

# GROWING TOGETHER

A COMPREHENSIVE PLAN FOR CENTRAL LANCASTER COUNTY, PENNSYLVANIA

PLANNING THE FUTURE • PRESERVING THE PAST

## 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

RTA – 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

<b>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.</b>		
<b>Strategy</b>	<b>Implementers</b>	<b>Time Frame</b>
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