



# Lititz Warwick Joint Strategic Comprehensive Plan

2006 Update

## Regional Steering Committee

Sue Ann Barry  
John C. Bear  
Anthony Chivinski  
Thomas Cislo  
Brian Donmoyer  
Dr. John George  
John Hohman

Dr. Steven Iovino  
David W. Kratzer, Jr.  
James Lafferty  
Karen Mailen  
Michelle McCall  
Darryl Miller  
W. Logan Myers, III

Steven Palkovic  
Gaylord Poling  
David Pusey  
John W. Riegel  
Scott Ryno  
Arline Shannon  
Timothy Snyder

Curtis Strasheim  
Susan Tennant  
Karen Weibel  
James Wenger  
Daniel Zimmerman  
Thomas Zug

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Ruth McKennon, Vice-  
President  
John C. Bear  
Joseph Kane, III  
Karen Weibel  
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Russell L. Pettyjohn

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Chairperson  
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Michael Smith  
Brian Donmoyer  
Joseph M. Beatty  
(alternate)  
Sue Ann Barry,  
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Jane Boyce, Vice-  
Chairperson  
John Gazsi  
Kelly Gutshall  
John Hohman  
Daniel Garrett  
Brian Slinsky  
Craig Kimmel  
(alternate)  
Daniel Zimmerman,  
Secretary

## Consultant Team Members

Community Planning Consultants – Camp Hill, PA  
ELA Group, Inc. – Lititz, PA  
Harper & Associates – Arlington, VA  
William J. Green & Associates – Harrisburg, PA  
Lancaster County Planning Commission – Lancaster, PA

## Table of Contents

	<b>Page</b>
1999 Plan Accomplishments / 2010 Objectives	2010 Objectives - 1
Community Services and Facilities Strategies	CS1
Joint Policing Approach Amended to Lititz Warwick Regional Police Exploration	CS2
Comprehensive Regional Fire & Ambulance Service Study Amended to Warwick Emergency Services Alliance (WESA) 5-Year Priorities	CS3
Regional Comprehensive Recreation, Park, and Open Space Plan Amended to Warwick Regional Recreation Commission 5-Year Priorities	CS6
Warwick Region Community Services Task Force Education / Government Partnership Program Addendum	CS8 CS12
Action Plan Community Services and Facilities Initiative	
Physical Development Strategies	PD1
Sustainable Regional Growth Management	PD2
Planning Area Concepts	PD13
Village Designations	PD40
Reinvestment Area Identification	PD43
Future Land Use Plan Amendment	PD45
Sustainable Water Resources Program	PD46
Environmental Advisory Committee	PD47
Action Plan Physical Development Initiative	
Appendix A – Development Potential Analysis – Existing Zoning	PDI Appendix A-1
Appendix B – Land Based Allotment – 2005	PDI Appendix B-1
Appendix C – Projections and Capacity Analysis	PDI Appendix C-1
Appendix D – Report on the Community Charrette	
Infrastructure Development Strategies	ID1
Regional Transportation Advisory Committee Addendum	ID2

## Table of Contents

	<b>Page</b>
Traffic Management and Monitoring Program Addendum	ID5
Official Roadway/Transportation Map Addendum	ID6
Pedestrian Safety Program Addendum	ID7
Shuttle Bus System Addendum	ID7
Feasibility Study for Increase Rail Use Addendum	ID8
Regional Public Utility Cooperation Approach Addendum	ID8
Action Plan Infrastructure Development Initiative	
Update to the Transportation Summary Report of the 1999 Plan	
Update to the 1999 Plan Wastewater and Water Utilities Summary Report	
Economic Development Strategies	ED1
Main Street Program Strategy	ED2
Historic Preservation Strategy	ED3
Regional Tourism Consortium and Regional Tourism Strategic Plan	ED5
Agriculture Preservation as Economic Development	ED10
Workforce Development Strategy	ED13
Economic Development Organization – Balanced Regional Economic Approach	ED13
Action Plan Economic Development Initiative	
Public Affairs Plan	PA1
Tables	
Table 1 – Density Scenario Comparison	PD4
Table 2 – Selected Planning Area – Density Alternative	PD7
Table 3 – Lititz-Warwick Region Growth Projection – Years 2010 and 2015	PD11
Table 4 – Lititz-Warwick Region and LCPC Growth Projection Comparison – Year 2010	PD11

## Table of Contents

### Page

#### Charts/Figures

Chart 1 – Growth Trends

PD5

Chart 2 – Lititz Warwick Region UGA Growth Projection

PD10

**See the Lititz-Warwick 2005 Update Map Book for graphic displays**

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<b>The Region's Planning Process:</b>			
Goal: To ensure the planning process leads to achievable outcomes and measurable results, where possible.			
<ul style="list-style-type: none"> <li>• <b>Turn recommendations into actions and provide evidence routinely of plan follow through by elected officials, appointed officials and community partners.</b></li> </ul>		The 1999 Strategies as a total package addressed these guiding principles for the Region's Planning Process	The total package of accomplishments to date are based on the foundation set forth in these guiding principles.
<ul style="list-style-type: none"> <li>• <b>Provide opportunities for the public to commit to the process.</b></li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Develop strategies and actions, which are real and doable and not ethereal and philosophical.</b></li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Develop a planning process which overall maintains or improves the quality of life and the community's character.</b></li> </ul>			
<ul style="list-style-type: none"> <li>• <b>Focus the planning process on regional cooperation and coordination.</b></li> </ul>			
<b>The Region's Community Character:</b>			
Goal: To preserve and enhance predominant characteristics of the region including, but not limited to the "small- town feel", the cultural heritage and tradition, the diverse setting and landscapes, the sense of security and safety, the community's cleanliness and tidiness and the people's neighborliness and helpfulness.			
<ul style="list-style-type: none"> <li>▪ <i>Maintain the size, scale and mix of uses within the Borough and in the rural countryside of the Township.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to develop a regional GIS database for monitoring the region's growth by developing a high level of GIS technical skills and competency across municipal borders, with the sharing of new information as it becomes available. Part of the activities for this plan update has used the "in-house" skills of GIS technicians</b></li> </ul>	Regional Geographic Information Services - This strategy focuses on the use of technology to monitor the region's growth.	Warwick Township incorporated some of Lititz Borough's GIS information.  Lititz Borough implemented the GIS system.  Both municipalities have integrated the use of GIS into their routine activities and staff has been trained to use the technology.

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Continue to support and celebrate activities and events, which express the region's character and maintain an orientation to family.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Continue to support and celebrate activities and events, which express the region's character and maintain an orientation to family, including the activities of the Recreation Center, Regional Recreation Commission, and the Manheim Consortium.</i></b></li> </ul>	<p>Library Service Funding Program - This strategy focuses on a sustainable funding base for the library through a variety of sources.</p>	<p>The Library Board meets with the municipalities annually to discuss their funding sources, needs and opportunities. The municipalities provide in-kind services to the library. The library continues to seek funding sources outside of the municipalities.</p>
<ul style="list-style-type: none"> <li>▪ <i>Support local businesses, organizations and media, which help to give and promote the region's uniqueness.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Improve and promote communications with and activities of the Manheim Consortium.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Support and enhance community cooperation among and between individuals, neighborhoods, for-profit and non-profit organizations and businesses, social and fraternal organizations, community service providers and government entities.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Promote the activities of the Healthy Communities and Healthy Use Program in cooperation with the Warwick School District.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Continue to hold community forums and embrace other opportunities to involve the public in the enhancement of Regional assets, the resolution of Regional issues and the monitoring of the planning process.</i></li> <li>▪ <i>Celebrate the contributions of businesses, organizations and individuals in preserving the character of the Region.</i></li> <li>▪ <i>Encourage neighborhood and block-watch organizations to help maintain safety, security and cleanliness.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Use the Lititz 250 year celebration as a springboard for other community activities.</i></b></li> <li>• <b><i>Develop a multi-faceted public relations program as the basis for educating, promoting activities and celebrating accomplishments in meeting the 2010 objectives and strategies for growth management, tax-base and the economy, infrastructure, environment, community service, volunteerism, etc.</i></b></li> </ul>		
<b>The Region's Downtown:</b>			
<p>Goal: To promote and strengthen business opportunities in the Downtown.</p>			

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Develop a Downtown business plan, which seeks a balanced mix of tourist-oriented and local-service oriented businesses.</i></li> </ul>	<p><b>• Continue to build the Main Street Program for Downtown Lititz - Venture Lititz - and set priorities and objectives for the first five years.</b></p>	Traditional commerce pattern maintenance - This strategy focuses on Lititz as the retail core with industrial at its edges surrounded by agriculture.	
<ul style="list-style-type: none"> <li>▪ <i>Develop an on-going marketing approach, including an organizational structure which proactively promotes the Downtown, seeks viable users for vacant properties, and assists local government in preserving the character of the area.</i></li> </ul>		Norfolk Southern will continue to supply rail service east of Rt. 501 and surface improvements to the rail crossing at Rt. 501 are scheduled. The Trail Feasibility Study identifies the deteriorated rail freight station to be acquired and rehabilitated. A Market Study identifies the deteriorated rail station as an excellent use for a Farmers Market	
<ul style="list-style-type: none"> <li>▪ <i>Protect the vitality of the Downtown business community by encouraging specific niche opportunities into the Downtown core and away from other regional locations.</i></li> </ul>			
<p>Goal: To preserve the community character of the Downtown.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Recognize Downtown Lititz as a special place in the region.</i></li> </ul>	<p><b>• Continue to build the Main Street Program for Downtown Lititz - Venture Lititz - and set priorities and objectives for the first five years.</b></p>	Business Friendly Region Promotion - <i>This strategy focuses on methods of promoting the region as an excellent business location. It advocates for amenities to attract and keep business in the region, and understanding the role of affordable housing to providing jobs and support the establishment of appropriate housing is one component.</i>	A Market Study was completed that identified business opportunities in the downtown, historic district of Lititz Borough and to promote those opportunities to existing and prospective businesses. The Market Study shows the Lititz community how to retain and strengthen the existing business climate, determine what factors contribute to the current success of downtown Lititz, how to market downtown Lititz to new business, determine the appropriate business mix, and determine if there is a need to expand the business district, etc.

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Protect, maintain and, where possible, enhance the physical features, which contribute to the "sense of place" and "pedestrian-friendly environment" of the Downtown. Distinctive features common throughout the area include but are not limited to: historic buildings and building facades, street trees, lighting standards, signage, building setbacks, continuity of and dimensional size and scale of buildings, and pedestrian linkages.</i></li> </ul>			<p>Lititz Borough has developed Design Guidelines that allows for innovation in meeting parking needs, i.e., shared parking based on time and use and parking reduction incentives.</p> <p>Lititz Borough is working with a consultant on a Downtown Vitality Project and will be applying for a grant through the PA Main Street Program that will fund a Main Street Manager to coordinate downtown business efforts.</p> <p>Lititz Borough is continuing to upgrade its streetscape with trees, curb and sidewalk replacement and historical street lights.</p> <p>Pedestrian Safety Program - This program will enhance pedestrian movements, create a more pleasant pedestrian environment and help preserve the community character of the area.</p>
<ul style="list-style-type: none"> <li>▪ <i>Provide public parking for Downtown users and business deliveries which is "user-friendly," that is, accessible to the core area, well-signed, safe and compatible with the character of the Downtown.</i></li> </ul>	<p><b>•Build the initial downtown parking information into a comprehensive implementation strategy and determine the organizational responsibilities for strategy development and implementation.</b></p>	<p>Downtown Parking Study - A downtown parking study will focus on an infrastructure to promote and strengthen business opportunities while preserving the character of the downtown.</p>	<p>A consultant is working with the Regional Economic Development Committee and has studied the downtown parking situation. The conclusion is that there is adequate parking. It needs to be managed and signed.</p>
<ul style="list-style-type: none"> <li>▪ <i>Put in place regulatory requirements, which will help to preserve the character of the community while offering flexibility for individual business and property owners.</i></li> </ul>	<p><b>• See historic preservation 2010 objectives</b></p>	<p>See historic preservation strategies</p>	<p>See historic preservation activities.</p>

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Reduce the amount of "transient traffic" (traffic with destinations other than the Lititz/Warwick region) traveling through the Downtown, particularly truck traffic.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Complete the Route 772 Rerouting Feasibility Study, using a community-based planning process and public relationship programming to build public support.</b></li> </ul>	<p>See the region's transportation network strategies</p>	<p>See region's transportation network activities</p>
<ul style="list-style-type: none"> <li>▪ <i>Support the enhancement of pedestrian access to "places of interest".</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to build linkages to activity centers.</b></li> </ul>	<p>See the region's transportation network strategies - trails</p>	<p>See region's transportation network activities - trails</p>
	<ul style="list-style-type: none"> <li>• <b>Promote the region's trail system.</b></li> </ul>		
	<ul style="list-style-type: none"> <li>• <b>Standardize pedestrian trail, lighting and signage design features throughout the region.</b></li> </ul>		
	<ul style="list-style-type: none"> <li>• <b>Prioritize main routes into/from the downtown and to/from other activity areas to improve safety - e.g., lighting, sidewalks, street trees, etc.</b></li> </ul>		
<p>Goal: To recognize the Downtown as a "gathering place" for the region.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Support, encourage, and promote the continuation, revitalization and/or addition of special region-wide events in the Downtown area and for residents of all ages.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>See the Main Street Program Objective.</b></li> </ul>	<p>See Business Friendly Region Promotion discussed above</p>	
<p>Goal: To promote and strengthen the Lititz Borough Historic District.</p>			
	<ul style="list-style-type: none"> <li>• <b>Focus on previous unmet objectives for this period to build a comprehensive historic preservation strategy and meet State mandated requirements and County Plan Requirements.</b></li> </ul>		

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Educate the community regarding the importance of historic preservation, the features of the historic district and protection measures of the existing ordinance.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Educate the community regarding the importance of historic preservation, the features of the historic district and protection measures of the existing ordinance.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Improve local preservation guidelines and standards to protect existing historic resources in the district.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Improve local preservation guidelines and standards to protect existing historic resources in the district.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Bring regulations into conformance with State and National enabling legislation and guidelines.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Bring regulations into conformance with State and National enabling legislation and guidelines.</i></b></li> </ul>		
	<ul style="list-style-type: none"> <li>• <b><i>Consider regulatory incentives to encourage preservation of community character</i></b></li> </ul>		
<b>The Region's Historic Resources / Historic Preservation:</b>			
<p>Goal: To establish priorities for historic preservation.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Educate the public regarding the value of historic preservation and its contribution to the cultural heritage, character and economic development of the region.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Educate the public regarding the value of historic preservation and its contribution to the cultural heritage, character and economic development of the region.</i></b></li> </ul>		
	<ul style="list-style-type: none"> <li>• <b><i>Understand the location, concentration and significance of the region's historic resources.</i></b></li> </ul>	<p>Historic Overlay District in the Central Business District - This strategy reexamines the boundaries of the District in the Central Business District and focuses on the regulation, design, and administration of the District.</p>	<p>A historic Inventory of the facades of buildings in both municipalities has been started.</p>
	<ul style="list-style-type: none"> <li>• <b><i>Finish the historic inventory for both the Borough and the Township.</i></b></li> </ul>		<p>Many sites in the region are on the Lancaster County Heritage Program.</p>

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Recognize and encourage non-governmental opportunities for preservation including initiatives by individual property owners, groups of property owners and organizations.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Recognize and encourage non-governmental opportunities for preservation including initiatives by individual property owners, groups of property owners and organizations.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Prioritize opportunities for government involvement through the expansion or creation of new historic districts based on known information, research and criteria regarding the concentration and historic significance lot resources.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Prioritize opportunities for government involvement through the expansion or creation of new historic districts based on known information, research and criteria regarding the concentration and historic significance lot resources.</b></li> </ul>		
<p>Goal: To establish formal mechanisms and assistance at the local level to preserve effectively historic resources.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Put in place the local organizational and regulatory structure to protect the historic district resources.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Put in place the local organizational and regulatory structure to protect the historic district resources.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Develop an historic preservation advocacy network to provide individual property owners with preservation design, technical and/or regulatory assistance and training.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Develop an historic preservation advocacy network to provide individual property owners with preservation design, technical and/or regulatory assistance and training.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Coordinate efforts with other community, County and Commonwealth historic preservation organizations.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Coordinate efforts with other community, County and Commonwealth historic preservation organizations.</b></li> </ul>		
<p><b>The Region's Tourism:</b></p>			
<p>Goal: To identify and evaluate the impact of tourism, both recreational and heritage, on the local economy and community character.</p>			

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<p>Goal: To develop a tourism plan, which maximizes its benefit to the community without infringing on the community's character.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Determine the cost-benefit of tourism to the region.</i></li> </ul>	<p><b>• Tie Lititz/Warwick tourism into the County Heritage Tourism Program. Build a local program around this program, including the continued need to explain cost-benefit, provide tourist infrastructure (overnight accommodations, parking for buses and cars, restaurants, wayfinding, hours of operation, historic connections, etc.)</b></p>	<p>Tourism Consortium - This strategy would focus on developing existing tourism components, understanding the impact of special events on tourism, and developing a tourism program.</p>	<p>Many sites in the region are on the Lancaster County Heritage Program. The Tourism Consortium was not developed. Lititz Borough did receive a grant for wayfinding signs.</p>
<ul style="list-style-type: none"> <li>▪ <i>Maintain an inventory and description of tourist attractions and tourist businesses, including the location and concentration of the tourist enterprises and the tax and sales benefit to the community.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Understand the impact of tourism on traffic and parking and the interface with the local community.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Educate the region's public regarding the costs-benefits of tourism.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Establish a coordinated approach and network between and amongst the various tourist attractions and businesses for promotion of the trade and management of negative impacts.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Provide an integrated system of wayfinding signage linking points of access to parking and attractions.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Coordinate efforts with other community, County and Commonwealth tourism agencies.</i></li> </ul>			
<p><b>The Region's Transportation Network:</b></p>			
<p>Goal: To reduce traffic congestion in the Region's borough and villages without negatively impacting the transport of goods and services to and from the region.</p>			

