



# PLANNING **OUR** FUTURE **LANCASTER**

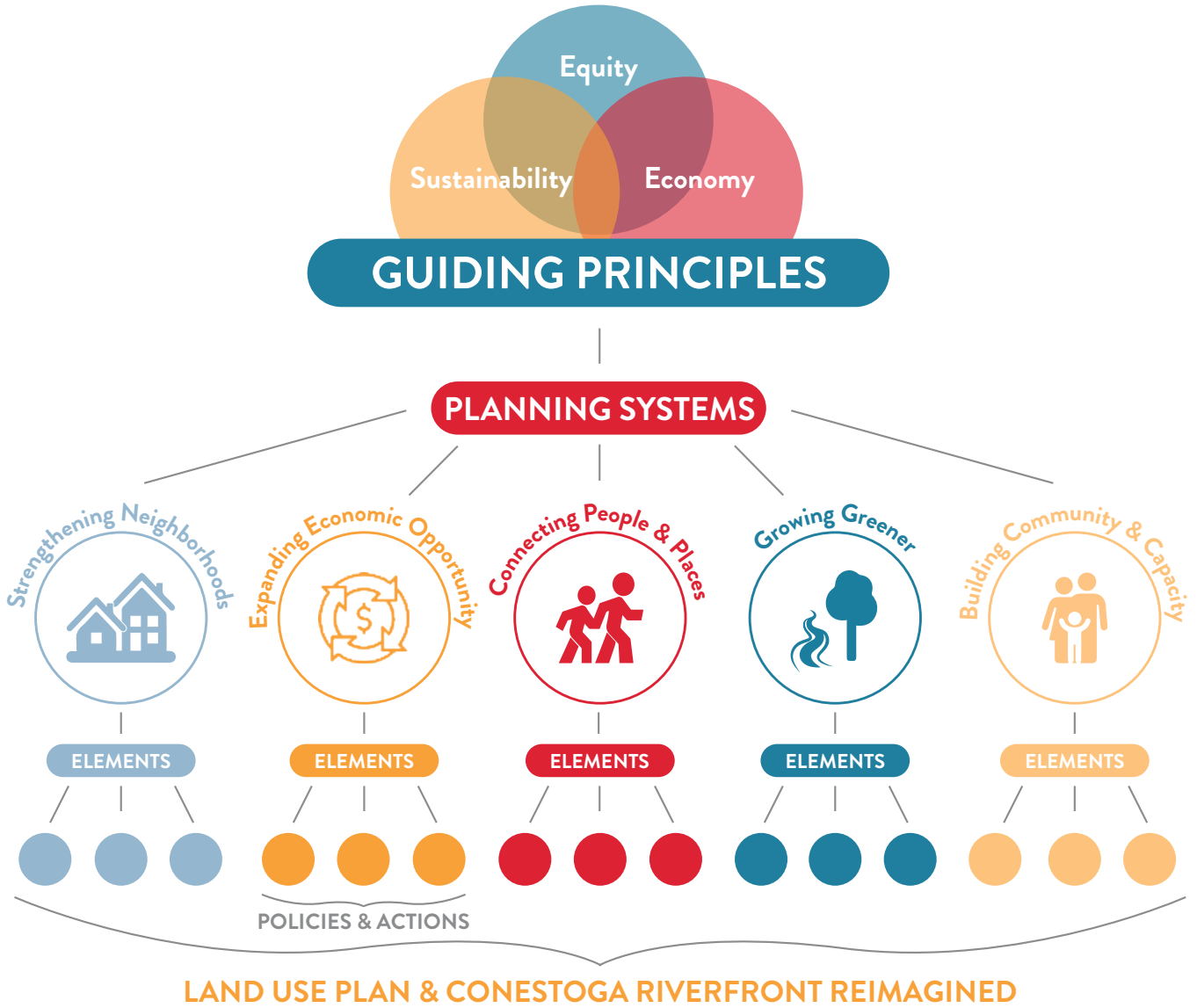
COMPREHENSIVE PLAN  
DRAFT POLICIES & MAPS



CITY OF  
LANCASTER

[OURFUTURELANCASTER.COM](http://OURFUTURELANCASTER.COM)

# COMPREHENSIVE PLAN OVERVIEW



## ABOUT THIS DOCUMENT

This booklet is a *draft* of the City of Lancaster’s new comprehensive plan. As with the rest of the comprehensive planning process, resident feedback is important as we develop the final plan. **Please visit [OurFutureLancaster.com](http://OurFutureLancaster.com) to give feedback on the plan!**

## TABLE OF CONTENTS

What is a Comprehensive Plan? .....	3
Community Engagement Summary.....	3
Citywide Planning Systems.....	4-29
Conestoga Riverfront Reimagined .....	30-41
Land Use Policy .....	42-51
Next Steps .....	Back Cover

## WHAT IS A COMPREHENSIVE PLAN?

A comprehensive plan is an important, required document that serves as a foundation for decision-making as it relates to future development. It usually includes a set of written policies as well as map designating future land use. The plan must be adopted by City Council.

Our comprehensive plan:

- Identifies what's important to our community.
- Creates a vision for our city's development over the next 20 years.
- Helps leaders make key decisions on the issues that affect resident's daily lives.



## COMMUNITY ENGAGEMENT SUMMARY

Community engagement is a critical component of the Comprehensive Planning process. Lancaster City is committed to hearing from all residents and stakeholders who wish to inform the creation of the plan.

### HOW WE ENGAGED RESIDENTS

**In Person:** Participated in community festivals and events; attended neighborhood meetings; hosted pop-up events in public spaces; held meetings for the public, stakeholders, and experts; partnered with F&M to hold a deliberative forum.

**Online:** Held virtual meetings; posted on several social media platforms; provided project information and conducted surveys via Engage Lancaster; and created a project website.

**By Phone:** Partnered with the Lancaster County Association of Realtors (LCAR) to conduct a random phone survey.

**Media:** Obtained media coverage from newspapers, online publications, TV, and radio.

### WHO DID WE ENGAGE

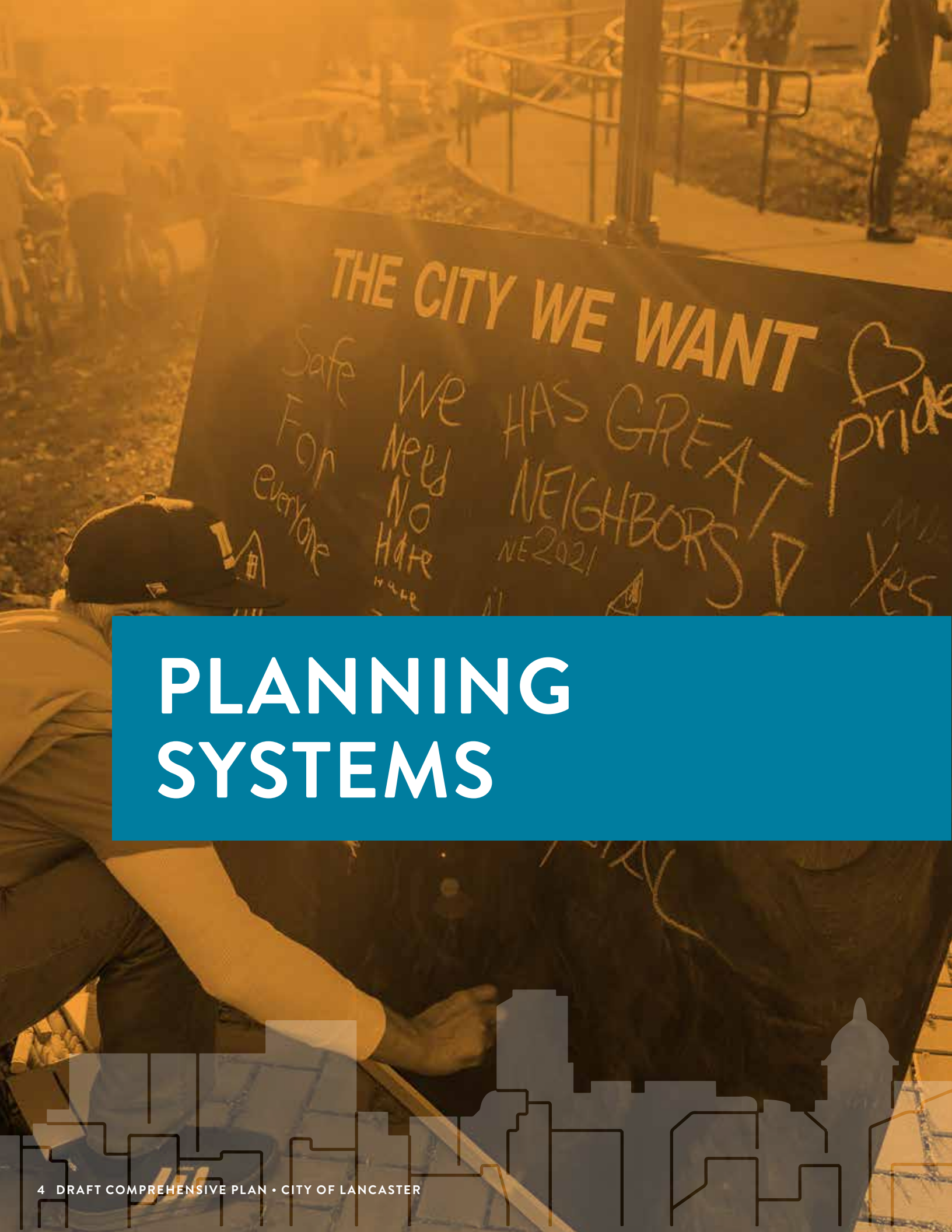
We had over 14,000 engagements throughout the planning process, including 3,950 at meetings/events, 990 survey responses, 2,610 website visitors, and 6,770 social media engagements.

### LANGUAGE ACCESS

Recognizing that about a third of City residents speak a language other than English at home, we translated or interpreted materials or conversations into Spanish, Swahili, Haitian Creole, Arabic, and Nepali.

### STAKEHOLDER ENGAGEMENT

We engaged or partnered with over 100 different organizations and stakeholder groups, including affinity/civic/community/faith/philanthropic organizations, development/housing/business/economic stakeholders, governments and agencies, health/education stakeholders, and neighborhood groups/



# PLANNING SYSTEMS

## Planning System 1

### STRENGTHENING NEIGHBORHOODS & HOUSING

A neighborhood is the unit by which city life is organized. Neighborhoods foster our sense of belonging, and help to create our collective identity. All of Lancaster's residents deserve the chance to succeed and thrive - not in spite of their surroundings, but because of them. We aim to create stable, supportive, and equitable neighborhoods across Lancaster City where all residents have the same access to social capital, safe housing, green spaces, economic opportunity, and essential public services.

## PLANNING SYSTEM 2

### EXPANDING ECONOMIC OPPORTUNITY

Economic Opportunity centers around the ability of current and future Lancaster City residents to earn incomes and build assets that allow them to live safe, healthy, fulfilling lives. This also means prioritizing those who have not historically enjoyed prosperity. Economic Opportunity includes strategies to grow the local economy and support business needs while also prioritizing the triple-bottom line: Economy, Equity and Environment. True prosperity does not come at the expense of people and the planet but because of their success.

## PLANNING SYSTEM 3

### CONNECTING PEOPLE AND PLACES

Connections - both physical and social - are the foundation of a strong community. They shape human experience and improve quality of life in tangible and intangible ways, allowing residents and visitors to access jobs, services, and educational needs, while also building a sense of community through formal and spontaneous opportunities for people of all ages, abilities, and backgrounds to interact in shared spaces.

## PLANNING SYSTEM 4

### GROWING GREEN

Green systems include natural resources, parks and open spaces, sustainable buildings and infrastructure systems, and efforts to address climate change. Together, these elements work in concert to limit greenhouse gas emissions, reduce waste, and otherwise improve urban sustainability. Green systems are essential to urban sustainability and quality of life, providing many environmental, economic, health and social benefits for residents.

## PLANNING SYSTEM 5

### BUILDING COMMUNITY & CAPACITY

A neighborhood is not based solely on its physical features; a community is a collection of individuals with diverse characteristics that share experiences, create common ties, and engage in joint actions to ensure their collective prosperity. They ultimately shape the physical environment, and are shaped by the physical environment. High quality community health, safety, and welfare are cornerstones that must be provided so that residents can take greater control of their lives and guide City decisions through civic leadership.

## ELEMENT SNH-1 CREATING HOUSING CHOICES

### Policy SNH – 1.1: Housing Production

Encourage and welcome housing production in Lancaster City. Minimize regulatory barriers such as lengthy approval processes, exclusive zoning, minimum habitable floor areas, and restrictive parking requirements. Allow and incentivize a variety of different housing types throughout the city, particularly multi-family dwelling types.

#### **Action SNH – 1.1A: Housing Strategy Implementation and Targets**

*Implement the City's Interim Housing Strategy. Using the Strategy's main program tools, continue to fulfill the Produce, Protect, Acquire, Innovate, and Sustain goals and track progress against stated five-year targets.*

### Policy SNH – 1.2: Housing Preservation

Partner with Lancaster City Housing Authority and other relevant agencies and organizations to maintain and upgrade housing units that contribute to a sound supply of subsidized and naturally occurring affordable homes for City residents. This may include the exploration of new financial models to achieve economic feasibility for property managers and developers, including voucher match programs.

### Policy SNH – 1.3: Housing Affordability

Prioritize the production and preservation of affordable housing, including projects that mix affordable and market-rate housing units. Analyze development regulations including zoning, SALDO, and the Official Map to identify ways to promote affordable housing. Expand affordable housing options where few exist, particularly in the northern half of the city.

#### **Action SNH – 1.3A: Funding Sources**

*Continue to use federal funds such as HOME and CDBG to subsidize affordable housing. Tap into additional revenue sources to support housing affordability, such as Tax Increment Financing (TIF) and PHARE.*

#### **Action SNH – 3.B: Housing Partnerships**

*Partner with landowners or large sites and/or multiple properties to identify opportunities for future affordable housing development and construct affordable housing where feasible.*

### Policy SNH – 1.4: Housing Quality and Safety

Proactively protect residential properties and structures through inspections and property maintenance actions. Promote and support programs that improve the quality of both renter- and owner-occupied housing, such as Lead Remediation, Healthy Homes, and the Critical Repair Grants and Loans. Expand support to address other habitability issues such as accessibility, energy efficiency, radon, security and entryways, and pest control. (See also Policies BCC-1.5 and 1.6)

### Policy SNH – 1.5: Homelessness

Support the expansion and management of human and homeless services to ensure equitable access for all individuals and families at risk of or experiencing homelessness. Collaborate with the Lancaster County Homelessness Coalition (LCHC), Lancaster County Housing and Redevelopment Authority, and other community partners to provide adequate shelter space, transitional and independent living facilities, and wrap-around essential services.

**Action SNH – 1.5A: Homeless Shelter Capacity**

Partner with the Homelessness Coalition and appropriate County agencies to expand the number of low-barrier, emergency shelter beds available to persons experiencing homelessness. Establish a supportive services center that can serve as a hub for emergency needs and transitional housing.

**Action SNH – 1.5B: Regulation of Extremely Low-Income Housing**

Revisit zoning definitions and approval processes for housing serving extremely low-income persons, including day or night emergency shelters, transitional and supportive housing, residential care facilities, and group homes.

**Policy SNH – 1.6: Housing Inclusion and Innovation**

Embrace novel and inclusive forms of housing to meet the diverse needs of all residents. Enable housing innovation such as home sharing, co-housing, accessory dwelling units, tiny homes, micro apartments, and multi-generational housing. Encourage the integration of accessible or visitable design elements in housing to better meet the needs of older adults and persons with disabilities.

