create historic districts within their boundaries and appoint Historical Architectural Review Boards (HARB). It also empowers governing bodies to protect the distinctive historical character of these districts and to regulate the erection, reconstruction, alteration, restoration, demolition, or razing of buildings within the historic districts.

Under Act 167 municipalities have the authority to enact local historic regulations tailored to meet local needs and priorities. Applications pertaining to historic resource status are reviewed by the HARB, which then makes a recommendation to the governing body. The City of Lancaster has enacted two historic resource protection ordinances under Act 167 and has both an active HARB and the Heritage Conservation District Historical Commission that administer regulations in specific areas of the city.

The third piece of legislation that enables historic resource protection is the Pennsylvania Municipalities Planning Code (MPC), Act 247 of 1968, as reenacted and amended. An August 2000 amendment included some significant changes to strengthen the protection of Pennsylvania's natural and historic resources. Article VI, Section 603(b)(5) reads, "Zoning ordinances...may permit, prohibit, regulate, restrict and determine protection and preservation of natural and historic resources and prime agricultural land and activities." Section 603(g)(2) then reads, "zoning ordinances shall provide for protection of natural and historic features and resources." Section 605 allows historic resources to be identified as a class for regulatory purposes, and allows for overlay zones that facilitate application of specific regulations to specific classes of buildings that may be dispersed. In addition, Section 605(2)(vi) allows regulation of uses and structures at, along, or near places having unique historical, architectural, or patriotic interest or value.

Regulations enacted by a municipality under the MPC are part of the zoning ordinance and are administered by the zoning officer, with appeals going to the zoning hearing board. Municipalities that regulate historic resources in this way generally establish a historical commission comprised of individuals with knowledge about local history and building preservation. The purpose of this commission is to be a resource to the zoning officer. The commission can provide information on the significance of historic resources and make recommendations on permit applications involving historic buildings for the zoning officer's consideration in applying whatever regulations may be in place. Establishment of such commissions is allowed under the general powers given to municipalities under their respective municipal codes.



Small rural cemeteries grace Central Lancaster County.

Local governing bodies can develop and adopt historic preservation regulations within zoning ordinances, which may regulate size, height, bulk, location, erection, construction, repair, maintenance, alteration, razing, removal, and use of structures. Each municipality may tailor its regulations to meet the specific needs and goals of that municipality; therefore, historic preservation regulations may vary from one municipality to another.

#### **D. Current Municipal Historic Resource Tools**

Table 12.1 summarizes current municipal efforts regarding historic resource planning and regulation. It identifies the types of planning documents that contain historic preservation elements, the enabling legislation under which historic preservation is administered, the types of activities to which the regulations apply, the area to which regulations apply, the type of historic resource inventories conducted, the type and number of National Register resources, and whether design guidelines are in place.

Further analysis of Table 12.1 shows that historic resource regulations take very different forms among the Central Lancaster County municipalities, as shown by the following examples:

- Lancaster City has perhaps the most extensive protection standards in place, as warranted by its abundance of historic resources. The City's historic district regulations are administered under Act 167 and include regulations pertaining to infill development, alteration of buildings and structures, demolition review, and demolition by neglect (a building or structure being left to decay as a result of neglect).
- Millersville Borough has established historic preservation regulations under the new MPC standards and has established an historic commission to work with its zoning officer. A survey identified and classified the Borough's historic resources. The Borough reviews structural changes to historic resources and has instituted a demolition review process.
- East Petersburg Borough and Manheim Township have preservation regulations adopted prior to the 2000 MPC amendment. They do not have historical commissions; rather, they defer to the Historic Preservation Trust of Lancaster County or to a qualified historic preservation specialist when information about an historic resource is needed. East Petersburg regulates demolition with a delay period during which time alternatives to demolition are to be explored. Manheim Township also regulates demolition with a delay period and, in addition, regulates adaptive use of historic resources.
- East Lampeter Township regulates the use of historic resources, and East Hempfield Township regulates the conversion of historic resources into offices or restaurants.

Table 12.1 – Municipal Historic Resources: Policies, Regulation, and Inventory

	BOROUGHES			CITY	TOWNSHIPS						
	East Petersburg	Millersville	Mountville	City of Lancaster	East Hempfield	East Lampeter	Lancaster	Manheim	Manor	West Hempfield	West Lampeter
<b>Historic Preservation Planning Policy</b>											
Comprehensive Plan	X	X	X	X	X		X	X	X	X	X
Multi-Municipal Comprehensive Plan						X					
Zoning	X	X	X	X	X	X	X	X	X	X	X
SLDO*		X			X	X	X	X		X	X
<b>Regulations</b>											
None			X				X		X	X	X
MPC		X			X	X		X			
Act 167 Historic District				X							
<b>Type of Regulation</b>											
Infill				X							
Alteration		X		X							
Demolition Review		X		X			X				
Demolition by Neglect				X							
Use				X		X					
Delay of Demolition	X			X			X	X			
Conversions to Office & Restaurant				X	X						
Alteration Delay	X			X				X			
Adaptive Reuse				X		X	X	X			
Applicant to Consider Preservation & Protection				X			X				
<b>Regulated Areas</b>											
Entire Municipality		X			X	X	X	X			
Specific Districts				X							
<b>Historic Resource Inventory</b>											
1980's Windshield											
LCPC In-Progress							X				
LCPC Complete		X		X							
<b>National Register</b>											
Sites	0	2	0	71	15	11	9	24	10	8	17
Districts	1	1	0	11**	0	0	1	0	0	1	1
Nat'l Hist. Landmark				1			1				
<b>Design Guidelines</b>				X							

Source: Lancaster County Planning Commission

\* SLDO = Subdivision and Land Development Ordinance.

\*\* In 2001, a considerable area of Lancaster City with 13,471 historic resources was officially designated as a single National Register Historic district, which includes these previously designated districts.

Finally, Table 12.1 reveals that opportunities exist for enhancing historic resource protection in Central Lancaster County. In municipalities that currently have regulations in place, those regulations should be reviewed to ensure they meet current legal standards, and strengthened. For example, rather than demolition delay, municipalities can require a demolition review, and at a minimum, municipalities may wish to consider prohibitions on demolition by neglect. Municipalities that have no regulations in place should begin taking steps to identify historic resources and to develop and implement protection measures. Additional measures should also be considered to protect community character. They include protection of scenic vistas through land use regulations, and the adoption of design

guidelines for infill construction or new construction to ensure that it respects and complements nearby historic resources.

The objectives and strategies found in the next section are intended to build upon the historic resource policies and regulations already in place at the municipal level, coordinate them regionally where beneficial, encourage private sector involvement, build general awareness and support for the protection of historic resources, and maintain the diverse cultural heritage of the region. A visual representation of Central Lancaster County's Historic Resource Management Plan can be found at the end of this chapter, in Map 12.3.

## **E. Objectives and Strategies**

This section describes the objectives and strategies that will support the Historic Resource Protection goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix in Chapter 15.

***Goal: Historic resources will be preserved, maintained, and reused to recognize and reinforce the historic character of both urban and rural areas.***

### **Objective HR.1 - Develop regional strategies to protect historic resources and cultural heritage.**

Maintaining the uniqueness and character of individual municipalities is a paramount objective of historic resource protection. Coordinating efforts at the multimunicipal level can be beneficial because it places historic resource protection in the context of other land use policies being considered for the region.

#### **Strategies**

##### **HR.1.A Coordinate land use and planning activities with surrounding municipalities.**

Land use strategy LU-GM1.B recommends the creation of a Land Use Advisory Board within the LIMC. The Advisory Board should include historic resource protection as one of the areas it monitors.

##### **HR.1.B Complete an inventory of historic and cultural resources within each municipality.**

Municipalities and preservation organizations such as the Historic Preservation Trust of Lancaster County should assist the LCPC in their effort to inventory historic resources and to develop a computerized database of all historic properties.

##### **HR.1.C Develop zoning ordinance and subdivision and land development ordinance (SLDO) provisions that take historic and cultural resources into consideration.**

Municipalities should adopt new ordinances or amend existing ones to require historic resource protection via provisions related to demolition review, demolition by neglect, infill, alteration, and use. Any proposed demolition of an historic building should be accompanied by objective documentation and require economic justification. Even if an historic building is going to be demolished, there should be thorough documentation for future research and salvage of usable parts for reuse. Working with the LCPC, municipalities should conduct a review of the historic resource protection provisions in their zoning ordinances and subdivision and land development ordinances.

**Objective HR.2 - Promote reuse and rehabilitation of historic structures.**

Reuse and rehabilitation have proven to be effective strategies to adapt buildings that have outlived their original purposes but have retained their historic features. Reuse and rehabilitation should be promoted and strengthened as viable historic resource protection strategies.

**HR.2.A Develop regulatory tools for the reuse and rehabilitation of historic buildings.**

Municipalities should review, and if necessary amend their zoning ordinances to facilitate reuse and rehabilitation of historic buildings. Specifically, ordinances should be amended to include special exception uses and conditional uses that are predicated on the rehabilitation and maintenance of historic features.

**HR.2.B Provide financial incentives for reuse and rehabilitation of historic buildings.**

Tools exist to encourage reuse and rehabilitation, such as tax abatements, shortened review time, tax increment financing, federal funding assistance, federal tax credits, and permitting additional uses in certain designated historic structures, among others. LIMC municipalities should make use of appropriate incentives to promote the reuse and rehabilitation of historic buildings.

**Objective HR.3 - Build public awareness and secure public support for historic resource preservation efforts.**

Building awareness of the unique historic resources of Central Lancaster County and of the benefits of protecting them in terms of quality of life, community character, and economic benefits is a critical step in securing the support of the general public, property owners, young people, and elected officials.

**HR.3.A Devise and implement an ongoing educational program on historic resource protection.**

In conjunction with the LCPC and the Historic Preservation Trust of Lancaster County, LIMC should publicize the wealth of historic resources found in Central Lancaster County, inform property owners about the programs in place to protect these resources, and describe the range of benefits that apply to properties located in historic areas.

**HR.3.B Create bus and walking tours.**

The LCPC should design and conduct educational tours of Central Lancaster County. These tours should be designed to focus on shared regional themes such as “Sacred Places Tour,” “Cemeteries Tour,” and “Places of Work Tour.”



**HR.3.C Educate students about local heritage and historic resources.**

The LCPC should convene representatives from government, historical groups, and educational institutions to develop historic resource curricula that can be introduced at all educational levels.

**HR.3.D Create an historic resource protection workshop for municipal officials.**

The LIMC should convene an ad hoc committee that includes historic preservation groups, the LCPC, and local officials to develop an informational workshop aimed at elected and appointed municipal officials and staff. The workshop should include local updates and focus on opportunities, best practices, and successful results of historic resource protection initiatives both locally and nationally.

**Objective HR.4 - Develop incentives to encourage private involvement and investment in preserving and maintaining historic resources.**

Incentives to encourage private sector involvement in historic resource protection have played a major role in historic preservation efforts in Central Lancaster County as well as throughout the nation. A wide range of incentives exists, including federal tax credits, National Trust for Historic Preservation grants, and benefits related to historic preservation easements. LIMC municipalities should undertake efforts to increase public awareness about the range of incentives available.

**HR.4.A Inform the public about existing incentive programs for historic resource protection.**

The LCPC, historical groups, and municipalities should develop a web-based information campaign that identifies available historic resource incentive programs at the federal, state, and local levels. The description of the programs and resources should provide direct links to responsible organizations and institutions, application forms, and technical assistance resources. A companion brochure should advertise the web-based campaign and promote its use.

**HR.4.B Assist property owners to apply for listing on the National Register of Historic Places.**

The Historic Preservation Trust should continue its efforts to promote the benefits of registering properties on the National Register, and assist property owners who want to have their buildings and properties listed.

**HR.4.C Develop incentives to encourage Historic Register listing.**

Municipalities should jointly develop an incentive program designed to encourage owners to list their property on the National Register. Incentives

could include plaques, preservation awards, and financial contributions such as loans and grants.

**Objective HR.5 - Maintain the diverse cultural heritage of the region.**

The cultural heritage of the region is a key component of its tourism economy. As the popularity of cultural tourism increases, it will play an important role in strengthening and diversifying the local economy. Cultural tourism planning will help preserve the area's unique character.

**HR.5.A Continue and expand cultural tourism programs.**

Municipalities should review and support the recommendations of the Lancaster County Planning Commission's Strategic Tourism Development Plan and Cultural Heritage Plan.

The table to the right catalogs sites that are currently listed on the National Register of Historic Places. This list is updated frequently, and can be found at the Pennsylvania Historical and Museum Commission website, at [www.phmc.state.pa.us](http://www.phmc.state.pa.us).

**Table 12.2 – National Register Historic Resources**

<b>EAST HEMPFIELD TOWNSHIP</b>	
<b>Listed on National Register</b>	<b>Address</b>
Christian Habecker Farm	2301 Spring Valley Road
<b>EAST LAMPETER</b>	
<b>Listed on National Register</b>	
Witmer's Tavern	2014 Old Philadelphia Pike
<b>LANCASTER CITY</b>	
<b>National Historic Landmark</b>	
Fulton Opera House	12-14 N Prince St.
<b>Listed on National Register</b>	
B. B. Martin, Tobacco Warehouse	422-428 N Water St.
Edward McGovern Tobacco Warehouse	302-304 N Plum St
American Consolidated Tobacco Companies	820-830 N Prince St.
Basch & Fisher Tobacco Warehouse	348 New Holland Ave
Jacob Bowman Tobacco Warehouse	226-230 E Grant St.
John Brimmer Tobacco Warehouse	226 N Prince St.
Conestoga Cork Works Building	215-235 E Fulton St.
Lancaster County Courthouse	43 E King St.
Andrew Ellicott House	123 N Prince St.
Clogg Folmer & Company Umbrella Factory	254-260 W King St.
Jacob L. Frey Tobacco Warehouse	210 W Grant St.
Henry B. Friedman Tobacco Warehouse	309-311 Harrisburg Ave
Germania Turnverein Building	33-35 N Market St.
Hamilton Apartments	247-249 N Duke St
Kirk Johnson Building	16-18 W King St.
Henry Krauskap House and Store	301-303 1/2 W King St.
Lancaster Armory	438 N Queen St.
Lancaster Crematorium	719 Highland Ave., Greenwood Cemetery
Lancaster Trust Company	37-41 N Market St.
Central Market	William Henry Place
David H. Miller Tobacco Warehouse	512 N Market St.
J. B. Milleysack Cigar Factory	820 Columbia Ave.
William Montgomery House	19-21 S Queen St.
New Era Building	39-41 N Queen St.
Nissly-Stauffer Tobacco Warehouses	322-324 N Arch St.
Goethean & Diagonothian Old Main Halls	College Ave., Franklin & Marshall College
R. K. Schnader & Sons Tobacco Warehouse	431-433 W Grant St.
Walter Schnader Tobacco Warehouse	417-419 W Grant St.
Slater's Cigar Co.	625 Columbia Ave.
Soldiers & Sailors Monument	King and Queen Streets (Center Square)
Sprenger Brewery	125-131 E King St.
Steinman Hardware Store	26-28 W King St.
Stevens High School	NE Corner West Chestnut & Charlotte
Watt & Shand Department Store	2 E King St.
West Lawn	407 W Chestnut St.
General Edward Hand House	881 Rock Ford Rd.

L. G. Sherman Tobacco Warehouse	Corner of E Marion & N Marshall
Reilly Bros & Raub Building	44-46 Queen St.
Jasper Yeates House	24 S Queen St.
Hager Building	25 W King St.
B. F. Good & Company Leaf Tobacco Warehouse	49-53 W James St.
A.B. Hess Cigar Factory and Warehouses	231 N Shippen St.
Charlie Wagner's Café	30 E Grant St.
Old City Hall	Penn Square
Griest Building	8 N Queen St.
Lancaster Watch Company	901 Columbia Ave
Burger's Row	35-47 S Prince St.
Market, Farmers Southern	106 S Queen St.
Lancaster U.S. Post Office	50 W Chestnut St.

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**LANCASTER TOWNSHIP**

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**National Historic Landmark**

Wheatland	1120 Marietta Ave.
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**Listed on National Register**

Abbeville	1140 Columbia Ave.
Bausman Farmstead	1630-1631 Millersville Pike
House of the Poor & Employment [Old County Hospital]	900 E King St.
Totten House	1049 E King St.

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**MANHEIM TOWNSHIP**

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**Listed on National Register**

Landis Mill Covered Bridge	Shreiner Station Rd., West of Oreville
Shreiner Farmstead	Oregon Pike North side, East of Suncrest Rd.
Henry Landis House	2451 Kissel Hill Rd.
Oregon (Withers) Mill	Oregon Rd.