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Distinguish between traffic generated within the region and traffic generated outside of the region.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Consider the interests of intra-regional truck traffic generators and their assistance in truck rerouting.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Reinvestigate interregional options, including intermodal options, to remove through truck-traffic from borough and village roadways.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Use the Route 772 Relocation Feasibility Study to address the original objectives under this goal and to begin move study recommendations forward.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Investigate truck size and weight restrictions in urban environments.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Support countywide efforts to work with major employers on developing employee trip reduction programs.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Coordinate with Red Rose Transit to help promote transit routes and ridership and encourage employers to participate in the Susquehanna Regional Transportation Partnership Programs.</i></b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Develop a regional partnership approach between Lititz Borough, Warwick Township, the region's large traffic generators and local developers to address traffic generated within the region.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Educate the public regarding the impact of local land use decisions on traffic generation, congestion and community connectivity.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Educate major employers regarding the development of employee trip reduction programs to reduce single-occupancy vehicles and provide incentives for the enactment of such programs.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Promote a multi-jurisdictional partnership approach with adjoining municipalities, the County, the Commonwealth and the Federal governments to address traffic generated outside the region.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Continue the work of the Regional Transportation Advisory Committee and seek to broaden participation to other municipalities that share common transportation networks - e.g., Manheim and Penn Townships.</i></b></li> </ul>	<p>Regional Transportation Advisory Committee - This committee was formed to focus on the establishment of cooperative traffic and transportation evaluations, studies of transportation issues, and development of transportation improvement recommendations.</p>	<p>A Regional Transportation Committee was created and meets quarterly to make recommendations on traffic related issues.</p>

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<i>2010 Objectives</i>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Explore opportunities to develop or enhance roadways to improve the flow of traffic and thus reduce congestion.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Continue the Traffic Management and Monitoring Program.</i></b></li> </ul>	Traffic Management and Monitoring Program - This program was established to monitor traffic operations, to assess needs for improved signal timings, upgraded signal sequences, turn restriction, pedestrian crossings, or other appropriate traffic control measures.	A Traffic Management and Monitoring Program has been established.
<ul style="list-style-type: none"> <li>▪ <i>Develop an interjurisdictional traffic management system.</i></li> </ul>			Lititz Borough has received a grant to upgrade the existing traffic signals, improve signal timings and provide for internal clearance in the first block of S. Broad Street.
			Warwick Township has obtained funding for a roadway widening of Rt. 501 from Owl Hill Road to the Shoppes of Kissel Village & at the Millport intersection. The project is underway.
			A traffic signal has been installed at Wynfield Drive in Warwick Township.
			The region has installed pre-emption devices to traffic signals.
			Warwick Township has a Park and Ride Program.
			Funding is on hold for the design work for Rt. 501 from Wynfield Drive to Newport Road.
			A plan is in place for improvements to the Rothsville corridor. An advisory signal was installed at the Rothsville Fire Co. A traffic signal installation at Church Street is scheduled.
			The re-routing of Rt. 772 is included in the Lancaster County Long-Range Transportation Plan 2005-2030. There are several projects in the region that will have an impact on the future re-routing of Rt. 772.

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
			<p>Warwick Township adopted a new zoning map and redesignated an area for campus industrial which provides a dedicated collector street and internal street network, integrates dedicated bike lanes, and connects to the southern trail system.</p> <p>A pedestrian safety program in downtown Lititz has been initiated and is funded through a Hometown Streets Grant.</p>
<ul style="list-style-type: none"> <li>▪ <i>Adopt an Official Map for the region, thus resolving to create new improvements at the appropriate time and to explore avenues for funding these improvements.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to update the Region's Official Map.</b></li> </ul>	Official roadway and transportation map - This map establishes the functional classification of streets and roadways within the municipalities.	A Joint Official Map was developed and adopted by both municipalities and identifies potential corridors for new roadway links in the region. Potential corridors for the extension of pedestrian and hike/bike trails are established.
	<ul style="list-style-type: none"> <li>• <b>Use the Official Map as a public information piece by posting on the local websites and tying it to completed and projected projects.</b></li> </ul>		
Goal: To monitor the need for additional intra- and inter-regional public transit service.			
Goal: To support the advancement of intermodal connections within the transportation network.			
<ul style="list-style-type: none"> <li>▪ <i>Form a partnership with transit service providers to monitor ridership and destination statistics.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to build the transportation network with the addition of intermodal connections: park and ride lots, transit stops, trails, and bus routes.</b></li> </ul>	Shuttle Bus System - A shuttle bus services will provide alternative transportation for desired trip making between the region and the downtown. Alternative transportation will reduce individual vehicular travel demand and downtown parking demand. The service will provide alternative mobility that is presently not available within the region.	A Trail Feasibility Study has been completed and will serve as a transportation plan as well as a recreation plan. The trail system will provide a pedestrian link from residential communities to other centers of activities or natural areas. The trail system in the Township will connect to the existing sidewalk system in the

## 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Identify the need for new connections and linkages within the region and plan for the resolution of needs.</i></li> </ul>			Borough. Over the past 5 years new trails have been added within the region.
<ul style="list-style-type: none"> <li>▪ <i>Plan for and seek funding for the development of alternative inter-regional connections between centers of activities (e.g., recreation and educational facilities, the Downtown, neighborhoods, business and institutional centers). Alternative connections include but are not limited to pedestrian and bike paths, transit stops, and rail corridors.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Coordinate and plan for alternative intermodal connections to activity centers located outside the region.</i></li> </ul>			
<b>The Region's Growth and Development:</b>			
Goal: To reexamine the location and size of the region's urban growth boundary, to assess its long-term impact on the region's resources and infrastructure and to determine the need to reconfigure the location and/or modify the size of the boundary.			
<ul style="list-style-type: none"> <li>▪ <i>Educate and seek public support regarding the concept and benefits of growth management</i></li> </ul>	<p><b>• Strive to achieve a sustainable growth projection - where development is in balance with the region's capacity and fiscal ability to provide adequate schools, infrastructure, utilities, and community services while maintaining environmental quality and community character.</b></p>	Urban Growth Boundary Reduction - The LCPC Tracking Report of 1998 indicated the acreage included in the Lititz-Warwick Urban Growth Boundary to be in excess of that needed to accommodate the 2010 population growth projections. Changes in the future land use plan and a reduction in the UGB will help to maintain the character of the community, preserve agricultural resources, direct high and medium high density development to areas in the region with the infrastructure to handle this level of development, and to provide a buffer between low and high density and agricultural resources.	Warwick Township adopted a new zoning map with an urban growth boundary reduction.
<ul style="list-style-type: none"> <li>▪ <i>Consider regional impacts such as: preservation of agricultural and environmental resources; provision of adequate infrastructure and community services and facilities; changes in land values, and demand for new residential developments.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Consider density (number of units per acre) an important factor in determining the development potential of the urban growth boundary.</i></li> </ul>	<p><b>• Reintroduce the idea of density based on the County's Smart Growth principles and what it means to the Region.</b></p>		An analysis reviewing growth potential for existing growth management area is underway.

## 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Continue to give high priority to agriculture preservation in supporting and developing new methods and techniques for preservation and measures to reduce the impact of urban development on the farming community, particularly where, agriculture enterprises abut the urban growth boundary.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Consider the potential of Act 4 of 2005 (freezes millage on preserved farms and open space) and its extension to the entire school district.</b></li> </ul>	<p>The Agriculture Preservation Strategy - The Agriculture Preservation Strategy endorses the continuation of the region's effective agriculture zoning techniques, the County's agriculture conservation easements, the State's agriculture security area program and the Township's transferrable development rights program.</p>	<p>Conservation easements consist of 2,265 acres. The agriculture security district has been expanded to 3,786 acres. There have been 205 acres of transferred development rights sales by 2004, with 210 additional acres expected after 2004.</p>
	<ul style="list-style-type: none"> <li>• <b>Reach out to Elizabeth Township to provide education regarding Warwick Township's Transfer of Development Rights (TDR) Program. Seek their participation in developing new sending and receiving areas.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Direct growth away from agricultural and natural resources.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to direct growth away from agricultural and natural resources.</b></li> </ul>		
<p>Goal: To provide for a balanced mix of residential development styles and options within the urban growth boundary and direct the majority of the region's growth and development to locate within the boundary.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Educate the public and development community regarding the costs and benefits of nontraditional, residential development styles, such as: cluster developments, open-space subdivisions, sustainable communities, neo-traditional villages.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Join the County in the education/promotion of Smart Growth Ideas, bringing these ideas locally and to the broad community.</b></li> </ul>	<p>Future Land Use Plan - The Future Land Use Plan provides the basis for the future development for the region. To enhance the region's tax base, proposed areas of change include new areas of mixed-use development. Low density, rural residential, medium density, medium-high density and high density residential are provided land uses.</p>	
<ul style="list-style-type: none"> <li>▪ <i>Create flexibility in land use ordinances, which will broaden the users' choices and accommodate a wide variety of subdivision and land development (traditional and non-traditional) techniques, densities and styles within the urban growth area and beyond the boundaries of the Borough.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to broaden the focus on the design, look and feel of development.</b></li> </ul>		<p>Lititz Borough is in the process of rezoning two areas that will allow for mixed-use.</p>

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Maintain, where possible, the "small-town" character of development within the Borough by continuing existing street patterns and area and dimensional characteristics.</i></li> </ul>			The level of density in land use was determined by studying population projections, age of the population, sex, race, income, and household characteristics.
<ul style="list-style-type: none"> <li>▪ <i>Develop standards and amenity regulations to compatibly integrate the appearance of high-density developments with the surrounding character of the Region.</i></li> </ul>			Lititz Borough developed Design Guidelines, many which replicate a built up urban area. The guidelines also allow for mixed-use structures, i.e., first floor office/second floor residential.
<p>Goal: To provide a reasonable mix of nonresidential uses to support high concentrations of residential development within the urban growth boundary and to expand the economic base of the region.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Determine locations for nonresidential uses based on adequacy of existing or planned infrastructure.</i></li> </ul>	<p><b>• Continue to ratchet up the effort for identified opportunity areas and to identify new areas (e.g., freight station, northside of Main Street, rail area).</b></p>	<p>Future Land Use Plan - The Future Land Use Plan provides the basis for the future development for the region. To enhance the region's tax base, proposed areas of change include new areas of mixed-use development. Low density, rural residential, medium density, medium-high density and high density residential are provided land uses.</p>	<p>Warwick Township adopted a new zoning map and redesignated an area for campus industrial that will allow for mixed-use.</p>
<ul style="list-style-type: none"> <li>▪ <i>Provide a range (density and intensity) of commercial and industrial-oriented uses to meet the needs of various market segments: neighborhood, regional, national and global.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Provide a range (density and intensity) of service and institutionally-oriented uses to meet the needs of various sectors of the community: neighborhoods, elderly, youth, disabled, and other special groups.</i></li> </ul>			
<p>Goal: To recognize agriculture as a major industry in the region.</p>			
<ul style="list-style-type: none"> <li>▪ <i>Ensure the infrastructure, businesses and markets are in place to support the agriculture industry.</i></li> </ul>	<p><b>• Add the following objectives to the 1999 objectives.</b></p>	<p>See the Agriculture Preservation Strategy above.</p>	<p>See the Agriculture Preservation activities above.</p>
<ul style="list-style-type: none"> <li>▪ <i>Educate the public regarding the value of the agriculture industry and negative impacts from urban development.</i></li> </ul>			

## 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ Continue to develop techniques to preserve existing agriculture activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to allow "small" farm support activities.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Create a marketing plan within the region for local farm products to help sustain agriculture and keep it viable.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Consider a farmer's market in Lititz.</li> </ul>		
	<ul style="list-style-type: none"> <li>• Help to sustain the necessary farm infrastructure.</li> </ul>		
<h3>The Region's Natural Environment:</h3>			
<p>Goal: To support existing efforts and look for new opportunities to protect the region's natural environment including, but not limited to floodplains, wetlands, streambanks, forested areas, agricultural soils and wildlife habitats.</p>			
<ul style="list-style-type: none"> <li>▪ Develop a regional model for balancing economic and ecological objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Upgrade the Region's Subdivision and Land Development Ordinances based on the Region's work on identifying Primary and Secondary Conservation Corridors.</b></li> <li>• <b>Bring in the Lititz Run Alliance objectives and continue the LRWA work of the last 5 years. Pull in recommendations of the Susquehanna River Basin Commission Report.</b></li> </ul>	<p>Primary and Secondary Conservation Corridor Delineation - The corridor delineation forms the basis for other environmental conservation strategies. The primary and secondary conservation corridor delineation focuses on delineation of conservation corridors throughout the region. There is a strategy for a conservation subdivision and land development process.</p>	<p>Environmentally sensitive primary/secondary map of zones were prepared. A primary and secondary conservation corridor was adopted as part of the Region's Comprehensive Recreation, Parks, and Open Space Plan. The region's trail system may be integrated into the region's secondary conservation corridor.</p>
<ul style="list-style-type: none"> <li>▪ Protect important wildlife habitats and woodland areas by preventing intensive development and/or engaging development review procedures aimed at conservation of these areas.</li> </ul>		<p>The Riparian Corridor/Forested Buffer Preservation Program Strategy - This strategy endorses the recommendations of the Lititz Run Watershed Alliance.</p>	<p>The Lititz Watershed Alliance continues to do stream bank restoration work in the region. A Lititz Run Watershed map was developed and identifies completed projects.</p>
<ul style="list-style-type: none"> <li>▪ Create, support and implement a comprehensive riparian forest buffer restoration and protection and stream corridor protection strategy.</li> </ul>			
<ul style="list-style-type: none"> <li>▪ Increase forest cover through reforestation and strengthening landscaping requirements.</li> </ul>			

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Enhance stormwater management through the requirement of the use of best management practices, improvement of system maintenance and reduction of impervious surfaces, where appropriate.</i></li> </ul>		Stormwater Management Regulations Strategy - This strategy focuses on updating BMP practices to provide flexibility in the design of stormwater management facilities.	<p>The municipalities are encouraging the use of BMPs to protect and preserve existing natural features.</p> <p>New Act 167, Conestoga Watershed, ordinances will be adopted by the municipalities.</p> <p>The municipalities are complying with MS4 regulations.</p>
<ul style="list-style-type: none"> <li>▪ <i>Educate the public regarding watershed protection, disposal of contaminants and solid wastes and opportunities to reduce noise and air pollution and work with the public school system towards meeting this objective.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Educate the public regarding watershed protection, disposal of contaminants and solid wastes and opportunities to reduce noise and air pollution and work with the public school system towards meeting this objective.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Minimize pollution which negatively impacts the region's character and environment including pollution from noise, air, and light; management of solid wastes; and maintenance of properties.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Create a focus on the reduction of nuisance pollution: light, noise, air and management approach for solid waste and signage.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Consider prime and statewide important agriculture resources a valuable natural resource and give high priority to its preservation and continued use for agriculture purposes.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>See Agriculture Preservation 2010 objectives.</b></li> </ul>	See Agriculture Preservation Strategy	See Agriculture Preservation Strategy Activities
<b>The Region's Recreation Facilities and Services:</b>			
Goal: To develop a regional approach to recreation.			

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Develop a comprehensive regional parks, recreation and open space plan.</i></li> </ul>	<p><b>•Continue to work with the Warwick Regional Recreation Commission (WRRC) and assist on moving their agenda forward for the next 5 years, included in the WRRC 11 goals.</b></p>	<p>Regional Comprehensive Parks, Recreation and Open Space Plan - There is a strategy for the development of a Regional Comprehensive Parks, Recreation and Open Space Plan.</p>	<p>A grant from DCNR was received to develop this plan. This plan has been adopted by both Lititz Borough and Warwick Township, along with the Warwick School District, Elizabeth Township and the Lititz Community Center. Implementation has begun. A Director of Recreation &amp; Parks is planned to be hired during the summer of 2005 and the Warwick Regional Recreation Commission was formed.</p>
<ul style="list-style-type: none"> <li>▪ <i>Improve regional cooperation between recreation service providers and the coordination of the use of recreation facilities.</i></li> </ul>			<p>Bonfield fields, Forney field and the Warwick Municipal Campus have been further developed for public recreational facilities and will be incorporated into the Official Map of both municipalities.</p>
			<p>Butterfly Acres Restoration Project in Lititz Borough is underway.</p>
			<p>Primary and secondary conservation areas were identified.</p>
<p><b>Goal: To provide recreational links to the region's centers of activities.</b></p>			
<ul style="list-style-type: none"> <li>▪ <i>Continue to connect residential areas to regional park facilities, other communities, gathering places and natural areas through a system of linear parks and development of rails-to-trails.</i></li> </ul>	<p><b>•Continue to develop the linear park system and fine tune primary and secondary conservation areas as development comes on line.</b></p>	<p>See Primary and Secondary Conservation Corridors</p>	<p>The region's trail system would be integrated into the region's secondary corridor.</p>
<ul style="list-style-type: none"> <li>▪ <i>Incorporate the hiker-biker trail system on an Official Map for the region.</i></li> </ul>	<p><b>•Continue to add features to the Region's Official Map.</b></p>	<p>Official roadway and transportation map - This map establishes the functional classification of streets and roadways within the municipalities.</p>	<p>Identifies potential corridors for the extension of pedestrian and hike/bike trails.</p>
<ul style="list-style-type: none"> <li>▪ <i>Promote educational and wayfinding signage.</i></li> </ul>	<p><b>•Target education and wayfinding signage.</b></p>		<p>Lititz Borough has obtained funding for wayfinding signage.</p>