**Action SNH – 1.6A: Accessory Dwelling Units (ADUs)**

Create a clear approval pathway for property owners looking to add an accessory dwelling unit. Reduce regulatory barriers to creating ADUs, such as rear yard setbacks, parking, and exclusionary zoning. Promote multilingual educational resources that clarify the ADU approval process and support ADU development.

**Policy SNH – 1.7: Energy-Efficient Rehabilitation**

Improve the energy efficiency of the existing housing stock to address climate change and reduce utility costs. Incorporate weatherization and green energy improvements into home rehab/repair programs, such as Healthy Homes, Critical Repair, or Redevelopment Authority (RACL) and Land Bank projects. Educate residents and support access to rebates or tax credits for energy star products, renewable energy use, and energy efficiency improvements.

**Policy SNH – 1.8: Housing Security**

Enable residents to stay in their current homes and neighborhoods. Support existing low-income homeowners through loans and grants for home improvements, especially for conditions that may result in condemnation or displacement.

**Action SNH -- 1.8A: Home Repair Programs**

Further develop the menu of options for renters and homeowners to protect and preserve the City's aging housing stock through partnerships with other public or private sector funders. The intent is to bolster or complement the City's successful Critical Repair and Lead Remediation programs to reach more homes more quickly and expand the impact on housing quality and safety.

**Policy SNH – 1.9: Home Ownership**

Expand homeownership among low- and moderate-income households to grow generational wealth and reduce the threat of displacement. Support programming to acquire occupied rental units for rehabilitation and sale to tenants.

**Action SNH – 1.9A: First Time Home Buyer Program**

Continue the First-Time Home Buyer Program, which helps eligible lower-income residents become homeowners and seek resources to serve more eligible households, particularly in the southern quadrants of the city.

## ELEMENT SNH-2 PRESERVING OUR LEGACY

### Policy SNH – 2.1: Preservation in City Processes

Integrate historic preservation guidance and enforcement in the planning, building, zoning, and development review process. Reduce demolition by neglect through increased education, citations, and preservation incentives.

#### *Action SNH – 2.1A: Integration of Historic Preservation and Development Review*

*Identify and address common sources of conflict between zoning, SALDO and historic district requirements. Include preservation staff on inspection sign-offs with significant HARB or Historical Commission requirements or conditions.*

### Policy SNH – 2.2: Historic and Cultural Education & Tourism

Bolster historic and cultural tourism as an economic development tool. Strengthen public understanding of Lancaster’s diverse cultures, architecture, and history through interpretive signs and plaques, walking/biking tours, special events, and partnerships with allied organizations.

### Policy SNH – 2.3: Inclusive Preservation

Ensure that preservation efforts are culturally inclusive and recognize the contributions of all communities to the city’s history and development. Elevate destinations associated with historically marginalized communities and those located in areas outside of the downtown.

### Policy SNH – 2.4: Restoration Trades

Support job growth in building restoration trades so that these resources become more available and accessible to all communities within the city. Support and partner with organizations providing education, training, and apprenticeship programs in historic building restoration and related fields.

### Policy SNH – 2.5: Preservation & Reuse of Historic Building Materials

Recognize the sustainability benefits of reusing and recycling existing building materials, including reduced landfill waste, lower carbon emissions, and less raw material consumption. Support deconstruction as an alternative to demolition through incentives, partnerships, and training, including safety measures for handling hazardous building materials.

### Policy SNH – 2.6: Equitable Resources for Preservation and Maintenance

Support property owner efforts to preserve the integrity of their buildings when upgrading to meet current codes and standards. Assist low and moderate-income home or business owners in complying with property maintenance standards in ways that support historic preservation goals.

#### *Action SNH – 2.6A: Historic Preservation Fund*

*Establish a historic preservation and property maintenance fund to assist low-income homeowners in complying with related requirements or citations. Explore methods of sustaining the fund, such as grant funding, private philanthropy, and dedicated revenue through code compliance or demolition by neglect revenue.*

### Policy SNH – 2.7: Adaptive Reuse of Historic Buildings

Require and incentivize the reuse, conversion, and rehabilitation of historic buildings in a manner that is compatible with future land uses and surrounding neighborhoods. Promoting adaptive reuse should be at the heart of the City’s approach to redevelopment.

**Action SNH – 2.7A: Aligning Local Regulations**

Identify, study, and address common sources of disparity between zoning, SALDO, building codes, and historic district requirements. Adjust or develop new review processes to deal with interrelated urban design and historic character issues, such as height, massing, and fenestration, and to incentivize preservation and adaptive reuse.

**Policy SNH – 2.8: Architectural Standards for New Development**

Promote development guidelines and codes that encourage compatibility with surrounding historic development patterns and architecture. Guidelines and codes also should ensure that modifications to historic properties are visually compatible with the property’s contributing features and flexible where appropriate.

**Policy SNH - 2.9: Historic Resource Inventories**

Maintain and periodically update inventories of local historic resources, using methods and definitions that are consistent with state and federal criteria. Historic resources may include sites associated with important historic events or people, archaeological resources, and landscape elements, in addition to older buildings.

**Action SNH-2.9A: Historic District Evaluation**

Research and identify neighborhoods that may meet the qualifications for inclusion in the city’s Heritage Conservation District and/or the National Register District and pursue the expansion of those districts accordingly. Submit proposals in accordance with state and federal guidelines for approval and adopt local ordinance revisions as needed.

**ELEMENT SNH-3  
TARGETING INVESTMENT AND REVITALIZATION**

**Policy SNH – 3.1: Priority Commercial Hubs and Corridors**

Create thriving commercial hubs and corridors that provide a sense of identity, convenient locations for goods and services, and gathering places for surrounding neighborhoods. Strategically focus investment and revitalization in these areas in a way that reinforces the City’s economic development strategies (see Element EEO-2) and implements the street typology and future land uses in the Comprehensive Plan.

**Action SN-3.1A: Hub and Corridor Map**

Develop and maintain a map of priority commercial hubs and corridors used for land use, transportation, and economic development planning with Lancaster City Alliance and other partners.

**Policy SNH – 3.2: Neighborhood Service Initiatives**

Focus City service intervention and partner organization resources on blocks and neighborhoods with the most critical and urgent needs. Continue to update and refine data-driven methods for identifying priority areas for housing, streetscape, safety, green space, and infrastructure improvements, such as the Block Strength Indicator (BSI).

**Policy SNH – 3.3: Vacant and Blighted Properties**

Support the rehabilitation of vacant and blighted properties in ways that retain their affordability and benefit the community. Such properties should be moved promptly and fairly through the reinvestment process by connecting property owners with services and resources. Acquisition should be used as a last resort.

**Action SNH – 3.3A: Properties with Promise Revitalization Guide**

Complete *Properties with Promise: A Working Revitalization Strategy for Eliminating and Preventing Blight* to guide the work of the Property Reinvestment Board, Redevelopment Authority, and Land Bank Authority, which work together to put vacant and condemned properties into full productive use.

**Policy SNH – 3.4: Investment Sites**

Proactively conduct community visioning, charettes, and small area planning around key investment sites that are likely to be redeveloped within the next 5-10 years. Ensure that zoning, SALDO, and related regulations enable and reflect community vision.

**Policy SNH – 3.5: At-Risk Institutional Properties**

Preserve and maintain iconic institutional buildings, including those that may be at risk of vacancy, deterioration, underuse, or disposition. Collaborate with owners and potential development partners to develop strategies for acquisition, shared use, maintenance, energy efficiency, or adaptive reuse with a focus on continued local stewardship and community benefit.

## ELEMENT SNH-4

### ENRICHING NEIGHBORHOOD CHARACTER AND IDENTITY

**Policy SNH – 4.1: Neighborhood Businesses and Services**

Expand the availability and variety of neighborhood-scale goods and services. Encourage the retention of existing commercial storefronts for small businesses and neighborhood-serving uses.

**Action SNH – 4.1A: Zoning for Neighborhood Business**

*Revise zoning regulations and development review procedures as needed to support the goal of having convenient neighborhood-serving businesses in all parts of the city. This may include additional limits or prohibitions on ground floor residential uses in areas where commercial uses are desired.*

**Policy SNH – 4.2: Neighborhood Identity**

Foster a strong sense of neighborhood identity by sustaining anchor institutions such as schools and community centers, maintaining quality parks and public spaces, and enhancing neighborhood gateways and memorable features.

**Policy SNH – 4.3: Design Compatibility**

Encourage architectural and landscape design that respects local context and natural features, is compatible in scale with surrounding development, and contributes to the character of existing neighborhoods. Development regulations should recognize the qualities that contribute to neighborhood livability while balancing the need for more density and greater economic vitality.

**Policy SNH – 4.4: Property Maintenance**

Support the maintenance of private buildings and yards by residents and businesses. Maintain code enforcement and nuisance abatement programs that maintain the visual quality of neighborhoods and sustain continued property investment.

**Policy SN – 4.5: Lighting**

Ensure that pedestrian and vehicular ways are well-lit for safety and security, while maintaining visibility of the night sky to the greatest extent possible. Prioritize neighborhoods with limited existing lighting and those that tend to experience higher crime rates. Eliminate nuisance lighting and expand the use of energy efficient and smart lighting technology.

**Action SN – 4.5A: Lighting Study & Standards**

*Develop an integrated lighting plan / design standards for the city. Identify appropriate lighting treatments according to street types, land uses, and urban context. The plan should support public safety, bike and pedestrian planning, Dark-Sky standards, energy efficiency, and safety and security goals, and incorporate emerging technologies.*

### ELEMENT EEO-1 ECONOMIC MOBILITY

#### Policy EEO – 1.1: Raising Household Income

Raise household incomes in the city, especially among disadvantaged groups and lower-income households. Ensure that workforce and economic development programs are responsive to the needs of local families, including transportation, childcare, education, and training. Prioritize job readiness programs and essential / life skills courses.

##### **Action EEO – 1A: Economic Needs Surveys**

*Conduct surveys and other data collection efforts at regular intervals to hear directly from residents what their most pressing needs are related to employment. Analyze and share data amongst Economic and Workforce Development partners to guide the delivery of services and meet the top needs of residents.*

#### Policy EEO – 1.2: Childcare Resources

Provide high-quality, affordable before and after school care and summer programs as a way to support working parents. Prioritize children of employed single heads of households to facilitate secure household incomes and a stronger workforce.

##### **Action EEO – 1.2A: Childcare Study**

*Work with the School District of Lancaster, Lancaster Recreation Commission, and nonprofit partners to evaluate the supply and demand of current childcare resources, and make recommendations to fill gaps where they may exist.*

#### Policy EEO – 1.3: Promotion of Residents to Employers

Connect Lancaster residents to local employers, especially employers within the city limits. Local residents should be positioned as the best candidates to fill jobs in the city. Job matching programs should prioritize residents who may face barriers to employment, including non-native English speakers, refugees and immigrants, youth, persons with disabilities, and single parents.

##### **Action EEO – 1.3A: Job Board**

*Launch a City Job Board to post employment opportunities, with a focus on jobs in the city. Ensure residents are aware of the Job Board and other resources through regular communications and advertisements.*

#### Policy EEO – 1.4: Meeting Employer Workforce Needs

Reinforce employment and training programs led by organizations such as Workforce Development Board, Thaddeus Stevens, and Tec Centro, which respond to business trends and create the skills and abilities needed by local businesses. Work with local employers to identify their needs. Collaborate with educational institutions to meet these needs and prepare residents for jobs in the local economy.

##### **Action EEO – 1.4A: Workforce Development Analysis**

*Evaluate the efficacy of existing workforce development programs for city residents by tracking data on services delivered and outcomes achieved and comparing against best practices. Invest in workforce development initiatives that benefit residents and employers, increase the tax base, and strengthen neighborhood fabric.*

**Action EEO – 1.4B: Employer Hiring Network**

*Establish an Employer Hiring Network comprised of aligned employers, including the City of Lancaster, to recruit city residents into family-sustaining employment. Connect these employers with workforce development organizations so that education programs are responsive to needs and opportunities.*

**Policy EEO – 1.5: Workforce Collective Impact**

Improve coordination among workforce development, education, human services and business to reduce barriers, leverage resources, and increase collective impacts. Identify emerging trends and technologies so that residents have the skills to succeed as the economy changes.

**Policy EEO – 1.6: Education and Employment Linkage**

Link local education and employment, as educational attainment can be a critical driver of long-term income, job, and population growth for a given area. The level of educational attainment in Lancaster City is lower than that in the county and suggests living wage employment opportunities for many city residents will come from industries such as manufacturing and construction. The city should vigorously support education and training programs among its partners to enable family-sustaining local jobs.

**Policy EEO – 1.7: Public School Partnerships**

Deepen the relationship between the City and the School District of Lancaster, including understanding graduate and job trends, connecting students with City jobs and other prospective employers, matching businesses with schools, and nurturing local talent.

**Policy EEO - 1.8: Vulnerable Populations**

Expand employment resources and support for vulnerable populations in Lancaster city, including persons exiting the criminal justice system and persons with mental health needs. Support employment for formerly incarcerated persons to reduce recidivism among this population. (see also Policy BCC-2.4)

**Policy EEO – 1.9: Nontraditional Income**

Promote opportunities for residents to expand their earning potential through non-traditional, part-time, informal, and creative economy pursuits. Examples include expansion of Accessory Dwelling Units (generating income through rent), home-based businesses, freelancing, technology entrepreneurship, and job-sharing.

## ELEMENT EEO-2 ENCOURAGING AND DIRECTING GROWTH

**Policy EEO – 2.1: Geography of Economic Development**

Prioritize economic growth and revitalization activities in the areas designated in the Comprehensive Plan Economic Development Policy Map. Prepare Small Area Plans where necessary to direct investment, guide land development, and maximize community and economic benefit.

**Action EEO – 2.1A: Building on Strength Recalibration**

*Update the city's Economic Development Plan, titled Building on Strength. Use the Comprehensive Plan's general Economic Development Policy Map to organize strategies and initiatives. Integrate and further detail (as needed) place-based policies for the mixed-use, commercial Corridors and Hubs.*

**Action EEO – 2.1B: Redevelopment Area Plan Update**

*Update the city's Redevelopment Area Plan, which guides the work of the Redevelopment Authority of the City of Lan-*

caster (RACL). The Redevelopment Plan establishes broad topical goals and geographic areas for RACL activities, as well as identifying key sites or land parcels for acquisition that may catalyze revitalization and economic growth.

### **Policy EEO – 2.2: Economic Development Toolbox**

Maintain effective economic development tools including Local Economic Revitalization Tax Assistance (LERTA), the City Revitalization Improvement Zone (CRIZ), and Tax Increment Financing (TIF) as ways to grow commercial and mixed-use business in the city and incentivize physical improvements where there may otherwise be barriers. Adapt, improve, and add to the toolbox as feasible, coordinating with the County and/or State as needed to achieve the desired results.

### **Policy EEO – 2.3: Small Business Grants and Loans**

Encourage and support economic development partner organizations such as Lancaster City Alliance, ASSETS, Lancaster Economic Development Company, and Community First Fund to develop and expand grant and loan programs for small businesses seeking capital to start, improve, or expand. Emphasize opportunities for disadvantaged businesses and businesses owned by women and persons of color.

#### **Action EEO – 2.3A: Housing Impact Fund**

*Create a revolving loan and/or grant fund(s) to help close financing gaps for land development projects that will produce new housing in the City, including affordable and workforce housing. This fund is intended to address the high demand for housing and limited supply, which is an impediment to economic growth.*

### **Policy EEO – 2.4: Infrastructure and Economic Development**

Where feasible, utilize public infrastructure investments and site clean-up or preparation to overcome economic and/or environmental barriers and enable redevelopment. Partner with land developers wishing to activate priority areas or sites (designated in the Comprehensive Plan or related planning documents) to identify and apply appropriate funding sources and tools.