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**MANOR TOWNSHIP**

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**Listed on National Register**

Windom Mill Farm	3407 Blue Rock Rd.
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**WEST HEMPFIELD**

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**Listed on National Register**

Forrey's Covered Bridge (1869)	T-362, Northwest of Ironville
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**WEST LAMPETER**

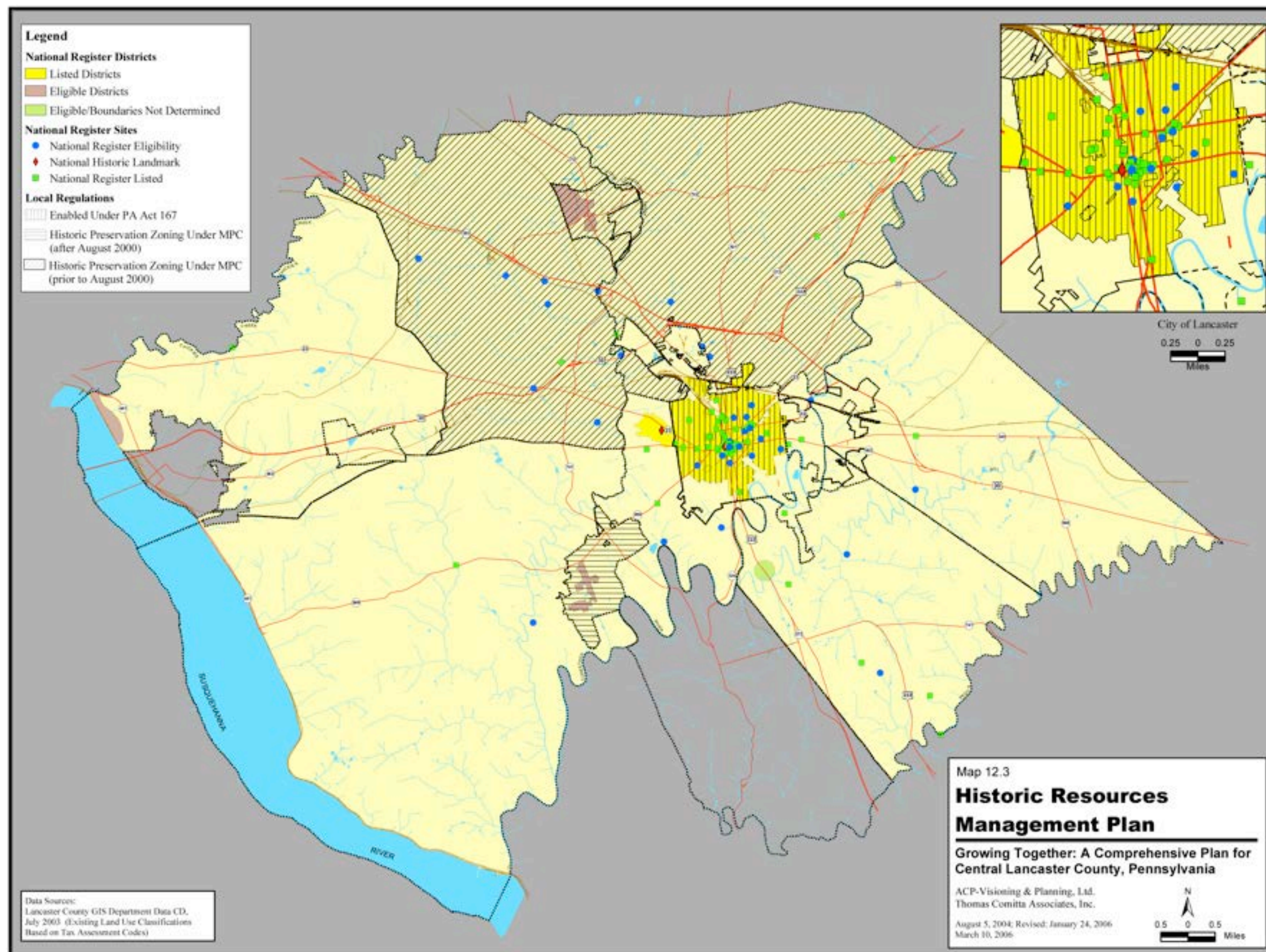
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**Listed on National Register**

Christian and Emma Herr Farm	2131-2133 S View Rd.
Lime Valley Covered Bridge	T-494, Lime Valley
Johannes & Anna Harnish House (1774)	202 Woodfield Crossing
Christian Herr House (1719)	1851 Hans Herr Drive



Map 12.3



# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

PLANNING THE FUTURE • PRESERVING THE PAST

## 13. Utilities: Water, Sewer, Solid Waste, and Stormwater Management

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## 13. Utilities: Water, Sewer, Solid Waste, and Stormwater Management



### **Above**

Utilities are being maintained in Central Lancaster County.

### **A. Goal**

*A cost-effective, sufficient, well maintained, and environmentally sound public utility system will provide water that meets acceptable standards and effective solid waste, sewage, and stormwater management to protect public health and manage growth in the region.*

### **B. Overview**

This chapter focuses on the future maintenance and upgrading of water and sewage systems, as well as solid waste disposal and stormwater management. It includes the goals, objectives, and strategies derived from public input as well as from revisions by municipal officials and Steering Committee members. It embodies the vision for future maintenance and improvements to utility systems in Central Lancaster County.

As the Central Lancaster County region grows, the area municipalities will need to maintain existing water supply and sewage disposal systems, while extending and adding lines for new development within the Designated Growth Area (DGA). In addition, solid waste disposal and stormwater management systems need to be maintained and improved to help ensure a sound infrastructure. Finally, the region will need to protect



the public health, welfare, and standard of living for its residents and businesses through the continuous maintenance of these systems.

### **C. Existing Conditions**

The existing public sewer service areas and public water service areas are shown on Maps 13.1 and 13.2, found at the end of this chapter. Central Lancaster County is well served by public sewer and public water within the DGA, with a few exceptions that are shown on the two maps. There are several instances where both of these services extend beyond the boundaries of the DGA.

Much of the region's water supply originates from ground water sources, the Susquehanna River, and the Conestoga River. The Columbia Water Company and the City of Lancaster Water Bureau are the chief suppliers for the region's water supply. Two water plants serve the needs of the region.

Much of the region receives its public sewer service from one of three providers: the City of Lancaster, the Lancaster Sewer Authority (LASA), and the Suburban Lancaster Sewer Authority (SLSA). All areas not receiving public wastewater treatment rely on on-site sewage disposal. Most of Lancaster City is served by a combined sanitary and storm sewer system. Generally, ample conveyance and treatment capacity for water supply and sewage disposal exists within the Urban Growth Areas and Village Growth Areas.

The Lancaster County Solid Waste Management Authority assists all municipalities with the disposal of solid waste generated within the county in accordance with the County's Solid Waste Management Plan.

## **D. Objectives and Strategies**

This section describes the objectives and strategies that will support the Utilities goal for Central Lancaster County. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix in Chapter 15.

***Goal: A cost-effective, sufficient, well maintained, and environmentally sound public utility system will provide water that meets acceptable standards and effective solid waste, sewage, and stormwater management to protect public health and manage growth in the region.***

### **Objective U.1 - Carefully maintain existing sewer and water utilities within the DGA.**

Provision of high quality utilities within the DGA can make redevelopment and infill more attractive development options, and help to preserve landscapes outside of the DGA. Such development will also contribute towards taking advantage of unused capacity in existing public lines, and improving the economic efficiency of sewer and water utilities.

#### **Strategies**

##### **U.1.A Provide routine maintenance of existing sewer and water utilities within the urban growth areas.**

Routine maintenance of existing sewer lines provides an on-going program to monitor potential problems such as infiltration, inflow, blockages, and corrosion. Water utility maintenance crews should regularly flush dead end water mains, inspect pressure valves, and maintain reservoirs, storage tanks, and fire hydrants.

##### **U.1.B Encourage infill and redevelopment.**

Infill and redevelopment within the DGA helps to minimize the need for additional infrastructure investments. Development within the DGA will help the region economize on utility infrastructure.

##### **U.1.C Utilize infrastructure to control and slowly allow new development only at the same rate that infill and redevelopment is occurring.**

Expansion of utilities outside Urban Growth Areas and Village Growth Areas should be strictly limited. Expansion of utilities to serve the Growth Opportunity Areas should be automatic.

##### **U.1.D Provide incentives for infill provision of utilities including lower rates and more capacity/taps.**

Municipalities should create utility-based incentives to induce more infill development. For example, they could establish a fee schedule that

significantly increases rates and tap-in fees for areas outside the Urban Growth Areas and Village Growth Areas.

**Objective U.2 - Coordinate regional utility planning and extension of future development areas within the DGA.**

Municipalities should coordinate with sewer and water providers to ensure that utility planning and extensions help to concentrate development within the DGA. Where appropriate, municipalities should seek reimbursement for design and construction costs related to utility extensions, particularly when these extensions are outside the DGA.

**Strategies**

**U.2.A Coordinate cost effectiveness through a regional/countywide utility authority.**

LIMC should work with all utility providers to identify opportunities for collaboration that will capitalize on economies of scale while providing services of uniform quality. A regional or countywide utility authority could be created and made responsible for monitoring utility services and developing consistent fee schedules, reimbursement policies, and cooperative funding mechanisms.

**Objective U.3 - Require adequate stormwater management measures that prevent adverse impact to surrounding properties and watercourses.**

The Pennsylvania Stormwater Management Act provides for the regulation of land use for the purpose of stormwater management, particularly in watershed areas such as the Mill Creek and Conestoga River watersheds. Municipalities should jointly develop stormwater management standards and performance codes that address the overall quality of water in the region, pursuant to Act 167 of state law under which the County implements watershed management programs.

**Strategies**

**U.3.A Clarify or re-write current stormwater management requirements.**

Stormwater management techniques are often referred to as “Best Management Practices” or BMPs. Municipalities should publish and distribute descriptive guidelines on the BMPs that they would like to promote throughout the region. All new proposals for development should be required to include plans for stormwater management using BMPs to mitigate adverse impacts to the environment.

**Objective U.4 - Identify and promote energy-saving and more efficient utility technologies to promote environmental conservation and protection.**

Municipalities should dedicate resources to creating and maintaining a sustainable, well functioning, and environmentally sound utility infrastructure. One way to promote such sustainability is through the introduction of more energy efficient technologies within utility systems. Full-cost pricing and public education regarding water management, energy use, and waste disposal are other strategies that can help to protect Central Lancaster County's environment and conserve its natural resources. The Pennsylvania Unified Construction Code requires energy saving technologies in new construction and renovation.

### **Strategies**

#### **U.4.A Provide economic incentives to promote the use of renewable energy technology such as gravity-flow sewer lines, groundwater recharge, and renewable energy.**

In collaboration with utilities authorities, municipalities should create guidelines regarding the use of appropriate technologies in the region. Private and public utility companies and developers should be required to comply with these guidelines, particularly when utility lines are extended to accommodate new development.

#### **U.4.B Promote environmental conservation and protection.**

The public can play a very important role in conserving resources and protecting the environment. LIMC should work to educate the public about how they can use resources more efficiently. Through more energy efficient appliances, maintenance, and a variety of other techniques, homeowners and businesses can help conserve natural resources.

### **Objective U.5 - Provide facilities and services for proper disposal of refuse.**

Solid waste facilities and services should meet the EPA's Municipal Solid Waste Landfill Criteria. These criteria offer guidance and regulations related to such topics as location, operation, and design of solid waste facilities. More information is available from the EPA at <http://www.epa.gov/epaoswer/non-hw/muncpl/criteria.htm>. Further details about the region's solid waste facilities can be found at the Lancaster County Solid Waste Management Authority website, at <http://www.lcswma.org/>.

### **Strategies**

#### **U.5.A Inventory existing solid waste disposal services and facilities.**

LIMC municipalities should collaborate to create a map that shows the size and location of existing solid waste facilities throughout the region. Such an inventory should also include information about the remaining capacity of each facility in order to help municipalities plan for their future needs regarding solid waste disposal.

**U.5.B Investigate potential areas for new facilities and services.**

Municipalities should undertake an inventory of potential sites for new solid waste facilities. Potential sites must meet EPA requirements, and avoid locations near airports, within floodplains or wetlands, or along fault lines or other unstable landscapes. LIMC should consult geologic experts in determining the best sites for solid waste facilities and services.

**U.5.C Build new facilities and/or provide services for proper disposal of refuse.**

As the population grows and the need for refuse disposal expands, municipalities will need to build new facilities and/or provide alternative services for solid waste disposal. Expansion of recycling facilities should also be considered.

**Objective U.6 - Increase the quantity of recyclable materials that are removed from the solid waste stream.**

In order to address serious concerns in Pennsylvania in the late 1980s regarding waste management issues, including declining disposal capacity, increased waste generation, and increased disposal costs, the Commonwealth of Pennsylvania adopted the Municipal Waste Planning, Recycling and Waste Reduction Act of 1988 (Act 101). Since its adoption, municipalities across Pennsylvania, including the Central Lancaster County municipalities, have enacted mandatory recycling ordinances as required by the Act. Increased recycling efforts, not only by households, but also by commercial, institutional, and industrial establishments, as required by Act 101, are necessary to achieve the proven environmental and economic benefits of recycling.

**Strategies****U.6.A Increase participation by all households in recycling newspaper, glass food and beverage containers, aluminum cans, and other materials as required by Act 101 and local municipal ordinances.**

LIMC municipalities should assess the participation by occupants of all residential units, both single-family and multifamily, in mandatory recycling programs. Where participation is lacking or inadequate, ongoing educational outreach should occur. With technical assistance from the Lancaster County Solid Waste Management Authority, a multi-faceted approach should be used, including inserts in utility bills, media campaigns, education through schools, or other outreach methods. Enforcement by municipalities should occur when necessary.

**U.6.B Increase participation by commercial, institutional, and industrial establishments in recycling of high-grade office paper, aluminum, corrugated paper, and other materials as required by Act 101 and local municipal ordinances.**

LIMC municipalities should also assess the participation of commercial, institutional, and industrial establishments in recycling materials identified in local ordinances. The Lancaster County Solid Waste Management Authority should assist LIMC municipalities in the planning and implementation of waste reduction/recycling training programs for nonresidential establishments. Enforcement by municipalities should occur when necessary.

**Objective U.7 - Ensure that properties outside the DGA access safe water sources and appropriately manage their septic systems and stormwater.**

In areas outside of the DGA, many residents obtain their water through wells, and dispose of their waste through septic systems. Municipalities should undertake measures to confirm the safety of groundwater resources, and educate the public about ways to maintain clean and well-functioning water and septic systems. Warwick Township publishes a brochure that informs the public about ways to monitor and protect well water, available at <http://www.warwicktownship.org/warwick/cwp/view.asp?a=7&q=531079>.

**Strategies**

**U.7.A Routinely inspect water sources and septic systems of properties outside the DGA.**

Municipalities should encourage property owners to regularly monitor their own well and septic systems. Authorities should also plan for routine inspections and strategic spot-checking to make sure that water and septic systems meet necessary safety standards, and that ground water resources are protected.

**Objective U.8 - Discourage extension of public water and sewer service outside the DGA except in special needs areas, as defined by Act 537 plans.**

Municipalities must collectively restrict the extension of water and sewer lines beyond the DGA. They should also develop a common understanding about which special needs would qualify for service extension.

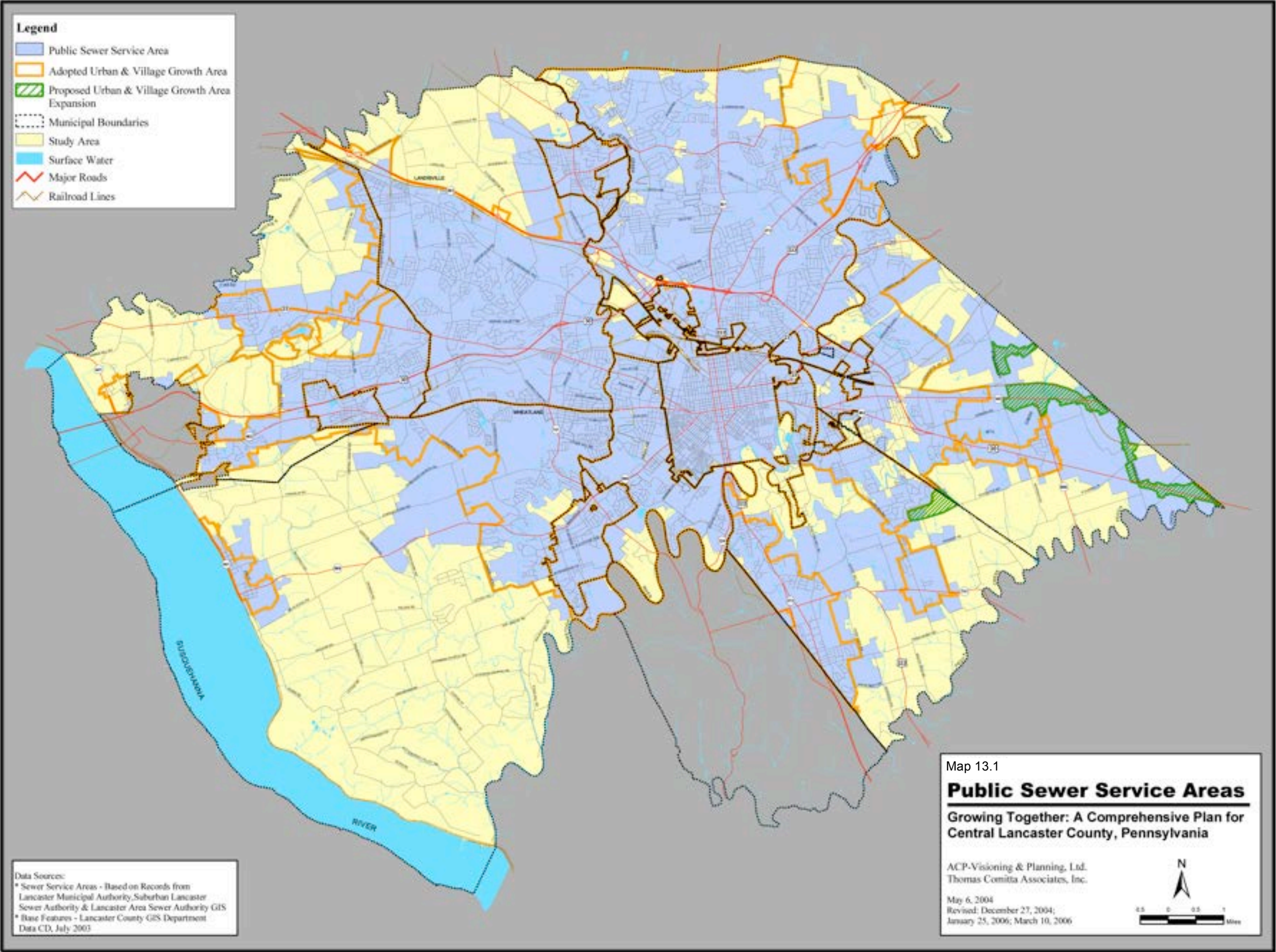
**Strategies**

**U.8.A Refine zoning ordinances and Act 537 plans to prohibit infrastructure extensions beyond the DGA.**

Zoning ordinances should be amended, and Act 537 Sewage Facilities Plans should be updated to strictly control infrastructure extensions within designated growth areas. Extensions outside the growth areas should not be considered until after 2030 or 2040, if at all.