**1999 Plan Accomplishments / 2010 Objectives**

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<b>The Region's Community Services and Facilities:</b>			
Goal: To coordinate and cooperate with the Warwick School District			
<ul style="list-style-type: none"> <li>▪ <i>Encourage more cooperative efforts between the municipalities and the school district.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to hold biannual meetings with governing bodies and staff of the school and municipalities. Publicize meetings and send out special notices to community organizations (e.g., library, community center) that might have an interest or role to play in discussion topics.</b></li> </ul>	<p>Information Exchanges - This strategy focuses on regular dialogs between government agencies, institutions and service providers.</p>	<p>The Lititz Public Library and the Lititz Community Center have been included in the semi-annual meetings between the municipalities and school district.</p>
<ul style="list-style-type: none"> <li>▪ <i>Focus cooperative efforts on common areas of interests and concerns, such as: addressing the impact of growth on the tax-base and increases in population, disseminating education regarding the environment and other civic issues, locating new facilities, sharing recreation and community resources and facilities, and developing long-range and strategic plans.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue to work on common areas of interest: work with the Schools on coordination /participation on watershed work throughout the region and extend the effort beyond the Lititz Run Watershed, enhance life-long learning activities, expand child care opportunities and after school programs, and focus on wellness and health awareness for children and youth.</b></li> </ul>		<p>Tracking of growth trends continues.</p>
<ul style="list-style-type: none"> <li>▪ <i>Develop opportunities to share these common interests with the public through joint or specialized publications.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Continue tax base dialogs centered on Act 153 and explore the utilization of District recreation facilities for community functions.</b></li> </ul>		<p>Dialogs continue on strategies for diversification of the tax base.</p>

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
<ul style="list-style-type: none"> <li>▪ <i>Continue to support cooperative efforts between the School District and other agencies (e.g. local emergency service and recreation providers).</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Continue to coordinate land development activities with the School District, so they can be a part of advanced planning for dealing with the impact on enrollments, bus routes, and trail locations.</i></b></li> </ul>		<p>The municipalities share equipment when appropriate.</p>
<ul style="list-style-type: none"> <li>▪ <i>Embrace educational opportunities to integrate the District's resources and students with government processes and to engage students in local government.</i></li> </ul>		<p>Education/Government Partnership Program - The Education/Government Partnership Program addresses the need to provide opportunities for students to obtain real world educational experiences regarding the operation and role of local government in their community.</p>	<p>Meetings and discussions have been held regarding integrating opportunities with the educational program and curriculum.</p>
	<ul style="list-style-type: none"> <li>• <b><i>Continue the development of new opportunities.</i></b></li> </ul>		<p>A lesson on local government was made to middle school students.</p>
			<p>Students participated in a recreation survey.</p> <p>A seminar on local government, zoning and free market enterprise has been suggested.</p>
<p><b>Goal: To improve emergency services through regional cooperation.</b></p>			
<ul style="list-style-type: none"> <li>▪ <i>Maintain a high level of police service, recognizing the increases in the region's population increases the demand on the region's police forces. Explore with the two regional police forces the cost/benefit of various cooperative methods of meeting this demand.</i></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Continue to explore the cost/benefit of various cooperative methods to provide police services for the region and a joint policing approach, including the cost/benefit of such an approach.</i></b></li> </ul>	<p>Joint Policing Approach - This strategy focuses on furthering inter-departmental cooperation efforts between the Lititz Borough and Warwick Township Police Departments.</p>	<p>The departments continue to have a mutual aid agreement.</p> <p>A table top joint training exercise was developed by the Regional EMC for police and emergency personnel.</p>

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Acknowledge the downward trend in the number of volunteer firefighters and ambulance personnel and work with the three regional fire companies and two ambulance services to develop a reasonable range of alternatives to address this trend and maintain a high level of responsiveness.</i></li> <li>▪ <i>Promote open and improved lines of communications among and between all emergency service providers.</i></li> <li>▪ <i>Monitor the level-of-service and response times for all regional emergency services on a routine basis.</i></li> <li>▪ <i>Monitor the ease of access to and from the region's emergency service facilities.</i></li> <li>▪ <i>Support and maintain a high level of training for the region's emergency service providers.</i></li> <li>▪ <i>Support emergency service providers efforts to improve operations and levels-of-service.</i></li> <li>▪ <i>Solicit support for the consistent display of house numbers throughout the region to assist the emergency service providers in identifying the location of incidents.</i></li> <li>▪ <i>Recognize, support and promote the role of the emergency service coordinator.</i></li> </ul>	<p><b>•Monitor the work of WESA: the matching of needs with services provided, workload, and expenditures and meeting the organizations agenda for the next 5 years.</b></p>	<p>Comprehensive Regional Fire &amp; Ambulance Service Study - This strategy supports the preparation of a grant application for the completion of a regional study.</p>	<p>An application was submitted and the Warwick Emergency Services Alliance (WESA) was formed in 2001 consisting of volunteers in all aspects of emergency organizations throughout the region. The municipalities received a Smart Growth Award through the LCPC for the formation of WESA. WESA was featured in the PA Legislative Budget and Finance Committee's report on the Feasibility of Regionalizing Pennsylvania's Volunteer Fire Companies. WESA was awarded the Governor's Excellence Award.</p>

### 1999 Plan Accomplishments / 2010 Objectives

1999 Goals and Objectives	2010 Objectives	1999 Strategy	1999 Accomplishments
Goal: To maintain a high level of administrative services to keep pace with the demand of the growing region.			
<ul style="list-style-type: none"> <li>▪ <i>Continue to evaluate administrative staff levels and needs to meet the day-to-day local government operations.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Continue to evaluate administrative staff levels and needs to meet the day-to-day local government operations.</b></li> </ul>		The administrative services objectives are being met by both municipalities as part of routine operations. The administrative services have provided the logistical support that helped to carry forward many of the 5-year accomplishments of the 1999 Comprehensive Plan. The relationship between the municipalities has been strengthened through these coordinated activities.
<ul style="list-style-type: none"> <li>▪ <i>Look for cooperative opportunities between the two government entities that will help to reduce workloads.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Look for cooperative opportunities between the two government entities that will help to reduce workloads.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Evaluate regionalizing automated and geographic information systems to better manage and monitor the impacts of growth and development on the Region.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Evaluate regionalizing automated and geographic information systems to better manage and monitor the impacts of growth and development on the Region</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Continue to explore new ways of utilizing technology to facilitate routine government functions and project development.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Continue to explore new ways of utilizing technology to facilitate routine government functions and project development.</b></li> </ul>	Regional Geographic Information Services - the regional geographic information services strategy focuses on the use of the technology to monitor the region's growth ad development and builds on the Warwick Township GIS by incorporating information from the Borough	Both municipalities are using GIS technology.
Goal: To continue to explore opportunities for cooperation between the public works departments and to meet increasing service demands.			
<ul style="list-style-type: none"> <li>▪ <i>Support joint purchase agreements with the County Cooperative and/or between the two municipalities, when cost effective.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Support joint purchase agreements with the County Cooperative and/or between the two municipalities, when cost effective.</b></li> </ul>		The public works departments work together with other municipalities and the County on a routine basis to meet the objectives set forth in the Plan. The expectation is that these activities will continue.

**1999 Plan Accomplishments / 2010 Objectives**

<b>1999 Goals and Objectives</b>	<b>2010 Objectives</b>	<b>1999 Strategy</b>	<b>1999 Accomplishments</b>
<ul style="list-style-type: none"> <li>▪ <i>Maintain written agreements for inter-municipal projects when necessary to ensure responsibilities and liabilities.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Maintain written agreements for inter-municipal projects when necessary to ensure responsibilities and liabilities.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Continue to assess and maintain the Region's aging infrastructure through inspection programs and seek funding for improvements in low and moderate-income areas.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Continue to assess and maintain the Region's aging infrastructure through inspection programs and seek funding for improvements in low and moderate-income areas.</b></li> </ul>		
<ul style="list-style-type: none"> <li>▪ <i>Consider the need for an expanded service facility to service the Borough of Lititz.</i></li> </ul>			
<ul style="list-style-type: none"> <li>▪ <i>Support cooperative exchanges on an on-going basis between the two public works departments.</i></li> </ul>	<ul style="list-style-type: none"> <li>•<b>Support cooperative exchanges on an on-going basis between the two public works departments.</b></li> </ul>		
<p>New Goal: To facilitate an annual meeting of all social and service organizations in the region</p>			
	<ul style="list-style-type: none"> <li>•<b>Coordinate activities, calendars, cooperation, and volunteer efforts.</b></li> </ul>		
<p>New Goal: To provide for the special needs of residents, including: older adults, with a focus on those who are living in neighborhoods and are not having their needs met by retirement communities; people with disabilities; children and youth; and unemployed.</p>			
	<ul style="list-style-type: none"> <li>•<b>Identify the community service, housing, health care, recreation, transportation, and dietary needs of special groups.</b></li> </ul>		
	<ul style="list-style-type: none"> <li>•<b>Identify community resources to meet these needs and priorities.</b></li> </ul>		

## Community Services and Facilities Strategies

The Community Services and Facilities Strategies are a refinement of work completed since 1999. Great strides have been made in the areas of joint policing; a regional approach to fire and ambulance services, with the creation of the Warwick Emergency Services Alliance; the completion of the Regional Comprehensive Recreation, Park and Open Space Plan, with the creation of the Warwick Regional Recreation Commission, and the quarterly information exchanges between the governing bodies of the municipalities and the school district. Nearly all of these accomplishments have included not only Lititz Borough and Warwick Township, but Elizabeth Township, the Warwick School District and many other organizations of the community. The emphasis of the next five years will be to continue this good work, pick up pieces that were not accomplished and move forward with new ideas. The strategies build upon the tradition of volunteerism of the Lititz Warwick region; not expecting government to be the major player, but one of many entities and individuals that will become involved in moving these ideas and activities forward. The responsibility will be shared, with many members of the community taking on a leadership role.



# **Joint Policing Approach Amended to Lititz Warwick Regional Police Exploration**

*Over the past 5 years the region has made considerable progress in providing a seamless, cooperative approach between the Lititz and Warwick Police Departments. This approach has worked so well that today the two police chiefs consider the two departments functioning as one. Over the next 5 years the two municipalities may wish to explore merging the two departments.*

## **Components:**

- 1. Recognize the accomplishments of the last 5 years** (see the text box to the right).
- 2. Begin to set in motion the actions needed to merge the two departments.**
  - a. Appoint a Regional Police Task Force with membership to include representatives of the following groups:
    - (1.)Governing bodies
    - (2.)Cross-section of citizen groups
    - (3.)Business community
    - (4.)Social service agencies
  - b. Select advisors to the process (not members of the task force): police chiefs, Department of Community and Economic Development Local Government Services Center, union representatives.
  - c. Consider the following merger aspects and others as they relate to overall operations of the service:
    - (1.)Physical facilities
    - (2.)Organizational structure
    - (3.)Program
    - (4.)Service-benefit

## **Lititz – Warwick Police Departments Cooperating**

### **Facts Sheet**

The *1999 Plan* outlined a joint policing approach that included an expanded mutual aid agreement, enhanced communications, and shared policing programs

#### Accomplishments:

- ◆ Mutual aid expansion across municipal borders
- ◆ Joint training
- ◆ Common police procedures and policies
- ◆ Joint purchase of major crimes investigation mobile unit
- ◆ Warwick region community watch program
- ◆ Joint work with school district and community education programs

#### Recognition:

Warwick Police Department – first in Lancaster County to be accredited by the PA Law Enforcement Accreditation Commission

(5.)Costs

(6.)Contract negotiations – benefits package, salary structure, etc.

(7.)Advantages to the departments

(8.)Structure of leadership and control of the regional police force

d. Public involvement process to garner the public's level of support and interest

3. **Begin to develop the service monitoring program (if a merger is feasible) outlined in the 1999 Plan on page 2 of the Community Services Initiative, first bullet at the top of the page.**

## **Comprehensive Regional Fire & Ambulance Service Study Amended to Warwick Emergency Services Alliance (WESA) 5- Year Priorities**

*The creation of the Warwick Emergency Services Alliance was one of the 1999 Plan's major accomplishments. The text box to the right provides highlights of how it got started, important recognition, and several accomplishments. This strategy refocuses the emergency services strategy to encompass WESA priorities for the next 5 years.*

### **Components:**

#### **1. Recognize the challenges facing the region's emergency services**

- a. Increasing the number of fire service volunteers in the borough
- b. Increasing the funding for fire services in the townships
- c. Recognizing that ambulance services are moving in the direction of more paid employees

#### **2. Recognize and support WESA's Mission**

- a. Ensure dependable, efficient emergency services are provided to the public

### **Warwick Emergency Services Alliance (WESA) Facts Sheet**

#### **Beginnings:**

- ◆ Ideas geminated from a local study conducted by the State
- ◆ Organization formed in 2001 under a DCED grant. Actual structure created through State legislation
- ◆ Alliance between 4 volunteer fire companies (Brickerville, Burnnerville, Lititz, Rothsville), 3 ambulance services (Brickerville, Rothsville, Wawick Community), and the 3 municipalities (Lititz, Elizabeth and Warwick Townships)

#### **Recognition:**

- ◆ One of the 1999 Plan's major accomplishments
- ◆ Received a LCPC *Smart Growth Award*
- ◆ Featured in the PA Legislative Budget and Finance Committee's report on *The Feasibility of Regionalizing Pennsylvania's Volunteer Fire Companies*
- ◆ Received *Governor's Excellence Award*

#### **Accomplishments:**

- ◆ Part-time administrator
- ◆ Coordination of fire education and fire safety programs
- ◆ Work with the *Lititz Record* in honoring emergency service volunteers
- ◆ Initiation of *Amanda Schoenberger Memorial Smoke Detector Program*
- ◆ Coordination of fund drives
- ◆ Assistance with grant research
- ◆ Enhanced communication between municipalities and emergency service providers

- b. Preserve and enhance volunteer emergency services
- c. Organize and improve fundraising campaigns on behalf of all member organizations
- d. Promote personal and community involvement
- e. Establish a central administration structure
- f. Reduce costs and duplication within the alliance
- g. Inform and communicate to the community the value of volunteer emergency services
- h. Establish educational and innovative fire protection program for the region

**3. Recognize and provide support for the implementation of WESA 5-year priorities**

- a. Continue to monitor the level-of-service need and promote the emergency services. Activities would include:
  - (1.) Provide more visibility to the services
  - (2.) Develop a recruiting and retention program, which includes on-going education, information and communications to the community regarding the value of volunteer emergency services. A multi-faceted approach should be pursued to include:
    - (i) Media presentations – cable TV links
    - (ii) EMS videos
    - (iii) Lititz/Manheim Consortium support / joint promotions/ projects
    - (iv) Outreach to medical facilities and businesses
    - (v) Outreach to the active older adults (age 50+ ).
    - (vi) Emphasis on the wide-range of volunteer opportunities, not just firefighting or ambulance work.



WESA will continue to pull together the efforts of the region’s emergency providers, located in the Borough and village areas. One area of concentration will be the recruitment of volunteers.



(vii) Continuation and expansion of public interest stories in the Lititz Record Express

(viii) Curriculum expansion in public/private elementary and secondary education institutions (see the Education / Government Partnership Program Strategy)

(ix) Surveys as educational pieces plus service satisfaction indicators

(3.) Assist with grant writing

(4.) Assist in developing emergency plans with companies and businesses

- b. Continue to provide administrative and research services to the fire and ambulance services.
  - c. Continue to explore incentive-based volunteer recruitment and retention programs. Such programs would be funded by the municipalities and administered by the WESA Administrator
  - d. Initiate and complete a strategic planning process with each service partner. The process would develop a 5-year action plan focused on exploring and addressing needs in the following areas: apparatus, facility, manpower, and funding. The planning process has begun with Rothsville, which will establish the process model. A 5-year strategic plan for WESA would be the final outcome of the individual service action plans.
  - e. Continue activities to meet the organization's mission.
- 4. Continue to monitor program needs to determine whether a part-time WESA administrator has sufficient time and/or support to fulfill such needs.**
- 5. Update the region's Emergency Management Plan.**

# Regional Comprehensive Recreation, Park, and Open Space Plan Amended to Warwick Regional Recreation Commission 5-Year Priorities

*The completion of the Warwick Region Comprehensive Recreation, Park, and Open Space Plan and the development and initiation of the Warwick Regional Recreation Commission were among the major accomplishments of the 1999 Plan (see the text box to the right).*

## Components:

1. **Recognize the 2002 Warwick Region Comprehensive Recreation, Park, and Open Space Plan as the Recreation Element of the Lititz-Warwick Strategic Comprehensive Plan.** The recreation priorities are in detail in the *Recreation Plan* for the following subject areas: partnerships; administration; programming; finance, parkland development and open space conservation; maintenance, safety, security, and accessibility; and public relations and communications.
  - a. Compile a checklist of activities and monitor accomplishments, similar to the work of the Regional Coordinating Committee for this Comprehensive Plan.
  - b. Task the Warwick Regional Recreation Commission and Director to complete a 5-year update of the *Recreation Plan* in 2007 to include a new 5-year action plan.
2. **Recognize the 2004 Greenway and Trail Feasibility Study for the Borough of Lititz as a component of the Region's Recreation Plan; therefore, a part of the Region's Strategic Comprehensive Plan.**
  - a. Compile an action plan checklist of activities to monitor accomplishments.
  - b. Complete planning and begin construction of the Phase 1 improvements as outlined in the *Feasibility Study* within the next 5-years to include pedestrian and bikeway improvements, exploration of the rail-to-trails corridor improvement (see the Reinvestment Strategy in the Physical Development Initiative), gateway design and heritage and cultural trail system, and transit stop accommodation.
  - c. Ensure all Borough greenway and trail activities are coordinated with Warwick Township.

## **Warwick Regional Recreation Plan and Commission**

### **Facts Sheet**

#### Beginnings:

- ◆ Development of the Warwick Region Comprehensive Recreation, Park, and Open Space Plan with grants from DCNR – adopted March 2002
- ◆ Plan partners – Elizabeth Township, Lititz Borough, Warwick Township in cooperation with Lititz Community Center and Warwick School District

#### Recognition:

- ◆ One of the 1999 Plan's major accomplishments – increased visibility

#### Accomplishments:

- ◆ Two years following *Recreation Plan* adoption, the *Warwick Regional Recreation Commission* (WRRRC) formed with Peer-to Peer Grant from DCNR
- ◆ Hired part-time director
- ◆ Funding – by municipalities with in-kind services from the Lititz Community Center and the School District
- ◆ Further development of Bonfield fields, Forney field and the Warwick Municipal Campus
- ◆ New facilities incorporated into the Official Map of both municipalities
- ◆ Completion of the *Greenway & Trail Feasibility Study* for Lititz
- ◆ Initiation of coordination of the region's vast recreational programs/opportunities.