### **Policy EEO – 2.5: Broadband Access**

Establish and maintain broadband internet access for all households and businesses within the City of Lancaster. Achieving this standard helps to provide equitable access to information, reduce transportation costs, and support economic development and job growth.

### **Policy EEO – 2.6: Light Industry and Innovation**

Use land designated as “Light Industry and Innovation” on the Future Land Use Map to augment the number and diversity of jobs in the city and increase tax revenues. These lands can advance existing job sectors in Lancaster while providing space for emerging job sectors.

#### **Action EEO – 2.6A: Commercial and Industrial Lands Study**

*Conduct a citywide commercial and industrial lands study, with a focus on areas north of the train tracks, to assess the viability of these areas for current and future users. Develop land use and economic development strategies for key sites to attract investment, create jobs and revenue, and provide amenities for Lancaster city residents.*

### **Policy EEO – 2.7: Education and Health Care Sectors**

Recognize the role of education and health care as core industries and economic drivers. Collectively, these sectors represent 40 percent of the city’s jobs, and their retention is critical to Lancaster’s economic health. Maintain a favorable business climate that allows these industries to adapt, expand, and thrive.

# ELEMENT EEO-3

## BOOSTING LOCAL ECONOMY AND ENTREPRENEURS

### Policy EEO – 3.1: City Brand and Marketing

Refine and promote the City’s brand so it remains fresh, identifiable, and compelling both locally and in the mid-Atlantic region. Build on the fact that Lancaster is seen as a wholesome, unique, and beautiful place. Ensure that the City’s unique attributes are reflected in an expanded brand that includes recreation, tourism, cultural diversity, and independent entrepreneurs.

### Policy EEO – 3.2: Promoting Local Shopping

Encourage local purchasing of goods and services by residents, workers, businesses, and visitors in order to support Lancaster city businesses, generate revenue, and cycle dollars back into the economy. Support initiatives such as “Downtown Dollars” that promote patronage of local businesses by residents and visitors.

### Policy EEO – 3.3: Leadership in the Impact Economy

Invest in the “impact economy” (see sidebar) and businesses, products, and services that differentiate Lancaster city as a special place and market. Grow BIPOC-owned businesses to build an economy that reflects the makeup of the community. Incentivize organizations to shift purchasing toward local, BIPOC-owned, women-owned, and “B Corp” businesses.

### Policy EEO – 3.4: Economic Partnerships at Neighborhood and Community Scale

Foster relationships with community development organizations including ASSETS, Community Action Partnership (CAP), Spanish American Civic Association (SACA), SoWe, YWCA, Tenfold, and members of the Lancaster Equity coalition to ensure that economic development is thoughtful, intentional, and beneficial at the neighborhood level, throughout the city.

### Policy EEO 3.5 – Local Business Information

Disseminate information to local businesses on topics such as training, lending, contracting/ procurement, facade improvement, business development, networking, and real estate resources. Assist displaced businesses in finding new office or retail locations that can contribute to commercial success and effectively serve consumers.

#### **Action EEO – 3.5A: Business Registry**

*Promote local businesses widely by establishing an improved City Business Registry.*

### Policy EEO – 3.6: Hospitality Sector

Recognize and support tourism and hospitality as a significant contributor to Lancaster’s economy. Ensure that tourism initiatives are authentic and culturally inclusive. Promote activities that celebrate Lancaster’s history, outdoor environment, and scenic resources, including the Conestoga River.

#### **Action EEO – 3.6A: Tourism Master Plan**

*Complete a Tourism Master Plan and expand partnerships with Discover Lancaster to expand local, regional, and Mid-Atlantic tourism in Lancaster city. Key aspects of the plan may include making physical design improvements to the City’s Welcome Center; upgrading guest services and resources; continuing to invest in placemaking, including public art and public spaces; and promoting the history of racial equity in Lancaster, including the emerging Thaddeus Stevens and Linda Hamilton Center for History and Democracy.*

**Policy EEO – 3.7: Production Economy**

Celebrate and grow Lancaster’s production economy of locally grown and produced food, beverages, art, crafts, clothing, and more. Support maker spaces and non-traditional retail spaces to innovate, create, and sell local products. Local marketing campaigns and targeted events should bolster local makers and producers.

**Policy EEO – 3.8: Local Attractions**

Invest in cultural arts, sports, convention, and entertainment venues to create amenities for residents and draw regional consumers. Encourage venues to work collaboratively in scheduling, marketing, and offerings.

## SYSTEM 3: CONNECTING PEOPLE AND PLACES (CPP)

### ELEMENT CPP-1 EXPANDING MOBILITY OPTIONS AND ACCESS

**Policy CPP – 1.1: Active Transportation**

Prioritize projects that advance walking, bicycling, transit, and other “active” modes of transportation. Foster mobility innovations that make transportation healthier, safer, more affordable, and more sustainable.

**Action CPP-1.1A: Active Transportation Plan**

*Implement the recommendations of the City’s Active Transportation Plan, adopted by City Council.*

**Policy CPP – 1.2: Bicycle Infrastructure**

Proactively invest in the City’s bicycle infrastructure and establish specific performance goals for installing new bike lanes, trails, and other facilities. Design and install bicycle amenities that can serve a wide range of users, including children and older individuals.

**Policy CPP – 1.3: Micro Mobility Systems**

Increase the availability of micro-mobility systems that allow people to move around the city quickly and conveniently, such as bike share, car share, and on-demand transit services. Accommodate short trips without dependence on abundant parking and personal cars.

**Policy CPP – 1.4: Transit Service Quality**

Partner with Red Rose Transit Authority (RRTA) to identify practical changes in bus routing, frequency, and reliability in order to meet the needs of current and future customers. Support RRTA in the development and implementation of its Transit Development Plan, which will determine ways to improve the quality of public transportation services and maintain and attract riders.

**Policy CPP – 1.5: Transit Circulation Around the City**

Collaborate with RRTA to improve the ability of residents and visitors to conveniently travel from one neighborhood to another and between destinations in the Downtown. Improve service for the local trips that support daily economic activities and tourism, above and beyond the traditional, regional “hub and spoke” system that emphasizes longer trips. Strive for greater equity in the routing, frequency, and affordability of transit service.

**Action CPP – 1.5A: Micro Transit Pilot**

*Undertake a pilot program to test micro transit service in the city in order to improve the efficiency and experience of City residents trying to access employment, health care, and education. Obtain federal and other grant funding in partnership with RRTA to enact the pilot, offering on-demand services within defined geographic areas, including low to moderate income neighborhoods.*

**Policy CPP – 1.6: Mobility Hubs and Intermodal Connections**

Establish mobility hubs at key locations within the city where people can transfer from one transportation mode to another. Develop the Lancaster Train Station area and RRTA Center to better facilitate seamless connections between trains, buses, cars, bicycles, and other relevant modes. Identify smaller hubs in each quadrant that can enrich the intermodal network and facilitate travel.

**Policy CPP – 1.7: Transportation Services Information and Marketing**

Work with appropriate partners to better educate community members about public transportation options. Promote the use of those options to reduce traffic congestion and parking demand and facilitate access to employment and other important destinations. Part of this effort may include multi-lingual outreach to refugee and immigrant populations and user-friendly tools to overcome barriers and negative perceptions of transit services.

**Policy CPP – 1.8: Reducing Vehicle Miles Traveled (VMT)**

Reduce Vehicle Miles Traveled (VMT) as a strategy for curbing greenhouse gas emissions and traffic congestion. Facilitate shorter trip lengths and fewer overall vehicle trips by locating housing, services, and employment in proximity to each other; encouraging carpooling and other transportation demand management measures; accommodating telecommuting; and maintaining walkable streets and neighborhoods.

**Policy CPP – 1.9: Transportation and Land Use Coordination**

Make significant land development decisions and transportation investments in concert to ensure they mutually support one another. Encourage transit-supportive development densities and a mix of land uses at major transportation assets like the Lancaster Train Station. Steer transportation capital funds towards priority development corridors and hubs identified in the Comprehensive Plan and Small Area Plans.

**Policy CPP – 1.10: Metropolitan Planning**

Better coordinate local and regional transportation planning through the metropolitan planning organization (MPO) process to ensure that major City capital needs are reflected in the Transportation Improvement Plan, which contains the long-range investments for the region. Metropolitan areas that align cross-boundary decisions on transportation infrastructure are the most successful in leveraging state and federal transportation funds and creating positive impacts on the regional economy.

## ELEMENT CPP-2

### ENHANCING SYSTEM SAFETY AND EFFICIENCY

**Policy CPP – 2.1: Roadway Maintenance and Operations**

Maintain roads and other infrastructure in public rights-of-way in good condition. Apply sound asset management practices, such as condition assessments, pavement indexes, and coordination with land developers and utility companies to prioritize capital improvements. Utilize sound financial planning to maximize repairs and upgrades relative to available City revenues.

**Action CPP – 2.1B: Alley Study and Plan**

Evaluate existing alleys throughout the city and develop a strategy for their long-term ownership, design, and maintenance. Maximize these assets for city-wide planning goals around transportation, stormwater, public safety, housing, and more. Future designs should maximize low-impact development strategies and benefits to adjacent properties.

**Policy CPP – 2.2: Sidewalks**

Ensure that safe, good-quality sidewalks are present on at least one side of every street and preferably on both sides. Because sidewalks are the legal responsibility of adjacent property owners, the City should work with property owners to facilitate needed repairs.

**Action CP – 2.2A: Sidewalk Repair Assistance**

Develop a program or programs to assist low- to moderate-income property owners with sidewalk repairs. Build on and refine program(s) according to lessons learned.

**Policy CPP – 2.3: Traffic Safety**

Focus road design and operational improvements on high-collision intersections and roadway segments, and on areas with vulnerable populations including children, seniors and persons with disabilities.

**Action CPP – 2.3A: Vision Zero Plan**

Implement the recommendations in the City's Vision Zero Plan, and eliminate traffic fatalities and serious injuries over the next 20 years.

**Action CPP - 2.3B: Traffic Calming**

Create and implement a City Traffic Calming Policy. The objective of traffic calming is to improve the livability of neighborhoods while maintaining a safe and efficient arterial street system. The Policy should include strategies to slow down neighborhood traffic and to reduce hazards and speeding on arterials.

**Action CPP – 2.3.C: Two-way Roadway Conversions**

Analyze the conversion of select roads from one-way to two-way operations, with the intent of calming traffic and improving the safety, comfort, and vitality of those corridors. The City has experienced success with two-way conversions on Mulberry and Charlotte Streets. Other conversions may prove beneficial on streets such as Duke, Lime, Orange, Church, and Willow Street Pike. Safety and access advantages must be weighed against the impacts on mobility and network operations.

**Policy CPP – 2.4: Congestion Management**

Periodically evaluate traffic levels of service and travel times to understand changing travel patterns and delays. The city experiences very little congestion during most times of day, with the exception of short peak periods during the morning and evening. This condition may change as local and regional growth continue.

**Policy CPP – 2.5: Truck Routing**

Minimize the impact of trucks and other heavy vehicles on the quality of life within the city. Coordinate with the PA Department of Transportation to route through-truck traffic around the Downtown and city neighborhoods where possible. Assign and enforce designated truck routes for delivery of goods to appropriate locations within the city and utilize roadway design to control speed and noise.

**Policy CPP – 2.6: Parking**

Develop parking standards that respond to land use and transportation conditions. Reduce or eliminate Downtown parking requirements and develop reduced requirements for mixed use districts where alternatives to driving (such as transit) are available. In residential areas, explore strategies to use existing parking resources more efficiently and increase the supply of shared parking.

**Action CPP-2.6A: Parking Management Strategies**

*Explore and implement a range of parking management strategies such as amending the residential parking permit program, incentivizing fewer vehicles per household, facilitating shared parking (such as church or business parking lots during off hours), and promoting rear parking pad installations.*

**Policy CPP – 2.7: Electric Vehicles and Supporting Infrastructure**

Promote the expansion of private and public electric vehicles through the provision of supporting infrastructure. Install electric vehicle charging stations in public parking garages and encourage the requisite infrastructure in private developments and parking facilities. Make changes to Building and Zoning codes as needed.

**Policy CPP – 2.8: Transportation Innovation**

Monitor and manage the effects of changing transportation technology on mobility, including the need for design changes to roads and traffic control systems. This includes the impacts of autonomous vehicles and connected vehicle technology, as well as the ongoing impacts of Transportation Network Companies (TNCs), which provide prearranged transportation services using an online application or platform to connect drivers using their personal vehicles with passengers, such as Uber and Lyft.

## ELEMENT CPP-3 CREATING VIBRANT PUBLIC SPACES AND STREETS

**Policy CPP – 3.1: Complete Streets**

Design and build street improvements that serve a range of users and transportation modes. Where it is not possible to serve every mode on every street due to space constraints, safety, or other barriers, ensure that there is a continuous and complete network of facilities for each mode across the street system.

**Policy CPP – 3.2: Public Realm Design**

Design, develop, and maintain high-quality public spaces for social interaction, connection to nature, and civic activities. The public realm, including parks, plazas, and streets, is a key part of the city's identity and supports civic interaction and economic activity. Public spaces should incorporate creative design features, such as car-free streets, pocket parks, public art, murals, sidewalk cafes, and a mix of programmed and non-programmed spaces. These spaces should be welcoming, flexible, and designed with clear intent for their programming and operation.

**Policy CPP – 3.3: Walkability**

Recognize walkability as one of Lancaster City's greatest competitive advantages. Actively strengthen this asset in ways that boost the economy, health, and environmental quality.

**Action CPP – 3.3A: Downtown Walkability Analysis**

*Continue to implement the recommendations of the City's Downtown Walkability Analysis. Seek ways to expand the main ideas in the report beyond the Downtown into other neighborhoods.*

**Policy CPP – 3.4: Streetscape**

Use landscape design and tree planting to soften the built environment, enhance neighborhood appearance, and advance complementary City goals related to neighborhood improvement (see System 1) and environmental quality (see System 4).

**Action CPP – 3.4A: Streetscape Guidelines**

*Update the Lancaster Streetscape Design Guidelines, which direct the look, feel, and function of physical upgrades in the City's public rights of way. The guidelines should address features such as paving materials, tree boxes, planting areas, stormwater retention, lighting, benches, charging stations, bike racks, and shade.*

**Policy CPP – 3.5: Gateways and Wayfinding**

Use public art, landscaping, trees, signage, and/or other design treatments to distinguish key gateways into the city and distinctive districts. Enhance pedestrian and driver wayfinding to help residents and visitors easily locate cultural sites, historic resources, recreational opportunities, public buildings, and other primary destinations.

**Policy CPP – 3.6: Signage**

Maintain signage regulations that complement and enhance the visual character of commercial and mixed-use districts. Limit the location and concentration of billboards in ways that maintain historic viewsheds and avoid visual clutter.

**Action CPP – 3.6A: Billboard Regulations**

*Evaluate regulations for static and digital billboards, including potential prohibition of new billboards or amortization of existing billboards in specified locations.*

**Action CPP – 3.6B: Sign Ordinance**

*Evaluate and update the City's sign ordinance to ensure it aligns with Comprehensive Plan policies and urban design objectives. Signs, even on private buildings and spaces, should enrich and enliven the public realm.*

**Policy CPP – 3.7: Crime Prevention through Environmental Design**

Incorporate Crime Prevention Through Environmental Design (CPTED) principles in the design of public and private space, creating spaces that contribute to personal safety and general security.