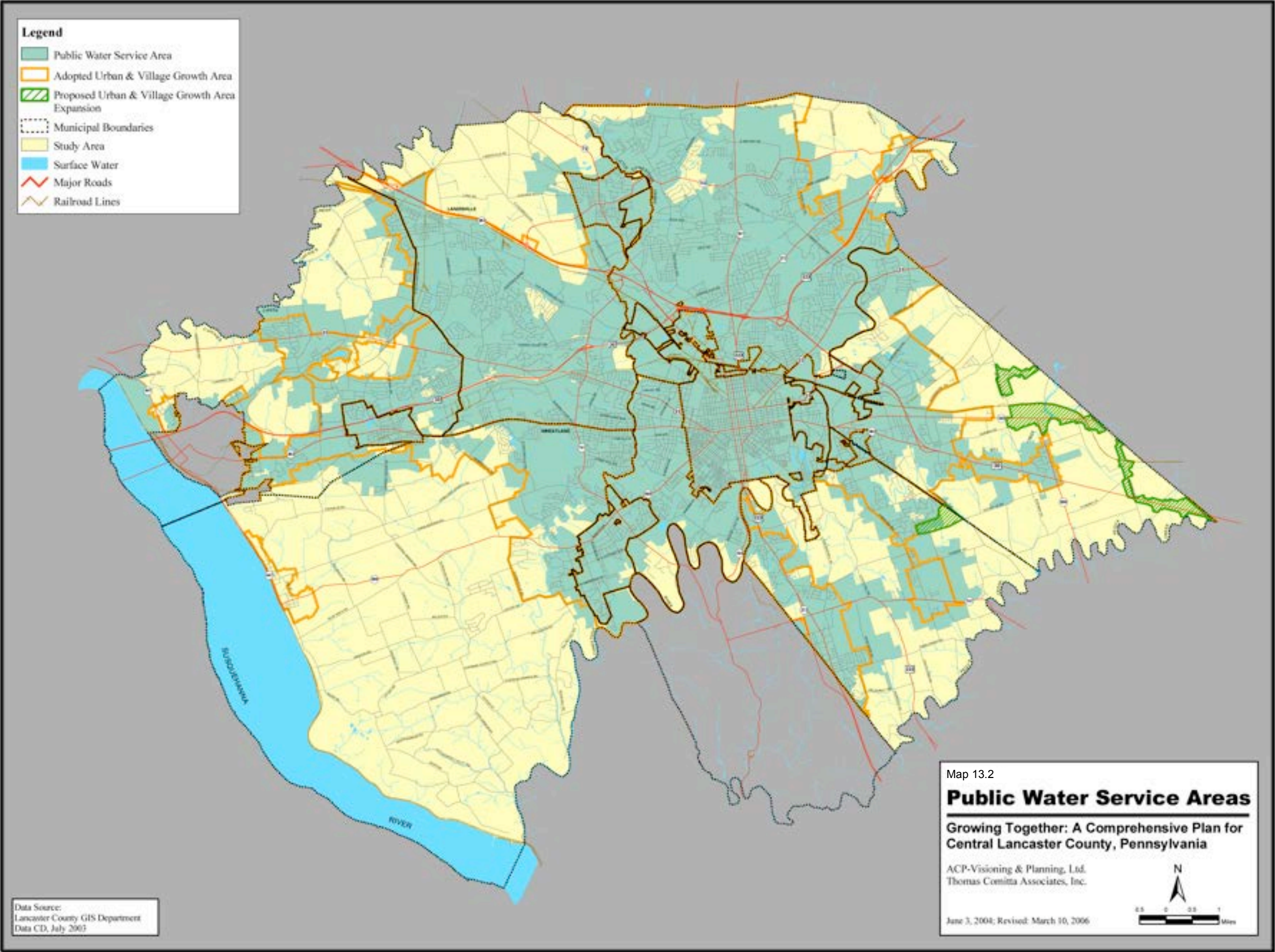


Map 13.1





Map 13.2



# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

PLANNING THE FUTURE • PRESERVING THE PAST

## 14. Plan Compatibility with Contiguous Municipalities and Consistency with County Comprehensive Plan

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## 14. Plan Compatibility with Contiguous Municipalities and Consistency with County Comprehensive Plan

**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

### Above

The old is often contiguous to the new in Central Lancaster County.

*Growing Together*, the multimunicipal comprehensive plan for the Central Lancaster County region, is compatible with the plans of contiguous municipalities, and is consistent with the County's comprehensive plan. Such compatibility and consistency will facilitate plan implementation.

### A. Compatibility with Contiguous Municipalities

Two LIMC municipalities are contiguous to the 11 LIMC municipalities that are covered by *Growing Together*. Pequea Township opted not to participate in the project. Columbia Borough joined the LIMC in August 2005, when *Growing Together* was nearing completion, and has expressed an interest in cooperating with the other LIMC municipalities in applicable implementation efforts.

Seventeen other municipalities are contiguous to the LIMC area. Thirteen are in Lancaster County: Conestoga Township, East Donegal Township, Leacock Township, Marietta Borough, Martic Township, Paradise Township, Penn Township, Providence Township, Rapho Township, Strasburg Township, Upper Leacock Township, Warwick Township, and West Earl Township. Four are across the Susquehanna River to the west in York County: Chanceford Township, Hellam Township, Lower Windsor Township, and Wrightsville Borough.

There are additional municipalities that are not contiguous to the LIMC area but that do share interests with LIMC municipalities in some way. For example, Strasburg Borough is within the Lampeter-Strasburg School District and is a member of the Lampeter-Strasburg Recreation Commission, both of which also include West Lampeter Township.

Map 14.1 – Plan Compatibility with Contiguous Municipalities can be found on page 14.4. It was prepared by the Lancaster County Planning Commission based on the Lancaster County Zoning Lexicon. Map 14.1 shows the zoning districts for the contiguous municipalities surrounding the study area. A review of the map shows general compatibility between Central Lancaster County and the surrounding municipalities, and no remedial action is necessary.

Furthermore, *Growing Together* is compatible with adjoining municipalities because it recommends that all future growth be contained within the DGA. The DGA forms the core of Central Lancaster County with Lancaster City as the hub, and has minor points of contact with adjacent municipalities. Where adjacency exists, the DGA does not adversely encroach upon contiguous portions of neighboring municipalities. For example, in the northern portion of the study area the DGA has a graceful transition to the Warwick-Lititz UGA. In the southern portion of the study area the DGA connects West Lampeter and Pequea Townships along the Route 272 corridor. In the western portion of the study area the DGA is seamless with Columbia Borough. There is nothing proposed for the DGA or for the areas outside the DGA that would be incompatible with adjoining municipalities.

## **B. Consistency with County Comprehensive Plan**

*Growing Together* is generally consistent with the County Comprehensive Plan components related to Growth Management, Housing, Tourism, the Lancaster County Cultural Heritage Plan, ReVisions (the Policy Element), and the Zoning Lexicon.

*Growing Together* and the County's Growth Management Plan share a common perspective, providing a synthesis of existing and proposed development guidelines from a policy framework perspective, as exemplified by *Growing Together's* Future Land Use Policy Framework Plan.

*Growing Together* and the County Housing Plan also share a common perspective. The goals, objectives, and strategies found in Chapter 7 of this plan embody the key themes of the County Housing Plan, as updated.

Relative to the County Tourism Plan, *Growing Together* is generally consistent with its heritage tourism and agri-tourism recommendations. By keeping the Heritage Agricultural Landscape intact and enhancing the areas inside the DGA, Central Lancaster County can continue to promote agri-tourism, protect heritage landscapes, and maintain the character of villages and hamlets.

The connections between *Growing Together* and the Lancaster County Cultural Heritage Plan are seamless. County staff provided substantial assistance in the preparation of this plan for Central Lancaster County.

Several key principles of *Growing Together* demonstrate strong consistency with ReVisions, the County's Policy Plan. These principles include: preserving and protecting heritage; revitalizing urban communities; developing livable communities; creating a sustainable economy; and promoting strong leadership.

The overall findings and recommendations of this plan are also consistent with the intent of the Zoning Lexicon, which seeks to synthesize and simplify zoning nomenclature for future growth and conservation, as exemplified by *Growing Together's* Future Land Use Plan.

In summary, this plan is generally consistent with the objectives and strategies of the County Comprehensive Plan, while also demonstrating compatibility with contiguous municipalities.





## 15. Implementation

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## 15. Implementation

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**GROWING TOGETHER**  
A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA  
PLANNING THE FUTURE • PRESERVING THE PAST

**Above**  
Central Lancaster County looking east  
from the Susquehanna River.

In order to address the goals, objectives, and strategies outlined in the preceding chapters, a clear framework for implementation is necessary. This chapter offers specific implementation-related steps and strategies that will facilitate the realization of *Growing Together's* objectives and strategies.

### **A. Overview**

The success of *Growing Together* will depend on several factors, beginning with the ongoing will and commitment of the citizens and leaders of Central Lancaster County to achieve the goals and objectives contained in this document. However, that commitment is not enough. The success of *Growing Together* will require no less than a totally new way of thinking about problems and opportunities.

Neither the LIMC nor its member municipalities have the resources to individually carry out all the strategies listed in this plan. Only if the LIMC and its member municipalities work together more closely than ever before will *Growing Together* be the success everyone expects. The strategies and action steps that make up the plan – and therefore the success of the plan – will be dependent on the active participation of many municipal officials, hundreds or even thousands of individual citizen volunteers, and perhaps dozens of community-based organizations in the Central Lancaster County region.

The goals and objectives in *Growing Together* were developed in large part from the comments and ideas provided by citizens at public forums. We are fortunate to have a deep and talented pool of concerned citizens in this region who will be willing to give of their time to make the plan a success. We are also fortunate that many of the goals and objectives in *Growing Together* are complementary to the missions of many community organizations, and that we will be able to forge new partnerships with these organizations to accomplish many of our strategies.

Under the overall guidance of a representative “*Growing Together* Implementation Committee,” citizens and organizations will be called upon to serve on numerous sub-committees tasked with implementing many of the strategies. Some of these sub-committees will find their tasks relatively simple and of short duration; others will spend many hours and perhaps years on their assignments. It will be the responsibility of the Implementation Committee, with the approval of the LIMC and its members, to recruit interested citizens and organizations to assume leadership and support roles for the more than 300 strategies listed in this plan.

The priorities established in *Growing Together* provide a general framework for implementation. However, it is important for the LIMC and its members to develop a strategic plan and capital improvements plan for implementation of those strategies. To remain realistic, those plans will need to be reviewed and updated on an annual or semi-annual basis. The process of regular reviews and updates will serve several important purposes:

1. Local officials and others will become accustomed to a new way of decision-making – one that requires officials to consider more than individual municipal needs and priorities, but rather those of the greater region.
2. As a consequence of this greater regional perspective, *Growing Together* will grow and change as the needs and priorities of the region change.
3. As the LIMC and its member municipalities regularly review progress and achievement in the implementation of *Growing Together*, those successes will generate renewed commitment and confidence on the part of local officials and citizens. In short, success will breed further success.

## **B. Specific Actions for Implementation**

This chapter is organized in a manner consistent with the rest of the document. Three specific implementation goals are identified, and are followed by objectives and strategies that support each goal. Implementation goals address the following areas:

1. Implementation – General
2. Intergovernmental Cooperation
3. Techniques

The execution of strategies in each of these broad areas will contribute to the successful implementation of the overall comprehensive plan.

Each strategy in this chapter can be thought of as an action step with a clear timeframe for completion. In a departure from previous chapters, the strategies in this chapter will be called Implementation Action Steps. The majority of these action steps should be initiated immediately, so that they can facilitate the implementation of the strategies outlined in the preceding chapters. Each action step listed below identifies a time frame for implementation, defined as follows:

- Immediate: recommendations of the highest priority for immediate implementation.
- Short-Term: 2007-2008
- Medium-Term: 2009-2012
- Long-Term: 2013-2030
- Ongoing: Currently in progress and/or to be continued once initiated.

### **C. The Capital Improvement Plan**

A Capital Improvement Plan or Capital Improvement Program is typically prepared and/or updated by municipalities on an annual basis when the annual budget is drafted. In addition to the General Fund and the Reserve Fund, the Capital Improvement Fund typically focuses on capital projects for the upcoming year, as well as funding for improvements in 2, 3, or 5 year cycles.

In the short term, it is likely that individual municipalities will continue to program and budget funds for capital improvements such as parks, roads, streets and other facilities within their jurisdiction. As *Growing Together* is implemented, however, two or more municipalities might join forces to create a joint Capital Improvement Fund to pursue multimunicipal initiatives. As previously mentioned, municipalities who have established a multimunicipal plan are enabled by the Pennsylvania Municipalities Planning Code to engage in the sharing of tax revenues and fees to support initiatives that have regional impacts. Initiatives that have regional impacts include community facilities, trails, greenways, and transportation projects. These are currently funded using federal, state, and county funds, but might benefit in the future by the implementation of joint funding strategies.

The Implementation Matrix that follows the Objectives and Strategies section of this chapter shows quantifiable capital project items that relate to both municipality and state expenditures, where appropriate. The Implementation Matrix starts on page 15.13.

## **D. Goals, Objectives, and Strategies**

This section describes the objectives and strategies that will support the Implementation goals for Central Lancaster County. The information is organized by goal, and deals with general implementation, intergovernmental cooperation, and regulatory techniques. For further details regarding the timeframe and lead agencies responsible for each strategy, please see the Implementation Matrix that begins on page 15.13.

### **1. Goal: Implementation - General (I)**

***“Growing Together” will result in measurable positive change in Central Lancaster County that is consistent with the vision set forth by residents and is accompanied by a renewed spirit of regional cooperation.***

#### **Objective I.1 - Incorporate increased community participation in planning and other government programs.**

Community participation played in key role in the development of *Growing Together*, and it should continue to play a role in the implementation of the plan. Community participation techniques, including public meetings and workshops, online forums, and citizen committees and working groups should be used throughout implementation.

#### **Implementation Action Steps**

##### **I.1.A Develop an inclusive web-based program of public information and education focused on local and regional issues.**

LIMC should take the lead in developing a public information and education program that focuses on local and regional issues. A web-based program can offer a forum for public education and information-sharing, and can serve as a sounding board for citizens to share their opinions about a variety of planning issues, from specific development projects, to preferred neighborhood design criteria, to regional housing and economic trends. Web-based content can provide extensive information about the region’s historic context, current issues, and future trends. It can offer specific details about key policies and development plans. Maps, aerial photographs, charts, drawings, and other visual aids can be used to illustrate data and make it more accessible. Opportunities for public involvement can be made available through discussion threads, comment forms, and online postings to announce upcoming public meetings.

##### **I.1.B Develop a consistent set of community participation protocols.**

LIMC and municipalities should collaborate to develop protocols that enhance community participation in planning processes and offer opportunities for citizen input at both the local and regional levels. These protocols should seek to elicit contributions from a variety of demographic groups, including populations who would not normally self-select to

participate in community planning activities. Consistent protocols across all municipalities will help LIMC and the municipalities achieve balanced input on regional programs, projects, and plans.