- d. Add the Borough's greenway and trail system to the Official Map.
3. **Recognize the 5-Year Action Plan of the Warwick Regional Recreation Commission and its focus to avoid duplication of services, recruit volunteers, be responsive to change, and streamline recreation services through a "one-stop shop" approach.**
    - a. **Provide the youth sports organization a plan for scheduling, maintenance, volunteer coach's clinics, background checks on volunteers, and registration.**
    - b. **Create an online facility reservation system through a joint effort of the WRRC and the Warwick School District.**
    - c. **Expand the current website to create a one-stop network for all community service organizations, including private, public and senior citizen services.**
    - d. **Support the newly created Lititz Park Board in their mission to oversee and promote the following activities: satellite recreation programs, a feasibility study on the Lititz Springs Swimming Pool, and the upgrade and expansion of the current Lititz Parks (i.e., New Park, Lions Park, and Butterfly Acres Park).**
    - e. **Attain playground safety inspection certification (WRRC Director) to assist the five intergovernmental agencies (i.e., Warwick Township, Lititz Borough, Elizabeth Township, Lititz Community Center, Warwick School District) on safe playground practices and liability issues.**
    - f. **Complete Phases 1 and 2 of the Elizabeth Township Park.**
  4. **Continue to develop annual strategic action plans.**
  5. **Recognize contributions to be made by the Lititz Community Center over the next 5 years.**
    - a. **Expand the utilization of satellite sites for activities and place an emphasis on service provided throughout the community**
    - b. **Consider the potential for shared service development with continuing care communities, schools, parks, churches, etc.**
    - c. **Continue to implement the expansion of the current facility.**



One objective of the 5-year plan will be to continue to develop the region's trail system. The Regional Recreation Commission will play a role in the development of the system.



## Warwick Region Community Services Task Force

*This strategy targets the region's community service needs, the array of community services that exist in the region and their ability to serve the needs in a holistic, comprehensive approach. The idea to develop a Warwick Region Community Services Task Force was a result of discussions held at Region's Community Services and Facilities Advisory Committee Workshop. The Committee recognized the wealth of community service organizations in the area, but also recognized the need for these organizations to meet on a regular basis to discuss the following concerns: community needs; the existing services and any gaps that may be occurring in meeting these needs or any duplication of services; and where joint efforts may be more appropriate, efficient and cost-effective. Further exploration of the concept is the starting point for this strategy.*

### Components:

1. **Develop a Community Services Task Force to further explore the need for a *Warwick Region Community Services Commission*.** Partners in the discussion would include, but would not be limited to, representatives from the following organizations and groups:

- Lititz Public Library
- Churches
- Meals on Wheels
- Warwick Regional Recreation Commission
- Lititz Community Center
- Lititz Senior Center
- County Office on Aging
- Heart of Lancaster
- Lancaster General Hospital
- Continuing Care Retirement Centers
- Service/Civic Organization
- Warwick School District
- Healthy Children/Healthy Youth
- Samaritan Center
- Students/youth
- Village Art Association
- Youth Aid Panel

- Community Policing
- Special needs representatives
- Community Chest
- Venture Lititz
- WESA

If a Commission is not formed determine how the following needs and activities will be accomplished.

**2. Begin by understanding the community service needs, especially for target groups.**

The task force would give consideration to the following three target groups: older adults, children/youth, and individuals with special needs. Other groups may come to the forefront as part of the initial discussions. The following provides a list of initial needs and volunteer opportunities as talking points. The exploration process would expand this list and determine how these needs are currently being met (e.g., agencies, types of services, cost of services, availability or frequency of services, and existing gaps in services or under-served).

**Older Adults' Needs**

a. Needs for older adults may be different based on the age of the adult:

- o 55+ years                      Active adult community,
- o 65 to 75 years               Active adult community, choose lifestyle, not health care, etc., average mid-60's
- o 75 + years                     Continuing care retirement comm., neediest – 80+ years

b. Initial list of needs for older adults (not in priority order).

(1.) Provide opportunities for life-long learning – providers may be the school district, library, community and senior centers.

(2.) Provide transportation (need changes as an individual ages)

- (i) The active older adults generally drive, use the community center, and participate in a variety of entertainment and activities.



The community's tradition of volunteerism is the impetus behind a new effort to explore the development of a Warwick Region Community Services Commission. Volunteers in the region represent individuals of all ages with a wide variety of interests.



(ii) The less active older adults may have transportation issues. If transportation is available, in many cases there is a need to get the word out.

(3.) Ensure community/neighborhood amenities for individuals of all ages, including older adults – the concept of “aging in place” (a model to be explored is the Beacon Hill Village Model, described in the text box to the right).

(i) Housing ideas to accommodate and to create incentives for the inclusion of older adults in all communities: extended family accommodations, new models (e.g., units for older adults, group homes), and retrofitting the existing housing stock to meet older adult needs (target financial assistance)

(ii) Support services available to neighborhood residents, including social services, transportation, communications (e.g., community calendars – listing of service providers and listing of individuals with need), volunteer base (substantial)

(iii) Walkable communities providing access to activities/services (handicapped accessible)

(iv) Funding to provide services for the extended community

#### Children/Youth Needs

- a. Community recognition of home schoolers and resource needs
- b. Education or enabling skills to families in helping to obtain services for children/youth as well as older parents through seminars, newsletter (e.g., service information – school newsletter target parents) and healthy children/healthy youth resource booklet
- c. Activities beyond sports, including ideas such as: dramatics (e.g., Stage One Productions, local theater group – one for children/youth and one for adults), local arts group expansion (Village Art Association), library activities, Lititz Community Center (movement courses, non-athletic, intramurals), drum and bugle for youth (music groups)
- d. Engagement of the children / youth as the ideas move forward.

**“Aging in Place” – Beacon Hill Village Model - excerpted from Beacon Hill Village Website for more information go to [www.beaconhillvillage.org](http://www.beaconhillvillage.org)**

“Beacon Hill Village helps persons age 50 and older who live in Beacon Hill and in its adjacent neighborhoods enjoy safer, healthier and more independent lives in their own homes – well connected to a familiar and attentive community.”

Beacon Hill Village is a virtual retirement community designed to make remaining at home a safe, comfortable and cost-effective solution.

Concept – partnering with services, which provide access to the following:

- Social and cultural activities
- Exercise opportunities
- Household and home maintenance services
- Medical care and assisted living at home
- Meals and groceries
- Concierge services
- Transportation services
- Wellness programs

It is a non-profit membership organization. Villagers can choose from an *a la carte* menu of services and activities.

- e. After school/ daycare – Lititz Community Center coordinating and operating
- f. Other needs or opportunities - basic tutoring program that links retired with students, Youth Aid Panel / mentoring, and employment opportunities

Individuals with Special Needs

- a. Completion of a needs assessment – how are they being served?
  - b. Bringing the individuals with special needs into the fold, going beyond traditional means
  - c. Extension of adult day care and employment opportunities
- 3. Determine who will be the coordinator or leadership group to be the champion for the effort (not government staff person).** First consideration should be given to Lititz Public Library.
- 4. Determine the parameters, if it is decided to move forward with the organization.** Considerations may include:
- a. Frequency of meetings
  - b. A yearly community services summit or expo
  - c. Project development and contributions to fund from various services
  - d. Division into subgroups (e.g., seniors, children/youth)
  - e. Public relations programming, considering:
    - (1.)Website/ newspaper/ Cable 11
    - (2.)Marketing plan for services - not once & done
  - f. One stop shop for information, including the development of a Regional Community Events and Services Directory (see the *1999 Plan*).



Priorities for the Community Services Task Force will be meeting the needs of older adults, children and youth and individuals with special needs.. More engagement of youth in community service may be one outcome of these efforts.

## Education / Government Partnership Program Addendum

*The addendum continues the education / government partnership ideas of the 1999 Plan, plus emphasizes the 5-year special areas of interest.*

### Components:

1. Continue to pursue the components outlined in 1999.
2. Give greater emphasis to school programs that would support the strategies of the economic development initiative and link to the region's economic consortium's certification in workforce skills program. The objective would be to work with the school district to show how test results transfer and translate to both knowledge and basic skills that are necessary in workforce development.
3. Continue an effective dialogue between the educational institutions, businesses, industry, and the consortium.
4. Work with the Warwick Emergency Services Alliance and local governments to ratchet up the discussion of emergency services, public service, and volunteerism in the schools. Consider this discussion as a routine part of the health class and social studies class curriculums for all educational levels, developing a program that leads the region's young people to a sense of civic and community responsibility.
5. Continue to monitor development and the number of student's generated by development as a part of the District's on-going long-range and facility planning processes (see the Planning Area Strategy for a discussion of the impact of development on the number of students).
6. Work with the community on developing a broader, more detailed Regional Community Events and Services Directory.

**ACTION PLAN**  
**COMMUNITY SERVICES AND FACILITIES INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Lititz Warwick Regional Police Exploration	M	Governing Bodies	Appoint Task Force	CS2	Governing Bodies		Support from DCED Local Government Services Center	
		M		Consider merger		Governing Bodies & Police Chiefs	Based on work of the task force		
	WESA 5-Year Priorities	H	WESA Board	Recruiting and retention program development	CS3	WESA Administrator	Dependent on the type of effort	Community funders - businesses, service organizations, in-kind services	
		H	WESA Administrator	Strategic Plan Development - service providers & WESA		Emergency Service Providers	Contributions of time by volunteers / salary of WESA coordinator	Funding by local providers	
		H	Governing Bodies	Emergency Management Plan Update		Emergency Management Coordinator	Contributions of time by volunteers	Funded by government	
	Warwick Regional Recreation Commission 5-Year Priorities	H	Warwick Regional Recreation Commission (WRRRC)	Recreation Plan - checklist and monitoring	CS6	WRRRC Director	In routine salary	no extra costs	
		H	Lititz Borough Council	Borough Greenway and Trail - checklist and monitoring		WRRRC Director	In routine salary	no extra costs	
		H	WRRRC	Centralized fields and facilities schedule		WRRRC Director	In routine salary	no extra costs	

**ACTION PLAN**  
**COMMUNITY SERVICES AND FACILITIES INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		H	WRRC	Standardized park rules and regulations		WRRC Director	In routine salary	no extra costs	
		H	Governing Bodies	Liability insurance		WRRC Director	To be determined by study	general fund or special recreation funds	
		H	Governing Bodies	Warwick to Ephrata Feasibility Study		Municipal Engineers / Landscape Architects	Cost of study - \$80,000	DCNR Planning Grants and Growing Greener Funds	
		M	Governing Bodies & Warwick School District School Board	Funding for John Beck and Kissel Hill Elementary fields		Municipal Managers	Costs dependent on partnering with local organizations (work partially completed)	Public-private partnerships	
		H	Lititz Borough Council	Capital Funding Plan for Lititz Springs Pool		Lititz Manager	To be determined based on facility needs assessment	DCNR Facility Funds	
		H	Lititz Community Center Board of Directors	Expansion of Lititz Community Center Services and Facility		Lititz Community Center Executive Director	Estimated at \$1.9 million (facility only)	DCNR Facility Funds or private foundation/gifts	
	Warwick Region Community Services Task Force	H	Lititz Public Library Board	Recruit Task Force	CS8	Lititz Public Library Administrator	Minor costs for organizing	Social service, public service - see suggested partners	
		H	Community Services Task Force	Conduct a needs analysis		Lititz Public Library Administrator + an Outside Facilitator			
		H	Community Services Task Force	Develop priorities for older adults, children/youth and special needs populations		Subcommittees	Dependent on priorities	Community funders	

**ACTION PLAN**  
**COMMUNITY SERVICES AND FACILITIES INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		M	Community Services Task Force	Address top priorities - one or two per year		Subcommittees	Dependent on priorities	Community funders	
	Education / Government Partnership Program Addendum	H	Governing Bodies / School Board	Continue quarterly meetings	CS12	Managers/ Administrators	No extraordinary expense	General funds	
		H	Lititz-Manheim Consortium	School programs to support economic development strategies		Warwick School District	Built into curriculum	General funds / business support	
		L	Governing Bodies / School Board	Include dialog with Lititz Manheim Consortium		Managers/ Administrators	No extraordinary expense	General funds	
		H	WESA	School programs to support volunteerism and greater emphasis on public and emergency service		Warwick School District	Built into curriculum	General funds / emergency service providers support	
		H	Governing Bodies / School Board	Local-level assessment of new developments impact on schools		Managers/ Administrators	No extraordinary expense	General funds	
		H	Lititz Public Library & Venture Lititz	Regional Community Events and Services Directory			To be determined	Local Community / Businesses etc. advertisements	

## Physical Development Strategies

The Physical Development Strategies of the Lititz Warwick Strategic Comprehensive Plan Update is viewed as the second generation of growth management for the region and the County. The focus is a “sustainable growth management approach”. The strategies take a more detailed look at specific areas of the community: 10 planning areas, 4 village areas, and 2 specific reinvestment areas. A sustainable growth projection and capacity analysis for the next 5 and 10 years forms the foundation for decisions on what the region can support fiscally and what will fit into the character of the existing community. Factors considered in preparing planning area recommendations include the existing land uses, location relative to surrounding areas and natural features, development potential, appropriate styles of development, and a capacity analysis for transportation, sewer and water, and school enrollments. Not recognized in the previous planning effort, villages, in addition to the Borough of Lititz, are the site of the region’s historic development patterns. This update provides special attention to the villages. The designation of reinvestment areas in Rothsville and Lititz serve the purpose to refocus investment into areas that may be in a state of decline or loss of character due to external pressures, or in the need of redefining its function in the community. The last piece of the Physical Development Strategies focuses on the protection and conservation of water resources.



## Sustainable Regional Growth Management

*The focus of this strategy is to develop a growth projection that is sustainable for the 5- and 10-year periods. Sustainable means the ability of the municipality to coordinate the pace of development with the capacity and affordability of infrastructure and services (see Planning Area Development Strategy). Striving to meet a sustainability goal helps to preserve the character of the community; that is, keeps the tax structure in balance with investment in infrastructure (public roadways and utilities) and services (primarily public schools). Maintaining this balance, while conserving the natural environment and preserving rural resources, is the essential relationship in the development of the region's growth management strategy. This strategy is based on a capacity analysis (see Appendix C) that relates development potential and residential density to infrastructure development and tax structure (see Planning Area Development Strategy and Community Services Strategy). The ultimate objective of this analysis is to determine the sustainable growth projection for the region and justification for using a lower average density factor for new development than suggested by the "Lancaster County Draft Growth Management Element," February 2006. The text boxes and the Physical Development Appendices provide necessary background information that supports the strategy.*

### Components:

- 1. Understand the residential development potential for the municipalities and the region.**  
Development potential is determined through a calculation of vacant land (does not account for underutilized or redevelopable lands) minus environmental constraints and land needed for infrastructure development times a density factor (units per acre). The development potential for an entire municipality or region is determined by adding the potential for all developable parcels. See Appendix A and the text box to the right for a detailed discussion of the region's development potential. The initial development potential analysis was based on existing residential zoning (region-wide) and calculated for build-out in dwelling units and projected population.
- 2. Develop a land-based allotment comparison for years 2020 and 2010 (year 2010 for Warwick only) projections.** The land-based allotment compares various population projection scenarios with the available acreage for residential development to determine if adequate acreage is available to meet the 2020 and 2010 projections (see Appendix B and

### **Lititz-Warwick Region – An "Urban Cluster" centered around Lititz**

- 25% of Warwick and 100% of Lititz are classified by the county as urban-suburban.
  - 71% of Warwick is classified by the county as agricultural, forest, open space or rural.
  - 33% of Warwick's and 100% of Lititz's total land base are in the urban growth area (UGA) of the 1999 Plan.
  - Build-out analysis:
    - Warwick has 1,126 acres of developable land zoned primarily residential = 1,960 units with average density of 1.74 dwelling units per acre (du/a). The majority of these units are located in the UGA.
    - Lititz has 122 acres of developable land zoned primarily residential = 610 units with average density of 5 du/a. All units are in the UGA.
    - The region has 1,248 acres of developable land zoned primarily residential = 2,570 units with an average density of 2.06 du/a.
  - Converting housing units to increases in population.
    - Warwick conversion represents 5,100 persons at build-out, which increases the population to 23,300 persons.
    - Lititz conversion represents 1,460 persons, which grows the population to 10,490 persons,
    - Regional totals 6,560 additional persons at build out to a population of 33,790 persons
- See Appendix A for details.

the text box to the right). The population projection and acreage need were developed by the Lancaster County Planning Commission as a part of this planning process. The region has adequate acreage zoned for residential purposes to meet any projection scenario based on a 4.0 to 5.0 average units per acre<sup>1</sup>. This average is higher than the current average units per acre in Warwick Township zoning; therefore a closer examination is needed in comparison with current zoning.

3. **Develop an understanding of how current zoning affects the development potential of the residential acreage in meeting the population projections.** Appendix A provides a discussion of dwelling unit potential under current zoning. The text box on page 4 compares dwelling unit potential under current zoning to dwelling unit need. Warwick Township falls short of meeting its dwelling unit need under current zoning in Scenarios 1 and 2; whereas, Lititz Borough exceeds its dwelling unit need in both Scenarios 1 and 2. The Lititz Borough surplus helps the region exceed its need in Scenario 1. The following options were considered for reducing shortfalls:
  - a. Develop a new growth projection using current zoning; that becomes a target for the year 2010.
  - b. Add more density either within, or in close proximity to, the Borough by adjusting zoning density and/or allowing a greater range of residential uses that meet the County growth projection.
  - c. Make concurrent adjustments to the zoning map in accordance with 3.b, above.
4. **Complete a capacity analysis of the 5- and 10-year development potential within the UGA to determine the potential for meeting the Lancaster County Planning Commission's density targets for the UGA (average 7.5 units per acre) while maintaining a sustainable 2010 and 2015 population projection (see Appendix C for the capacity analysis).** The following table and chart compares the number of units that would be brought online given four density scenarios (see Appendix C and the text box on pages

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<sup>1</sup>None of the scenarios considered the new average density proposed by the Lancaster County Planning Commission's Draft Growth Management Element (7.5 units per acre in the UGA). Under this scenario the region would need substantially less residential acreage than allocated in current zoning.