**Policy CPP – 3.8: Safe and Welcoming Downtown and Neighborhood Experience**

Support community partnerships and organizations that contribute to a safe, welcoming, and positive experience in the Downtown and surrounding City neighborhoods. Downtown Investment District programs such as the Ambassadors and Clean Team, can serve as models for other growing neighborhoods. The Lancaster Office of Promotion and partners should also continue their focus on programming public spaces to ensure they are vibrant and well maintained.

## ELEMENT GG-1 CONSERVING AND RESTORING NATURAL RESOURCES

### Policy GG – 1.1: Land Conservation

Identify important natural resource areas and proactively work toward their conservation. This may include fee simple acquisition, easements, and community partnerships. Priority properties may include riparian buffers, floodplains, steep slopes, wooded/forested tracts, trail connections, sensitive habitat, and other areas critical to achieving long-term environmental objectives.

#### **Action GG – 1.1A: Natural Resources Inventory**

*Create an inventory of natural assets to identify the types, locations, and quality of environmental resources in and around the city. The inventory should serve as a basis for protection and a baseline for monitoring conditions over time. City-owned properties with natural resources should be identified for future planning and protection.*

### Policy GG – 1.2: Natural Hydrology

Restore elements of natural hydrology as an element of the City's green infrastructure program. Identify opportunities to reveal or restore historic stream beds, enhance existing wetlands, and reconnect parts of the natural hydrologic system altered by past development. (see also policies on Conestoga River restoration and management)

#### **Action GG – 1.2A: Floodplain Management**

*Update the City's floodplain management regulations to balance the beneficial functions of floodplains as natural resource amenities with inherent risks to structural land uses. Floodplain regulations should consider climate change, future increases in flood risk, and development limitations.*

### Policy GG – 1.3: Biophilic City and Habitat Creation

Establish larger and more continuous habitat corridors that extend from beyond the city into Lancaster neighborhoods. Connect existing urban forests, wetlands, the Conestoga River, and other waterways and integrate these natural areas into the urban fabric. Potential locations for improvement include streetscapes, rooftops, backyards, plazas, and other public places. Habitat expansion should be coordinated with long-term planning objectives, especially for trails, parks, the urban tree canopy, and stormwater.

### Policy GG – 1.4: Coexisting with Wildlife

Improve co-existence between people and wildlife, including animals that have adapted to the urban environment and special status species that may be locally present. Promote the use of native plant species and control invasive plants.

### Policy GG – 1.5: Water Efficiency and Conservation

Promote water efficiency and conservation through municipal and community-wide programs. Reducing water use through technology and behavioral change is good stewardship of a natural resource, financially responsible, and can reduce wastewater entering the City's combined sewer system. Incorporate best practices in the City's building codes, landscape design standards, water conservation initiatives, and environmental education programs.

### Policy GG – 1.6: Water Quality

Work with surrounding communities and regional partners to implement actions that improve water quality and minimize impacts associated with development. Encourage Low Impact Development and other techniques that retain urban runoff and filter stormwater before it reaches streams and rivers.

#### **Action GG – 1.6A: Green Stormwater Infrastructure**

*Implement Green It! Lancaster, the City's green stormwater infrastructure plan. Combined sewer overflows (CSOs) impact the health of the Conestoga River and pose a health risk to recreational users of the river. The Green It! Lancaster plan is a means to both reduce CSOs and achieve a healthier and more sustainable community.*

## ELEMENT GG-2 PROVIDING ACCESSIBLE PARKS, RECREATION, & OPEN SPACES

### Policy GG – 2.1: Parks and Recreational Facilities

Create a highly accessible and high-quality system of parks, recreational facilities, and open spaces. Ensure that parks are appropriately designed for key user groups, consistently maintained, and provide a safe and welcoming environment for all residents.

#### **Action GG – 2.1A: Parks, Recreation, and Open Space Planning**

*Update the City's Parks, Recreation, and Open Space Master Plan through a process involving extensive public engagement and thorough existing conditions analysis. Create a plan for an accessible, intergenerational, interconnected, and multipurpose system that meets diverse community needs. Continue to implement existing park plans.*

#### **Action GG – 2.1B: Recreational Facilities for New Development**

*Update the parks and recreation requirements in the City's Subdivision & Land Development Ordinance. The Pennsylvania Municipal Planning Code permits municipalities to require new developments to construct, dedicate, reserve, or pay fees in lieu of providing park and recreation facilities. Review the current provisions to ensure they meet industry best practices, reflect current land and construction costs, and align with City planning initiatives.*

### Policy GG – 2.2: Equitable Access to Parks

Strive for equitable access to parks and open space across the city. Focus acquisition and improvement efforts on areas that are underserved by parks relative to the city as a whole, particularly in higher-density areas that lack private backyards. Explore joint use of school facilities and other public lands for recreation in underserved areas.

### Policy GG – 2.3: Interconnected Parks and Trail System

Establish connections between parks, recreational facilities, open spaces, and the communities they serve. Connectivity may be achieved through trails, enhanced streetscapes and public rights of way, improved wayfinding signage, land acquisition and easements, and other means. Priorities include filling open space gaps within the city and connecting local parks to regional and countywide networks.

### Policy GG – 2.4: Multipurpose Green Infrastructure

Design parks, recreational facilities, and open spaces to serve multiple environmental purposes, including stormwater and flood management, urban heat island mitigation, habitat creation and expansion, and more. Properties that are low-lying, along waterways, and/or can be made more permeable present good opportunities for multipurpose green infrastructure.

**Policy GG - 2.5: Private Open Space**

Recognize the importance of private open space lands such as cemeteries, institutional uses, recreational courses or fields, and agricultural properties, to the open space network, the visual character of the city, and the quality of the environment.

## ELEMENT GG-3 PROMOTING A SUSTAINABLE BUILT ENVIRONMENT

**Policy GG – 3.1: Green Buildings**

Promote the use of green building methods in new construction and rehabilitation projects. Greener buildings can reduce energy use and related greenhouse gas emissions, while making housing healthier and more affordable. Offset the costs of new regulatory requirements with incentives for innovative design and construction.

**Policy GG – 3.2: Sustainable Community Strategies**

Encourage sustainable community planning principles, such as microgrids (for energy generation), bioswales and rain gardens (for stormwater) and local food production. This could include the application of Eco District planning strategies (see sidebar) to support more sustainable living.

**Policy GG – 3.3: Solid Waste Reduction**

Support municipal and communitywide programs that reduce solid waste and convert waste streams to valuable resources. Salvaging materials from construction and demolition projects, diverting organic waste for composting, recycling, e-cycling, and consumer education are examples of strategies that can help reduce waste streams and related greenhouse emissions.

**Action GG – 3.3A: Composting Pilot Program**

*Develop a pilot program to support composting by residents and businesses. The program should accommodate multiple organic waste streams, including yard waste and commercial food waste.*

**Policy GG – 3.4: Environmental Literacy**

Lead by example to further environmental literacy and empower people to create a more sustainable city. Opportunities to educate the community about environmental stewardship include parks, green buildings, and municipal operations such as public works and street lighting. Invest in infrastructure and programs to support education efforts.

**Policy GG – 3.5: Tree Protection and Urban Forestry**

Protect, maintain, and expand Lancaster's urban tree canopy. Trees create shade, reduce energy costs, support wildlife, provide natural beauty, and absorb stormwater and carbon. Seek ways to expand the urban forest through street tree planting, robust tree preservation and maintenance programs, and engagement of the community and local partners.

**Action GG – 3.5A: Urban Tree Canopy**

*Implement Trees for People: An Action Plan for Lancaster City's Urban Forest. Prioritize projects that offer multiple benefits, such as creating shade, reducing stormwater runoff, and enhancing habitat.*

## ELEMENT GG-4 MITIGATING AND ADAPTING TO CLIMATE CHANGE

### Policy GG – 4.1: Urban Heat Island Mitigation

Reduce urban heat islands across the City through tree planting and preservation, green and cool roofs, impervious surface reduction, and green stormwater infrastructure. Prioritize areas with heat-vulnerable residents.

### Policy GG – 4.2: Resilient Infrastructure

Plan, design, and construct infrastructure that increases Lancaster’s ability to withstand, recover from, and adapt to the impacts of climate change. Incorporate resiliency strategies into all capital improvement projects, so that investments are equitable, climate resilient, resource efficient, and environmentally sustainable. Explore existing models and programs to understand best practices and explore their applicability in Lancaster City.

### Policy GG – 4.3: Energy Conservation and Efficiency

Promote more efficient use of energy through weatherization, conservation, use of energy-efficient fixtures and appliances, application of energy-saving technologies, and environmental education. Encourage site planning and development practices that utilize solar access to reduce heating and cooling needs.

### Policy GG – 4.4: Alternative Energy

Support the development and use of community-scale alternative energy, which may include community solar, power purchase agreements, microgrids, fuel cells, district geothermal, and other sources. Identify capable partners and funding sources to develop community energy resources.

#### **Action GG – 4.4A: Solar Power Generation**

*Study, plan, and construct solar array(s) at Oyster Point (and other feasible City-owned locations) to collect and produce solar power for municipal use and other Citywide applications.*

#### **Action GG – 4.4B: Anaerobic Digester**

*Explore the feasibility of constructing an anaerobic digester to turn biosolids from the City’s wastewater treatment plant into combustible “green” methane, which could assist in powering the facility and generating electricity for sale back to the power grid.*

### Policy GG – 4.5: Reducing Greenhouse Gas Emissions

Reduce the greenhouse gas emissions that contribute to global climate change through coordinated efforts relating to land use, buildings, energy systems, transportation, utilities, and environmental stewardship.

#### **Action GG – 4.5A: Climate Action Plan**

*Implement the City’s 2019 Municipal Climate Action Plan and update portions where appropriate. Prioritize projects with the greatest projected reduction in greenhouse gas emissions and those that create energy security for critical community facilities and services. Incorporate new and innovative technologies that may achieve the general goals of the plan. Use savings to fund additional efforts.*

#### **Action GG – 4.5B: Municipal Fleet Conversions**

*Further analyze and enact changes to the City’s municipal fleet management, including replacing more gas-powered vehicles with electric vehicles and capturing efficiencies through vehicle sharing practices and on-demand services.*

## ELEMENT BCC-1 ADVANCING ENVIRONMENTAL HEALTH

### Policy BCC – 1.1: Air Quality

Improve indoor and outdoor air quality and take steps to reduce exposure to air pollutants and improve related health outcomes. Work with surrounding communities, the Metropolitan Planning Organization, and relevant authorities to undertake measures that improve air quality, especially in regard to ozone and particulate matter, and other pollutants that threaten public health.

### Policy BCC – 1.2: Water Quality

Continue efforts to maintain and improve the health and safety of the water supply and ensure that potable water meets all state and federal standards. Improve surface water quality through the control of point sources such as industry and wastewater treatment facilities, and non-point sources such as stormwater runoff.

### Policy BCC – 1.3: Noise Management

Reduce excessive noise in ways that minimize adverse health impacts. Improve public awareness of the potential impacts of noise, common contributors, and populations that are most vulnerable to noise impacts. Consider acoustics, noise pollution, and noise mitigation in urban design, roadway design, building standards, and the development approval process. Work with stakeholders (such as community groups, transportation agencies, and landscapers) to identify equitable mitigation and enforcement strategies.

#### **Action BCC – 1.3A: Noise Ordinance Update**

*Review and update the Noise Ordinance. As part of this process, evaluate noise sources, levels, hot spots, issues, and potential measures to reduce noise levels and impacts.*

### Policy BCC – 1.4: Hazardous Materials

Support and implement programs that reduce the risk of exposure to hazardous materials. Provide safe distances between areas where hazardous materials are handled or stored, and sensitive land uses such as schools and residences. Ensure that previously contaminated sites and larger brownfields are remediated to appropriate levels before they are developed.

### Policy BCC – 1.5: Lead Awareness & Mitigation Outside of Homes

Build on the City's lead remediation efforts by increasing awareness of and mitigation efforts to remove lead from sources beyond the home. Common sources include water lines and urban soils that may have been contaminated with lead paint flakes. Eliminate lead water lines rapidly, and promote urban soil testing, raised beds, and other techniques to limit exposure to lead contamination in soil.

### Policy BCC – 1.6: Pest and Vector Control

Continue to expand the pest and vector control program to further mitigate common insects and vermin. Incorporate emerging best practices as they become available and partner with property owners to improve effectiveness of the program.

# ELEMENT BCC-2

## NURTURING COMMUNITY WELL-BEING

### Policy BCC – 2.1: Food Systems Planning

Evaluate the City’s food system to identify access gaps and develop strategies to increase access to healthy food. Assess existing food sources and programs for access to healthy food options. Strategies should consider issues beyond physical proximity and include culturally preferred foods and existing informational resources that connect residents to food assistance.

### Policy BCC – 2.2: Childcare and Youth Programming

Support childcare services, youth programming, and other supportive services, especially for low-income families. Align zoning and permitting to simplify the process for establishing childcare facilities and ensure the availability of these services throughout the city.

### Policy BCC – 2.3: Populations with Special Needs

Recognize the special needs of certain groups, including older adults and persons with disabilities, in planning and service delivery. Housing, transportation, recreation, and other programs should work for everyone, regardless of age or ability.

#### **Action BCC – 2.3A: Age-Friendly Action Plan**

*Work to accomplish the Age-Friendly Action Plan, completed in December 2021, and the four project focus areas: 1) Access to Services: Communications and Outreach; 2) Purpose & Meaning: Promoting Intergenerational Connections; 3) Housing Creation and Preservation; and 4) Vision Zero and Public Space Design.*

### Policy BCC – 2.4: Supportive Services

Provide for supportive services and programs in appropriate places throughout the city, as a shared responsibility across quadrants. These include service centers, group homes, residential care facilities, and other facilities that provide a safety net for residents with special needs, including formerly incarcerated residents, veterans, and those in recovery. Evaluate zoning provisions to ensure adequate service levels, fair housing protections, and proper conditions for operation. (See also Policy EEO-1.8)

### Policy BCC – 2.5: Access to Health Care

Support equitable access to quality health care and medical facilities throughout the city through strategic land planning and public health analyses.

#### **Action BCC – 2.5A: Community Health Needs Assessment**

*Complete a Health Needs Assessment to better understand community health needs and environmental health hazards. A focus of this work should be disaggregating data according to key demographic attributes, such as race, ethnicity, income, geography, and education. Update the assessment on an established schedule, build partnerships through the study, and distribute findings to service providers such as health-care institutions, schools, and non-profit organizations to effectively meet the health needs of residents.*

### Policy BCC – 2.6: Community Mental Health

Leverage partnerships with organizations to heighten education around community mental health and related safety and wellness issues, such as domestic violence, child safety, and behavioral warning signs.

**Action BCC – 2.6A: Trauma-Informed Service Provision**

Train staff at all levels in trauma-informed practices and relevant applications to municipal work. Continue City efforts to become a trauma-informed community that acknowledges and addresses adverse experiences through the provision of local services.

## ELEMENT BCC-3 SUSTAINING QUALITY PUBLIC SERVICES

**Policy BCC – 3.1: Equitable Access to Services**

Deliver public services in a way that is accessible, people-centered, equitable, and responsive to the needs of a diverse, multi-cultural community. Equitable access should be achieved geographically, by making services accessible in all neighborhoods and areas, and systematically, by tailoring services to meet the needs of specific populations as determined through data, customer feedback, and technology.

**Policy BCC – 3.2: Public Library and Learning Resources**

Support the Lancaster Public Library in its mission to deliver excellent library facilities and coordinate networks of learning resources available to the public. Enhance the library’s role as a community asset by providing flexible spaces that incorporate multidisciplinary programming and dedicated spaces for meetings and community gatherings.

**Policy BCC – 3.3: Recreation Programming**

Maintain and strengthen relationships with the Lancaster Rec Commission and other nonprofit agencies to provide a diverse offering of affordable recreational activities and programs that serve residents of all ages and abilities. Ensure that programming is adapted in response to trends and cultural preferences. Programs should promote health, fitness, knowledge, creativity, personal growth, and fun.