**Objective I.2 - Encourage expanded cooperative efforts among municipalities in all areas of government activity.**

Many local issues have spillover effects that impact a number of jurisdictions, if not the entire Central Lancaster region. Environmental concerns, transportation issues, growth patterns, affordable housing, conservation of open space, and economic development are just a few of the issues that are regional in scope, and cannot be adequately addressed by a single municipality. LIMC should encourage municipalities to expand their cooperative efforts wherever it is feasible to do so.

**Implementation Action Steps**

**I.2.A Review all current multimunicipal cooperative programs.**

Intergovernmental cooperation in Central Lancaster County takes on a variety of different forms, from the organization of events, to the purchasing of bulk supplies, to the creation of common land use plans and policy goals through exercises like *Growing Together*. Municipalities should initiate a review of current multimunicipal cooperative programs to identify new opportunities for collaboration, and to single out successes that should be replicated.

**I.2.B Expand cooperation to areas not addressed by cooperative programs with the specific aim to increase efficiency and streamline operations.**

Intergovernmental cooperation can create economies of scale that improve efficiency and decrease the costs of providing public services for individual municipalities. Government operations can become more streamlined through the consolidation of resources and the sharing of expertise. The development of uniform policies and regulatory codes also serves to establish more consistency and predictability for areas residents, businesses, and developers. This predictability makes it easier for the private sector to contribute towards achieving regional development goals. Municipalities should act upon new opportunities identified by the review recommended in the previous action step.

**Objective I.3 - Review and update the visions, goals, objectives, and strategies set forth in *Growing Together* on a regular basis.**

*Growing Together* outlines a plan for the future, based on extensive community input and a close analysis of existing conditions and forecasted trends for Central Lancaster County. The document also serves as a tool to implement the plan, offering actionable strategies that will help local communities achieve their agreed-upon goals. Over time, conditions are bound to change, and the region will see shifts in demographics, economics,

and environmental issues, among others. *Growing Together* must adapt to these changes in order to help communities reassess their goals, objectives, and strategies, overcome challenges to implementation, and make continued progress in areas where objectives are being realized.

### **Implementation Action Step**

#### **I.3.A Coordinate an annual “State of the Plan” report that measures and celebrates progress.**

LIMC should coordinate an annual “State of the Plan” report that measures and celebrates the progress that has been made towards implementing key strategies and achieving the *Growing Together* objectives. Report preparation and dissemination can serve as an opportunity to identify and resolve challenges to implementation, and elicit public response.



## **2. Goal: Intergovernmental Cooperation (I-IC)**

***Coordinated, responsive, energetic intermunicipal leadership will promote cooperation, efficient provision of services, regional infrastructure planning, cooperative funding strategies, information sharing, community participation in decision making, and reduction in local bureaucracies.***

### **Objective I-IC.1 - Stress the value of intergovernmental cooperation among the municipalities of Central Lancaster County.**

The benefits of intergovernmental cooperation should be communicated throughout the LIMC region. Potential cost efficiencies, expansion of services, and more effective coordination and planning should be highlighted.

#### **Implementation Action Steps**

**I-IC.1.A Use the web-based program recommended by strategy I-1.A as a tool to communicate the value of intergovernmental cooperation.**

The web-based program mentioned above can also be used to inform the public about the advantages of intergovernmental cooperation. Regular updates can be used to answer questions and promote greater transparency in cooperative planning processes. The site could also track the outcomes of cooperative initiatives, and highlight benefits related to cost savings and bureaucratic streamlining.

### **Objective I-IC.2 - Plan for infrastructure needs on a regional basis.**

Regional partnering to plan for and invest in infrastructure needs carries a variety of benefits. Cooperative planning accounts for spillover effects between municipalities that come from stormwater runoff, traffic congestion, and other infrastructure-related elements that cannot be confined by municipal boundaries. Economies of scale are created when fixed costs are spread across multiple jurisdictions, meaning that more services can be provided to each municipality for less money. Finally, in seeking federal and state funding for infrastructure investments, regionally planned projects tend to take priority over single-municipality proposals.

#### **Implementation Action Steps**

**I-IC.2.A Work with appropriate agencies to develop a regional infrastructure needs assessment.**

LIMC should develop a regional infrastructure needs assessment working together with appropriate agencies including the LCPC, PennDOT, the Lancaster County Transportation Coordinating Committee, and Sewer and Water Authorities, among others. Depending on local priorities, a regional infrastructure needs assessment might examine conditions related to water supply, wastewater treatment, transportation planning,

highway/roadway improvements, stormwater management, recreational facilities, open space preservation, and brownfields clean-up, among others.

**I-IC.2.B Develop a detailed regional infrastructure plan.**

A regional infrastructure plan should prioritize investments, and provide detailed information on how projects will be financed and managed. For each proposed investment, municipalities will need to assess the availability of funds from state and federal sources, and determine the proper way to calculate the remaining contribution required of each jurisdiction. Population, local tax base, or anticipated share of infrastructure services might be used to calculate the fair contribution for each municipality.

**Objective I-IC.3 - Encourage cooperative funding strategies to pursue initiatives with regional impacts.**

Beyond straightforward infrastructure investments, other initiatives such as economic development, neighborhood improvement, historic preservation, tourism, and affordable housing development have consequences that reach beyond the local level to benefit the region as a whole. LIMC municipalities should examine cooperative funding strategies to collectively support these types of initiatives.

**Implementation Action Steps**

**I-IC.3.A Develop an agreed upon inclusive definition of what constitutes an initiative with regional impact.**

In order to plan strategically and minimize conflict over cooperative funding of local initiatives, LIMC municipalities should establish explicit criteria for determining which type of initiatives qualify as contributing towards broader regional impacts.

**I-IC.3.B Implement appropriate cooperative funding strategies by exercising the option available in the Pennsylvania Municipalities Planning Code Section 1105(b)(1) to municipalities that have developed a multimunicipal plan.**

Section 1105(b)(1) of the Pennsylvania Municipalities Planning Code authorizes local governments who have established a multimunicipal plan to engage in the sharing of tax revenues and fees. These shared funds can be used to support those initiatives that qualify as generating regional impacts.

**Objective I-IC.4 - Share information among municipalities so that all may benefit from the experiences of others.**

When municipalities share their experiences, they can avoid common pitfalls, anticipate opportunities, and capitalize on the expertise that exists throughout the region, not just within a single jurisdiction.

**Implementation Action Steps****I-IC.4.A Develop occasional roundtables of elected officials designed to enable informal information sharing among municipalities.**

LIMC should encourage the informal coming together of elected officials from Central Lancaster County and, when appropriate, from adjacent municipalities. Roundtables can be organized according to topic, creating forums to address regional infrastructure concerns, demographic changes, local government administration, intergovernmental collaboration, financing strategies, and public/private partnerships, among other issues. Elected and appointed officials, subject experts, and other key stakeholders might be invited to participate in these roundtables.

**I-IC.4.B Use the web-based program recommended by strategy I-1.A as an information-sharing tool.**

The web-based program mentioned above can be used to share information among local government officials. Municipal employees, subcontractors, and affiliates can share success stories and offer ideas for overcoming local challenges.

### **3. Goal: Techniques (I-T)**

***Appropriate and enforceable regional ordinances, regulations, and techniques will be adopted to address issues such as mixed use development, traditional neighborhoods, compact residential areas, and agricultural preservation.***

#### **Objective I-T.1 - Seek more effective and creative regulatory techniques to deal with the critical issues facing the region.**

The *Growing Together* plan outlines several key land use issues facing Central Lancaster County. These include preserving agricultural lands, managing growth, promoting redevelopment and infill, creating diverse housing choices in walkable, mixed use neighborhoods, revitalizing the urban core, and maintaining community character. In many cases existing regulatory codes are not flexible enough to allow for the types of innovative change that *Growing Together* intends to produce. LIMC municipalities should work together to adopt creative new regulatory techniques that will adequately address their regional goals.

#### **Implementation Action Steps**

##### **I-T.1.A Share information about innovative regulatory tools being adopted by some of the Central Lancaster County municipalities.**

In many cases, individual municipalities have already developed or are in the process of developing innovative regulatory tools that effectively contribute towards regional goals. By sharing information about the creation and enforcement of these regulations, and encouraging more widespread adoption, LIMC municipalities can increase the impact of these regulatory techniques and more quickly realize their land use goals.

##### **I-T.1.B Adopt innovative regulatory techniques, such as form-based zoning and smart codes, that are consistent with the policies of this multimunicipal comprehensive plan.**

Rather than focusing on separation of uses, form-based zoning and smart codes allow for the creation of vibrant, mixed use communities. These innovative regulatory tools are illustrated with pictures and diagrams so that they are easily understood by developers, residents, and local elected officials. They indicate the form that buildings should take in different parts of a municipality, offering guidance for determining a building's minimum and maximum height and mass, and specifying how the structure should relate to streets, sidewalks, and public spaces. Developers who adhere to the codes can build by-right, which streamlines the development process and opens the door for renewed investment in urban cores and village centers. These innovative regulatory tools can effectively contribute to the land use goals for Central Lancaster County, by managing growth, improving existing neighborhoods, and preserving rural landscapes.

**Objective I-T.2 - Develop sample zoning provisions and other land use regulations that promote consistency among municipalities.**

LIMC can develop sample zoning provisions and regulatory codes, and use them to promote consistent land use management among partner municipalities. Sample codes can be drawn from local ordinances, or from regional or national models.

**Implementation Action Steps**

**I-T.2.A Conduct a comprehensive audit of zoning ordinances currently used by LIMC municipalities to identify inconsistencies among ordinances and to identify impediments in those ordinances that can hinder the implementation of the recommendations of this plan.**

Each zoning ordinance used by LIMC municipalities should be carefully reviewed. Inconsistencies – either among ordinances or between an ordinance and the multimunicipal plan – should be highlighted, and potential amendments to inconsistent regulations should be considered. Regulatory barriers that could hinder the implementation of *Growing Together* strategies should also be identified and revised. Finally, this review of ordinances offers an opportunity to recognize model provisions that should be replicated throughout the Central Lancaster region.

**I-T.2.B Adopt new or revised zoning ordinance provisions that will encourage and facilitate implementation of the goals and objectives of this plan.**

LIMC municipalities should develop and adopt zoning provisions that are consistent with this plan and that will implement its most important objectives, such as (1) bringing about higher density mixed use development in the Growth Opportunity Areas and (2) supporting the sharing of land uses among the municipalities so that not every municipality needs to provide for every land use. The LIMC’s Land Use Advisory Board (LUAB) should coordinate this process. First, the municipalities should decide collectively whether this can be accomplished best through a complete sample zoning ordinance or through selected provisions that will replace or improve specific sections of existing zoning ordinances. Then the LUAB should coordinate an effort by municipal representatives, planners, and attorneys to develop the desired zoning provisions and encourage all LIMC municipalities to adopt them.

**I-T.2.C Increase the use of subdivision and land development ordinances, Official Maps, and capital improvements programming to implement the goals and objectives of this plan.**

Subdivision and land development ordinances can include improved provisions to implement some of the objectives of this plan, such as those relating to Growth Opportunity Areas, greenways, and alternative transportation. Official Maps can be used more widely to preserve and

protect areas such as corridors for proposed streets, sites for proposed open spaces, and floodplains. Capital improvements programs can be adopted to assure more equitable funding for future municipal improvements. The LIMC should therefore encourage and coordinate efforts for municipalities to use these regulatory measures more effectively.

**Objective I-T.3 - Administer all regulatory techniques thoroughly and consistently.**

Uniform enforcement of regulatory codes will help the LIMC municipalities achieve their land use goals more effectively. It will also contribute towards minimizing conflict between municipalities, and creating a bureaucratic climate that is easier for developers and residents to navigate.

**Implementation Action Step**

**I-T.3.A Encourage continued education of appointed and elected officials who are involved in administering regulatory tools.**

The Land Use Advisory Board can play a critical role in supporting the continued education of municipal officials regarding the administration of regulatory tools. Particular attention should be given to Zoning Hearing Boards, so that their decisions reflect a consistent application of regulations across municipalities.



## E. Implementation Matrix

The following Implementation Matrix lists all the strategies that appear earlier in this chapter and in the previous chapters of Growing Together. The first column states the strategy. The second column indicates some of the entities that should be involved in implementing the strategy; the entity marked by an asterisk (\*) has the authority for actually implementing the strategy or has a major role, whereas the others have support roles. The LIMC and the LCPC may have roles as a resource, coordinator, or facilitator for any strategy, whether listed or not. The third column provides a suggested time frame for implementing the strategy; as noted, some are ongoing activities, and many are short-term, thus indicating the urgency in beginning to implement the most important strategies in Growing Together.

Following are acronyms used in the Implementation Matrix; please see the Glossary for brief descriptions of the organizations:

BIA – Building Industry Association of Lancaster County

BPAC – Lancaster County Citizens’ Bicycle and Pedestrian Advisory Council

DCED – Pennsylvania Department of Community and Economic Development

DID – Lancaster Downtown Investment District Authority

EEC – Environmental Education Coalition

GPAB – Greenway and Park Advisory Board (to LIMC)

HPT – Historic Preservation Trust of Lancaster County

KLB – Keep Lancaster Beautiful

LCCD – Lancaster County Conservation District

LCCI – Lancaster Chamber of Commerce and Industry

LCDPR – Lancaster County Department of Parks and Recreation

LCEDC – Lancaster County Economic Development Corporation

LCPC – Lancaster County Planning Commission

LCSC – Lancaster Community Safety Coalition

LCSWMA – Lancaster County Solid Waste Management Authority

LCTA – Lancaster County Transportation Authority

LCTCC – Lancaster County Transportation Coordinating Committee

LIMC – Lancaster Inter-Municipal Committee

LUAB – Land Use Advisory Board (to LIMC)

PANA / LANA – Pennsylvania Advocates for Nutrition and Activity / Lancaster Advocates for Nutrition and Activity

PDCVB – Pennsylvania Dutch Convention and Visitors Bureau

PennDOT – Pennsylvania Department of Transportation

PFBC – Pennsylvania Fish and Boat Commission

RRTA – Red Rose Transit Authority

**6. LAND USE – AGRICULTURAL PRESERVATION (see pages 6.18 – 6.20)**

<b>Objective LU-AP.1 – Continue and expand farmland preservation.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-AP.1.A Adopt a regional transfer of development rights (TDR) program.	Municipalities*; LIMC; LCPC	Short-Term
LU-AP.1.B Develop strategies to fund the implementation of TDRs including funding from the State.	Municipalities*; LIMC; LCPC; DCED	Ongoing
LU-AP.1.C Continue to protect contiguous farmland.	Municipalities*; Agricultural Preservation Organizations	Ongoing
LU-AP.1.D Expand the successful acquisition program of high quality farmland.	Agricultural Preservation Organizations*; LIMC	Ongoing
LU-AP.1.E Continue to provide preferential tax treatment to farms as an incentive to preservation.	Lancaster County*	Ongoing
<b>Objective LU-AP.2 – Allow and facilitate accessory farm businesses and responsible nontraditional farming techniques.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-AP.2.A Amend local zoning ordinances to allow for accessory farm businesses.	Municipalities*	Short-Term
LU-AP.2.B Support alternative small scale commercial uses on agricultural land.	Municipalities*	Ongoing
<b>Objective LU-AP.3 – Remove local barriers to farm profitability.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-AP.3.A Amend ordinances to remove barriers to farming.	Municipalities*	Short-Term
LU-AP.3.B Require subdivision plans and zoning permits to include agricultural nuisance disclaimers for non-farm development outside the DGA.	Municipalities*; Property Owners	Ongoing

**6. LAND USE – GROWTH MANAGEMENT (see pages 6.21 – 6.26)**

<b>Objective LU-GM.1 – Plan growth cooperatively through the Lancaster Inter-Municipal Committee.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.1.A Endorse proposed Growth Opportunity Areas (GOAs).	LIMC*; LCPC; Municipalities	Immediate; Ongoing
LU-GM.1.B Establish a Land Use Advisory Board within LIMC.	LIMC*	Immediate; Ongoing
LU-GM.1.C Enable the development of Growth Opportunity Areas as Traditional Neighborhood Developments, Transit Oriented Developments, and other types of mixed use developments as a permitted use, or as a conditional use, provided explicit standards and criteria are provided.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-GM.1.D Create ad-hoc multimunicipal compacts.	Municipalities*; LIMC; LCPC; LUAB	Ongoing
LU-GM.1.E Create design guidelines that help to shape development in the Growth Opportunity Areas, and within commercial corridors.	LCPC*; LIMC; Municipalities	Immediate; Ongoing
LU-GM.1.F Establish ongoing educational outreach for local officials and the general public.	LIMC*; LCPC	Immediate; Ongoing
<b>Objective LU-GM.2 – Promote the full implementation of Designated Growth Areas.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.2.A Coordinate land use ordinances to implement the plan's goals and objectives.	LUAB*; LIMC; LCPC; Municipalities	Immediate; Ongoing
LU-GM.2.B Review successful models of multimunicipal zoning ordinances from Lancaster County and nearby counties.	LIMC*; LCPC; Municipalities	Ongoing
LU-GM.2.C Consider the creation of joint municipal zoning ordinances.	Municipalities*; LIMC	Ongoing