### Determining a Sustainable Growth Projection

1. **Can the region meet the County's new growth management targets for the growth areas (Lancaster County Draft Growth Management Element – Choices, February 2006)?** These targets are:
  - a. 85% of all residential development in the UGA.
  - b. Average density of 7.5 du/a in UGA and with 2.5 du/a in villages.
2. **Are the County's projections for the Region realistic and sustainable – acres needed?** Five population projection scenarios for Warwick and 2 for Lititz Borough were completed (see Appendix B for land base allotment analysis): The analysis compares the developable acreage to acreage needs for projection scenarios given specific density assumptions in (>):
  - a. Warwick has more than enough available acreage (1,126 acres) for any land based allotment scenario for the 20 or 10 year period:
    - (1.) Scenario 1: 385 (5.5 du/a) to 530 (4.0 du/a) acres
    - (2.) Scenario 2: 573 (5.5 du/a) to 788 (4.0 du/a) acres
    - (3.) Scenario 3: 320 (5.5 du/a) to 441 (4.0 du/a) acres10 year period:
    - (4.) Scenario 4: 181 (5.5 du/a) to 249 (4.0 du/a) acres
    - (5.) Scenario 5: 154 (5.5 du/a) to 211 (4.0 du/a) acres
  - b. Lititz has more than enough available acreage (122 acres) for any land based allotment scenario for the 20 year period:
    - (1.) Scenario 1: 69 acres
    - (2.) Scenario 2: 79 acres

Continued on next page

5 and 6 for detailed discussion). Scenario 1 represents current zoning. Scenarios 2 to 4 increase the density in Warwick Township.

**Table 1 – Density Scenario Comparison**

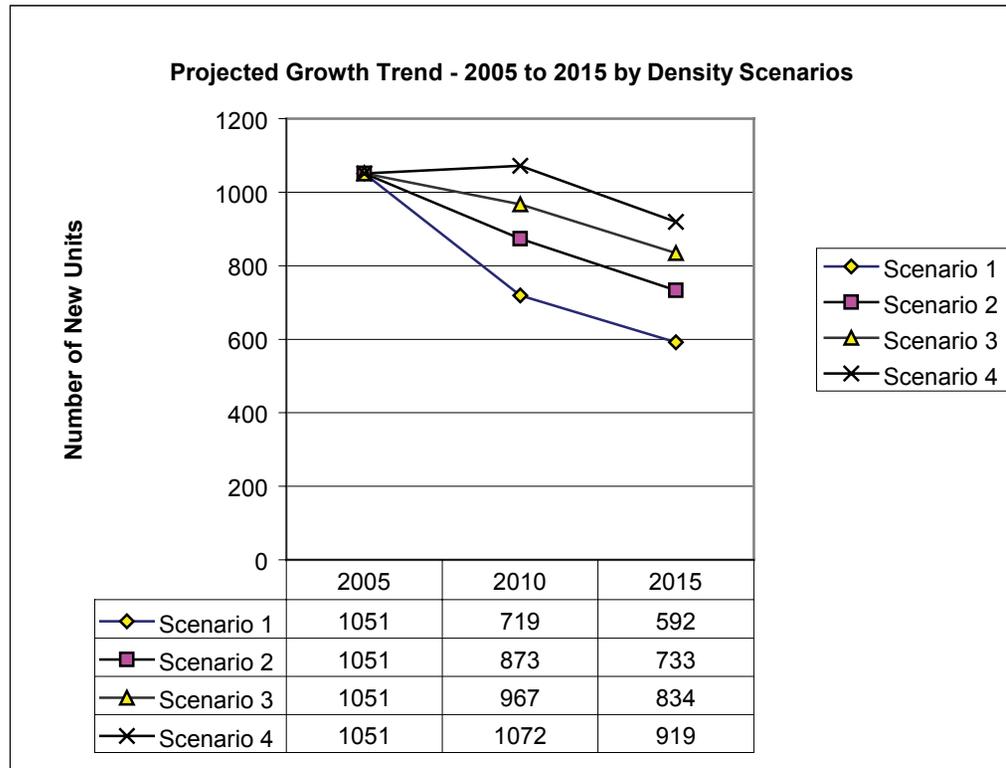
Municipalities	Density Factors (units per acre)	0 to 5-Year Total Dwelling Unit Growth Projection				5 to 10-Year Dwelling Unit Growth Projection			
		Scenarios				Scenarios			
		1	2	3	4	1	2	3	4
Warwick	Low density	2.9	2.9	4.0	N/A	2.9	2.9	4.0	N/A
	Medium density	5.0	5.0	5.0	5.19	5.0	5.0	5.0	5.19
	High density	N/A	8.0	8.0	8.0	N/A	8.0	8.0	8.0
Lititz	Medium density	5.19	5.19	5.19	5.19	5.19	5.19	5.19	5.19
	High density	8.0	8.0	8.0	8.0	8.0	8.0	8.0	8.0
	Growth Projection (units)	719	873	967	1072	592	733	834	919

- a. The average density of new development for the 10-year period was calculated for each scenario and compared to the Lancaster County Planning Commission’s target of 7.5 units/acre in the UGA (see text box on page 6). None of the scenarios were able to meet the target. The closest scenario was Scenario 4 with an average density of 6.2 units per acre; however, with the more planned approach (planning areas, targeting development areas) the average density for every scenario was higher than the development potential analysis approach.
- b. The impact on growth trends was considered for each scenario.

**Determining a Sustainable Growth Projection (continued)**

- 3. **Dwelling units needed.** The development potential analysis compares available dwelling unit potential under current zoning to the dwelling unit need.
  - a. Warwick falls short in meeting the Year 2020 dwelling units needed for each scenario with the exception of scenario 3; however, the reliability of projection 3 is questioned (see Appendix A). Potential units under current zoning equal 1,960 units.
    - (1.) Scenario 1: Units needed = 2,120 units, shortfall = 160 units
    - (2.) Scenario 2: Units needed = 3,152 units; shortfall = 1,192 units
    - (3.) Scenario 3: Units needed = 1,764 units; no shortfall
  - b. Warwick meets the need for the 2010 dwelling units; however, land would be consumed at a rapid rate, which encourages the growth of the UGA within the 20-year period (a sprawl-inducing condition). Ideally, the greater the density of development, the less land is needed.
    - (1.) Scenario 4: Units needed = 995 units; no shortfall
    - (2.) Scenario 5: Units needed = 843 units; no shortfall
  - c. Lititz’s development potential under existing zoning, 610 units, exceeds all housing unit needs.
    - (1.) Scenario 1: Units needed = 379 units; no shortfall
    - (2.) Scenario 2: Units needed = 432 units; no shortfall
  - d. Lititz’s surplus helps to reduce the needs for the region, with a regional potential of 2,570 units.
    - (1.) Scenario 1: Units needed = 2,499; no shortfall
    - (2.) Scenario 2: Units needed = 3,584 units; shortfall = 1,104 units

**Chart 1 – Growth Trends**



Assumption: Nearly all new development occurred in the UGA.

An objective of the region’s strategic comprehensive plan is to manage the timing of growth and development. Chart 1 shows the growth trend for each scenario. A downward trend in development is obvious with each scenario. Only in scenarios 4 does this development trend slightly increase during the 5-year period.

- c. A comparison of the growth trends of the past 30 years with the projected growth shows a downward trend in new housing starts for all four scenarios: 1970 to 1980 housing unit growth rate = 45.4%; 1980 to 1990 growth rate = 31.0%; 1990 to 2000 growth rate = 30.6%; projected 2000 to 2010 growth rate, scenario 1 = 18.6%, scenario 2 = 20.1%, scenario 3 = 21.1%, and scenario 4 = 22.2%.

**Capacity Analysis to Reach a Sustainable Population Projection**

1. **A planned approach.** The Capacity Analysis targets 9 planning areas (see Map 1) in the region for potential development within the 5- and 10-year period. These areas were identified by the municipal staffs as the most likely areas for development based on current activities and property owner interests. This planned approach means only a portion of the development potential of the UGA is being considered for development in the 10-year period, thus reducing the need to increase the size of the UGA in the near and possibly the long-term future.
2. **Rate of Growth.** A series of assumptions were built into each scenario to determine each area’s rate of development.
3. **Focus on 2015 Projections.** A shortfall analysis was completed to compare each density scenario with Year 2015 dwelling unit need in the UGA (see text box on page 4 for explanation). The regional analysis yields a shortfall in all density scenarios. The UGA target was based on 80% of all new development; however, the LCPC new target is 85% with the remaining 15% occurring outside of the UGA.
  - a. Projection Scenario 1 (LCPC): Units needed = 1999 units. Units provided by density scenarios and corresponding shortfalls.
    - (1.) Scenario 1 = 1,311 units; shortfall = 688 units
    - (2.) Scenario 2 = 1,606 units; shortfall = 393 units
    - (3.) Scenario 3 = 1,801 units; shortfall = 198 units
    - (4.) Scenario 4 = 1,991 units; shortfall = 8 units

**d. Based on the 1999 urban growth boundary reduction and future land use strategies, the 1999 Plan appears to be working in managing growth.**

5. **Use the Capacity Analysis to determine the trip generation, sewer and water need, school children generation, and real estate tax generation for the 5-year and 10-year period by the 9 planning areas (see Appendix C and the Planning Area Strategy).**
  - a. The infrastructure need is explored in more detail for the 10 planning areas to determine the presence of capacity shortfalls or deficiencies.
  - b. The generation of school children by expected development is explored in the community services and facilities strategies.
6. **Endorse the following recommendation based on the evaluation of the four density scenarios and capacity analysis (Appendix C).** The region's growth management is dependent on the implementation of the following components:
  - a. Use a planning area approach, in which specific areas of the region are viewed as probable locations for development during the next 5 to 10 years (see the Planning Area Strategy). The selected density scenario for each planning area, which is a blend of the four density scenarios is shown on the following table:

**Capacity Analysis to Reach a Sustainable Population Projection (continued)**

- b. 2015 Projection Scenario 2 (Building Permit): Units needed = 2,866 units.
  - (1.) Scenario 1 = 1,311 units; surplus = 1,555 units
  - (2.) Scenario 2 = 1,606 units; surplus = 1,260 units
  - (3.) Scenario 3 = 1,801 units; surplus = 1,065 units
  - (4.) Scenario 4 = 1,991 units; surplus = 875 units
4. **Average densities for each density scenario.** The average density is taken by dividing total acreage being developed (319 acres) by total units. The average density for new development for the 10-year period and each density scenario is:
  - a. Scenario 1: Total units = 1,311 units; average density = 4.1 units per acre
  - b. Scenario 2: Total units = 1,606 units; average density = 5.0 units per acre
  - c. Scenario 3: Total units = 1,801 units; average density = 5.6 units per acre
  - d. Scenario 4: Total units = 1,991 units; average density = 6.2 units per acre

**Table 2 – Selected Planning Area – Density Alternative**

Planning Area	Projection Assumptions (units)		Comments
	5-year	10-year	
1	326 with senior density bonus / 204 without senior housing	326 with senior density bonus/204 without senior housing	Density varies from 5.0 units per acre (mixed housing types, with a density bonus for senior housing to 8.0 units per acre) to 2.9 units per acre (single-family detached housing). If the area does not develop as senior housing, the lower base density would be reasonable to adjust for impacts on infrastructure (see Planning Area Strategy for Planning Area 1)
2	32	32	Low density consistent with density scenario 1 = 2.9 units per acre, with conservation priorities
3	80	27	Density consistent with scenario 1 = 2.9 units per acre, conservation priorities
4	61	61	Mix density varies from 5 units per acre with mix of housing types to 2.9 units per acre with single-family detached only as in scenario 1
5	97	0	Low density is 2.9 units per acre as in scenario 1 or 2, with all single-family detached units
6	53	0	High density is 8 units per acre suitable for a townhome development corresponds to scenarios 2, 3 and 4

**Table 2 Continued**

Planning Area	Projection Assumptions (units)		Comments
	5-year	10-year	
7	0	73	Low density is 2.9 units per acre, with conservation priorities – assumes area is moved into the UGA with in the 5 to 10-year period
8	30	20	Medium density is 5.19 units per acre assumes single family residential
9	175	175	Mixed density at an overall rate of 8 units per acre – includes singles, duplexes, townhomes, and apartment buildings – all scenarios
<b>Total Units</b>	<b>854</b>	<b>714</b>	
<b>Total added population (persons)</b>	<b>2,135</b>	<b>1,785</b>	

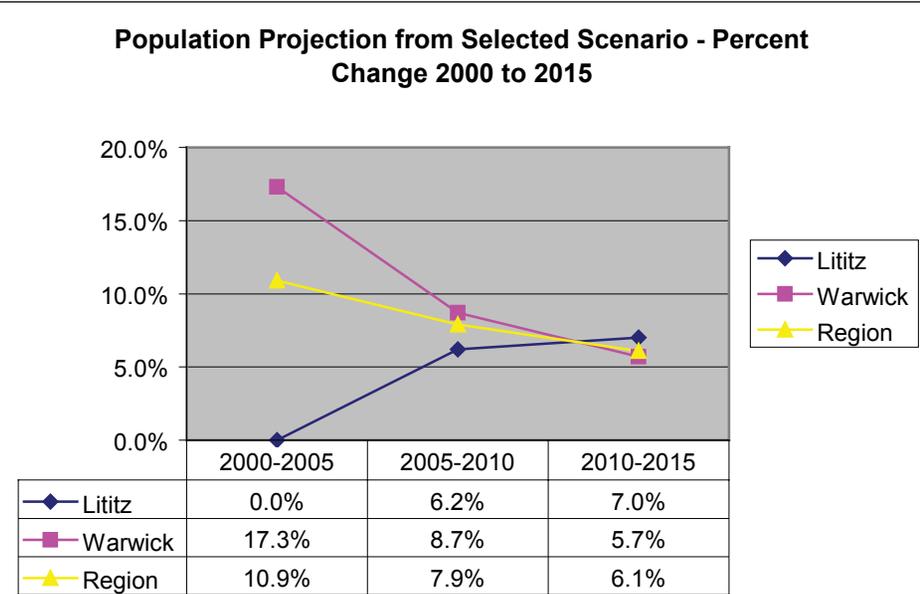
(1.) The density scenario yields 854 new units in the UGA for the 5-year period and 714 units in the 10-year period for a total of 1,568 units<sup>2</sup>. Given this scenario, the average density of new development during the 10-year period is 5.0 units per acre, which is comparable to density scenario 2. The selected scenario differs from scenario 2 in specific planning areas. The rationale for these changes is highlighted in the Planning Area Strategy. If the total UGA units represent 85% of the total regional housing units, then it may be assumed that 151 units would be added outside the UGA by 2010, which would equal a total of 1005 new units. Similarly, between 2010 and 2015,

<sup>2</sup> Not all development that is planned would be built in the 10-year period. The analysis assumes the upper limit of development that may occur in the period, given satisfactory economic conditions and consumer demand. Planning for what is often misnamed the “worst case scenario” allows the region to ensure its infrastructure and services would be able to meet new community demands.

approximately 126 new units would be expected outside the UGA for a total of 840 new units.

- (2.)**The number of projected housing units is translated to the number of persons or population by multiplying the total housing units by a factor of 2.5 persons per dwelling unit.
- (i)** This calculation yields an increase of 2,135 persons in the UGA for the first 5-year period from the years 2005 to 2010 and 1,785 persons in the UGA for the second 5-year period from the years 2010 to 2015. The total population increase including the area outside the UGA would be approximately 2,510 persons from the years 2005 to 2010 and 2,100 persons from the years 2010 to 2015.
  - (ii)** From 2000 to 2005, the region as a whole added 1,051 new units, using 2.54 persons per unit. The equivalent population increase is estimated to be 2,670 persons. Added to the 2000 population, the 2005 population including new housing starts would be estimated at 27,174 persons or an increase of 10.9% for the 5-year period, which regionally is a little less than half of the growth rate experienced by the region in the period of the 1990s. The majority of the region's growth occurred in Warwick Township. The actual slowing of the rate of growth in the Township during the last 5-year period is important in making assumptions for the next 5 years.
  - (iii)**Based on the selected density scenario, the new housing growth is expected to translate to a substantial decline in the Township's population growth during the next 10-year period. The Borough would experience a dramatic increase. Combined, the region would experience a steady decline in new growth (see Chart 2)

**Chart 2 - Lititz Warwick Region UGA Growth Projection (Percent Change)**



(iv) In real numbers the projected number of new homes would translate to a new population projection for the municipalities and the region:

**Table 3 – Lititz-Warwick Region Growth Projection – Years 2010 and 2015**

	<b>2010 Population (persons)</b>	<b>2015 Population (persons)</b>
<b>Lititz</b>	9,592	10,262
<b>Warwick</b>	20,095	21,525
<b>Region</b>	29,687	31,787

(v) The Lancaster County Planning Commission population estimate for the year 2010 is 27,567 persons, which is low compared to the selected scenario's 2010 projection. The last 5 years, 2000 to 2005, has yielded the majority of the growth that would be attributed to the 2010 projection and not the growth that is expected in the next 5 years, 2005 to 2010.