**Policy BCC – 3.4: Trash and Waste**

Provide efficient, reliable solid waste collection, recycling, and disposal services. Continue the City Bureau of Solid Waste and Recycling’s work and partnerships in reducing and remediating litter and illegal dumping, including Adopt It (the adopt a block program), the Tiny Can initiative, and neighborhood cleanups.

**Policy BCC – 3.5: Fire and Emergency Services**

Provide excellent, responsive fire and emergency services and facilities that meet the changing needs of Lancaster residents and businesses.

**Action BCC – 3.5A: Fire and Emergency Management Services (EMS) Evaluations**

Conduct periodic assessments of Fire and EMS services and facilities to ensure they meet current and expected future needs. This should include evaluating infrastructure limitations (such as water pressure and street width) that hinder levels of service and response times, reviewing critical assets such as fire stations, and adapting systems to address deficiencies, use emerging technology, and prepare for anticipated growth.

**Policy BCC – 3.6: Public Safety and Capacity**

Regularly evaluate and plan for public safety services and facilities that meet the changing needs of the city. Coordinate across City departments to review planned land developments and capital improvement projects that impact public safety. Train and equip public safety officers and personnel to respond to emerging issues in the community and invest in recruitment and retention as a means of creating a highly capable response team.

**Policy BCC – 3.7: Police and Community Relations**

Foster a holistic community-based model for crime prevention and public safety as a means of improving policing outcomes and building trust with the community. Continue police programs that draw resident interaction, such as the mounted patrol, Police Athletic League, Social Work Team, and bike program.

**Policy BCC – 3.8: Emergency Management Planning**

Develop and maintain plans for natural and human-caused emergencies and disasters, including coordination with local, county, and regional response teams. Educate City Police and Fire personnel on emergency plan components and responsibilities, and regularly assess and update equipment inventories. Establish a regular review period to ensure plans remain up to date.

**Policy BCC – 3.9: Capital Improvement Planning**

Maintain a capital improvement plan that is aligned with Comprehensive Plan objectives, including its focus on equity and growth, and executes relevant policies and actions. Prioritize areas that have been historically underserved, and plan and design for long-term solutions based on land use and transportation forecasts.

**ELEMENT BCC-4  
SUPPORTING SOCIALIZATION AND ENGAGEMENT**

**Policy BCC – 4.1: Neighborhood Organizations and Leadership**

Partner with existing neighborhood and community groups to build capacity at the neighborhood level, particularly among grassroots leaders and representatives. Foster two-way communication between City staff and neighborhood stakeholders both in-person and virtually.

**Action BCC – 4.1A: Neighborhood Leadership Academy**

*Continue the success of the Neighborhood Leadership Academy program, to educate and empower residents to participate effectively in government. Adapt and develop the program based upon performance assessment and participant feedback.*

**Policy BCC – 4.2: Boards, Commissions, and Authorities (BCAs)**

Support City Boards, Commissions, and Authorities as a primary means of community engagement. Appoint capable residents to the public bodies and secure their success through staff support and ongoing training. Create consistency in appointments, operations, transparency, and accessibility across all BCAs to better serve residents and promote effective operations. Strive for board and commission compositions that reflect the diversity of the city.

**Policy BCC – 4.3: Inclusive Involvement**

Partner with community-based organizations to engage populations whose voices have been under-represented in public processes because of language, mobility, age, citizenship, economic, and other barriers. Use creative and community-driven methods for reaching these groups, such as markets, churches, home visits, school events, cultural activities, and informal social networks.

**Action BCC – 4.3A: Engaging Under-Represented Groups**

*Undertake initiatives to better engage those who are under-represented in public processes, such as immigrant communities, people of color, youth, and younger families. Examples include City programs such as: Language Access, Love Your Block Mini-Grant, and Public Art and Community Engagement (PACE), Welcoming City certification, and more.*

## ELEMENT BCC-5 CELEBRATING ARTS AND CULTURE

### Policy BCC – 5.1: Arts and Quality of Life

Recognize the potential for the arts to enrich and inspire residents, contribute to economic vitality, and enhance civic identity and community spirit. Encourage an array of arts and cultural programming that reflects the diversity of the city.

### Policy BCC – 5.2: Arts and Culture in Public Spaces

Enliven the city by activating the public realm (i.e., streets, parks, and plazas) and non-traditional venues through events, performances, and happenings. Utilize the Lancaster City Office of Promotion (LOOP) and partner organizations to spur fun, honor people and cultures, and showcase community attractions.

#### **Action BCC – 5.2A: Promoting and Facilitating Special Events**

*Review City regulations, ordinances, and procedures to identify potential barriers for events and programming. Remove these barriers where feasible to allow for expanded artistic and cultural expression and provide opportunities for social activity and joy amongst our residents.*

### Policy BCC – 5.3.: Space for the Arts

Encourage the development of affordable spaces for artists to live, learn, practice, teach, and present their work. These spaces are important for maintaining the arts as an integral part of the city’s vibrant culture and economy.

### Policy BCC – 5.4: Creative Capital

Strengthen connections between artists, institutions, local foundations, nonprofits, and other partnering organizations to support and sustain arts programming. Coordinate resources to address the educational, training, and production needs of the arts community.

### Policy BCC – 5.5: Art in Capital Planning and Private Development Projects

Facilitate the integration of public art into the built environment. For public projects, incorporate art elements into select capital improvement projects and streetscape upgrades. For private projects, pursue opportunities to include art that can be viewed or experienced in some form by the public.

#### **Action BCC – 5.5A: Public Art Planning**

*Develop plans and programs to expand public art in Lancaster city. This should include a process for including art in new private development projects as well as in City parks, plazas, public facilities and streetscape projects. Future activities should include mapping of cultural assets to identify patterns, inform future land use decisions, and identify deficiencies and opportunities that can be addressed through future plans and projects.*

**THIS PAGE IS INTENTIONALLY BLANK**

An aerial photograph of a city, likely Lancaster, Pennsylvania, showing a dense urban area with a river winding through it. The image is overlaid with a semi-transparent blue rectangular box containing the title text. At the bottom of the page, there is a stylized graphic of a city skyline in a light blue color.

# CONESTOGA RIVER REIMAGINED

## Vision

This chapter in the Comprehensive Plan focuses on the Conestoga River corridor and Riverfront lands as immense resources that can contribute, in unique ways, to the community quality of life and special identity of the City and metro region.

The content herein includes a Conestoga Riverfront Vision illuminating exciting community development opportunities and a Conestoga Riverfront Framework section below, which contains a set of practical Policies and Actions to help realize the Vision.

The inspiration to advance the Conestoga Riverfront arose through engagement with residents and stakeholders across the environmental, economic, and social sectors. The Conestoga Riverfront Vision can be summarized in four core priorities:

- A. Ecology: Align and progress natural conservation and watershed quality efforts, to improve personal health outcomes and biodiversity, while planning for flood resilience and mitigating the impacts of climate change.
- B. Education: Provide educational and workforce learning opportunities for City residents related to water systems and environmental health (often known as green collar jobs).
- C. Recreation: Develop recreation opportunities centered on the River to promote exercise, enjoyment, learning, tourism, and business growth.
- D. Economic Development: Encourage, through investment and other supports, concerted economic and land development at select neighborhood nodes where mixed-use building is appropriate and beneficial.

Any new initiative must be rooted in equity: the river itself has been treated as a sewer for more than a century, and the residential communities bordering the river in the city are predominantly lower income communities of color that have experienced disinvestment over decades. Through foresight and good planning, it is possible to chart a new path.

In sum, the body of work in this chapter amounts to a new Conestoga Riverfront Initiative. The scope is ambitious and multi-faceted and will require a range of partner organizations, numerous projects, and effective coordination over the next 20 years and beyond.

## CONESTOGA RIVERFRONT FRAMEWORK: POLICIES AND ACTIONS (CRF)

The policies and actions in this section affirm the Conestoga River as an asset and promote re-engagement with the river to enhance the quality of life. There are multiple benefits associated with the four riverfront priorities outlined in the Vision above: ecology, education, recreation, and economy.

The riverfront policies and actions are divided into four major elements:

1. Laying the foundation for riverfront revitalization
2. Enhancing points of access to the riverfront
3. Extending community activities and assets to the riverfront
4. Realizing community development opportunities at specific points of interest on the riverfront

# ELEMENT CRF-1 LAYING THE FOUNDATION FOR RIVERFRONT REVITALIZATION

## **Policy CRF - 1.1: Conestoga Riverfront Corridor**

Define and distinguish the importance of the Riverfront Corridor by identifying it as a special place and area of focus on the Comprehensive Plan maps and other official maps. Identify key locations for river access, facilities, and community and economic development activities.

### **Action CRF - 1.1A: Conservation Overlay District**

*Establish a Conservation Overlay District along the Conestoga River that emphasizes the protection, conservation, and restoration of the most environmentally sensitive lands. Specific areas to consider for inclusion are Sunnyside, Conestoga Pines, City Water Works, City Operations Center at Riverside Avenue, Hands Woods, Holly Pointe Nature Preserve, and adjacent cemeteries.*

### **Action CRF - 1.1B: Integrating the River into Parks Master Planning**

*Emphasize recreational opportunities in and around the Conestoga River in the City's upcoming Parks and Recreation Master Plan. Specify and prioritize capital improvement projects that connect the river to the broader park system and enhance the City park experience as a whole. Include projects that improve river access, such as trailheads, trail links, active and passive park spaces along the river, paddling facilities and other amenities. Developing these amenities requires new and innovative approaches that can amplify the power and impact of the Parks Master Plan.*

## **Policy CRF - 1.2: Intermunicipal Cooperation for Riverfront Initiative**

Work with adjacent municipalities to gain agreement on the Conestoga River Corridor designation and participation in a broader Conestoga Riverfront Initiative to realize the river's full potential. Opportunities for re-engagement with the river are not uniquely contained within a single municipality. Explore utilizing the existing Council of Governments (COG) and Lancaster Inter-Municipal Council to coordinate specific projects and actions, including development of river trails and mixed-use development at key nodes.

### **Action CRF - 1.2A: Infrastructure and Land Development Alignment**

*Develop collaborative agreements to align infrastructure and land development along the river. Potential agreements could address connections to Bridgeport, Combined Sewer Overflow (CSO) solutions, as they are implemented, and improvements at other City-owned properties such as Conestoga Pines and the Operations Center.*

## **Policy CRF - 1.3: Shared Clean Water Investments**

Cooperate with neighboring municipalities and partner organizations upstream on the Conestoga River to clean up tributaries in the watershed. Seek policy changes with Pennsylvania and federal agencies to allow the City and its partners to invest in upstream projects that will directly benefit the City's natural environment and residents. Upstream projects may include pollution reduction plans, stormwater system improvements, riparian tree planting, and other interventions that achieve regional objectives in a more cost-effective, less piecemeal fashion.

## ELEMENT CRF-2

### ENHANCING POINTS OF ACCESS TO THE RIVERFRONT

#### Policy CRF - 2.1: Conestoga River Trail Development

Facilitate the creation of a viable, contiguous water trail for boaters and paddlers, including accessible points of entry through easements or other means. River trail development may also include other supporting facilities such as signage, trail heads, and connections.

##### **Action CRF - 2.1A: River Trail Access Points**

*Identify locations for boat launches on City property and/or within City boundaries, including at least two to three boat launches with ADA universal design.*

#### Policy CRF - 2.2: River Trail Management

Work with relevant government agencies (e.g., Fish and Game Commission, DCNR, DEP) and local organizations (e.g., Conestoga River Club) to ensure adequate management and operation of River Trail facilities, including boat launches and portages. Enhance safety of the trail through good design, surveillance, emergency contact systems, and best practices.

#### Policy CRF - 2.3: Conestoga Greenway Development

Complete a contiguous Conestoga Greenway walking and biking trail along the full extent of the City's riverfront (and beyond). Clearly designate the Greenway trail on City-owned properties and acquire property or easement rights on private property to fill in missing trail segments.

##### **Action CRF - 2.3A: Greenway Connection Extensions**

*Extend the existing Conestoga Greenway north to connect with the Heritage Trail at Conestoga Pines and with the Water Street Trail at Engleside.*

##### **Action CRF - 2.3B: Intermunicipal Trail Cooperation**

*Develop a cooperative agreement with the Lancaster Inter-Municipal Committee or neighboring municipalities to extend the Conestoga Greenway to and through neighboring municipalities. Achieving full connectivity between the Heritage Trail and Engleside, for example, requires City coordination with East Lampeter, West Lampeter, and Lancaster Townships. Work for future regional connections to other trails, such as south to the Enola Low Grade Trail and west to Millersville.*

##### **Action CRF - 2.3C: Riverfront Development Organization**

*Establish a new entity or partner with an existing organization to acquire riverfront parcels and easements within the Conestoga Riverfront Corridor. The acquisition of properties would be focused on sites that could be redeveloped for riverfront access and revitalization.*

#### Policy CRF - 2.4: In-River Recreation Amenities

Promote recreational use of the river beyond fishing and non-motorized boating. Investigate concepts such as a whitewater kayaking course, ropes courses over the river, obstacle courses, and other scalable activities. One or more unique and commercially viable attractions should be facilitated.

## ELEMENT CRF-3 EXTENDING COMMUNITY ACTIVITIES AND ASSETS TO THE RIVER

### Policy CRF - 3.1: Neighborhood Connections to the Riverfront

Identify and prioritize connections to locations where residents can experience and appreciate the river’s ecology and beauty. Proactively incorporate such spaces in land development and capital improvement projects, which may include trails, public access to natural features, and community gathering spaces. Strawberry St. Bridge, Hands Woods, and Conestoga Pines Park each present unique opportunities for enhancing neighborhood connections to the river.

### Policy CRF - 3.2: Environmental Center of Excellence

Pursue the creation of an independent Environmental Center of Excellence that advances the core priorities of the Conestoga Riverfront Vision: Ecology, Education, Recreation, and Economic Development. This Center is proposed to include elements such as natural lands, low-impact building(s) or facilities, and community programs. Development of a Center should involve the direct partnership and investment of a stakeholder organization or organizations who can provide leadership and expertise.

### Policy CRF - 3.3: Ecological Conservation Standards

Within the Conservation Overlay District, set standards for the sustainable community use of riverfront lands for recreation and development. Advance best management practices for clean water, as well as proactive restoration of habitat. Ensure community use of the riverfront maintains or improves the quality of its ecosystems.

### Policy CRF - 3.4: Community Partnerships and Programming

Partner with neighborhood, resident, and organizational stakeholders to help guide decisions regarding the design of riverfront programs and facilities. Input from neighbors, educational institutions, recreation organizations, and economic agencies should be invited and considered, as well as best practices from other communities.

## ELEMENT CRF-4 REALIZING COMMUNITY DEVELOPMENT OPPORTUNITIES ON THE RIVERFRONT

### Policy CRF - 4.1: Neighborhood Development at Engleside

Create a vibrant place and dense, mixed-use hub at and around Engleside, with direct public connections to the riverfront. Assign appropriate land uses to facilitate these goals. Plan and design major infrastructure improvements (such as CSO upgrades, redevelopment of the Public Works building, and roadway changes) with a clear intention to make Engleside a place where the public can access the river, recreation, and commercial attractions. The design of private development and public infrastructure should emphasize stormwater retention and water quality, in line with the City’s consent decree.