<b>Objective L-GM.3 – Adopt regional land use policies.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.3.A Convene ad-hoc committees of farmers, landowners, residents, agencies, and representatives of governments to discuss appropriate regional regulatory tools.	LUAB*; LIMC; Municipalities; Agricultural Preservation Organizations; Property Owners	Immediate; Ongoing
LU-GM.3.B Develop regional zoning as per Article VII-A of the MPC.	Municipalities*; LCPC; LIMC	Ongoing
LU-GM.3.C Use density bonuses and other incentives to direct future development to existing or proposed sewer and water service areas.	Municipalities*; LCPC	Ongoing
<b>Objective LU-GM.4 – Strengthen and revitalize existing developed areas to enhance their livability and economic viability.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.4.A Coordinate on a regional basis the future locations of public facilities.	Municipalities*; LCPC; LIMC; School Districts; Libraries; Sewer and Water Authorities	Ongoing
LU-GM.4.B Conduct a neighborhood amenities audit to identify areas of infrastructure need.	LCPC*; LIMC; Municipalities	Short-Term
LU-GM.4.C Create a shared regional fund earmarked for community infrastructure improvements.	Municipalities*; LIMC; LCPC	Ongoing
LU-GM.4.D Coordinate with existing organizations that have the capacity to develop detailed community and neighborhood redevelopment or improvement plans.	LIMC*; Municipalities; Developers	Ongoing
LU-GM.4.E Develop regional criteria and prioritize community and neighborhood redevelopment efforts.	LIMC*; LCPC; Municipalities	Ongoing
<b>Objective LU-GM.5 – Preserve and link prime open spaces and places of character within the DGA.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.5.A Inventory heritage resources and open spaces, including rural land, within the DGA.	Municipalities*; LCPC; LIMC; Conservation Organizations; Historical Organizations; GPAB	Ongoing
LU-GM.5.B Create a Linking Landscapes Plan to establish connectivity among heritage landscape features (including protected farms) and historic sites.	GPAB*; LCPC; LIMC; Municipalities; Conservation Organizations; Historical Organizations	Ongoing
LU-GM.5.C Implement the Linking Landscapes Plan through easements, covenants, ordinance amendments, and related tools.	Conservation Organizations*; LCPC; Municipalities; Agricultural Preservation Organizations; Historical Organizations	Ongoing
LU-GM.5.D Require greenways and trails within new developments.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-GM.5.E Prepare a coordinated Official Map to indicate areas to be reserved for public purposes.	Municipalities*; LIMC; LCPC	Ongoing
<b>Objective LU-GM.6 – Ensure that an adequate supply of land in appropriate locations is available to accommodate economic growth, emphasizing the county’s gold collar and priority industry clusters.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-GM.6.A Identify the site location attributes of priority industry clusters.	LCPC*; Municipalities	Ongoing

LU-GM.6.B Attract and retain priority industry cluster and gold collar jobs.	LCPC*; LCEDC; LCCI; DID; Community Development Corporations; Municipalities	Ongoing
LU-GM.6.C Expedite the permitting process for the county's priority industry clusters.	Municipalities*; LCPC	Ongoing

## 6. LAND USE – REDEVELOPMENT AND INFILL (see pages 6.27 – 6.32)

<b>Objective LU-RI.1 – Develop flexible zoning tools to allow for compatible mixed uses.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-RI.1.A Inventory existing zoning ordinances to identify obstacles to the creation of mixed use districts, and techniques to create such districts.	Municipalities*; LIMC; LCPC	Immediate
LU-RI.1.B Introduce regulations that allow flexible and mixed building types such as live-work units and apartments above commercial in Neighborhood Commercial and Traditional Neighborhood Development Districts.	Municipalities*; LIMC; LCPC	Immediate
LU-RI.1.C Allow mixed housing types on the same block and in the same development.	Municipalities*; LIMC; LCPC	Immediate
LU-RI.1.D Adopt multimunicipal land controls that support the creation of mixed use districts.	Municipalities*; LIMC; LCPC;	Ongoing
<b>Objective LU-RI.2 – Expedite the reuse of brownfields.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-RI.2.A Develop a regional inventory of properties that meet the definition of a brownfield.	LCPC*; LIMC; Municipalities	Ongoing
LU-RI.2.B Prioritize brownfield redevelopment in the LIMC area.	LIMC*; LCPC; Municipalities	Ongoing
LU-RI.2.C Designate brownfield properties for inclusion within Keystone Opportunity Zones to provide tax incentives.	LCPC*; Municipalities	Ongoing
LU-RI.2.D Secure resources to assist with assessment and remediation of brownfields.	LCPC*; Municipalities	Short-Term
<b>Objective LU-RI.3 – Develop methods to reduce costs and increase profits of infill development.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-RI.3.A Accelerate the approval process for infill and redevelopment projects.	Municipalities*	Short-Term,
LU-RI.3.B Allow for increased building heights as a density bonus where compatible with the surrounding area.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-RI.3.C Continue flexible parking standards in Lancaster City and consider in other urban areas.	Municipalities*; LIMC; LCPC	Ongoing
<b>Objective LU-RI.4 – Develop financing methods to facilitate the reuse of underutilized or vacant buildings.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-RI.4.A Utilize Tax Increment Financing (TIF) to stimulate the reuse of vacant and underutilized buildings.	Municipalities*; School Districts; Lancaster County	Ongoing
LU-RI.4.B Provide information about low interest loans for first time homebuyers interested in redeveloped and reused properties.	Municipalities*; LCPC; LIMC; Housing Organizations	Ongoing
LU-RI.4.C Provide information regarding design and rehabilitation training to individuals wishing to renovate older properties.	LIMC*; LCPC; HPT	Ongoing

<b>Objective LU-RI.5 - Reverse mothballing of commercial and industrial facilities.</b>		
<b>Strategy</b>	<b>Responsible Agency</b>	<b>Time Frame</b>
LU-RI.5.A Develop a regional inventory of properties that have been mothballed.	LCPC*; LIMC; Municipalities	Ongoing
LU-RI.5.B Adopt tax incentives that encourage property owners to re-use “mothballed” sites when those sites are a critical part of redevelopment efforts.	Lancaster County*; LCPC; Municipalities	Ongoing
<b>Objective LU-RI.6 - Attract economic activity to underutilized areas and facilities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-RI.6.A Designate underutilized areas and facilities for inclusion within Keystone Opportunity Zones for tax eligibility.	Municipalities*; LCPC	Ongoing

## 6. LAND USE - DEVELOPMENT PATTERNS (see pages 6.33 – 6.35)

<b>Objective LU-DP.1 - Provide zoning districts and flexible regulations to encourage densities and a mix of uses found in traditional older neighborhoods.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-DP.1.A Adopt Traditional Neighborhood Development ordinances based on existing local models such as West Lampeter Township.	Municipalities*; LCPC; LIMC	Immediate
LU-DP.1.B Encourage the development of Specific Plans for nonresidential portions of the Growth Opportunity Areas as enabled by Section 1106 of the Municipalities Planning Code.	Municipalities*; LCPC; Developers	Ongoing
LU-DP.1.C Develop incentives for the inclusion of affordable housing within TND developments.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-DP.1.D Comply with state requirement for no impact home based businesses in residential districts.	Municipalities*	Short-Term
<b>Objective LU-DP.2 - Develop architectural guidelines for new construction that promote architectural diversity, quality materials, and workmanship in a scale that complements the built environment of attractive older neighborhoods.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-DP.2.A Encourage a process for increased communication between municipalities and developers to devise a shared vision regarding development and impacts.	LIMC*; LCPC; Municipalities; Developers	Ongoing
LU-DP.2.B Encourage the use of graphic codes, and a manual of design guidelines to better define livable communities.	LCPC*; LIMC; Municipalities	Ongoing
LU-DP.2.C Encourage form-based zoning to help shape the form and character of neighborhoods.	LIMC*; LCPC; Municipalities	Immediate; Ongoing
LU-DP.2.D Develop a regional manual of written and graphic design guidelines in accordance with Section 708-A of the Municipalities Planning Code.	LIMC*; LCPC; Municipalities	Short-Term
LU-DP.2.E Insert architectural guidelines in development agreements and declarations of covenants following successful models.	Municipalities*	Ongoing

## 6. LAND USE – URBAN CORE (see pages 6.36 – 6.44)

<b>Objective LU-UC.1 – Revitalize and energize downtown Lancaster City.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.1.A Conduct a Retail Market Analysis to identify Central Lancaster County and downtown Lancaster City’s viability as a regional retail destination.	LIMC*; LCPC; City of Lancaster; Municipalities; Business Organizations	Short-Term; Ongoing
LU-UC.1.B Jointly fund a downtown Lancaster City Strategic Investment Plan.	LIMC*; Business Organizations; Municipalities	Ongoing

LU-UC.1.C Study and implement traffic calming strategies to deliberately lower automobile speed.	City of Lancaster*	Ongoing
LU-UC.1.D Develop a Discover Central Lancaster County promotional package.	LCPC*; LIMC; Municipalities; Pennsylvania Dutch Convention and Visitors Bureau	Ongoing
<b>Objective LU-UC.2 – Change the perception of safety in Lancaster City.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.2.A Increase the number of uniformed foot patrolmen in downtown Lancaster City.	City of Lancaster*; DID	Ongoing
LU-UC.2.B Strategically deploy police to direct traffic in high crime and drug dealing areas.	City of Lancaster*	Ongoing
LU-UC.2.C Improve street lighting to promote safety.	City of Lancaster*	Ongoing
LU-UC.2.D Pursue a partnership between LIMC municipalities and Lancaster Community Safety Coalition to jointly pursue safety issues.	Municipalities*; LIMC; LCSC	Ongoing
LU-UC.2.E Develop a computer database of present (pending) or past code violations per property which can be accessed by all departments involved in code enforcement issue.	City of Lancaster*	Ongoing
<b>Objective LU-UC.3 – Improve the physical appearance of Lancaster City and make the city cleaner.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.3.A Expand the activities of Lancaster Downtown Investment District Authority to include street cleaning, power washing, and programming activities.	DID*; City of Lancaster; LCCI	Ongoing
LU-UC.3.B Coordinate ongoing property maintenance and signage improvement.	DID*; City of Lancaster; Property Owners	Ongoing
LU-UC.3.C Continue the improved wayfinding signage program.	LCPC*; Business Organizations; City of Lancaster	Ongoing
LU-UC.3.D Coordinate with Keep Lancaster Beautiful and local garden clubs to plant and maintain public landscapes.	City of Lancaster*; KLB; Garden Clubs	Ongoing
LU-UC.3.E Promote street tree plantings, small pocket parks, community gardens, and similar public landscape features.	City of Lancaster*; KLB; Garden Clubs	Ongoing
<b>Objective LU-UC.4 – Create a mechanism to enable Lancaster City and the other LIMC municipalities to partner on urban revitalization.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.4.A Use the Land Use Advisory Board to enable municipalities to partner on urban revitalization.	LUAB*; Municipalities; LIMC	Ongoing
<b>Objective LU-UC.5 – Support the boroughs as core business, cultural, and civic centers.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.5.A Focus resources on the central business districts of the boroughs to retain existing businesses and attract new start-up enterprises.	Municipalities*; Business Organizations	Ongoing
LU-UC.5.B Adopt zoning that provides for mixed use developments within borough downtowns.	Municipalities*; Business Organizations	Ongoing
LU-UC.5.C Actively promote borough downtowns to attract new businesses.	Municipalities*; Economic Development Company of Lancaster County	Ongoing
LU-UC.5.D Use the County Permitting Initiative as an incentive to reduce the cost of commercial and industrial redevelopment in the boroughs.	LCPC*; Municipalities	Ongoing
LU-UC.5.E Implement downtown revitalization strategies where appropriate.	Municipalities*	Ongoing

<b>Objective LU-UC.6 - Improve opportunities for employment and economic development in Lancaster City.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.6.A Develop a multimunicipal economic development plan.	LIMC*; LCPC; Municipalities	Ongoing
<b>Objective LU-UC.7 - Improve Lancaster City's role as a destination venue.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.7.A Develop an arts, culture, and heritage needs assessment to identify unmet regional needs.	LCPC*; LIMC; Cultural Organizations; Municipalities	Ongoing
LU-UC.7.B Coordinate a regional effort to expand cultural activities in Central Lancaster County.	LCPC*; LIMC; Cultural Organizations; PDCVB; Municipalities	Ongoing
LU-UC.7.C Expand cultural programs.	Cultural Organizations*; LIMC	Ongoing
LU-UC.7.D Support minor league baseball as a regional attraction.	City of Lancaster*; LCPC; LIMC; PDVCB	Ongoing
<b>Objective LU-UC.8 - Improve Lancaster City neighborhoods.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.8.A Define neighborhood boundaries throughout Lancaster City. Develop strategic plans for neighborhood enhancement.	City of Lancaster*	Short-Term; Ongoing
LU-UC.8.B Create Neighborhood Improvement Districts (NIDs) that focus on neighborhood scale planning activities.	Municipalities*; DID; City of Lancaster;	Ongoing
LU-UC.8.C Develop neighborhood maps and walking tours.	DID; City of Lancaster; LCPC; Municipalities; PDCVB	Ongoing
<b>Objective LU-UC.9 - Create affordable parking opportunities in downtown Lancaster City.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.9.A Coordinate parking strategies with the development of the downtown Lancaster City Strategic Investment Plan.	City of Lancaster*; DID	Ongoing
LU-UC.9.B Identify innovative funding mechanisms to reduce parking rates and offset the cost of building parking structures.	City of Lancaster*; DID	Ongoing
<b>Objective LU-UC.10 - Improve the diversity of stores in downtown Lancaster City.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-UC.10.A Implement recommendations of the Strategic Investment Plan and Retail Market Analysis.	DID*; Lancaster City; Municipalities; Business Organizations	Ongoing
LU-UC.10.B Coordinate regional marketing strategies to attract shoppers and retailers to downtown Lancaster City.	LCPC*; DID; Lancaster City; Municipalities; Business Organizations	Ongoing

## 6. LAND USE – COMMUNITY CHARACTER (see pages 6.45 – 6.48)

<b>Objective LU-CC.1 - Develop incentives to revitalize neighborhoods and to make them safe, affordable, attractive places to live.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-CC.1.A Encourage conversion of vacant or underutilized nonresidential buildings, such as warehouses, to apartments.	Municipalities*; LIMC; LCPC; HPT; Developers	Ongoing
LU-CC.1.B Support workforce housing in proximity to employment centers.	Municipalities*; LIMC; LCPC; BIA	Ongoing
LU-CC.1.C Promote local neighborhood improvement success stories and disseminate techniques.	LIMC*; Media	Ongoing



<b>Objective LU-CC.2 - Encourage mixed use zoning to allow a variety of residential types and socio-economic groups to coexist in new development.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-CC.2.A Provide for Traditional Neighborhood Development (TND) as a way to emulate the existing mixed use neighborhoods and hamlets of Central Lancaster County.	Municipalities*; LIMC; LCPC; Developers	Immediate; Ongoing
LU-CC.2.B Permit cottage or village development patterns at 5 to 6 dwelling units per acre and higher.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-CC.2.C Create more opportunities for cluster/compact development by allowing for such developments in additional zoning districts.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
<b>Objective LU-CC.3 - Promote neighborhood centers with small businesses and services to meet local needs.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-CC.3.A Include neighborhood commercial uses within Growth Opportunity Areas as one of the viable mixed use types.	Municipalities*; LIMC; LCPC	Immediate; Ongoing
LU-CC.3.B Strengthen small commercial areas in Lancaster City and the other boroughs.	Municipalities*; Developers	Ongoing
<b>Objective LU-CC.4 - Encourage the creation of places and events in neighborhoods that foster community interaction.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-CC.4.A Promote the creation of Neighborhood Improvement Districts to develop neighborhood-based activities and programs.	Municipalities; LCPC; Property Owners	Ongoing
<b>Objective LU-CC.5 - Promote uniform land use regulations and code enforcement.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
LU-CC.5.A Evaluate strengths and weaknesses of current code enforcement policies and practices.	LCPC*; Municipalities	Ongoing
LU-CC.5.B Facilitate the development of uniform code enforcement policies.	LIMC*; Municipalities	Ongoing
LU-CC.5.C Use the Zoning Lexicon as a reference.	LCPC*; Municipalities; LIMC	Short-Term