**Table 4 – Lititz Warwick Region and LCPC Growth Projection Comparison – Year 2010**

	<b>Selected Density Scenario 2010 Population (persons)</b>	<b>LCPC 2010 Population (persons)</b>
Lititz	9,592	9,483
Warwick	20,095	18,084
Region	29,687	27,567

- b.** Choose Option 3.b above to add more density by selecting those areas of the region that are best suited to sustain increased densities and infrastructure demand and are compatible with the surrounding land uses and neighborhood features (see the Planning Area Strategy for specific details)
- c.** Choose Option 3.c above to make future land use map adjustments, by broadening the range of residential land use types to include low-, medium-low, medium-, and high-density developments (see adjustments in the Future Land Use Scenario)

## 7. Endorse the projection and understand its impact:

- a. While the projection fails to meet the 7.5 u/a average, it does assume that the areas best suited to handle an increased density of development would be increased to a density of 8 u/a. It also projects that the region would have more than enough developable land in the UGA or VGA to accommodate more than 85% of the projected new development.
- b. The 8 u/a density would be a viable option in Warwick Township only if developed as senior housing, which would reduce the impact on school enrollments and traffic generation. For this to occur changes would be needed to the Township's Zoning Ordinance to provide senior housing as a specific use with the density bonus. This 8 u/a density option would be developed with a mixture of residential unit types
- c. The areas that would retain their existing density are within areas of a similar style of development. Increasing density and/or increasing the mix of housing unit types would be incompatible with the surrounding suburban style neighborhoods. A conservation subdivision style of development would benefit these areas due to the preponderance of natural features (e.g., steep slopes, wetlands, forested areas) and would help to preserve open space within the areas.
- d. This projection would continue to manage growth in that the greater infrastructure impact would be limited to specific areas that would be served by higher levels-of-service than the suburban style residential neighborhoods.
- e. The projection would continue the downward trend of new housing starts, cutting the new housing for the region by more than 30% from the 5-year period of 2000 to 2005 (1,015 unit increase for 5-year period) to the 5-year period of 2010 to 2015 (714 units increase for 5-year period).
- f. The region would be able to maintain the size of its UGA during the next 10-years with minor adjustments.
- g. The impact of the projections on added traffic, sewer and water capacity, school-age children, and school tax revenues is explained in the planning area strategy and community facilities strategy.



Planning area 1 is a 'green field' located within the Urban Growth Area. It is surrounded by development, including Luther Acres and the Lititz Public Library.

- h. Given this analysis, the region has developed a realistic and sustainable growth management approach.

## Planning Area Concepts

*This strategy focuses on 10 planning areas, 9 residential and 1 nonresidential (see the Growth Areas Map and the Future Land Use Update Map). These areas represent “green fields” (previously undeveloped areas of the community), which have the potential for development during the next 5 to 10 years. A planning concept is developed for each area that describes the area (see Future Land Use Update Map); raises the level of expectation for development during the next 10 years; discusses the relative costs to the community in terms of needed changes to infrastructure and services; and puts in place a future land use classification system. All of these lands with the exception of planning area 7 were in the UGA of the 1999 Plan.*

### Components:

#### Planning Area 1

##### 1. Characteristics

- a. The planning area is located within Warwick Township at the eastern edge of Lititz Borough in the vicinity of Luther Acres, the Lititz Public Library, and Pierson and Owl Hill roads.
- b. It is one of the remaining large contiguous tracts of land that has the potential for higher-density neighborhood development.

(1.)The current land use is open fields and agriculture.

(2.)The surrounding land uses are institutional to the north (Luther Acres), medium-density residential to the west (Lititz Borough), low- and medium- density residential to the south, and agriculture to the east.

##### 2. Future Land Use and Development Potential

The picture below is an excerpt from Lititz Borough's Design Guidelines. Design guidelines are a nonregulatory alternative, which assist in the municipal/developer discussions during the land development process. The Plan Update recommends the development of design guidelines for planning area 1.



Examples of porches in residential areas and the impact porches have on the streetscape.



The Lititz/Warwick Trailway and Newport Square Trail are excellent examples of the type of trail system that may be integrated into planning area 1.

- a. The expectation is this area would develop during the next 10 years as a residential neighborhood with a variety of housing types.
  - b. The development potential for the area is 408 units in the 10-year period with 50% coming on-line in 5 years (see the Sustainable Regional Growth Management Strategy). If senior housing would be part of the mix the development potential may increase to 652, if a density bonus were provided.
  - c. The density may vary given the development's location within the area.
    - (1.) The high density slated for the northern region. A density bonus (e.g., 8 units per acre) may be considered for development devoted to senior housing that would have less impact on roadways and schools. This concept may be presented as an overlay within the land use regulations or specific regulations for senior housing/retirement communities.
    - (2.) The lowest density to the south - 2.19 units per acre.
    - (3.) The density contiguous to its border with the Borough would be expected to be consistent with the existing development, 5 units per acre.
  - d. The development area would be linked to Main Street services and businesses, with an integrated pedestrian system to the downtown. Space for additional parks, community services (e.g., extension of the Lititz Public Library), and school/cultural facilities may be needed and planned; especially if the area does not develop as an older-adult community.
- 3. Style of development.** A mixed-residential use development is envisioned with an integrated roadway network.<sup>3</sup> An integrated approach to design may be considered based on a traditional neighborhood development setting and "smart growth" approach. The Township may wish to consider the following design features:
- a. Inter-mixing of various types of housing within a single neighborhood – single-family detached and duplex, townhomes and condominium units, with bonuses or incentives provided to developers.

<sup>3</sup>Work previously completed by Lititz Borough for planning area 9 might be valuable to the Township as it begins to move these recommendations forward.

- b. Inter-mixing of various values of homes within a single neighborhood – market-rate; first-home buyer; one-story, handicapped accessible; senior-living; live-work spaces; alleyway/garage apartments; etc.<sup>4</sup>
  - c. Development of a comprehensive set of design guidelines and/or regulations and review process to help enhance compatibility of various types of units and values of homes, with bonuses or incentives provided to developers. High priority items should be placement, configuration, stormwater management and greening of parking lots; setback, placement, and berming and screening of high-density development from the arterial and collector roadways; variation of horizontal and vertical profiles of multi-family units; landscaping parameters; signage parameters; lighting parameters; and a local-level vernacular for building design.
  - d. A grid system to help serve both vehicular and pedestrian access and mobility or where needed a roadway system designed with the natural contours of the site. The development of an interconnected street network, rather than streets that end or go into cul-de-sacs.
  - e. The continuation of the region’s trail system and greenways system.
  - f. Integration of public green space, commons, pocket parks, and terminal vistas.
  - g. Preservation of vistas and views (view from the road and view of the road), ridgelines, hedgerows, tree stands, streams and natural features.
  - h. Inclusion of access for transit and transit stops.
- 4. Capacity analysis and infrastructure requirements.** The capacity analysis and infrastructure requirements for this planning area were developed for two assumptions:
- a. Assumption 1: Half of the area would develop as homes for 60+ age group
  - b. Assumption 2: The entire area would develop as a residential neighborhood with no age \_\_\_\_\_ restriction. A much greater impact would be experienced under this assumption. Traffic is

<sup>4</sup>The region may wish to consider building incentives into the local land use regulations to encourage low-impact units that would attract empty nesters or first-time homebuyers, such as, single-family detached condos or senior housing units. A density bonus may be such an incentive.

nearly doubled. Water need increases by almost 35%. The number of school children would increase by 30 children or 27%.

c. These assumptions led to the following capacity and infrastructure requirements.

(1.)Transportation infrastructure:

- (i) Trip generation by new development (average daily volume – 2 way)<sup>5</sup>: 5-year = 1,860 additional trips (assumption 1) / 2,594 additional trips (assumption 2); 10-year cumulative = 3,762 additional trips (assumption 1) / 5,185 additional trips (assumption 2).
- (ii) The existing and proposed roadway network would accommodate increased traffic volumes. This roadway network would include Kissel Hill Road to the west, Route 772 to the east, Pierson Road to the south, and a new roadway – Sixth Street extended, as shown on the Region’s Official Street Map, running east and west.
- (iii)Needed improvements would be access improvements, such as turn lanes and potential signalization at the four way stop at the intersection of Kissel Hill Road, Owl Hill Road, and Pierson Road. The location and responsibility for improvements would be the responsibility of the developer as part of the land development process, including the construction of a 4-way intersection at Clay Road, 6th Street and Rothsville Road.

d. Sewer and water infrastructure:

(1.)Sewer treatment and water use needs (gallons per day – gpd) generated by new development<sup>6</sup> are the same: 5-year sewer treatment need and water use need

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<sup>5</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

<sup>6</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more

= 59,800 gpd (assumption 1) / 78,950 gpd (assumption 2); 10-year need = 119,600 gpd (assumption 1) / 157,900 gpd (assumption 2)

**(2.)** Existing sewer and water infrastructure is more than adequate to handle the increase in water demand and anticipated sewer need. The site would be served by the Warwick Township Municipal Authority, which has existing waterlines adjacent to the site and a sanitary sewer interceptor which traverses the site.

- e. School enrollments information is cursory. A more detailed study would be completed by the school district in its long-range and facility planning. With assumption 1, the number of additional school children would be about 140 for each period (total 280) and with assumption 2, the number would be about 170 students for each period or total 340 students.<sup>7</sup>

## Planning Area 2

### 1. Characteristics

- a. The planning area is located within Warwick Township southeast of planning area 1 in the vicinity of Owl Hill and Heck roads.
- b. The area is highly constrained with natural features, streams, wetlands, and difficult terrains. These conditions would restrict development potential.

**(1.)** The current land use is woodlands, streams, and agriculture.

**(2.)** The surrounding land uses are medium-density residential to the west and southwest with natural features on the remaining borders.

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detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

<sup>7</sup>The projection of school children is to alert the Warwick School District that several of the planning areas have the potential to add more new students to the area than anticipated; thus, this information would help to inform the District's planning processes. These numbers do not represent detailed studies. Also, the numbers do not account for the distribution between public and private educational institutions.

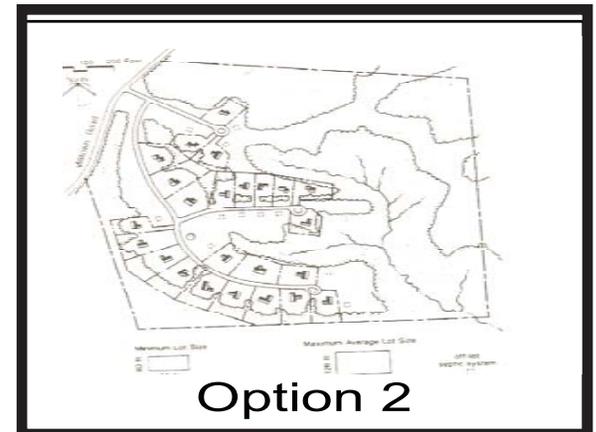
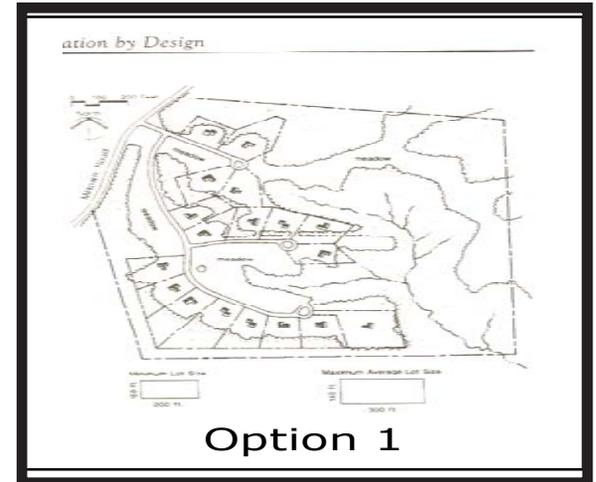
## 2. Future Land Use and Development Potential

- a. The expectations is that approximately two thirds of the area would develop during the next 10 years as low-density, conservation subdivision style development (i.e., development that complements the natural features of the land).
- b. The development potential for the area is 64 units in the 10-year period with 50% coming on-line in 5 years (see the Sustainable Regional Growth Management Strategy).
- c. Low-density development, not to exceed 2.9 units per acre, is anticipated for the area as single-family detached units. Conservation of natural resources would be the priority for this area.

**3. Style of development.** Conservation subdivision is the style of development desired for planning area 2. The style of development is built around the following principles. Implementing ordinances would be a priority in accomplishing this style of development

- a. The importance of density. Base density is defined as the maximum density permitted on a parcel of land (zoning concept) or dwelling units per acre. Environmentally-constrained lands (e.g., slopes greater than 25%, wetlands, existing roads, floodways, forested patches and portions of floodplains, and moderately steep slopes) are excluded from the calculation of density on a parcel (net buildable area). This calculation provides the property owner or developer with the number of units that may be developed on a parcel.
- b. The relationship of density to open space. The “Conservation Subdivision” concept assumes that not all land would be developed, but a portion of the land would be conserved as open space; however, in the process of reserving permanent open space the property owner or developer is assured that the base density would not change, i.e., there would be no deemed loss in development potential. The open space area would include all environmentally-constrained lands.

The majority of these lands are identified as Primary Conservation Corridors in the



Warwick Region Comprehensive Recreation, Park, and Open Space Plan of 2002.<sup>8</sup> The Recreation Plan is brought into this Strategic Comprehensive Plan Update by reference. The open space element also would include the Recreation Plan's identified Secondary Conservation Corridors.<sup>9</sup>

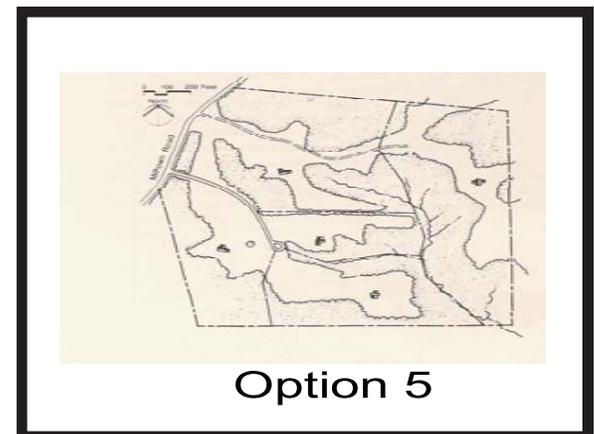
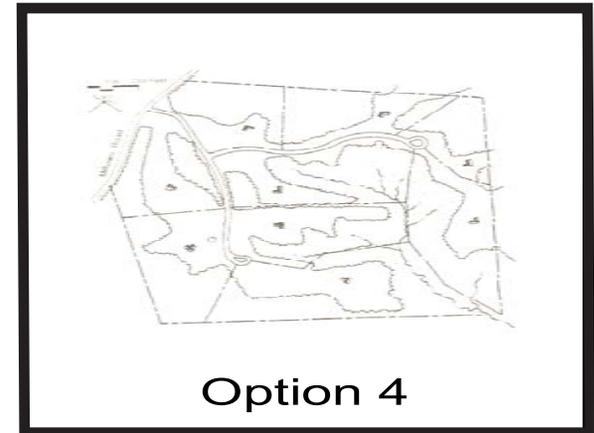
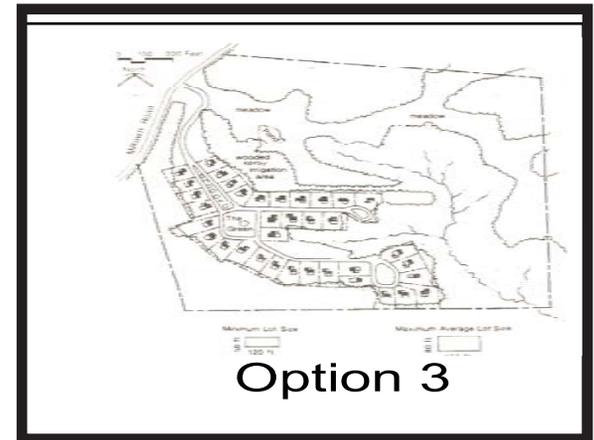
- c. A menu of choices: 5 basic development options – the first 3 options for development are based on the relationship of open space to lot size. The last 2 options address the market for large lots, where the majority of the open space is privately held within the larger lots or farm parcels. The combination of the options would offer many additional development scenarios.<sup>10</sup>

(1.) Option 1: The basic option - allows the landowner to achieve full density, provided that a conservation subdivision design is proposed with substantial undivided open space of at least 50%.

(2.) Option 2: Provides a small density incentive for layouts providing higher proportions of protected open space of at least 60%.

(3.) Option 3: Provides a larger density bonus than offered under Option 2, but with the stipulation that an even larger percentage of open space be set aside permanently.

Generally, it is advisable to limit the use of this option to certain special overlay zones,



<sup>8</sup>The Primary Conservation Areas are identified on mapping and defined as protected areas from development and encroachment, including steep slopes, 100-year floodplain, wetland, Pennsylvania Natural Diversity Inventory (PNDI) site and related buffers, registered historic and cultural sites, riparian corridors, and Zone 1 or cones of influence for public water source wells. (Chapter 7, p. 12 of the Warwick Region Comprehensive Recreation, Park, and Open Space Plan of 2002)

<sup>9</sup>The Secondary Conservation Areas are identified on mapping and defined as potential areas for protection, including the region's trail system, established hedgerows, buffers between agricultural security areas and other uses, critical open space and recreation linkages, wetland buffers, high-quality forest stands, and mapped historic and cultural sites. (Chapter 7, p.12 of the Recreation Plan of 2002)

<sup>10</sup> Option 1 to option 5 sketches taken from *Growing Greener: Conservation by Design* produced by the Natural Lands Trust, Media, PA, September 2001.

where the increased density and village format would be particularly appropriate, as in the extension of existing crossroad settlements or at nodes along the transportation network.

**(4.)**Option 4: Meets any demand there might be for large estate lots with no conservation open space, except for greenway corridor connections along a stream valley or other natural feature. However, this option (the owner's choice) would be subject to substantial density reduction with, for example, 50% fewer house lots than the district's base density would ordinarily allow.

**(5.)**Option 5: Encourages even lower-density development wherein country properties of at least 10 acres would be made more attractive by offering such incentives as relaxing street construction standards to permit gravel-surfaced country lanes that would essentially be shared driveways.

- d. Open space use options - the concept assumes a permanent conservation easement would be placed on land designated as open space; however, the space may be used for a variety of activities: farming, meadows, wildlife sanctuary, forest preserve, nature center, stormwater management, drainfield for on-lot wastewater management, park and recreation area for non-intensive uses, including hiking, bicycling or bridle trail, picnic area, playing field, and similar uses.
- e. Open space ownership and management options. Many combinations of ownership and management options are available including private ownership by an individual (e.g., farmer who wants to continue agricultural activities), a homeowners' association, a land trust, a municipality or public agency (in the case of a public park or greenway land for trail system), or a combination of the above.
- f. Provision of incentives to reach community objectives. Integrating density bonuses within the conservation subdivision concept affords the Region the opportunity to meet community objectives, such as: creating a continuous greenway system, retaining existing farmland, protecting historic buildings, retaining and conserving significant tree stands and forested patches, etc.
- g. Specific design considerations in conservation subdivisions include:



The people of the region have a history of recognizing and preserving the community's natural and cultural landscape. The conservation subdivision style of development is a land development method that continues the tradition.