#### **Action CRF - 4.1A: Small Area Plan for Engleside**

*Undertake and complete a Small Area Plan for the Engleside area to carry out the Policy above. Because the Engleside area spans three municipalities, establish an intermunicipal agreement and work in concert with Lancaster Township and West Lampeter to execute the plan and bring it to reality.*

**Policy CRF - 4.2: Neighborhood Development at Bridgeport**

Create a vibrant place and dense mixed-use hub at and around Bridgeport, with direct public connections to the Riverfront. Build upon the planning and development efforts in the Bridgeport Crossroads report, which lays out intermunicipal priorities east of the river. Implement recommended infrastructure projects and maximize economic benefits to city residents.

**Action CRF - 4.2A: Planning Analysis for Bridgeport**

*Undertake and complete the next phase of planning for the Bridgeport area. Further review City land uses, as well as key projects and actions, to increase neighborhood livability and align with emerging plans for Bridgeport. Facilitate direct links to jobs, shopping, health care, and other needs. Improve facilities for active transportation modes, including Greenway and River trail connections, as well as non-motorized upgrades to the Bridgeport bridge.*

**Policy CRF - 4.3: Environmental Center of Excellence at Sunnyside Preserve**

Site an Environmental Center of Excellence at the Sunnyside Preserve. Any facility should uphold high standards of green design and be integrated with the preserve and its planned activities. A center could allow residents and organizations to convene and learn about the key issues facing the community and ways to conserve, restore, and celebrate the natural habitat and environment at the preserve, in our region, and beyond.

**Action CRF - 4.3A: Sunnyside Nature and Recreation Preserve**

*Establish a preserve on the undeveloped northern portion of the Sunnyside peninsula (approximately 70 acres owned by the City). Seek non-profit options for the long-term stewardship, management, and operations of the preserve. Use zoning regulations, easements, and other tools to designate the Sunnyside Preserve as a permanent natural asset and opportunity for community recreation. Any parkland designation should allow for specific complementary, commercial uses that support and sustain the Preserve.*

**Action CRF - 4.3B: Master Design of Sunnyside Preserve**

*Undertake and complete a Master Design or Small Area Plan for the Sunnyside Preserve. This Master Site Design will guide the fine-grained decisions with respect to the physical design, programming, and governance of the spaces and facilities that support the overarching mission of a nature and recreation preserve. The Master Design process should be guided by an expert consultant and involve local environmental groups, neighborhoods, educational institutions, and recreation organizations.*

**Action CRF - 4.3C: Eco District at Sunnyside Peninsula South**

*Establish an Eco District Overlay on the southern portion of the Sunnyside Peninsula, in keeping with the preserve to the north. Future infrastructure, housing and other buildings should be developed at standards that have a net benefit or minimal impact on the sensitive Sunnyside environment. Building and site design should favor green features, such as renewable energy, solar orientation, low lot coverage, and water/sewer facilities that do not require additional City infrastructure.*

**Policy CRF - 4.5: Re-Use of the County Youth Intervention Center (YIC)**

Redevelop or adaptively re-use the building and site that currently functions as the Youth Intervention Center. The current building and parking lot are much too large for the services being provided. Seek opportunities to relocate the YIC functions and redevelop the site in line with the Sunnyside Preserve vision. If YIC functions remain at this site, seek a compatible partner or partners to share the building space. Utilize excessive parking on site to serve Sunnyside Preserve activities and amenities.

**Policy CRF - 4.6: Conestoga Pines Park**

Develop Conestoga Pines Park as a unique urban open space with enhanced natural features and exceptional connectivity to the City and surrounding areas. Add connections to adjacent trail systems, create boating amenities, restore the natural lands, improve links to the Conestoga Pines neighborhood to the north, and support complementary education and recreation programming that serves City residents.

**Action CRF - 4.6A: Conestoga Pines Park Master Plan**

*Implement the Master Plan for Conestoga Pines Park and Walnut Street Fishing Area, completed in 2023, which further details the policy goals and execution.*

**Policy CRF - 4.7: Lancaster County Central Park**

Facilitate the expanded knowledge and use of the County Central Park as a tremendous nature and recreation asset for City residents. The increasing residential and commercial development along Chesapeake St. and Duke St. attracts residents near the river and requires greater multi-modal connectivity to the County Park, added wayfinding signage, and new accessways through surrounding properties.

**Action CRF - 4.7A: Strawberry Street Bridge Gateway**

*Establish the Strawberry Street Bridge entering County Central Park as a key gateway to the Conestoga River and the Lancaster County Central Park. Explore the provision of amenities at or around this gateway for park users, such as boat launches and low-intensity food and drink.*

**CONESTOGA RIVER CORRIDOR: OPPORTUNITIES OF INTEREST**

*A White Paper Commissioned for the Comprehensive Plan, 2023*

**INTRODUCTION**

The Conestoga River, for too long a polluted, neglected asset, has great potential for public re-engagement that would enhance the community’s quality of life and contribute to the ongoing revitalization of the City of Lancaster.

This White Paper examines over a dozen opportunities for recreational use, educational activities and economic development that would rejuvenate the underused river corridor and add to the City’s dynamism. These opportunities would build upon the City’s efforts to become a center of excellence for clean water and environmental stewardship and help to propel the river as a driver of community development.

**Brief History**

Generations ago, the Conestoga River was an economic driver and a focal point for recreation. City dwellers boarded riverboats for pleasure cruises and excursions to and from Rocky Spring Park, while fishers and swimmers were drawn to the river for summer fun.

But discharges from factories and sewage plants and runoff from farms and streets increasingly impaired water quality. By 1922, the river was deemed unsafe. The riverboats disappeared, and swimming and fishing largely came to an end. What was once a scenic waterway mostly vanished from public usage and view.

The 2008 Natural Heritage Inventory (NHI) for Lancaster County notes that the Conestoga River Corridor supports terrestrial (upland) forest and palustrine (wetland) plant communities along embankments and floodplains. Two Nat-

ural Heritage Areas of high significance are located along the river in or near the city. Many of these natural features have been significantly impacted by development and other human activities.

Recent decades, however, have seen the gradual, early stages of renewal. The Clean Water Act of 1972 spurred the cleanup of the nation's waterways, and Lancaster County's streams and rivers are healthier and continuing to improve. Public interest in water recreation and river trails has grown. Cities across the United States have demonstrated the intrinsic value of reopening their riverfronts for public enjoyment.

An ongoing challenge is the City's legacy combined sanitary-stormwater system. During heavy rains, it overflows into the river. The City has been working to reduce these overflows under a consent decree with the U.S. Environmental Protection Agency and Pennsylvania Department of Environmental Protection. Since 2010, Lancaster has prioritized green infrastructure to detain and treat stormwater where it is generated, reducing runoff and the discharge of pollutants. A range of related efforts to improve water quality and protect ecological resources are underway. In 2018, Lancaster County established a Countywide Action Plan for meeting EPA Total Maximum Daily Load (TMDL) goals for sediment, nitrogen and phosphorous—which has further set the stage for ecosystem repair and healthy, sustainable development opportunities. Lancaster County and the City of Lancaster have both developed strong, professional capacity for thoughtful environmental work.

### **Corridor of Opportunity**

Lancaster City and surrounding municipalities are poised to redefine the river corridor and riverfront lands as a special place with community and economic potential.

Lancaster City should consider ways to connect the Conestoga River Corridor to Lancaster County's green infrastructure network. Special consideration should be given to the City's emerging non-motorized trail system and how it can connect to a full-length water River Trail, an extended Conestoga Greenway Trail, and the Heritage Trail (between Leola and the LGH Health Campus).

Reopening the Conestoga as a recreational asset may offer education and economic development opportunities to disadvantaged neighborhoods in the city. The School District of Lancaster, Lancaster County Career and Technology Center and Thaddeus Stevens College of Technology could help to prepare young people for careers in environmental science and water, which are projected to increase 8 percent over the next decade.

The role Lancaster plays as critical partner and leader in cleaning waterways within the Chesapeake Bay watershed, combined with the tremendous potential community benefits of riverfront development suggest the time is ripe: a thoughtful strategy for the Conestoga River Corridor can position the City of Lancaster as an Environmental Center of Excellence.

## **POINTS OF ENTRY**

There are opportunities for the City to increase access to the Conestoga River for recreation, education, conservation, and economic development. Few of the access points from 100 years ago still exist, and most of those that do aren't readily accessible or are in poor condition. Creating frequent, non-motorized access points for the local community to engage, including one or two significant public trailheads to accommodate vehicle parking for regional public access, will propel an overall riverfront strategy.

### **Connection 1 – River Trail**

The City should encourage, through its policies, a Conestoga River Trail with safe and accessible connection points. Development of river recreational assets can be relatively low cost yet bring significant economic activity. Once points of entry are established, any number of amenities and enhancements become possible. They, in turn, can become catalysts for investment and business activity.

Along the east/southeast edge of the City, there are numerous opportunities for the public to connect to the river trail for recreation, including at the new Riverside Avenue Operations Center, Conestoga Pines, Water Works, Bridgeport, Holly Pointe, Sunnyside, Engleside, County Park and points south. Some are directly within the control of the City, but others would require inter-municipal cooperation.

### **Connection 2 – The Conestoga Greenway**

The Conestoga Greenway is a current point of connection that should be extended north to the Heritage Trail at Conestoga Pines or the Riverside Avenue Operations Center, and south to Engleside in support of the City Active Transportation Plan. As the City pursues a non-motorized trail along South Water Street to Engleside, the potential to create a loop trail, as well as a connection to Buchmiller Park, amplifies the value of this access point.

Greenway trails provide both direct and indirect benefits to the community. Economic impact studies document substantial economic benefits. These include increasing the value of nearby properties, boosting spending at local businesses, making communities more attractive places to live, influencing business location and relocation decisions, reducing medical costs by encouraging exercise and other healthy outdoor activities, and providing transportation options that cut fuel expenses.

Due to favorable topography along the river, existing rights of way, and proposed uses (for example, the County commitment to provide trail access at the base of the property for the new prison), the City should cooperate with neighboring municipalities to obtain permissions for extending the trail.

### **Connection 3 – Re-use of Existing Parcels**

The City should explore the potential of creating river connection points for the public when landowners are considering upgrading or redeveloping parcels. Appropriate land use policies need to be in place for such consideration to be possible. Strategic guidance for land use along the riverfront should be developed in concert with the Comprehensive Plan Future Land Use Map. Recommendations of transformational capital projects along the river should be pursued and include how to help set priorities for strategic land acquisition and development of public benefit opportunities.

### **Connection 4 – Parcels Under City Control**

Adaptive re-use of property under control of the City should include bringing the community into a relationship with the Conestoga River. Additive programming at existing sites (for example, Conestoga Pines or the Water Works) should be developed. Dormant property and those scheduled for re-purposing should be re-evaluated such that future uses include connections with the river and ways to provide points of entry.

In particular, the City owns about 50 acres on the northern portion of the Sunnyside peninsula. Many attempts have been made to commercially develop the site. Not for lack of effort, all have failed to materialize—largely due to the costs of building infrastructure on hard rock and steep slopes. The peninsula is a mostly wooded gem that could become a nature and recreation preserve. The Conestoga Greenway could be linked to a trail on Sunnyside’s banks. Preserving the natural setting while connecting the community to the river creates benefits for environmental, educational, and economic development.

## POINTS OF EXTENSION

Recreation, education, conservation, and ecology are ways to connect residents with the river and enhance quality of life. The City of Lancaster has made and will continue to make substantial investments in conservation and urban ecology. Lancaster County has similarly built a reputation for excellence and innovative leadership in helping to clean Chesapeake Bay. The opportunity to scale up those efforts, develop educational programs for the community, and create professional workplace opportunities is available, with the ultimate prize a cleaner, more livable City.

### Connection 5 – Education

Primary and secondary institutions should develop curriculum and certificate and degree programs that prepare students for work in environmental science and water infrastructure. At the same time, educating the public about ecological work on the river can build community involvement. The Conestoga River is a historical and archaeologically significant place. Opportunities to learn about the history of Lancaster City and County with a focus on community planning can be based in the classroom and on the water.

### Connection 6 – Ecology, Conservation, and Restoration

The City should pursue opportunities along the Conestoga River Corridor to protect natural places and enhance quality of life. Restoration, conservation, and preservation through the introduction of best management practices affords an opportunity for enhanced connections. Efforts in this area should be developed in conjunction with City neighborhoods along the river and with upstream communities.

### Connection 7 – Parks and Recreation

The City should integrate river corridor opportunities into Parks and Recreation planning. It should create parks and recreation amenities along the river (particularly at designated points of entry) and connect City neighborhoods to these assets via the Heritage Trail and Water Street trail systems, among other links.

### Connection 8 – Community and Neighborhood

The Department of Neighborhood Engagement should pursue ways to engage the community with the river corridor to enhance health, revitalize ecosystems, boost the neighborhoods’ economy and improve quality of life. Involvement of neighborhood stakeholders will elevate the quality of amenities and facilities that are designed and built over time.

## POINTS OF DEVELOPMENT

Within the river corridor are three especially interesting geographic opportunities at Sunnyside, Engleside, and Bridgeport, which could facilitate the City’s riverfront objectives and overarching community development goals.

### Connection 9 – Sunnyside

As noted above, the City-owned portions on the peninsula afford an excellent opportunity for a preserve that can become part of the City’s recreation, education, ecology, and neighborhood strategies. The peninsula can be a point of entry to the river with a boat launch, a recreational extension of the Conestoga Greenway, and a place where environmental work, including a hub for educational programs, can be established.

Lancaster County has a growing network of environmental non-profit and for-profit organizations. These groups are already working together and can deepen their partnerships at Sunnyside to create a Center of Excellence.

**Connection 10 – Engleside**

Engleside is a historic crossroads and major gateway to the City. Its position on the river corridor offers an opportunity for transformation from a place passed through to a place that draws people, for both commercial and environmental activities. The City should establish policies in its Comprehensive Plan to facilitate integrated economic development, recreation connections, and ecological improvements.

**Connection 11 – Bridgeport**

Although it's outside the City, Bridgeport is a historical access point to the river and gateway to Lancaster. Bridgeport is where Old Philadelphia Pike and Lincoln Highway East converge to cross the Conestoga River and become East King Street. Downstream of Bridgeport, the river was once navigable. One could board a boat and travel to Baltimore or Philadelphia.

The City should seek to expand the intermunicipal collaboration represented by the Bridgeport Transportation Land Use Study. The study had a goal of enhancing walkability, transportation choices, and neighborhood character. It offers recommendations for traffic calming, pedestrian connectivity, trails along the river, road improvements, and land use / zoning.

Recommendations in the study can be augmented. The City, in cooperation with neighboring municipalities, should facilitate neighborhood connections to the river and the Conestoga Greenway while also enhancing access to the ongoing development in Bridgeport.

**Connection 12 – Unique, Distinct Places**





Along the Corridor, attention should be given to smaller connection points and interesting proximities. Conestoga Pines Park faces a Manheim Township park on the west side of the river. River access accommodations can be made at the Riverside Avenue Operations Center. Holly Pointe Nature Preserve is on the east side of the river facing Sunnyside. The bridges to Sunnyside at Circle Ave and to the County Park at Strawberry Street offer

It is important to ensure that land use planning and infrastructure investments anticipate the ways in which these locations can become part of community engagement with the river.