**7. HOUSING (see pages 7.9 – 7.14)**

<b>Objective H.1 - Create a regional program of economic and development incentives to encourage a balanced supply of housing of diverse prices in all communities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.1.A Streamline the development approval process.	Municipalities*	Ongoing
H.1.B Reduce or waive fees for projects that provide affordability and price diversity.	Municipalities*	Ongoing
<b>Objective H.2 - Expand funding sources and develop joint funding strategies among public, private, and philanthropic entities to increase the supply of fair share and affordable housing.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.2.A Organize a housing summit to address funding strategies and housing opportunities.	LCPC*; LIMC; Housing Organizations; Municipalities; Developers	Ongoing
<b>Objective H.3 - Use zoning and other regulatory tools to encourage the creation of mixed use, mixed type housing.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.3.A Expand the zoning ordinances to include other forms of compact development options.	Municipalities*	Immediate; Ongoing
H.3.B Allow more acreage and more zoning districts to have compact development options.	Municipalities*	Immediate; Ongoing
H.3.C Incorporate provisions for accessory apartments into zoning ordinances.	Municipalities*	Immediate; Ongoing
<b>Objective H.4 - Use zoning and other regulatory tools to encourage adaptive reuse and infill development.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.4.A Expand nonresidential zoning district regulations to allow for residential adaptive reuse.	Municipalities*	Short-Term; Ongoing
H.4.B Fill gaps in existing neighborhoods with infill housing.	Municipalities*	Short-Term; Ongoing
H.4.C Encourage the retrofit of underperforming shopping centers.	Municipalities*; Business Organizations	Short-Term; Ongoing
<b>Objective H.5 - Encourage mixed income housing.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.5.A Require an affordable housing component in larger residential developments.	Municipalities*	Short-Term; Ongoing
<b>Objective H.6 - Encourage homeownership.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.6.A Coordinate housing construction with agencies such as Habitat for Humanity.	Municipalities*; Housing Organizations	Ongoing
<b>Objective H.7 - Ensure accessible and affordable housing options.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.7.A Allow for smaller lots that enhance affordability.	Municipalities*	Immediate; Ongoing
H.7.B Provide incentives to builders and developers to build affordable units.	Municipalities*	Short-Term; Ongoing
H.7.C Minimize elements not conducive to providing affordable housing.	Municipalities*	Ongoing
H.7.D Maximize elements conducive to providing affordable housing.	Municipalities*	Ongoing
<b>Objective H.8 - Encourage provision of safe, decent, and sound rental housing for a broad range of price and occupants.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.8.A Permit rental units based on minimized habitable floor area.	Municipalities*	Immediate; Ongoing

<b>Objective H.9 - Improve the perception of subsidized housing.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.9.A Educate the public about subsidized housing.	LIMC*; LCPC	Ongoing
<b>Objective H.10 - Ensure proximity between housing and employment opportunities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
H.10.A Search for places to improve the housing/jobs balance.	Municipalities*; LIMC; LCPC	Ongoing

**8. TRANSPORTATION – VEHICULAR TRANSPORTATION (see pages 8.6 – 8.11)**

<b>Objective VT.1 - Maintain and improve the existing regional road system.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.1.A Implement the initiatives listed in the tables and shown on the maps presented in this chapter.	LCTCC*; PennDOT; LCTA; Municipalities	Ongoing; Short to Long-Term
VT.1.B Prepare an Act 209 Regional Transportation Plan as a basis for charging impact fees for vehicular trips to build new roads and improve intersections.	LCPC*; LIMC; Municipalities; LCTCC; LCTA	Short to Medium-Term
<b>Objective VT.2 - Coordinate traffic signals and improve intersections throughout the region to improve traffic flow.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.2.A Implement the signalization and intersection improvements listed in the tables and shown on the maps presented in this chapter.	LCTA*; PennDOT; Municipalities; Developers	Ongoing; Short to Long-Term
<b>Objective VT.3 - Develop a sound and coordinated roadway functional classification system and common design criteria.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.3.A Incorporate the classification system shown in Map 8.4 for each municipality.	Municipalities*; LCPC	Short-Term
<b>Objective VT.4 - Utilize capital improvement programming and Official Maps as tools for road improvements in the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.4.A Increase funding for road improvements on the municipal level.	Municipalities*; Lancaster County; Developers	Ongoing; Short to Long-Term
VT.4.B Create Official Maps to depict new collector roads, service drives, and alleys to relieve traffic congestion.	Municipalities*; LIMC; LCPC;	Ongoing; Short to Long-Term
<b>Objective VT.5 - Address increasing volumes of truck traffic.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.5.A Identify and develop alternative routes for trucks.	Municipalities*; LCPC; LIMC; LCTCC	Ongoing
VT.5.B Designate “No Truck Traffic” routes for selected local roads.	Municipalities*; LCPC; LIMC	Ongoing
VT.5.C Support efforts to increase rail freight goods movement and passenger rail, and to deal with increasing volumes of truck traffic.	LIMC*; Municipalities; LCPC; LCTCC	Ongoing
VT.5.D Implement the Intermodal Management System set forth in the Lancaster County 2004 Management Systems report.	Municipalities*; LIMC; LCPC; LCTCC; Amtrak; Norfolk Southern	Ongoing
<b>Objective VT.6 - Enhance parking availability and park-and-ride facilities in the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.6.A Work with major employers and other institutions to implement and promote a regional ride share program and develop park and ride lots.	LCPC*; PennDOT; LCTA; Business Organizations; Municipalities	Ongoing
<b>Objective VT.7 - Provide alternative safe routes for horse drawn and other non-motorized vehicles.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.7.A Convene organizations and groups that use or advocate the use of horse drawn and other non-motorized vehicles to assess their needs and determine safety requirements.	LIMC*; LCPC; Plain Sects	Short-Term
VT.7.B Conduct an area wide inventory of existing routes for horse drawn and other non-motorized vehicles to identify gaps and areas of motorized and non-motorized conflicts.	LCPC*; Municipalities; Plain Sects	Short-Term
VT.7.C Develop a Central Lancaster County regional non-motorized mobility plan that focuses on alternative safe routes.	LCPC*; LIMC; Municipalities; Plain Sects	Short-Term

<b>Objective VT.8 - Enhance street signage and wayfinding.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.8.A Upgrade the wayfinding signage system in Lancaster City and within the core area formed by the Route 30 By-Pass and Route 741.	LCPC*; City of Lancaster; LIMC; Lancaster Alliance	Short to Medium-Term
<b>Objective VT.9 - Connect streets between existing and new communities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.9.A Require new and older communities to have an interconnected street network.	Municipalities*	Immediate; Ongoing
<b>Objective VT.10 - Improve signalization throughout the LIMC area.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
VT.10.A Increase “green time” for selected traffic control signals and create an improved traffic signal synchronization system.	LCTA*; PennDOT; LCTCC, Municipalities	Ongoing

## 8. TRANSPORTATION – PUBLIC TRANSPORTATION (see pages 8.12 – 8.16)

<b>Objective PT.1 - Create a regional public transportation system that provides safe, efficient, and affordable service to new and existing development throughout the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.1.A Implement the transit and rail improvements identified in the Long-Range Transportation Plan, 2005-2030.	LCTCC*; LCPC; LIMC; RRTA; Amtrak	Ongoing
<b>Objective PT.2 - Evaluate and remedy the location and schedules of existing public transportation routes and stops to maximize their convenience and accessibility.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.2.A Work with existing organizations to maximize convenience and accessibility of existing routes and stops.	LIMC*; RRTA; Amtrak; LCTCC; LCPC	Ongoing
<b>Objective PT.3 - Plan appropriate short-term and long-term investment strategies for public transportation, including park and ride, train, light rail, and bus.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.3.A Seek financial support through the SAFETEA-LU program, and through the State and County.	Municipalities*; Amtrak; RRTA; LCTCC; LCPC	Ongoing; Long-Term
<b>Objective PT.4 - Identify population, employment, and commercial centers as connection points for public transportation routes.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.4.A Devise a “significant origin-destination map” to serve as the determinant for activity centers and linkages.	RRTA*; LIMC; LCPC; Municipalities	Short-Term
<b>Objective PT.5 - Improve public transportation options within Lancaster City for residents and visitors to reduce vehicular congestion and parking demands.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.5.A Investigate the feasibility for a jitney-type shuttle bus to ease traffic congestion and parking problems.	RRTA*; City of Lancaster; LIMC	Ongoing
<b>Objective PT.6 - Ensure public transportation stops and stations are well lit, clean, comfortable, and staffed when feasible.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.6.A Coordinate with Amtrak and the Red Rose Transit Authority to promote the safety and conveniences of the transit infrastructure.	LIMC*; RRTA; Amtrak	Ongoing
<b>Objective PT.7 - Encourage the use of public transportation by educating people of all ages of its benefits.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.7.A Increase use of transit through a well designed and distributed brochure, and media coverage.	RRTA*; LIMC; LCPC; Media	Ongoing

<b>Objective PT.8 – Provide incentives to increase use of public transportation.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.8.A Construct additional parking facilities at transit stops and charge minimal rates for daily parking.	Municipalities*; LCTCC; LCTA; RRTA	Ongoing
<b>Objective PT.9 – Encourage land use and development patterns that support the use of public transportation and reduce vehicular traffic.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.9.A Create Transit Oriented Development (TOD) overlay districts around major train and bus stops.	Municipalities*; LCPC	Ongoing; Long-Term
<b>Objective PT.10 – Require access to public transportation in new residential developments.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
PT.10.A Amend zoning ordinances and subdivision and land development ordinances to require bus shelters, sidewalks, and lighting within one half mile of transit stops.	Municipalities*; LIMC; LCPC;	Immediate; Ongoing

## 8. TRANSPORTATION – ALTERNATIVE TRANSPORTATION (see pages 8.17 – 8.19)

<b>Objective AT.1 – Modify and maintain existing facilities to be pedestrian and bicycle friendly.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
AT.1.A Improve and upgrade existing access ways to promote access along sidewalks, trails, and paths, and implement the Lancaster County Bicycle and Pedestrian Transportation Plan.	Municipalities*; BPAC	Ongoing
<b>Objective AT.2 – Create a primary transportation network of streets with shoulders and paths to facilitate non-motorized transportation.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
AT.2.A Amend Official Maps to designate crosswalks and routes for non-motorized transportation in accordance with the Lancaster County Bicycle and Pedestrian Transportation Plan.	Municipalities*; LIMC; LCPC; BPAC	Ongoing; Long-Term
<b>Objective AT.3 – Require sidewalks, bicycle paths, and walking trails within developments and to connect subdivisions and land developments.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
AT.3.A Amend subdivision and land development ordinances to require connections in and through developments and neighborhoods, and between developments and neighborhoods.	Municipalities*	Ongoing; Long-Term
<b>Objective AT.4 – Connect recreation, commercial, residential, and employment centers and public transportation with bicycle paths and walking trails.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
AT.4.A Construct access ways for walking and bicycling to link places to live, shop, work and play, and provide crosswalk connections.	Municipalities*; Homeowners Associations; LCPC; LIMC	Ongoing; Long-Term
<b>Objective AT.5 – Educate the public to encourage road sharing among drivers, cyclists, and pedestrians.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
AT.5.A Improve signage along roadways, construct sidewalks, and construct and line strip lanes for cyclists.	Municipalities*; PennDOT; LCPC; BPAC	Ongoing; Long-Term

**9. COMMUNITY FACILITIES (see pages 9.10 – 9.13)**

<b>Objective CF.1 – Engage in multimunicipal cooperative efforts to share quality services in a cost effective manner.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.1.A. Form joint community facility alliances, especially related to police services, recreation, and libraries.	Municipalities*; LIMC	Ongoing
<b>Objective CF.2 – Maintain and enhance existing facilities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.2.A Improve the provision and delivery of community facilities on the local level.	Municipalities*	Ongoing
<b>Objective CF.3 – Identify regional sites for the location of community facilities, assessing both their feasibility and their regional impacts.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.3.A Select sites in and around the City of Lancaster to serve as regional activity centers.	LIMC*; LCPC; Municipalities	Ongoing
<b>Objective CF.4 – Cooperate with school districts as they address population changes to locate new schools so that they function as centers of education, recreation and community activities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.4.A Strengthen existing facilities to encourage family centered activities, and provide more family activities for all seasons.	Recreation Organizations*; School Districts; Municipalities; LIMC	Ongoing
C.F.4.B Use existing buildings and facilities more wisely to prevent unnecessary development.	Municipalities*; School Districts; Recreation Organizations	Ongoing
<b>Objective CF.5 – Improve the public library system.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.5.A Cooperate with the County to improve and enhance Lancaster Public Library.	Libraries*; LIMC; Municipalities	Ongoing
CF.5.B Increase funding for the Library System of Lancaster County, with greater contributions by the municipalities.	Municipalities*; Lancaster County	Medium-Term
CF.5.C Explore greater use of school libraries.	School Districts*	Ongoing
<b>Objective CF.6 – Coordinate the delivery of regional emergency services, including fire, police, emergency medical services, and homeland security.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.6.A Develop and implement an emergency services management plan.	Municipalities*; Lancaster County	Ongoing
<b>Objective CF.7 – Support an affordable and accessible health care system.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.7.A Promote improved access to health and services.	Medical Community; LIMC; Municipalities;	Ongoing
<b>Objective CF.8 – Jointly support the expansion of recreational, athletic, and cultural programs.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
CF.8.A Coordinate with the recreational service providers to enhance recreational facilities and activities as outlined in the Park and Open Space Chapter.	LIMC*; Recreation Organizations; GPAB; Municipalities	Ongoing



**10. PARKS AND OPEN SPACE (see pages 10.7 – 10.19)**

<b>Objective POS.1 – Provide support so that the LIMC’s Greenway and Park Advisory Board can cooperatively plan and coordinate the region’s park and open space system.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.1.A Expand the coordination and administrative capacity of LIMC.	LIMC*; LCPC	Medium-Term
POS.1.B Expand operating partnerships with not-for-profit organizations and agencies.	GPAB*; LIMC; LCPC; Conservation Organizations; Recreation Organizations	Ongoing
POS.1.C Create a position of “Greenways Coordinator” within LIMC or a partner organization (per 1.A above).	LIMC*; GPAB; LCPC	Medium-Term
POS.1.D Encourage private and semi-public organizations to enhance and expand their existing parks, open space, and recreational facilities and to develop new ones.	GPAB*; LIMC; Local Colleges; Business Organizations	Ongoing
POS.1.E Organize public and private local recreation providers to coordinate recreation opportunities for the multi-municipal region.	GPAB*; LIMC; LCPC; Recreation Organizations; Municipalities; School Districts	Medium-Term; Ongoing
POS.1.F Maximize the use of schools for community recreation.	School Districts*; LIMC; GPAB; Municipalities	Ongoing
POS.1.G Develop uniform zoning ordinance and subdivision and land development ordinance standards relative to parks, open space, greenways, and waterways.	Municipalities*; LIMC; GPAB; LCPC; LCDPR	Immediate; Ongoing
<b>Objective POS.2 – Facilitate and coordinate the development of regional, intermunicipal, and local greenways in the LIMC area.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.2.A Create a mechanism for LIMC to review all proposals for land use changes within the greenway area.	Municipalities*; LIMC; GPAB; LCPC	Short-Term
POS.2.B Push for commitments to require greenway set asides on all development proposals in the greenway areas.	Municipalities*; LIMC; GPAB;	Immediate
POS.2.C Require greenways to be included in the development plans for all Growth Opportunity Areas and other areas undergoing extensive development.	Municipalities*; LIMC; GPAB	Ongoing
POS.2.D Participate actively in the update of the county’s open space plan.	GPAB*; LIMC; LCPC	Short-Term
<b>Objective POS.3 – Identify and reserve land for future parks and greenways in all LIMC municipalities through tools such as official maps.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.3.A Prepare a plan showing all proposed greenways in Central Lancaster County.	GPAB*; LIMC; Municipalities; LCPC; LCDPR; Recreation Organizations	Immediate
POS.3.B Identify and map every parcel targeted as part of the greenway system.	GPAB*; LIMC; LCPC; Municipalities	Medium-Term
POS.3.C Arrange for regular communication with every landowner holding parcels in 3.A above.	GPAB*; LIMC; Municipalities	Ongoing
POS.3.D Provide incentives to private property owners who provide easements enhancing public access to greenways.	Municipalities*; LIMC; GPAB; LCPC	Ongoing
POS.3.E Arrange for organizations and agencies to hold greenway land donated or purchased.	GPAB*; LIMC; LCPC; Conservation Organizations; Municipalities	Ongoing

<b>Objective POS.4 - Establish and enhance opportunities for hiking, walking, jogging, bicycling, non-motorized boating, horseback riding, fitness education, and handicapped-accessible recreational facilities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.4.A Develop municipal land use regulations that require that land in new developments be set aside for parks and greenways.	Municipalities* LCPC; LIMC	Immediate; Ongoing
POS.4.B Require developers to provide recreational opportunities on greenway land dedicated in new developments.	Municipalities*; LIMC, LCPC; Developers	Ongoing
POS.4.C Ensure access to community parks, neighborhood parks, and/or greenways within walking distance to all residents.	Municipalities*; LIMC; School Districts	Ongoing
POS.4.D The Greenway and Park Advisory Board should review subdivision and land development plans to determine if easements/greenways should be provided.	GPAB*; LIMC; Municipalities	Short-Term
POS.4.E Develop linking system plans in each municipality for future development of pathways.	Municipalities*; LIMC; GPAB; LCPC	Medium-Term
POS.4.F Implement a review process that forces consideration of path connectivity any time a road is altered.	Municipalities*; LIMC; LCPC; PennDOT	Ongoing
POS.4.G Build sidewalks to connect neighborhoods, community parks, neighborhood parks, and/or greenways.	Municipalities*; Developers	Ongoing
POS.4.H Emphasize the Healthy Communities concept.	Municipalities*; LIMC; LCPC; LANA/PANA	Short-Term
<b>Objective POS.5 - Develop mechanisms within Central Lancaster County to maintain, develop, and acquire parks, open space, and greenways.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.5.A The Greenways Coordinator should develop proposals for Growing Greener and other funds for recreational development projects.	GPAB*; LIMC; LCPC; Municipalities; LCCD	Short-Term
POS.5.B Establish regional standards for development and maintenance of greenways and trails.	GPAB*; LIMC; LCPC; Municipalities	Short-Term
POS.5.C Create a committee for parkland acquisition.	GPAB*; LIMC; LCPC; Municipalities	Long-Term
<b>Objective POS.6 - Encourage community involvement in the construction and maintenance of recreational facilities such as pavilions, playground equipment, ball fields, pools, skating rinks, community centers, walkways, and benches in parks.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.6.A Develop a mechanism to accommodate clubs, individuals, or companies that want to donate resources.	GPAB*; LIMC; Municipalities	Short-Term
POS.6.B Develop a program to encourage residents to contribute financing to not-for-profits that support parks or to an endowment fund, and receive a tax deduction.	GPAB*; LIMC; LCPC; Municipalities	Ongoing
POS.6.C Develop a committee under LIMC with representatives from each school district to develop a plan for community use of school facilities.	GPAB*; LIMC; School Districts	Ongoing
<b>Objective POS.7 - Ensure access to all types of parks.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.7.A Provide parking areas and other amenities at trailheads.	Municipalities*	Ongoing
POS.7.B Facilitate access to area's blueways by the creation of boat launch areas.	Municipalities*; LIMC; PFBC; Conservation Organizations	Short-Term
POS.7.C Ensure that all facilities are in compliance with ADA requirements.	Municipalities*; LCDPR	Ongoing
POS.7.D Continue signage program.	GPAB*; LIMC; Municipalities	Ongoing