- (1.) Giving primary attention to building that fits the lay of the land - topography and vegetation patterns of woodlands and fields
- (2.) Recognizing and preserving the community's cultural landscape – man-made elements consisting of fields, meadows, hedgerows, farmhouses and country lanes
- (3.) Maintaining the scale of buildings that fit into the rural or community setting
- (4.) Avoiding the placement of buildings on ridges and eliminating tree stands (when buildings intrude on these features the buildings begin to dominate the landscape and intrude on the natural setting with the loss of community character and important wildlife corridors)
- (5.) Designating scenic roads and views from scenic roads – along these roadways provide a substantial portion of open space to protect the views from the road into the countryside. One advantage of a greater setback and hiding homes from view is privacy for the homeowner.

#### **4. Capacity analysis and infrastructure requirements**

##### **a. Transportation infrastructure:**

- (1.) Trip generation by new development (average daily volume – 2 way)<sup>11</sup>: 5-year = 307 additional trips; 10-year cumulative = 614 additional trips.
- (2.) This site includes the area along Owl Hill and Heck roads.
- (3.) The proposed low-density, cluster development and environmental constraints would limit the development of the area toward the front of the parcels, where an adequate roadway network is available.

##### **b. Sewer and water infrastructure:**

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<sup>11</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only, a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

(1.) Sewer treatment and water use needs generated by new development<sup>12</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 9,600 gallons per day; 10-year need = 19,200 gallons per day.

(2.) Existing sewer and water infrastructure is more than adequate to handle the increase in water demand and anticipated sewer need.

c. Cursory school enrollment projections would be 30 students for the first 5-year period, plus another 30 students within the second 5-year period.

### **Planning Area 3**

#### **1. Characteristics**

a. The Warwick Township planning area is located south of planning areas 1 and 2 in the vicinity of Owl Hill and Rudy Dam roads.

b. As the case with planning area 2, the area is highly constrained with natural features, streams, wetlands, and difficult terrains. These conditions would restrict its development potential.

(1.) The current land use is woodlands, streams, and agriculture.

(2.) The surrounding land uses are medium-density residential to the north, east and west, with low-density residential to the south.

#### **2. Future Land Use and Development Potential**

a. The expectations is that approximately two thirds of the area would develop during the

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<sup>12</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only, a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

next 10 years as low-density, conservation subdivision style of development (that is development that complements the natural features of the land).

- b. The development potential for the area is 107 units in the 10-year period with 80 units coming on-line in the first 5 years and almost 30 units within the second 5 years (see the Sustainable Regional Growth Management Strategy)
- c. Low-density development, not to exceed 2.9 units per acre, is anticipated for the area as single-family detached units. Conservation of natural resources would be the priority for this area.

**2. Style of development.** Conservation subdivision is the style of development desired for planning area 3. This style of development is explained in detail for planning area 2. The same principles would be applied in planning area 3.

### **3. Capacity analysis and infrastructure requirements**

a. Transportation infrastructure:

- (1.) Trip generation by new development (average daily volume – 2 way)<sup>13</sup>: 5-year = 766 additional trips; 10-year cumulative = 1,024 additional trips.
- (2.) This area is surrounded by development, so various streets have been identified and built for future access to the site, which would distribute the traffic from the site and minimize traffic impacts.
- (3.) The roadway network consisting of Owl Hill and Rudy Dam roads would provide both east/west and north/south distribution of traffic.
- (4.) As required, access improvements such as turn lanes and widening, would need to be addressed during the land development process.

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<sup>13</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only, a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

**b. Sewer and water infrastructure:**

(1.) Sewer treatment and water use needs generated by new development<sup>14</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 24,000 gallons per day; 10-year need = 32,100 gallons per day.

(2.) Sewer and water capacity to the site would not be an issue since sewer and water facilities exist on both Owl Hill and Rudy Dam roads. The potential demands have been allotted for in the Township Authority's water and sewer planning process.

c. The cursory school enrollment projects for the first 5-year period would be approximately 70 new students and for the second 5-year period an additional 20 students.

## Planning Area 4

### 1. Characteristics

a. The planning area is in the Village of Rothsville, so it would be part of the newly-designated Rothsville Village Growth Area and represents the predominate growth area in the village for the next 10-year period.

b. The area represents a challenge to the land developer due to the sloping terrain and lack of unconstrained access.

(1.) The current land use is agriculture.

(2.) The surrounding land uses are medium-density residential to the north and east, high-density residential to the west, with woodlands to the south.

### 2. Future Land Use and Development Potential

<sup>14</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only, a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.



As a part of the Village of Rothsville Growth Area, the development in planning area 4 should fit in with the style of development in the Village. Above is a photo of Main Street.

- a. The expectation is that the entire area will develop during the next 10 years with a mix of medium- to low-density development. The medium-density housing is expected to be duplex and townhouse development. The low-density development would be single-family detached.
- b. The development potential for the area is 122 units in the 10-year period with 50% coming on-line in 5 years (see the Sustainable Regional Growth Management Strategy).

### **3. Style of development.**

- a. The development in this area must be sensitive to the environment and protect steep slopes.
- b. The development should be cognizant of the existing development it adjoins, the Village of Rothsville.
- c. As part of an existing traditional neighborhood development, it would be appropriate to encourage the use of the same guidelines that are put in place for infill and new development in the village proper, Main Street.
- d. See the Village Designation Strategy for more details on the village style of development and activities needed to address this planning area.

### **4. Capacity analysis and infrastructure requirements**

- a. Transportation infrastructure:

(1.) Trip generation by new development (average daily volume – 2 way)<sup>15</sup>: 5-year = 405 additional trips; 10-year cumulative = 810 additional trips.

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<sup>15</sup> Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only, a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

- (2.)The access to the potential development site is via Main Street and the adjacent Wheatfield Estates development, which also has access to Main Street.
- (3.)The density for this site should remain the same since access to the site is limited and the proposed traffic impacts would continue to aggravate the already congested Rothsville/Main Street corridor.
- (4.)The roadway or access improvements would need to include the completion of the fourth leg of the Main Street and Rothsville Road intersection, along with additional turn lanes and additional access along Main Street and into the existing adjacent development.
- (5.)If possible, access should also be provided via Twin Brook or Rabbit Hill.

**b. Sewer and water infrastructure:**

- (1.)Sewer treatment and water use needs generated by new development<sup>16</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 14,700 gallons per day; 10-year need = 29,400 gallons per day.
- (2.)Water and sewer capacity exists for the proposed development. However, conveyance and collection upgrades may be required.

**c. The cursory school enrollment projection would be 50 additional students within the first 5-year period and an addition 50 students within the second 5-year period.**

**Planning Area 5**

**1. Characteristics**

<sup>16</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.



The photo shows the agriculture fields and Campus Industrial area that lie to the south and east of planning area 5.

- a. The planning area is south of the Borough, adjacent to Buckwood Hills and east of the Township's Campus Industrial area in the vicinity of Woods Drive and Millport Road.
- b. The area is situated on sloping topography that currently is in agriculture use. It is surrounded by the following existing land uses:
  - (1.) Agriculture to the south and east. None of the surrounding farmland is in agriculture security or conservation easements.
  - (2.) Medium-density residential to the west and north.

## 2. Future Land Use and Development Potential

- a. The planning area is expected to be developed within the next 5 years. Low-density development would be expected, which would yield approximately 100 units; however, environmental constraints may preclude attaining this level of developed.
- b. If the demand continues for homes on large lots (greater than 1 acre), this planning area may be an appropriate location, in which case the development potential may be between 20 to 30 homes.<sup>17</sup>
- c. The planning area relates closely to planning area 10, the expansion of the Campus Industrial Area. If the Campus Industrial Area would expand westward to planning area 5, a stream forms a natural buffer between planning areas. In this case, it would be very important that the higher intensity area to the east (planning area 10) would be designed

to be compatible with and complement this future residential neighborhood. The planning has begun to ensure this compatibility (see discussion of planning area 10).

## 3. Style of development.

- a. A conservation subdivision style of development would be appropriate for this area (see planning area 2 for a description of this development style).
- b. If a conservation subdivision is chosen as the style of development, the greenway and

<sup>17</sup>Current concept plans for the planning area are based on a development of about 25 units.

open space areas contiguous to the stream would be a benefit to the neighborhood by adding another level of buffering between planning areas 5 and 10.

- c. Consideration should be given to using the stream as a natural system for the management of stormwater.

**4. Capacity analysis and infrastructure requirements.** The analysis is based on a maximum density of 2.9 units per acre.

- a. Transportation infrastructure:

(1.) Trip generation by new development (average daily volume – 2 way)<sup>18</sup>: 5-year = 928 additional trips; 10-year cumulative = 928 additional trips.

(2.) The expectation is that existing improvements would be made for the Campus Industrial Area as it expands that would benefit the capacities and infrastructure for this future neighborhood. Planned roadway improvements include a proposed roadway connection between West Woods Drive and Millport Road and roadway improvements on Woods Drive and Millport Road.

- b. Sewer and water infrastructure:

(1.) Sewer treatment and water use needs generated by new development<sup>19</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 29,100 gallons per day; 10-year need = 29,100 gallons per day.

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<sup>18</sup> Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

<sup>19</sup> Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

(2.)The Campus Industrial Area to the east would bring additional sewer and water infrastructure pump station upgrades and new sewer collection and water distribution lines.

- c. If the maximum development potential would be achieved, the educational projection would be around 80 new students; however, reaching this level of development is not expected at this time, which would dramatically reduce the number of additional school children as much as 60%.

## Planning Area 6

### 1. Characteristics

- a. This planning area crosses municipal boundaries; therefore, it is in both Lititz Borough and Warwick Township. A common approach is desirable for the entire planning area. This area was identified as opportunity site 1 in the *1999 Plan*; however, no activity has occurred during the past 5 years.
- b. The area is surrounded by development and partially occupied by the Woodridge Swim Club.
- c. The area fronts on or is adjacent to Route 501.

(1.)Development to the west and north is medium-density residential.

(2.)Development to the east is commercial or planned for commercial development.

### 2. Future Land Use and Development Potential

- a. The planning area is slated for high-density development, which could yield more than 50 new housing units.
- b. This development is expected to occur within the next 5 years.

### 3. Style of development.



Planning area 6 may duplicate the traditional style of development in downtown Lititz, as shown in the photo above.

- a. Primarily townhomes or apartment units, with a maximum density of 8 u/a.<sup>20</sup>
- b. Care should be taken to ensure this infill development fits into the traditional Borough style of development. The Borough's adopted design guidelines would be a beginning point for discussion of design with any developer. The following additional design ideas should be considered as a part of land use ordinance updates for both the Borough and the Township:
  - (1.) Giving attention to residential parking lot design; that is, placement (behind the buildings or to the side with screening), configuration, stormwater management, and landscaping.
  - (2.) Focusing on design features adjacent to arterial and collector roadways, including the setback, placement, and berming /screening of high-density development.
  - (3.) Fronting buildings on local streets, rather than collector or arterial streets, and maintaining build-to-lines rather than front setbacks.
  - (4.) Using a variety of horizontal and vertical profiles for multi-family units.
  - (5.) Creating a uniform streetscape style consistent with other areas of the Borough or giving the development its own signature, including landscaping parameters, signage parameters, lighting parameters, and a local-level vernacular for building design.

**4. Capacity analysis and infrastructure requirements.**

- a. Transportation infrastructure:

(1.) Trip generation by new development (average daily volume – 2 way)<sup>21</sup>: 5-year = 459

<sup>20</sup>Based on conceptual discussions, the development potential may be less than the maximum for the land in the Borough.

<sup>21</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

additional trips; 10-year cumulative = 459 additional trips.

(2.) A new roadway connection between the Trolley Run and Highlands Drive intersection to Sixth Street is depicted on the Region's Official Map and would be expected to be completed at the time of land development. This improvement would alleviate traffic impacts for the planning area and access issues to existing commercial lands along Route 501.

**b. Sewer and water infrastructure:**

(1.) Sewer treatment and water use needs generated by new development<sup>22</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 13,425 gallons per day; 10-year need = 13,425 gallons per day.

(2.) Water and sewer capacity is available for planning area 6.

**c.** The school children projection for this area would be about 40 children over the next 5 years; however, this estimate may be high if the area develops entirely in townhome units.

## **Planning Area 7**

### **1. Characteristics**

**a.** Planning area 7 is the only planning area that was not in the UGA at the time of the *1999 Plan*.<sup>23</sup>

<sup>22</sup> Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

<sup>23</sup> At the time of the *1999 Plan*, this area plus other areas in the vicinity were removed from the UGA due to existing configuration and capacity of the existing water and sewer systems, plus the terrain of the land and roadway infrastructure carrying capacity. Property owners were contacted and given the assurance that when appropriate, based on adequate planned infrastructure, many of these areas would be brought back into the UGA.

- b. The area is located in a primarily rural area of the region, north of Newport Road and west of Orchard Road.
- c. Existing land use is agriculture/woodlands and the majority of the surrounding land area is farmed, with the exception of several residences along the road frontage and a residential neighborhood to the north.
- d. The area is environmentally sensitive with steep slopes, woodlands and streams on the development sites.

## **2. Future Land Use and Development Potential**

- a. Currently, planning area 7 is designated for rural density, single-family detached residential housing; however, recent improvements to the collector roadway system and planned improvements to the water and sewer systems within the next 5 years warrant the inclusion of planning area 7 into the UGA at the start of the second half of the 10-year planning period, if not before. The planning area's inclusion should be timed with the completion of improvements to the area's public infrastructure.
- b. Timing development to coincide with the development of adequate infrastructure provides a "win-win" opportunity for both the region/municipality, and the developer. The region and Township are able to contain growth and development in the area that can best handle the additional demand on existing infrastructure until the time when it is feasible

and cost-effective to expand the systems. The developer is afforded a net benefit by being able to develop more units on the land at a higher value due to the availability of public infrastructure.

- c. The development potential for the area will increase from 1u/a, yielding approximately 25 units, to 2.9 units per acre, yielding 73 units. The expectation is this development would not occur until the second half of the 10-year period. Therefore, it would be appropriate to review this approach at the next 5-year update of the plan, if no action has been taken.

## **3. Style of development.**

- a. Due to the environmental constraints on the land and its location in one of the most remote areas of the UGA, a conservation subdivision would be the appropriate development style (see planning area 2 for a complete description of this style of development).
- b. Special attention should be given to protecting woodlands and steep slopes. This area has several primary and secondary conservation areas that should be mapped and integrated into the open space areas of the subdivision plan.<sup>24</sup>

**4. Capacity analysis and infrastructure requirements.** Based on a density of 2.9 u/a or 73 units.

**a. Transportation infrastructure:**

(1.) Trip generation by new development (average daily volume – 2 way)<sup>25</sup>: 5-year = 0 additional trips; 10-year cumulative = 700 additional trips.

(2.) The roadway infrastructure would be adequate given the recent improvements to both

Orchard and Newport roads (i.e., Newport/Orchard intersection alignment, turn lane installation on Newport Road and widening on both roadways).

**b. Sewer and water infrastructure:**

(1.) Sewer treatment and water use needs generated by new development<sup>26</sup> are the same

<sup>24</sup>See the “Primary and Secondary Conservation Corridor Delineation Map” in the Section 11 of the *Warwick Region Comprehensive Recreation, Park, and Open Space Plan of 2002*.

<sup>25</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

<sup>26</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts

as presented in gallons needed per day: 5-year sewer treatment need and water use need = 0 gallons per day; 10-year need = 21,900 gallons per day.

(2.) Water and sewer lines exist adjacent to the site; however, density increases would require upgrades to the water convenience system and planned improvements to the Authorities facilities north of Newport. These improvements would not occur until the fourth quarter of year 4 of the *Plan Update*.

c. School enrollment projections would be approximately 60 students within the 5 to 10 year period.

## Planning Area 8

### 1. Characteristics

- a. Located entirely in the Borough, planning area 8 represents infill development located along Woodcrest Avenue and Second Avenue.
- b. The area is surrounded by high-density residential lands to the north, west and south, with institutional to the east.

### 2. Future Land Use and Development Potential

- a. The area would develop as high-density residential consistent with development to its east and south.
- b. The expected 8 u/a would yield a development potential of 60 additional units; however, it is expected that only a portion of these units would come on-line in the 10-year period, with about half in the first 5 years and one-third in the last 5 years.

### 3. Style of development.

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at the time of land development.

The Lititz Borough Design Guidelines will aid in the discussion of the character and style of development in planning area 8. The following excerpt is an example of general principles on the orientation and style of buildings.

In the case of new subdivisions with multiple blocks and homes, single-family homes should generally be designed so that approximately one-half are oriented with their gable-ends facing the street to create diversity of building styles within the subdivision and similar to traditional development of the community



Examples of homes with gable ends facing the street.

- a. The style of development of this planning area must be informed by the development contiguous to it or in the surrounding neighborhoods.
- b. Infill development should be in the same character as the existing development; that is, build-to-lines, character of buildings, streetscape, placement of parking, placement of garages, presence of alleyways.
- c. It would be appropriate for the Borough Planning Commission to use the Borough's Design Guidelines for discussions with potential developers.

**4. Capacity analysis and infrastructure requirements.**

**a. Transportation infrastructure:**

(1.) Trip generation by new development (average daily volume – 2 way)<sup>27</sup>: 5-year = 287 additional trips; 10-year cumulative = 479 additional trips.

(2.) This Borough infill development is situated along an existing roadway network; so the completion of the infill development would not present a capacity or distribution problem to the existing streets.

**b. Sewer and water infrastructure:**

(1.) Sewer treatment and water use needs generated by new development<sup>28</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use

<sup>27</sup> Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

<sup>28</sup> Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

need = 9,000 gallons per day; 10-year need = 15,000 gallons per day.

(2.)Water and sewer capacity is available to the proposed sites.