**CONCLUSION**

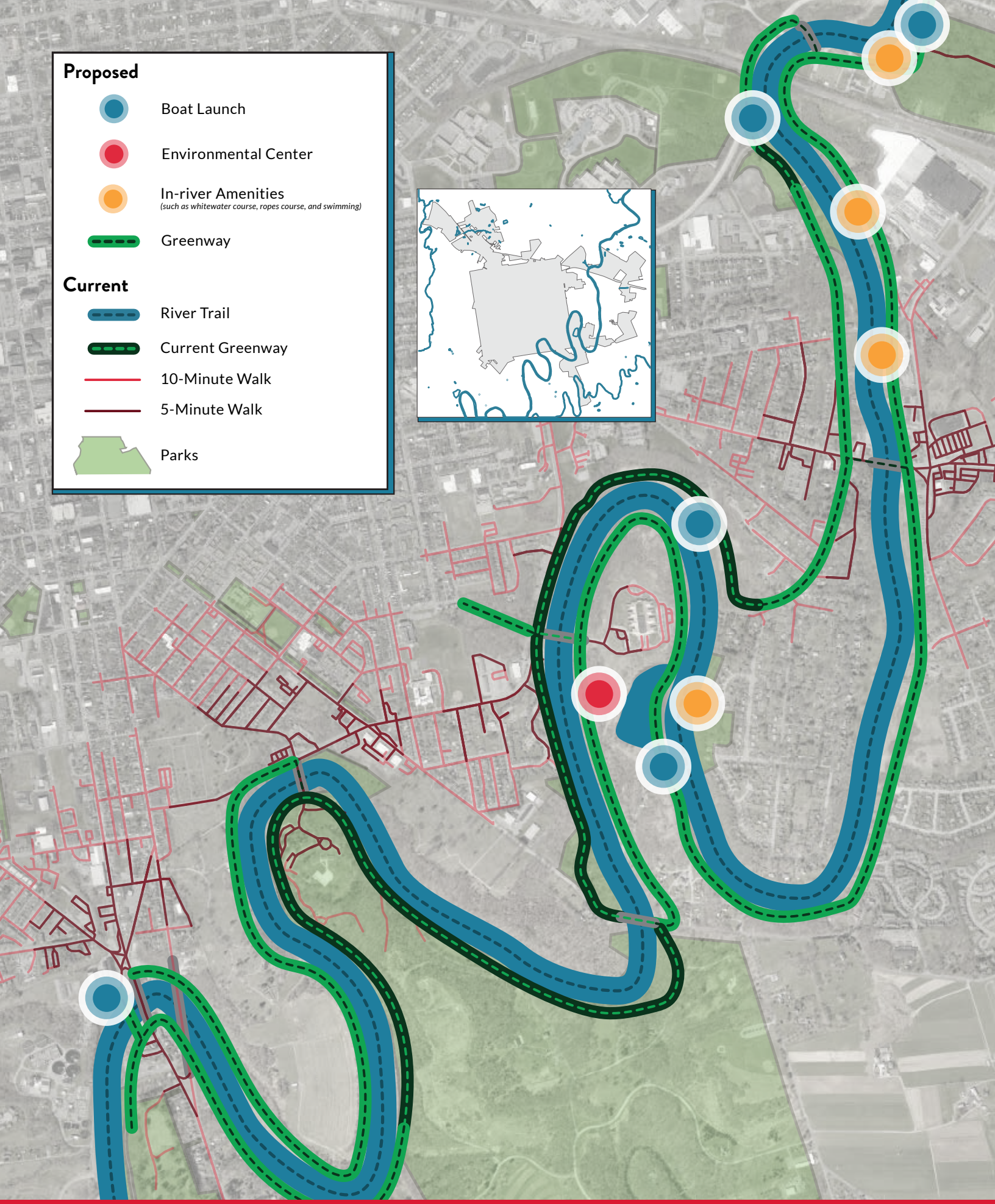
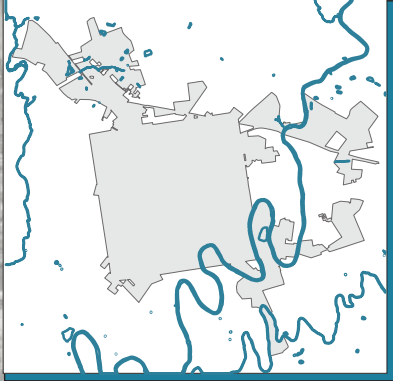
The Conestoga River Corridor has enormous potential to enhance the community's quality of life and contribute to the ongoing revitalization of the City of Lancaster. When viewed as an interconnected system of assets, there is a compelling vision for the river as a driver of education, ecology, recreation, and economic advancement. The Conestoga River Corridor, a gem hidden in plain sight, can become a centerpiece to the city's identity and development, and a destination for neighbors and visitors to enjoy for generations to come.

**Proposed**

-  Boat Launch
-  Environmental Center
-  In-river Amenities  
*(such as whitewater course, ropes course, and swimming)*
-  Greenway

**Current**

-  River Trail
-  Current Greenway
-  10-Minute Walk
-  5-Minute Walk
-  Parks



The background is a faded, orange-toned map of Lancaster, Pennsylvania, showing street names like 'King', 'Park', 'St. Joseph Street', and 'Cima'. A solid blue horizontal banner is centered over the map, containing the title 'LAND USE POLICY' in white, bold, sans-serif capital letters. At the bottom of the page, there is a white silhouette of a city skyline with various building shapes.

# LAND USE POLICY

### **What are Land Use Policies?**

Land use policies guide how we use land. They shape the form and character of cities and neighborhoods and can affect people's access to housing, jobs, schools, open space, transportation, and more. Local governments are the primary entities for creating and implementing land use policies.

### **How is the Comprehensive Plan organized?**

The City Comprehensive Plan includes five citywide Planning Systems organized around crossing-cutting themes. The Planning Systems contain a range of written policies and actions. The Comp Plan also includes General Land Use and Place-Based policies and actions, a Future Land Use Map (FLUM), an Economic Development Policy Map, and a special section of the plan called Conestoga Riverfront Reimagined.

### **What is a Future Land Use Map (FLUM)?**

A FLUM is a community's visual guide to future planning. The map helps determine appropriate locations for land uses. It brings together important topics like natural resources, economic development, housing, and transportation. No major development decisions should be inconsistent with the Comprehensive Plan or FLUM.

### **How is the Future Land Use Map (FLUM) different from a Zoning Map?**

A Zoning Map is part of local law and regulates property rights today. A FLUM is used to direct future decisions about zoning, development, and infrastructure investments. The map should be used in concert with the written policies in the Comprehensive Plan.

## FUTURE LAND USE KEY



### Residential

Defines primarily residential neighborhoods of moderate density with medium-sized lots and minimal small-scale commercial amenities, which are suited for moderate density housing.



### Neighborhood Mixed-Use

Defines primarily medium density residential neighborhoods with occasional neighborhood-scale commercial amenities.



### Urban Centers

Defines a compact, mixed-use neighborhood that serves as an employment center, regional destination, and neighborhood with mixed-use buildings and high-density residential.



### Institutional

Defines a relatively cohesive group of buildings and public spaces owned by public or quasi-public institutions such as colleges, universities, schools, hospitals, religious organizations, non-profits, and their supportive services.



### General Commercial/Industrial

Defines an area generally, but not exclusively, suited for high-intensity industrial and regional commercial uses that draw from a broad market area and are connected to Limited Access Highways and other major roads.



### Light Industry & Innovation

Defines an area generally within an urban context that is suited for small-scale commercial, light industry, and emerging low-impact industrial sectors, such as technology. Some long-term operating heavy manufacturing may also exist.



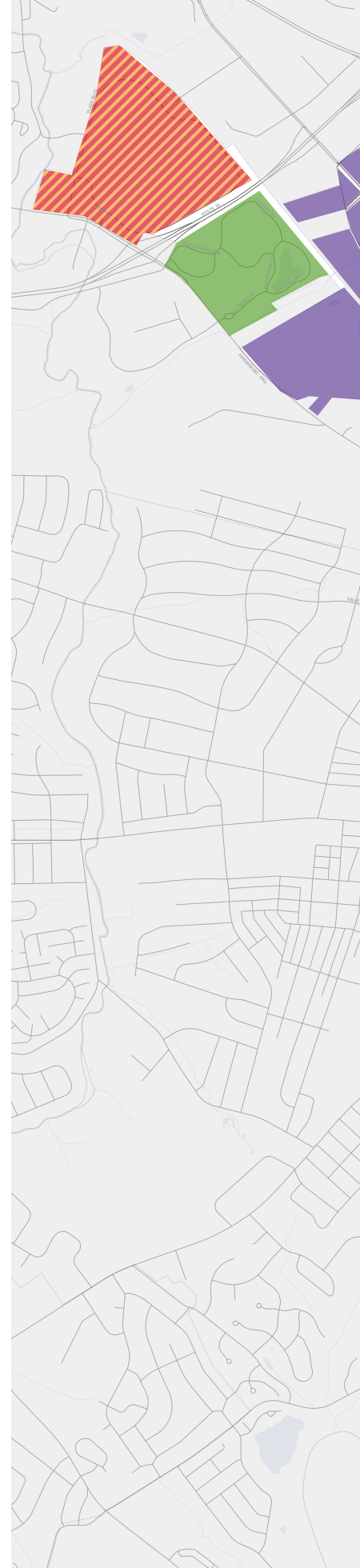
### Parks & Open Space

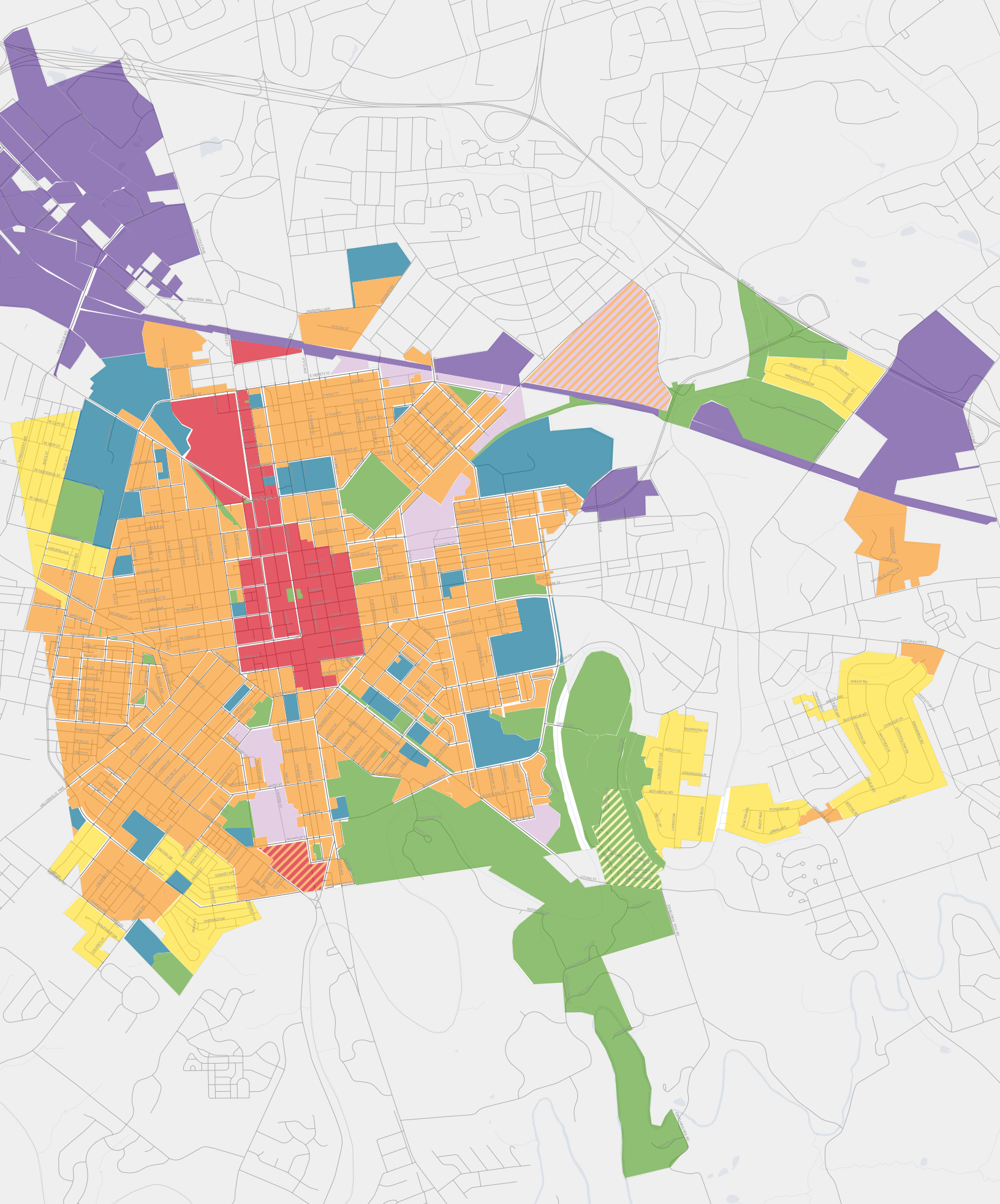
Defines an area that includes a broad mix of passive and active parks, open space, recreational areas, and environmental conservation, which may also include designated monuments, cemeteries, trails, and supportive facilities.



### Dual Land Use

Areas on the FLUM that are striped with two future land use categories indicate that area is appropriate for both land uses and/or an innovative mix of the two. Further planning analysis would be required to determine the most ideal mix and locations for the land uses.





## **Policy GLU – 1: Updating Codes and Ordinances**

Update City codes and ordinances so they are consistent with the policies, actions, and maps in the Comprehensive Plan. Create regulations and processes that are easy to understand and navigate and promote a high standard of public health, safety, and welfare.

### **Action GLU – 1A: Zoning Update**

*Adopt new zoning regulations consistent with the policies of the City's adopted Comprehensive Plan and Future Land Use Map, giving special consideration to creating and sustaining mixed-use neighborhoods.*

### **Action GLU – 1B: Subdivision and Land Development Ordinance (SALDO)**

*Adopt new subdivision and land development regulations consistent with the policies of the City's adopted Comprehensive Plan and Future Land Use Map.*

### **Action GLU – 1C: Official Map**

*Adopt a new Official Map consistent with the policies of the City's adopted Comprehensive Plan and Future Land Use Map. Identify and plan for land acquisition, street, and infrastructure projects that are essential to the community's growth and wellbeing. The Map should be regularly updated to reflect various strategic planning initiatives, with an emphasis on planning for capital improvements and transportation connections.*

## **Policy GLU – 2: Customer-Focused Development Services**

Create a development review and approval process that is efficient, customer-friendly, and accessible without technical expertise. Establish an integrated review process for boards, commissions, and authorities as a part of development approvals. Efficiency is paramount to support economic growth and must be balanced with a thorough review process that achieves high quality land development and urban design, which confer multiple benefits to the community.

## **Policy GLU – 3: Inter-Municipal Planning and Development**

Coordinate land use planning and physical development patterns with adjacent municipalities. This should include collaborative planning to address land use and physical development opportunities that stretch across political boundaries. County and municipal comprehensive plans and other joint planning initiatives (for example, the Train Station Small Area Plan) are foundational documents that can guide these efforts. Special emphasis should be placed on meeting County density goals, enhancing the Conestoga River corridor, and achieving joint infrastructure projects like multi-modal trails.

## **Policy GLU – 4: Small Area Planning**

Utilize Small Area Plans, Master Site Plans, Neighborhood Studies, and other forms of planning analyses to conduct in-depth evaluations of select areas and to determine a clear and detailed direction for land use and physical design.

### **Action GLU – 4A: Change and Focus Areas**

*Undertake Small Area Plans or similar scopes of work in response to major, anticipated land development changes (Land Use Change Areas) and/or where significant investment is occurring in neighborhoods, particularly neighborhoods designated as having Emerging Commercial Hubs.*

**Policy GLU – 5: Mixed Use Development**

Create zoning districts for mixed-use neighborhoods of various scales and densities to encourage walkable and vibrant neighborhoods. Develop practical standards for neighborhood commercial uses that safeguard residential livability while also encouraging a viable and appropriate blend of retail and office spaces. Building density and commercial intensity should be highest in the City’s Urban Centers and more moderate in Neighborhood Mixed Use areas.