<b>Objective POS.8 - Encourage local residents, volunteer groups, and developers to participate in the oversight, maintenance, and event programming of parks and greenways.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.8.A The Greenways Coordinator should coordinate park and greenway volunteer activities regionally.	GPAB*; LIMC; LCPC	Short-Term
<b>Objective POS.9 - Encourage public and private local recreation providers to coordinate recreation opportunities for the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.9.A The Lancaster County Parks and Recreation Alliance should continue and expand its program, which now includes meeting several times a year.	Lancaster County Parks and Recreation Alliance	Long-Term
<b>Objective POS.10 - Generate support for greenways through public education.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
POS.10.A Continue and expand the Greenpoints newsletter.	GPAB*; LIMC	Ongoing
POS.10.B Work with local media to promote coverage of greenways and to increase visibility and public awareness.	GPAB*; LIMC; Municipalities; LCDPR; Conservation Organizations; Recreation Organizations; Media	Ongoing
POS.10.C Participate in school programs to heighten student/parent and teacher awareness.	School Districts*; LIMC; EEC	Ongoing
POS.10.D Use school systems to educate the public on the need for parks and open space.	School Districts*; LIMC; EEC	Short-Term; Ongoing
POS.10.E Inform the public about increased property values near parks.	GPAB*; LIMC; LCPC	Short-Term
POS.10.F Promote awareness of the positive impacts that greenways and parks can have on the local economy.	GPAB*; LIMC; LCPC; Recreation Organizations; LCDPR; Conservation Organizations	Ongoing

**11. NATURAL RESOURCE PROTECTION (see pages 11.9 – 11.15)**

<b>Objective NR.1 - Improve air quality as mandated by federal and state standards, bringing the region to ozone attainment.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.1.A Develop a coalition of interests to increase pressure on government regulators and polluters to reduce sources through implementation of best available technology and enhanced enforcement.	LIMC*; LCPC; Municipalities	Ongoing
NR.1.B Use land control policies to help reduce automobile-generated air pollution.	LCPC*; LIMC; Municipalities; PennDOT; RRTA; LCTA	Medium-term; Ongoing
<b>Objective NR.2 - Maintain and improve water quality by protecting aquifers and aquifer recharge areas from contamination.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.2.A Judge the merits of projects that could negatively impact aquifers and find a way to measure and enforce so that aquifers will be protected for the benefit of the people of Lancaster County.	Municipalities*	Short-Term
NR.2.B Require pre-treatment of stormwater in at least two different ways prior to release into the aquifer, waterway, or watershed to assure clean water.	Municipalities*	Long-Term
NR.2.C Require all municipalities to impose or expand protection zones and zoning on aquifer recharge areas.	Municipalities*	Short-Term
NR.2.D Develop education programs for homeowners and businesses within recharge areas on the use and disposal of chemicals.	LIMC*; LCPC; Municipalities	Short-Term; Ongoing
<b>Objective NR.3 - Improve and preserve the quality of waterways.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.3.A Provide technical assistance and funding for restoration of stream areas.	Municipalities*; LIMC	Ongoing
NR.3.B Require watershed-wide assessments for all development proposals of regional significance for water quality and flow.	Municipalities*; LIMC; LCPC	Ongoing
NR.3.C Limit activities that have adverse impacts on waterways and wetlands.	Municipalities*	Medium-Term
<b>Objective NR.4 - Improve soil quality and stability through administration and enforcement of erosion control programs, cleanup activities, best management practices, and effective education.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.4.A Increase requirements for erosion control and step up enforcement and technical/funding assistance.	Municipalities*; LCCD	Medium-Term
<b>Objective NR.5 - Preserve natural areas and corridors through land use controls, transfer of development rights, land acquisition, and adherence to the Designated Growth Area program.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.5.A Increase collaborative land protection projects and funding for areas of conservation importance.	Municipalities*; LIMC; LCPC; Conservation Organizations	Ongoing
NR.5.B Increase required studies and analysis for development proposals in targeted conservation areas.	Municipalities*	Short-term
NR.5.C Increase required level of redevelopment in Urban and Village Growth Areas.	Municipalities*; LIMC; LCPC;	Short-Term; Ongoing
<b>Objective NR.6 - Establish riparian buffers and restore disturbed areas along the Susquehanna river, Conestoga River, and smaller waterways.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.6.A Require comprehensive watershed analysis on all watershed areas.	Lancaster County	Short-Term
NR.6.B Implement the prototype sections of the Conestoga Greenway Plan as developed by the LIMC.	Municipalities*; LIMC; GPAB	Short-Term
NR.6.C Obtain the northwestern portion of the Enola low grade line and convert it to a rail trail interconnected to Lancaster County Conservancy's extended Turkey Hill Trail.	GPAB*; LIMC; LCPC; Municipalities; Conservation Organizations	Ongoing

NR.6.D Interconnect the Conestoga Greenway to riparian trails and nearby parks in LIMC municipalities.	GPAB*; LIMC; LCPC; Municipalities	Ongoing
<b>Objective NR.7 - Provide public education about natural resources for students and the public at large.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
NR.7.A Create a coordinated program to deliver environmental education to all schools in the area.	LIMC*; LCPC; LCDPR; Municipalities; School Districts; Local Colleges; EEC	Ongoing
NR.7.B Provide education about natural resources through the use of schools, the media, and government publications to ensure public knowledge of what is needed to provide and maintain a healthy living environment.	Municipalities*; LIMC; LCPC; EEC	Ongoing

**12. HISTORIC RESOURCE PROTECTION (see pages 12.7 – 12.10)**

<b>Objective HR.1 - Develop regional strategies to protect historic resources and cultural heritage.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
HR.1.A Coordinate land use and planning activities with surrounding municipalities.	LUAB*; LIMC; Municipalities	Short-Term; Ongoing
HR.1.B Complete an inventory of historic and cultural resources within each municipality.	LCPC*; Municipalities; HPT; Historical Organizations	Ongoing
HR.1.C Develop zoning ordinance and subdivision and land development ordinance (SLDO) provisions that take historic and cultural resources into consideration.	Municipalities*; LIMC; LCPC	Immediate
<b>Objective HR.2 - Promote reuse and rehabilitation of historic structures.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
HR.2.A Develop regulatory tools for the reuse and rehabilitation of historic buildings.	Municipalities*; LIMC; LCPC; HPT	Short-Term
HR.2.B Provide financial incentives for reuse and rehabilitation of historic buildings.	Municipalities*	Short-Term
<b>Objective HR.3 - Build public awareness and secure public support for historic resource preservation efforts.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
HR.3.A Devise and implement an ongoing educational program on historic resource protection.	LIMC*; LCPC; HPT	Short-Term
HR.3.B Create bus and walking tours.	LCPC*; LIMC; Municipalities; HPT; Historical Organizations	Ongoing
HR.3.C Educate students about local heritage and historic resources.	LIMC*; LCPC; Municipalities; School Districts; Local Colleges; HPT; Historical Organizations	Medium-Term
HR.3.D Create an historic resource protection workshop for municipal officials.	LIMC*; LCPC; HPT; Historical Organizations; Municipalities	Medium-Term
<b>Objective HR.4 - Develop incentives to encourage private involvement and investment in preserving and maintaining historic resources.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
HR.4.A Inform the public about existing incentive programs for historic resource protection.	LCPC*; HPT; Historical Groups; Municipalities	Medium- Term
HR.4.B Assist property owners to apply for listing on the National Register of Historic Places.	HPT*; LCPC; Municipalities	Short-Term; Ongoing
HR.4.C Develop incentives to encourage Historic Register listing.	Municipalities*; HPT; LCPC	Short-Term; Ongoing
<b>Objective HR.5 - Maintain the diverse cultural heritage of the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
HR.5.A Continue and expand cultural tourism programs.	LCPC*; Municipalities	Ongoing

**13. UTILITIES: WATER, SEWER, SOLID WASTE, AND STORMWATER MANAGEMENT****(see pages 13.3 – 13.7)**

<b>Objective U.1 - Carefully maintain existing sewer and water utilities within the DGA.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.1.A Provide routine maintenance of existing sewer and water utilities within the urban growth areas.	Sewer and Water Authorities*	Ongoing
U.1.B Encourage infill and redevelopment.	Municipalities*; LIMC; Sewer and Water Authorities	Ongoing
U.1.C Utilize infrastructure to control and slowly allow new development only at the same rate that infill and redevelopment is occurring.	Sewer and Water Authorities*; Municipalities	Ongoing
U.1.D Provide incentives for infill provision of utilities including lower rates and more capacity/taps.	Sewer and Water Authorities*; Municipalities	Short-Term
<b>Objective U.2 - Coordinate regional utility planning and extension of future development areas within the DGA.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.2.A Coordinate cost effectiveness through a regional/countywide utility authority.	Sewer and Water Authorities*; LIMC	Ongoing
<b>Objective U.3 - Require adequate stormwater management measures that prevent adverse impact to surrounding properties and watercourses.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.3.A Clarify or re-write current stormwater management requirements.	Municipalities*	Short-Term
<b>Objective U.4 - Identify and promote energy-saving and more efficient utility technologies to promote environmental conservation and protection.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.4.A Provide economic incentives to promote the use of renewable energy technology such as gravity-flow sewer lines, groundwater recharge, and renewable energy.	Municipalities*; LCPC; Sewer and Water Authorities	Short-Term; Ongoing
U.4.B Promote environmental conservation and protection.	LIMC*; Municipalities	Short-Term; Ongoing
<b>Objective U.5 - Provide facilities and services for proper disposal of refuse.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.5.A Inventory existing solid waste disposal services and facilities.	LCSWMA	Ongoing
U.5.B Investigate potential areas for new facilities and services.	LCSWMA	Ongoing
U.5.C Build new facilities and/or provide services for proper disposal of refuse.	LCSWMA	Ongoing
<b>Objective U.6 - Increase the quantity of recyclable materials that are removed from the solid waste stream.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.6.A Increase participation by all households in recycling newspaper, glass food and beverage containers, aluminum cans, and other materials as required by Act 101 and local municipal ordinances.	Municipalities*; LIMC; LCSWMA	Ongoing
U.6.B Increase participation by commercial, institutional, and industrial establishments in recycling of high-grade office paper, aluminum, corrugated paper, and other materials as required by Act 101 and local municipal ordinances.	Municipalities*; LIMC; LCSWMA	Ongoing
<b>Objective U.7 - Ensure that properties outside the DGA access safe water sources and appropriately manage their septic systems and stormwater.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
U.7.A Routinely inspect water sources and septic systems of properties outside the DGA.	Municipalities*; Sewer and Water Authorities	Ongoing



Objective U.8 - Discourage extension of public water and sewer service outside the DGA except in special needs areas, as defined by Act 537 plans.		
Strategy	Implementers	Time Frame
U.8.A Refine zoning ordinances and Act 537 plans to prohibit infrastructure extensions beyond the DGA.	Municipalities*; LCPC; Sewer and Water Authorities	Short-Term

**15. IMPLEMENTATION – GENERAL (see pages 15.4 -15.6)**

<b>Objective I.1 - Incorporate increased community participation in planning and other government programs.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I.1.A Develop an inclusive web-based program of public information and education focused on local and regional issues.	LIMC*	Immediate
I.1.B Develop a consistent set of community participation protocols	LIMC*, Municipalities	Immediate
<b>Objective I.2 - Encourage expanded cooperative efforts among municipalities in all areas of government activity.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I.2.A Review all current multimunicipal cooperative programs.	Municipalities*; LIMC	Immediate
I.2.B Expand cooperation to areas not addressed by cooperative programs with the specific aim to increase efficiency and streamline operations.	Municipalities*	Short-Term
<b>Objective I.3 - Review and update the visions, goals, objectives, and strategies set forth in <i>Growing Together</i> on a regular basis.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I.3.A Coordinate an annual “State of the Plan” report that measures and celebrates progress.	LIMC*	Short-Term

**15. IMPLEMENTATION – INTERGOVERNMENTAL COOPERATION (see pages 15.7 – 15.9)**

<b>Objective I-IC.1 - Stress the value of intergovernmental cooperation among the municipalities of Central Lancaster County.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-IC.1.A Use the web-based program recommended by strategy I-1.A as a tool to communicate the value of intergovernmental cooperation.	LIMC*	Immediate
<b>Objective I-IC.2 - Plan for infrastructure needs on a regional basis.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-IC.2.A Work with appropriate agencies to develop a regional infrastructure needs assessment.	LIMC*	Short-Term
I-IC.2.B Develop a detailed regional infrastructure plan.	LIMC*	Medium-Term
<b>Objective I-IC.3 - Encourage cooperative funding strategies to pursue initiatives with regional impacts.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-IC.3.A Develop an agreed upon inclusive definition of what constitutes an initiative with regional impact.	Municipalities*; LIMC	Short-Term
I-IC.3.B Implement appropriate cooperative funding strategies by exercising the option available in the Pennsylvania Municipalities Planning Code Section 1105(b)(1) to municipalities that have developed a multimunicipal plan.	Municipalities*	Medium-Term
<b>Objective I-IC.4 - Share information among municipalities so that all may benefit from the experiences of others.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-IC.4.A Develop occasional roundtables of elected officials designed to enable informal information sharing among municipalities.	LIMC*	Short-Term
I-IC.4.B Use the web-based program recommended by strategy I-1.A as an information-sharing tool.	LIMC*	Immediate

**15. IMPLEMENTATION – TECHNIQUES (see pages 15.10 – 15.12)**

<b>Objective I-T.1 - Seek more effective and creative regulatory techniques to deal with the critical issues facing the region.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-T.1.A Share information about innovative regulatory tools being adopted by some of the Central Lancaster County municipalities.	Municipalities*; LIMC	Short-Term
I-T.1.B Adopt innovative regulatory techniques, such as form-based zoning and smart codes, that are consistent with the policies of this multimunicipal comprehensive plan.	Municipalities*; LIMC; LCPC	Short-Term

<b>Objective I-T.2 - Develop sample zoning provisions and other land use regulations that promote consistency among municipalities.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-T.2.A Conduct a comprehensive audit of zoning ordinances currently used by LIMC municipalities to identify inconsistencies among ordinances and to identify impediments in those ordinances that can hinder the implementation of the recommendations of this plan.	LIMC*; Municipalities	Immediate
I-T.2.B Adopt new or revised zoning ordinance provisions that will encourage and facilitate implementation of the goals and objectives of this plan.	Municipalities*; LIMC; LUAB	Immediate
I-T.2.C Increase the use of subdivision and land development ordinances, Official Maps, and capital improvements programming to implement the goals and objectives of this plan.	Municipalities*; LIMC; LUAB	Short-Term
<b>Objective I-T.3 - Administer all regulatory techniques thoroughly and consistently.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
I-T.3.A Encourage continued education of appointed and elected officials who are involved in administering regulatory tools.	Municipalities*; LIMC; LCPC	Ongoing

## 16. Glossary of Terms

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## 16. Glossary of Terms

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The following is a glossary that provides a succinct explanation of the activities of the organizations and institutions mentioned throughout this report.

**Agricultural Preservation Organizations** – Organizations such as Lancaster County Agricultural Preserve Board, Lancaster Farmland Trust, American Farmland Trust, and Pennsylvania Land Trust Association that work to preserve agriculture and farmland.

**Amtrak** – An agency created by Congress to operate the national passenger railroad system. Amtrak also offers commuter train service under contract to local public transit authorities.

**Building Industry Association of Lancaster County (BIA)** – A trade organization of residential builders and others involved in the home building industry that represents and promotes its members through various programs and events.

**Business Organizations** – Organizations that represent some component of the business community, such as Lancaster Chamber of Commerce and Industry, Lancaster Downtown Investment District Authority, Pennsylvania Dutch Visitors and Convention Bureau, Lancaster Alliance, and Lancaster County Economic Development Corporation.

**City of Lancaster** – Includes the City Council, City Planning Commission, other City departments, appointed and elected officials, and staff.

**Community Development Corporations (CDC)** – Non-profit, community-based organizations that work to revitalize the economic and social base of low-income urban and rural communities. They usually have a specific geographic focus and are engaged in a wide range of development activities.

**Conservation Organizations** – Organizations that work to preserve and protect the natural environment such as the Lancaster County Conservancy and watershed associations.

**Cultural Organizations** – Organizations that contribute to the cultural activities of Central Lancaster County such as Fulton Opera House Foundation, Pennsylvania Academy of Music, Lancaster Museum of Art, Bethel Harambee Historical Services, Demuth Foundation, and many art galleries.

**Developers** – Individuals or corporations engaged in the development or redevelopment of real estate properties.

**Environmental Education Coalition (EEC)** – A group consisting of the Lancaster County Department of Parks and Recreation, Lancaster-Lebanon Intermediate Unit 13, Lancaster County Conservancy, Lancaster County Conservation District, and North Museum.

**Franklin and Marshall College (F&M)** – The Franklin and Marshall College is a private, coeducational institution of higher learning in Lancaster, Pennsylvania.

**Fulton Opera House** – A theater built in 1852 that is a premier venue for live professional theater in Central Pennsylvania.

**Garden Clubs** – Membership organizations that promote gardening, floral design, and/or civic and environmental responsibility.

**Greenways and Park Advisory Board (GPAB)** – An advisory body within the Lancaster Inter-Municipal Committee that provides recommendations surrounding the creation and maintenance of parks and greenways.

**Hempfield Area Recreation Commission** – A not-for-profit organization that provides affordable recreation activities in the Hempfield area.

**Historic Preservation Trust of Lancaster County (HPT)** – A not-for-profit organization that exists to preserve and protect significant buildings and places in Lancaster County through education, advocacy, and action.

**Historical Organizations** – Organizations that work to preserve historic structures or other historical materials, such as the Lancaster County Historical Society, East Petersburg Historical Society, James

Buchanan Foundation for the Preservation of Wheatland, and Rock Ford Foundation.

**Homeowners Association** – An organization comprised of dues-paying neighbors, which is responsible for managing common areas within a housing complex and enforcing covenants, conditions, and restrictions.

**Housing Organizations** – Organizations that provide a variety of housing programs in Central Lancaster County such as Lancaster County Housing Authority, Lancaster City Housing Authority, Lancaster Housing Opportunities Partnership, Housing Development Corporation, Habitat for Humanity, and Community Action Program.

**James Street Improvement District** – A not-for-profit organization funded by corporate and institutional contributions, and grants from area foundations, which contracts with the Commonwealth of Pennsylvania to promote, plan, and advocate for a growing, diverse, urban community in Northwest Lancaster City.

**Keep Lancaster Beautiful (KLB)** – An affiliate of Keep America Beautiful focused primarily on litter prevention, beautification, and environmental education in Lancaster City.

**Lampeter Strasburg Recreation Commission** – A not-for-profit, intergovernmental organization that provides for affordable recreation opportunities for all community members. Provides services to West Lampeter Township, Strasburg Borough, and Strasburg Township.

**Lancaster Alliance** – A group of leaders from civic-minded major employers that focuses on areas such as housing, education, jobs, crime prevention, and economic development.

**Lancaster Bicycle Club** – A road-based recreational club for cyclists at all levels.

**Lancaster Chamber of Commerce and Industry (LCCI)** – A not-for-profit service organization made up of business and professional people working to improve the business environment in Lancaster County.

**Lancaster Community Safety Coalition (LCSC)** – A community-based, non-partisan, not-for-profit organization that works toward the goal of a safer Lancaster City.

**Lancaster County** – Lancaster County government, including the Lancaster County Commissioners and any departments that can assist in implementation of this plan, except for the Lancaster County Planning Commission and the Lancaster County Department of Parks and Recreation, which are listed separately.

**Lancaster County Citizens Bicycle & Pedestrian Advisory Council (BPAC)** – An advisory committee to the Metropolitan Planning



Organization regarding bicycle and pedestrian issues related to the County's transportation planning process.

**Lancaster County Coalition for Smart Growth** – A coalition of a cross-section of stakeholders interested in developing Smart Growth principles for Lancaster County related to agriculture, community planning, economic development, housing, human resources, and natural and cultural resources.

**Lancaster County Conservancy (LCC)** – A private, not-for-profit organization dedicated to protecting Lancaster County's diminishing supply of open land.

**Lancaster County Conservation District (LCCD)** – A subdivision of state government that works closely with County and local agencies and is responsible for conservation work within the county.

**Lancaster County Department of Parks and Recreation (LCDPR)** – A department of County government that provides recreational facilities and programs in six regional parks and two recreational trails.

**Lancaster County Economic Development Corporation (LCEDC)** – A not-for-profit organization formed in 1986, the LCEDC works to encourage, enhance and foster economic development. The LCEDC is engaged in the recruitment and retention of capital investment and jobs in Lancaster County.

**Lancaster County Housing and Redevelopment Authority** – An organization that acts on behalf of the Lancaster County Commissioners to carry out housing, homeless assistance, community planning, and economic development activities.

**Lancaster County Planning Commission (LCPC)** – The appointed members, staff, and advisory committees and task forces of the Lancaster County Planning Commission.

**Lancaster County Solid Waste Management Authority (LCSWMA)** – An authority appointed by the Lancaster County Commissioners to manage solid waste and recyclable materials in an environmentally safe, reliable, and efficient manner.

**Lancaster County Transportation Authority (LCTA)** – An authority appointed by the Lancaster County Commissioners to assist the Pennsylvania Department of Transportation and others in implementing highway projects in Lancaster County.

**Lancaster County Transportation Coordinating Committee (LCTCC)** – The officially designated Metropolitan Planning Organization (MPO) for Lancaster County.

**Lancaster Downtown Investment District Authority (DID)** – A nonprofit municipal authority dedicated to the continued economic vitality of downtown Lancaster.

**Lancaster Farmland Trust** – A private not-for-profit organization working to preserve farms in Lancaster County.

**Lancaster Hiking Club** – A club that organizes hikes and maintains the Conestoga Trail.

**Lancaster Housing Opportunity Partnership (LHOP)** – A public-private partnership that seeks to expand affordable housing opportunities in Lancaster County and help more families buy homes.

**Lancaster Inter-Municipal Committee (LIMC)** – A council of governments of 13 municipalities in Central Lancaster County that have joined together to cooperate on key local government activities.

**Lancaster Recreation Commission** – An intergovernmental, not-for-profit agency that provides year-round recreational programming.

**Lancaster-York Heritage Region** – An organization committed to identifying, preserving, and promoting the rich culture and heritage of York and Lancaster counties.

**Land Trusts** – Private, not-for profit organizations designed to preserve and protect landscapes through techniques such as conservation easements.

**Land Use Advisory Board (LUAB)** – An advisory board recommended by this plan to be convened by the Lancaster Inter-Municipal Committee to assist with implementing land use strategies.

**Libraries** – Public or private facilities that house books, periodicals, and other media materials for referencing or borrowing.

**Local Colleges** – Institutions of higher learning such as Franklin and Marshall College, Lancaster Bible College, Lancaster General College of Nursing and Health Sciences, Lancaster Theological Seminary, Millersville University of Pennsylvania, Pennsylvania College of Art and Design, and Stevens State School of Technology.

**Media** – Forms of mass communication including newspapers, television, radio, and billboards, among others.

**Metropolitan Planning Organization (MPO)** – The organization consisting of the Lancaster County Transportation Coordinating Committee and the Transportation Technical Advisory Committee that is responsible for planning, programming, and coordination of federal highway and transit investments in Lancaster County.

**Municipalities** – The city, boroughs, and townships that are members of the Lancaster Inter-Municipal Committee. Responsibilities for implementing the strategies of this plan may lie with the elected officials (mayor and council in Lancaster City and boroughs, commissioners in Manheim Township, and supervisors in other townships), planning commissioners, other appointed officials, or staff, depending on the action required.

**Norfolk Southern** – A freight railway company that operates in the eastern United States.

**Pennsylvania Advocates for Nutrition and Activity / Lancaster**

**Advocates for Nutrition and Activity (PANA/LANA)** – State and local organizations that work to promote policies and environments that support healthy eating and activity.

**Pennsylvania Department of Community and Economic**

**Development (DCED)** – A state agency that supports the growth and development of businesses and communities throughout Pennsylvania.

**Pennsylvania Department of Transportation (PennDOT)** – State agency responsible for the integration of programs and policies related to all modes of transportation.

**Pennsylvania Dutch Convention and Visitors Bureau (PDCVB)** – A not-for-profit corporation founded in 1958, with more than 550 members, dedicated to the promotion of tourism in the entire Lancaster County region.

**Pennsylvania Fish and Boat Commission (PFBC)** – An independent Pennsylvania agency that provides fishing and boating opportunities through the protection and management of aquatic resources.

**Pennsylvania Greenways** – Led by the Department of Conservation and Natural Resources, this program unites governments, citizens, and not-for-profits to promote a network of greenways throughout the state.

**Pennsylvania Legislature** – The General Assembly of Pennsylvania, consisting of the Senate and the House of Representatives. Two Senate districts and six House districts include parts of the Lancaster Inter-Municipal Committee area.

**Plain Sects** – Religious groups including Mennonites, Amish, and Brethren.

**Property Owner** – A holder or proprietor of land.

**Public** – The citizens and stakeholders of Central Lancaster County.

**Recreation Organizations** – Groups such as the Lancaster Recreation Commission, Hempfield Area Recreation Commission, Lampeter-Strasburg Recreation Commission, and Manheim Township Parks and Recreation Department.

**Red Rose Transit Authority (RRTA)** – A county authority that provides bus, countywide shared ride (paratransit), shuttle, and special transportation services.

**School Districts** – The six school districts that provide public education in the LIMC area: Conestoga Valley, Hempfield, Lampeter-Strasburg, Lancaster, Manheim Township, and Penn Manor.

**Sewer and Water Authorities** – Authorities serving the LIMC area, including Lancaster Area Sewer Authority (LASA), Suburban Lancaster Sewer Authority (SLSA), Municipal Authority of East

Hempfield, East Lampeter Sewer Authority, Lancaster Municipal Authority, and Manheim Township General Municipal Authority.

## 17. County and Municipal Source Information

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## 17. County and Municipal Source Information

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This appendix contains a list of all the reports and studies reviewed in preparation for *Growing Together*.

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- City Department of Economic and Community Development – “Zoning Ordinance,” City of Lancaster, Pennsylvania, March 1996.
- Community Planning Consultants – “Millersville Borough Comprehensive Plan,” November 2001.
- Comprehensive Plan Update Team – “Manheim Township Comprehensive Parks and Recreation Plan Update,” April 1998.
- David Miller Associates, Inc. – “The Revised Zoning Ordinance of East Lampeter Township,” October 2001.
- Department of Housing and Community Development – “A New Comprehensive Plan for the City of Lancaster,” Policy Plan, December 1993.
- East Hempfield Township, Lancaster County, PA – “Official Zoning Ordinance,” February 1998.
- East Petersburg Borough Planning Commission – “The Comprehensive Plan of the Borough of East Petersburg Pennsylvania,” December 1991.

- Engineers & Landscape Architects Group, Inc. – “Lancaster Inter-Municipal Committee Traffic Congestion Management Study,” July 1999.
- Gannett Fleming – “Lancaster County Bicycle and Pedestrian Transportation Plan,” September 2000.
- Gehringer-Roth Associates – “Comprehensive Recreation & Open Space Plan,” East Hempfield Township Lancaster County, PA, May 1994.
- Gehringer-Roth Associates – “Official Codified Zoning Ordinance, Amendments codified through No.160-2001,” West Lampeter Township, Lancaster County, PA, February 2001.
- Gehringer-Roth Associates – “Official Comprehensive Plan,” East Hempfield Township Lancaster County, PA, January 1994.
- Gehringer-Roth Associates – “Official Zoning Ordinance For East Petersburg Borough Lancaster County, PA,” February 1990.
- Gehringer-Roth Associates Recreation Planning Associates – “Comprehensive Recreation & Open Space Plan For Manor Township Lancaster County, PA,” June 1990.
- Hanover Engineering Associates, Inc. – “Manor Township Comprehensive Plan,” December 2002.
- Hanover Engineering Associates, Inc. – “Manor Township Zoning Ordinance,” May 2001.
- Lancaster Community Indicators Project – “Measure Up Lancaster,” Quality of Life Measures, Vol. 2, 2003.
- Lancaster Community Indicators Project – “Measure Up Lancaster,” Quality of Life Measures, 2001.
- Lancaster County Comprehensive Plan – “Long-Range Transportation Plan 2001-2025,” 2001.
- Lancaster County Planning Commission – “2003-2006 Transportation Improvement Program – Lancaster.”
- Lancaster County Planning Commission – “A Decade of Smart Growth Management,” Lancaster County Growth Tracking Report 1993-2003, June 2004.
- Lancaster County Planning Commission – “Lancaster County Bicycle and Pedestrian Transportation Plan Phase II,” April 2004.
- Lancaster County Planning Commission – “Lancaster County Comprehensive Plan,” 1995/96 Housing Plan, May 1995.
- Lancaster County Planning Commission – “Lancaster County Comprehensive Plan,” Growth Management Plan, October 1997.
- Lancaster County Planning Commission – “Lancaster County Growth Tracking Report 1994-2001,” November 2002.
- Lancaster County Planning Commission Staff – “Lancaster County 2004 Management Systems Report,” Congestion Management System, Intermodal Management System, 2004.



- Lancaster County Transportation Coordinating Committee – “Citizens’ Guide to Transportation Planning in Lancaster County,” April 2001.
- Lancaster Inter-Municipal Committee – “Conestoga Greenways,” A River Corridor Conservation Plan, Summary, 2002.
- Lancaster Inter-Municipal Committee – “Conestoga Greenways,” A River Corridor Conservation Plan, 1999.
- Lancaster Inter-Municipal Committee – “Greenways for Lancaster.”
- Lancaster Inter-Municipal Committee – “Map and Guide to Public Parks in Central Lancaster County 2000,” 2000.
- Lancaster Inter-Municipal Committee – “Regional Park and Open Space Plan,” Greenways Recreation, and Environmental Preservation in the Lancaster Inter-Municipal Committee Area, Summary, 1993.
- Lancaster Township Board of Supervisors – “Zoning Ordinance,” February 1999.
- Lancaster Township Planning Commission – “Lancaster Township Strategic Comprehensive Plan Update 2002-2007,” September 2002.
- Local Government Research Corporation – “Comprehensive Development Plan,” Mountville Borough Lancaster County, Pennsylvania, January 1994.
- Manheim Township Board of Commissioners – “Comprehensive Plan for Manheim Township Lancaster County, PA,” April 1995.
- McCormick, Taylor & Associates, Inc. – “Route 30 Corridor Improvement Study Needs Analysis,” U.S. Route 30 Corridor Improvement Study Lancaster County, Pennsylvania, April 2002.
- Millersville Borough Council and Planning Commission – “Borough of Millersville Zoning Ordinance,” September 2003.
- Mountville Borough Lancaster County, Pennsylvania – “Zoning Ordinance,” Amended through October 2001.
- Ortho-Rodgers & Associates, Inc. – “PA Route 501/PA Route 72 Transportation and Land Use Corridor Study,” Final Report, December 1996.
- PSC Engineers & Consultants, Inc. – “Manheim Township Zoning Ordinance,” 1989.
- Regional Steering Committee – “Conestoga Valley Region Strategic Comprehensive Plan,” Conestoga Community, 2003.
- Regional Steering Committee – “Conestoga Valley Region Strategic Comprehensive Plan Background Summaries Report,” 2003.
- Rettew Associates, Inc. – “Lancaster County Regional Open Space Plan,” August 1992.
- Rettew Associates, Inc. – “West Hempfield Township Zoning Ordinance,” 1988.
- STV Incorporated – “PA 23 Corridor Study,” PA23 Corridor Study Phase II Final Report, November 2001.

Toole Design Group – “Lancaster County Bicycle and Pedestrian Transportation Plan Phase II Draft Plan,” November 2003.

Traffic Planning and Design, Inc. – “PA Route 72 Needs Study,” Draft November 2002.

Transportation Task Force – “Report of the Transportation Task Force of the Lancaster Inter-Municipal Committee,” March 1998.

Urban Research and Development Corporation – “Parks and Recreation Plan Update,” City of Lancaster, April 1998.

Urban Research and Development Corporation – “Regional Park and Open Space Plan,” Lancaster Inter-Municipal Committee Area, 1993.

West Hempfield Township Comprehensive Plan Update Task Force – “2002 Comprehensive Plan Update,” February 2002.

West Lampeter Township Comprehensive Plan Advisory Committee – “West Lampeter Township Strategic Comprehensive Plan Update,” November 2003.

Wilbur Smith Associates – “Executive Summary Wilmington-Harrisburg Freight Study,” December 2002.