**Policy GLU – 6: Regional Smart Growth**

Employ smart growth land use patterns in Lancaster City that contribute to infill and concentrated physical development within the metro region. Think beyond boundaries and partner with adjacent municipalities to identify specific, smart growth opportunities and work towards shared goals that mitigate traffic congestion, improve air quality, preserve farmland, and group housing and jobs.

**Policy GLU – 7: Livable Suburban Corridors**

Support efforts to provide multi-modal capital improvements on suburban corridors north and east of the City. Multi-municipal coordination will be essential as these roads are shared with adjoining municipalities. Enhancing multi-modal access will connect residents to commercial services and promote long-term land use changes, like the possible introduction of infill residential where appropriate.

**Policy GLU – 8: Building Transitions**

Promote logical transitions in urban form between and within Future Land Use Categories, particularly regarding building placement and height. Each Future Land Use Category allows for a range of building heights so that they can respond appropriately to adjacent buildings and contribute to a thoughtful “stepping up” or “stepping down” (often referred to as an urban transect). Designated Land Use Change Areas and Regional Commercial Hubs may provide exceptions to this policy as they establish new land use patterns.

**Policy GLU – 9: Utility Coordination**

Coordinate all Future Land Use Map changes with City utility planning. Land use intensification creates demand in infrastructure, particularly for water, sewer, and stormwater facilities. Areas with utility capacity limitations should be identified early on and communicated to the development community.

*Note: All Main Street Commercial Corridors, Commercial Hubs, and Land Use Change Areas are shown on the Economic Development Policy Map*

### **Policy PB – 1: Main Street Commercial Corridors**

Continue to direct resources to areas designated as Main Street Commercial Corridors on the Economic Development Policy Map, which comprise the ‘Building on Strength’ Corridors, plus North Plum Street. These corridors feature a mix of land uses and tend to have a historical pattern of commercial development that may be continuous or intermittent. It is appropriate to have higher density land development on these corridors and “step down” to more residential areas. Concentrated private investment in these corridors may be paired with public investments as needed, such as infrastructure or streetscape improvements within the public right of way.

### **Policy PB – 2: Downtown**

Continue to position Downtown as the economic engine of Lancaster City and the metro region. Promote a range of interesting land uses, building forms, and activities. Incentivize density to create a critical mass of goods and services. Make Downtown a distinct place that is safe, comfortable, and enjoyable for all people.

### **Policy PB – 3: Northwest Gateway**

Partner with landowners to craft a vision and small area plan that creates a high-density, mixed-use, and walkable neighborhood. Ensure cohesion between the stadium district and adjacent institutional properties owned by Franklin & Marshall College and Lancaster General Hospital. Establish a sensible street grid early on to promote good urban form and connections between uses. Ground floor commercial should be used to complement the stadium use, while upper floor residential would add vitality and additional housing.

### **Policy PB – 4: Train Station Area**

Develop the Lancaster Train Station Area as a cohesive and well-designed urban gateway neighborhood, safely connecting all transportation modes and attracting a diverse mix of residents, housing, and businesses that are compatible with and supportive of increased transit ridership. Continue working with Lancaster County Planning and Manheim Township to implement the 2023 Train Station Small Area Plan, which includes the early next steps of establishing an Implementation Committee, amending development regulations for intermunicipal consistency, and aligning funding tools.

### **Policy PB – 5: Burle Business Park Site**

Explore a mixed-use vision with the landowner to seek an appropriate balance between added residential and Light Industry & Innovation land uses. Create a site plan and design, which pays careful attention to how a high-quality living environment and certain commercial and industrial uses might co-exist. The site has the potential to extend successful development along New Holland Avenue and connect with the Grandview Heights neighborhood to the west. Regulations should remain flexible to adapt to the changing market demands on large commercial land in and around the City.

### **Policy PB – 6: East End Neighborhood and Prison Site**

Analyze options for the redevelopment of the prison site and create a small area plan for the East End that ties the urban fabric of the neighborhood together. Seize opportunities to design the prison site in a fashion that complements and maximizes Reservoir Park as a community anchor. Integrate neighborhood-serving commercial uses

into new development, such as a grocer or food market. Although prison buildings and structures may ultimately be removed, commemorate the history of the neighborhood in ways most appropriate and desired by the surrounding community.

#### **Policy PB – 7: Sunnyside Peninsula**

Prioritize partnerships, projects, and land use regulations that will advance the vision for Sunnyside peninsula as a nature and recreation preserve on the north and ecologically sensitive residential uses on the south. Central to this vision is the reinvestment in the infrastructure serving the existing low-density households near S. Duke Street and the protection and management of natural lands that extend along the River and throughout the peninsula in the northern sections.

*See Policies CRF 4.3 and CRF 4.4 and Actions 4.3A, 4.3B, and 4.3C detailing further direction at Sunnyside.*

#### **Policy PB – 8: S Duke and Chesapeake Streets**

Support the continued growth of mixed commercial and residential density, as this key intersection and immediate area continue to emerge as a community hub. Make safe and attractive pedestrian and bicycle connections to new housing, County park, and future riverfront amenities. Explore stronger ties between nearby workforce development programs, including at Thaddeus Stevens College of Technology and Tec Centro and job opportunities here and along the S Duke corridor.

#### **Policy PB – 9: Engleside**

Establish land use regulations and capital plans that support the vision for the Engleside as a dense, mixed-use riverfront neighborhood. Engleside should serve as a crossroads for the southern quadrants of the City and capitalize on the relatively large scale of buildings, parcels, and infrastructure to generate economic activity. Safe and inviting connections to the riverfront are necessary to create a special place that melds the unique natural and commercial assets of Engleside.

*See Policy CRF 4.1 and Action CRF 4.1A detailing further direction at Engleside.*

#### **Policy PB – 10: Manor Street South**

Invest in the revitalization of the southern end of Manor Street and encourage business growth that serves the immediate community, as well as upper floor residential units where feasible. Beautify the hub area, attract economic interest, and instill a sense of pride among residents, using strategies such as streetscape and building façade improvements, and renovation of vacant properties. Make safe and vibrant pedestrian connections to the park and shopping centers just south of the City.

#### **Policy PB – 11: Park City Mall Site**

Work with the owner(s) of the Park City Mall properties to create a detailed vision and site plan for the next generation of development at this important regional hub. Given that the land area at this site is nearly as large as the City's Downtown, any plan should emphasize the inclusion of residential options and the creation of a vibrant walkable place with a mix of uses. Development ideas could include a medium to high density town center concept and/or a phased integration of multifamily buildings with larger commercial stores. No significant land development changes should occur unless in accordance with a holistic plan.

## Main Street Commercial Corridors

Main Street Corridors are intended to feature a mix of land uses and typically have an established pattern of commercial development, which may be continuous or intermittent. Medium to high density development is desired on Main Street corridors and city agencies and organizations should continue to direct resources in these areas.

## Regional Commercial Hubs

Regional Commercial Hubs are large areas along major roadways that can support intensive commercial activity and serve residents from across the City and surrounding municipalities. These areas have large-scale development or redevelopment opportunities.

## Community Commercial Hubs

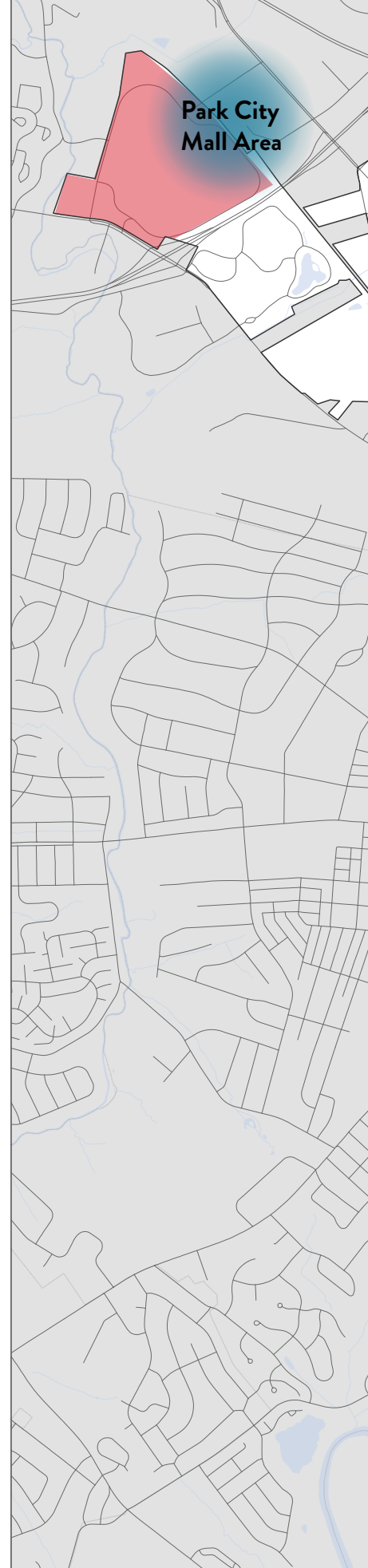
Community Commercial Hubs are medium-sized areas that can support moderate commercial activity and serve one or more City neighborhoods. These areas have significant—but smaller-scale— development or redevelopment opportunities compared to Regional Commercial Hubs.

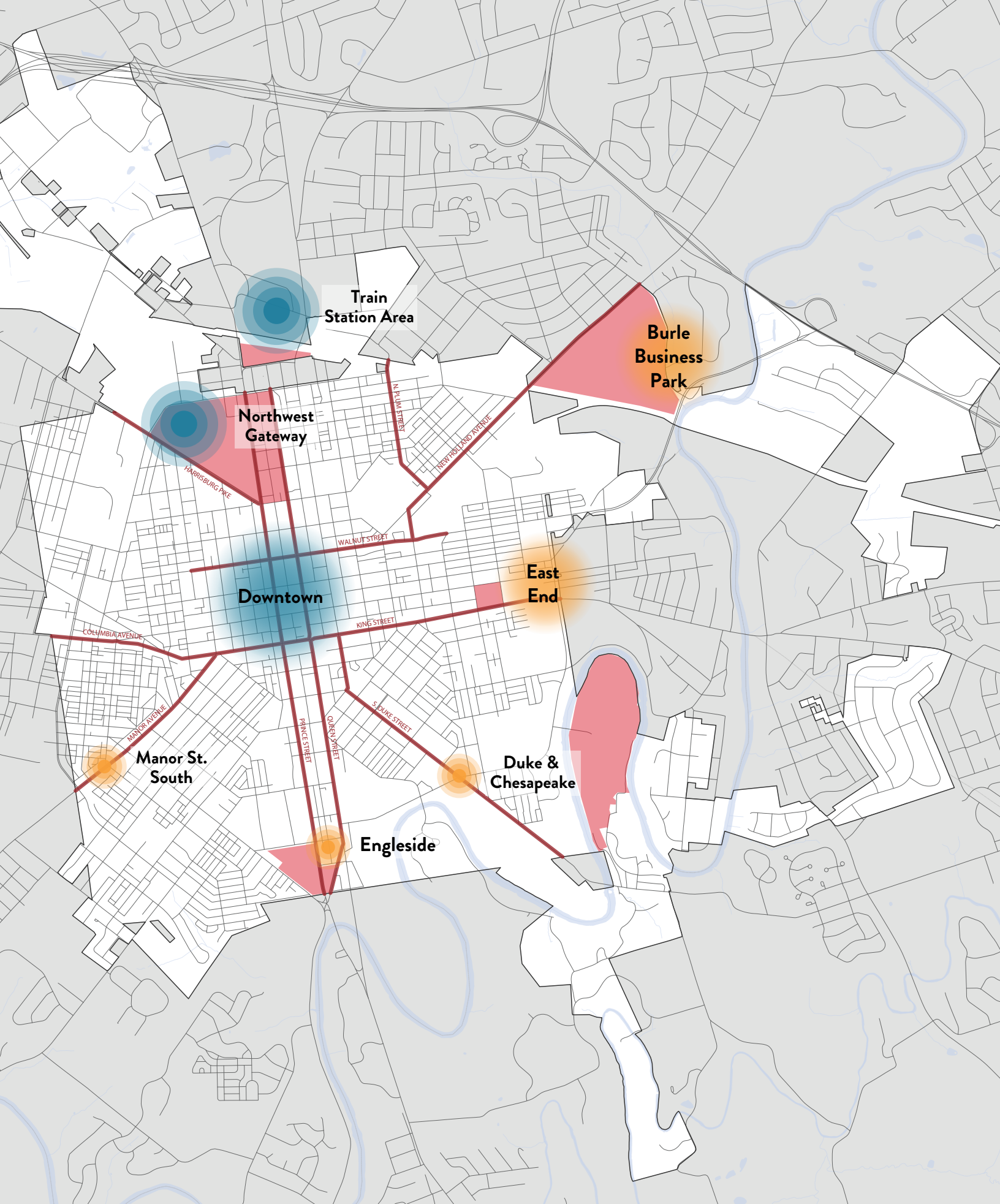
## Emerging Hubs

Emerging hubs, at the regional or community scale, have the potential to be stronger focal points as commercial destinations and gathering places for communities. Dedicated planning and infrastructure improvements may be needed to further the development of emerging hubs, as well as tailored strategies in the City’s Building on Strength Economic Development Plan. The City should prioritize public, private, and nonprofit investments in these areas.

## Land Use Change Areas

Land Use Change Areas are areas likely to undergo notable changes in land use patterns and development in the next 10–20 years. Any areas identified as Land Use Change Areas will require a Small Area Plan or similar planning effort to guide redevelopment. Land Use Change Areas also reflect where new land use designations have been made on the Future Land Use Map to help facilitate community and economic objectives.





**Train Station Area**

**Burle Business Park**

**Northwest Gateway**

**Downtown**

**East End**

**Manor St. South**

**Duke & Chesapeake**

**Engleside**

## PROJECTED NEXT STEPS AND PLAN ADOPTION

Below is a schedule of projected next steps for adoption of the Comprehensive Plan. All comprehensive plans are required to meet certain guidelines according to a Pennsylvania state law known as the Municipalities Planning Code. The City of Lancaster Comprehensive Plan will follow that process and allow opportunity for continued public participation.

If you would like to find more information on this process, please visit [OurFutureLancaster.com](http://OurFutureLancaster.com) and also regularly check agendas for Planning Commission and City Council at [CityOfLancasterPA.gov](http://CityOfLancasterPA.gov).

*The schedule below is tentative and subject to change.*

STEP	DESCRIPTION	DATE/TIMEFRAME
1	Present Draft of Policy Text & Maps to Public	May 24, 2023
2	Post Draft of Policy Text & Maps on websites for public reference and comment	May 25, 2023
3	Review and analyze feedback from the public	June 2023
4	Publish DRAFT PLAN document - online & hard copy	July 1, 2023
5	Discuss DRAFT PLAN with Planning Commission	July/August 2023
6	Seek the Planning Commission's Formal Recommendation to City Council for Adoption	August 2023
7	Publish FINAL PLAN document online & hard copy <i>State law requires a 45-Day period for Official Comment from the following agencies: Lancaster County Planning Commission, city school districts, and adjacent municipalities.</i>	September 1, 2023
8	Introduce FINAL COMPLETED PLAN at City Council Committee Meeting	October 2, 2023
9	Seek City Council Adoption of FINAL COMPLETED PLAN by Resolution	October 24, 2023
10	Publish FINAL COMPLETED PLAN & City Council Resolution of Adoption	October 25, 2023

LEARN MORE ABOUT THE CITY OF LANCASTER'S NEW COMPREHENSIVE PLAN  
AND GIVE YOUR FEEDBACK AT [OURFUTURELANCASTER.COM](http://OURFUTURELANCASTER.COM)