- c. School enrollment projections would be 25 students within the first 5 years and 20 within the last 5 years.

## **Planning Area 9**

### **1. Characteristics**

- a. The planning for this area began with the *1999 Comprehensive Plan*, identified as Opportunity Site 2 under the Design Guideline Strategy. The tract occupies an area that was formerly a nursery operation.
- b. The area lies entirely within Lititz Borough, with its primary access point onto Orange Street and across from the Warwick Secondary School/ Administrative Campus.
- c. The area is surrounded by agriculture lands in Warwick Township to the south and to the east by medium-density housing.
- d. The contiguous land use mix in the Borough includes medium-density housing and Moravian Manor to the east and the school campus to the north.
- e. The area has few environmental constraints that would impact its development potential.

### **2. Future Land Use and Development Potential**

- a. The area represents the greatest potential for infill development in the Borough. The Borough has moved the recommendations of the previous plan forward by rezoning the area for a mixed-use, traditional neighborhood development.
- b. The expectation is the average density of the area will 8 u/a. The majority of the development will be devoted to the older-adult population. A mix of housing types from single-family detached, duplexes, townhomes, to apartment units would be desirable. In

addition to housing, the land use ordinances adopted for the area include a nonresidential component to include small commercial businesses, offices, and cultural facilities.

### **3. Style of development.**

- a. Traditional neighborhood development (TND) is the prescribed style of development for this planning area. The objective of this style is to continue the historic patterns of development; thus existing development in the Borough has become the pattern book for the area.
- b. The Borough's land use codes have been adjusted and design guidelines have been added to meet the TND objectives. Two approaches are being used to attain these objectives, a TND overlay (a unified development approach) and a series of underlying zones (a piece-meal approach).
- c. The land use codes which have been established for planning area 9, may provide a valuable example for the region in moving forward recommendations for planning area 1.

### **4. Capacity analysis and infrastructure requirements.**

- a. Transportation infrastructure:
  - (1.) Trip generation by new development (average daily volume – 2 way)<sup>29</sup>: 5-year = 721 additional trips; 10-year cumulative = 1,433 additional trips.
  - (2.) An internal transportation network would be needed for this development. The network would include at a minimum two collector streets that would connect to the residential neighborhoods to the south and west of the area, an alley system, and an extension of Sixth Street to Orange Street.

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<sup>29</sup>Trip generation values were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study would be needed to better define actual traffic generation and impacts at the time of land development.

(3.)The Sixth Street Extension project would include traffic control and calming measures at Orange Street and at the intersections with the internal roadway network. It is assumed that the Sixth Street Extension would be located on the west side of the property, rather than the east (original concept). Traffic calming devices would be needed to ensure traffic maintained a reasonable speed.

(4.)The concept also includes the expectation that transit will be available to the area and a transit stop will be integrated into the land development plan.

b. Sewer and water infrastructure:

(1.)Sewer treatment and water use needs generated by new development<sup>30</sup> are the same as presented in gallons needed per day: 5-year sewer treatment need and water use need = 23,250 gallons per day; 10-year need = 46,500 gallons per day.

(2.)The Borough confirmed available capacity.

c. The expectation is at this time the area will develop as senior housing with no impact on the schools; if this expectation is not met and other types of housing are developed a detailed analysis will be required to study the impact on the public schools.



Planning area 10 includes expansion area for light industrial, office and retail development. Appendix D of this report provides a more detailed description of the concept for the area.

## Planning Area 10

### 1. Characteristics

a. The planning for this area began with the *1999 Comprehensive Plan*, identified as Opportunity Site 3 under the Design Guideline Strategy. Since 1999, the planning area has undergone dramatic change, with the developments of the Heart of Lancaster Hospital, Buckhill Offices, and the Lancaster General Hospital.



<sup>30</sup>Sewer and water needs were calculated for each planning area using the selected density scenario (see Sustainable Regional Population Projection Scenario and Appendix C) and estimated units per planning area. These values are cursory and are being used for planning purposes only: a more detailed study (e.g., Act 537 Plan) would be needed to better define actual water needs and impacts at the time of land development.

- b. The original site is also the home to the Shoppes of Kissel Hill.
- c. Further planning for the area was initiated as part of this planning process and included a “Campus Industrial Design Charette”. The Charette Report is found in Appendix D.

## 2. Future Land Use and Development Potential

- a. Three maps (see Appendix D) show the existing land owners and land use (Context Map), existing features on the site (Site Analysis Map) and the future concept plan (Consensus Concept Plan)
- b. The Consensus Concept Plan was a product of the “Campus Industrial Design Charette”.
- c. The Future Land Use Concept would include the eventual expansion of the Campus Industrial Areas to lands to the west and south of the original area.

(1.) These areas are currently either open lands or farmed.

(2.) The area would join Planning Area 5 to the west (see description of planning area 5, herein).

(3.) A flex area, which may include smaller scale office or other low-intensity uses would provide a suitable transition between the residential area to the west and the more intense office and businesses to the east.

(4.) The expansion of higher intensity development would be to the east of the flex area.

(5.) The concept considers the potential for the expansion of the Shoppes at Kissel Hill.

## 3. Style of development (see Sketch Plan in Appendix D).

- a. The *Report on Community Charette* provides specific detail regarding the style of development and design of the expanded Campus Industrial Area and highlights the components of a specific plan (see Appendix D for details)
- b. Important design considerations include the following, explained in the Appendix:

- (1.) Building massing
- (2.) Design guidelines and guidebook for buildings
- (3.) Design features – landscaping, lighting, signage, and street furniture
- (4.) The protection of natural resources and open spaces.

**4. Infrastructure considerations.**

- a. Inclusion of public water and wastewater utilities for the entire area.
- b. Regional stormwater controls for the area.
- c. Transportation infrastructure:
  - (1.) Peters Road extension, with alleys and service access.
  - (2.) Managed access to Millport Road.
  - (3.) Hess Road realignment.
  - (4.) Springview Drive extension.
  - (5.) Buckwalter Road realignment.
  - (6.) Transit accommodations.
  - (7.) Trail linkages.

**Village Designations**

*Several villages exist in the Warwick Township portion of the region (see Growth Areas Map and Future Land Use Update Map). The 1999 Plan did not recognize these village areas. The new Lancaster County Comprehensive Plan emphasizes the need not only to recognize the villages as a traditional settlement pattern, but also to understand the*



The Village of Rothsville is a center for community activity.



The Village of Millway is a typical example of Lancaster County's crossroads communities.

***role of these communities in the local and county heritage and sense of place. This strategy identifies the villages and develops specific components for the retention and/or enhancement of their community character.***

**Components:**

**1. Recognize and describe four village areas in Warwick Township** (see Future Land Use Map for the location of specific village areas):

- a. Village of Rothsville – The Village of Rothsville is the largest of Warwick Township’s villages, with the most distinctive character. Newport Road becomes Main Street (PA 772) in the Village of Rothsville. The historic center of the Village fronts on this corridor and is similar to most Lancaster County villages that have developed as linear settlements contiguous to a major roadway. A mixture of residential and nonresidential land uses are located in two distinctive areas. Currently, this Village area is split into several zoning districts, which standards do not correspond to the actual built development.

Public sewer and water service extends to the Village of Rothsville. The Newport Road corridor through the Village is congested and is a major impediment to new development within this Village, unless the development can be directed to use other roadways or intersect onto minor roadways.

- b. Village of Millway – The Village of Millway is a historic crossroads community at the intersection of Meadow Valley and Briar Hill roads. It is the smallest of Warwick Township villages. This Village is predominately in residential use. Millway does not have access to public water or public sewer.

- c. Village of Brunnerville – The Village of Brunnerville is the second largest village in Warwick Township and also includes an area of mixed residential and nonresidential uses. The zoning ordinance regulations do not reflect the existing form of development within this Village, which is located at the cross roads of Brunnerville and Lexington roads. Brunnerville is served by public sewer and partially by public water. Brunnerville Road, a major collector, provides adequate access to this Village.

- d. Village of Lexington – This Village is located on Lexington Road to the west of



Brunnerville is the second largest village in the region. Similar to Rothsville, the region’s largest village, Brunnerville has a variety of residential, commercial, and public facility uses.



The Village of Lexington is typical of a historic Lancaster County linear village.

Brunnerville. It is a linear village and is predominately residential. Lexington has no public utilities extending to it and is located on a minor collector roadway.

**2. Complete a field survey of each village area to describe the following village features:**

- a. Historic inventory – the Warwick Township historic inventory should begin with the village areas. The inventory should record all historic buildings and structures and map these resources to show the relative distribution or concentration within the village.
- b. Detailed housing inventory – the inventory should show the location, concentration and condition of various housing types, the typical lot sizes and setbacks, and the typical style and design of houses.
- c. Detailed inventory of nonresidential uses – the inventory should document the specific uses, location and concentration, typical lot sizes and setbacks, the typical style and scale of buildings.
- d. Detailed inventory of streetscape elements – the inventory should document the location and frequency of street trees, location and condition of sidewalks and curbing, location and frequency of street lights, location of overhead wiring, location and characteristics of alleys, typical block size, signage and width of streets by classification.

**3. Use of field survey information.**

- a. Determine if the concentration of historic resources is such that a historic district would be warranted and should be explored with residents. If it is not a historic district, then the Township may wish to consider a demolition permit requirement for buildings or structures that are part of the historic survey.
- b. Revise the Township’s zoning ordinance to adopt regulations that conform with the existing built environment – lot sizes, build-to-lines, side yard setbacks, variety of residential and non-residential uses. These regulations would be based on the village form.

(1.)Based on preliminary field observations, Rothsville and Brunnerville would require more than one designation to account for differences. The designations may include

a village core (historic village, mixed-use), village residential (historic village, mixed residential) and village fringe (newer development surrounding the historic village).

(2.) Millway and Lexington would benefit from one designation that accounts for the existing residential village style.

- c. Revise the Township's subdivision and land development ordinance to include design standards that relate to the streetscape elements in the village areas. Specific design features may be required for specific villages. The Township may prefer to make some streetscape elements nonregulatory by using design guidelines.
  - d. Explore grants for improving the appearance of historic structures and developing a comprehensive streetscape program. Rothsville might be the first test case for these types of improvements.
4. **Remove the area around Rothsville and Brunnerville/Lexington from the Urban Growth Area and redesignate as a Village Growth Areas (VGA).**
- a. Calculate the development potential for the Village of Rothsville (VGA) for the 5- and 10-year planning period,<sup>7</sup> based on the Capacity Analysis for Planning Area 4.
  - b. Reevaluate the public water and sewer capacity for the VGA.
  - c. Develop a traffic management program for the VGA.



The railroad corridor area in Lititz is a prime area for reinvestment within the next 5 to 10 years.

## Reinvestment Area Identification

*This strategy targets existing developed areas commonly called brownfields (suspected contamination or environmental concerns) or greyfields (no contamination/environmental concerns). Generally, these sites are located within or close to downtown areas/main streets and require public/private sector partnerships to revitalize the sites and the surrounding area (see Growth Areas Map). The first step in the reinvestment or revitalization process is work with Venture Lititz to identify reinvestment and revitalization opportunities. This strategy should be coordinated closely with the economic development initiative strategies.*

**Components:**

**1. Target areas within the urban core as public/private sector reinvestment areas.**

- a. Begin with two areas as prime targets for the region to get started with a reinvestment strategy.

(1.)The railroad corridor area contiguous to downtown, between Broad Street and Oak Street.

(2.)Main Street in the Village of Rothsville; specifically, Church Street to Old Rothsville Road and to selected sites.

**b. Begin with an existing conditions inventory for each targeted area.**

(1.)The inventory would complete a building analysis of existing uses and the amount and condition of available space.

(2.)The inventory would initiate a dialogue with property owners.

**c. Develop a specific plan for the railroad corridor area and a vision for the Rothsville Main Street area.**

(1.)Hold a charrette or workshop with property owners, neighbors, interested citizens, key stakeholders, planning commissioners, municipal officials, banks/financial institutions, and county representatives to understand the assets and challenges and to explore ideas for the reinvestment areas. A multi-dimensional discussion should be pursued that focuses on topics, such as:

- What would be needed to improve current buildings or structures and what is a reasonable range of adaptive reuse options for buildings that may be reclaimed for other uses.
- How does the reinvestment area fit into and serve the community? What would be its full potential?
- If buildings or structures would need to be torn down and the area cleaned-up, what would be the expectations of the community for rebuilding in the area?

- What guidance or incentives would be needed in order for the community to meet these expectations?
- Are there special groups in the area that would benefit from more housing or other services/facilities within the downtown or village main street area?
- What infrastructure would be needed to support the reinvestment areas – parking, fiber-optics, water, sewer, transportation options, open space etc.?

(2.) Prepare a concept plan for the reinvestment area and determine the pre-development needs for site revitalization – special studies, special coordination, clean-up priorities, etc.

(3.) Wrap land use ordinances around the concepts (i.e., special zoning overlay with more form-based models, special design standards, stream-lined permitting process, and incentives).

(4.) Prepare an action plan and work program for specific projects that may be initiated by the public sector or initiated as a public/private partnership.

(5.) Determine if special resources or funding will be required from the public sector or financial institutions. Work with local banks and financial institutions to tap into Community Revitalization Act funds for these reinvestment projects and into the County's new reinvestment dollars. Also, coordinate and establish a liaison with Pennsylvania's Community Action Team (PA Department of Community and Economic Development ).

2. Continue to recognize other reinvestment and redevelopment opportunities that may arise within the 5-year period and plan accordingly.

## **Future Land Use Plan Amendment**

***The Sustainable Growth Projection and the Village Designations strategies translate to several amendments to the 1999 Future Land Use Plan. This strategy would add several new features to the Future Land Use Plan (see Future Land Use Update Map and Growth Area Map).***

**Components:**

- 1. Show the following special areas on the Future Land Use Plan Map**
  - a. Planning Areas 1 through 10.
  - b. The village areas for Rothsville, Brunnersville, Millway, and Lexington.
  - c. The separation of the Urban Growth Area (UGA) and Village Growth Areas (VGA).
  - d. Reinvestment areas.

## **Sustainable Water Resources Program**

*This strategy addresses concerns regarding the quality and quantity of the region's water resources. It builds on a recent groundwater study completed by the Susquehanna River Basin Commission (SRBC). The strategy focuses on local-level efforts to move forward the study's recommendation.*

- 1. Initiate a Water Resource Protection Consortium** – brings together the Lititz-Warwick Wellhead Protection Task Force, Lititz Run Watershed Association, Hammer Creek Watershed Association, Chiques Creek Watershed Association, Lititz Borough, Warwick Township Municipal Authority, Manheim Township Water Authority, Ephrata Area Joint Authority, and Manheim Borough Authority to provide guidance, education and communication between the public and private sectors on sustaining water resources' quality and quantity. The Consortium may begin as a loosely-knit group that meets quarterly, but eventually may evolve into a non-profit organization that could obtain and manage grant resources for projects that would meet the mission of sustaining the region's water supply. The consortium would go beyond the Lititz-Warwick region to encompass the communities of Elizabeth, Manheim, Penn, and Warwick Townships and Lititz Borough. The Lancaster County Planning Commission would play a role as an advisor to the group.
- 2.** Five-year activities of the Consortium, following organization initiation, would be to advance the tool-box ideas of the SRBC Groundwater Study. A high priority would be to tie the Critical Aquifer Recharge Areas (CARA) into the municipal subdivision and land development

process.

- a. Consider the creation of a process for identifying the location of CARAs and assessing the potential for recharging groundwater into the CARA during the subdivision and land development process or as non-regulatory guidelines for specific areas of information.
- b. Make recommendations to amend the local-level subdivision and land development ordinance to integrate both the developed CARA assessment processes and new techniques/options for use during the land development process to encourage groundwater recharge into the CARA area.
- c. Work with the local-level planning commissions and/or environmental advisory commissions (EAC) and governing bodies to educate the public about the CARA assessment process and the recharge techniques. For subdivisions or planning areas (see Planning Area Strategy in the Physical Development Initiative) that would affect a CARA, include a requirement for a special review process with a local-level water resource committee, consultant or specially appointed EAC to review the assessment and the selected recharge options.
- d. Explore market-based water resource trading options to determine what opportunities that may be supported locally. These options may include the transfer of credits earned from one site or development through nutrient reduction, sediment reduction, wetlands creation, and stormwater management to naturally improve water quality and quantity to another site that may be unable to meet existing requirements. The following stakeholders would be included in these discussions: major industry, developers, large landowners, government bodies, agriculture community, and school districts.



The people of the region have a great respect for the environment as demonstrated by their willingness to volunteer for stream clean-up duty. It is the similar cadre of volunteers that may put their talents to work on an Environmental Advisory Committee.

## Environmental Advisory Committee (EAC)

*This strategy supports the work of the other physical development initiative strategies. It would be an advisory group that would pull together design ideas that center on the environment (e.g., sustainable water supplies, landscaping, environmental design, existing environmental groups – at the Borough level).*

### Components:

1. Explore the potential for the development of an EAC at various levels.

- a. Borough only – the Borough is the best governmental entity to begin the exploration of an EAC, since it has environmental and design committees already functioning as part of its land development review process. The approach would be to consolidate these groups into one organization - EAC.
  - b. Regionwide EAC – this organization would be one group for the entire region, recognizing that environmental features go across municipal boundaries. Priorities for a regional group would be sustaining the water supply, promoting primary and secondary conservation areas as protected open spaces, designing standards for landscaping and lighting, and addressing pollution concerns.
  - c. Separate EAC – targeting special concerns of each municipality.
2. **Establish a timeframe for implementation of the preferred option.**
  3. **Follow the Pennsylvania Environmental Council (PEC) guidelines and DCED standards for developing the EACs.**



The people of the region have a great respect for the environment as demonstrated by their willingness to volunteer for stream clean-up duty. It is the similar cadre of volunteers that may put their talents to work on an Environmental Advisory Committee.

**ACTION PLAN  
PHYSICAL DEVELOPMENT INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Sustainable Regional Growth Management	H	Governing Bodies	Analysis and selected density strategy adopted as part of the Update adoption	PD2	Managers	No additional costs	No need	
		H	Governing Bodies	County endorsement of the Region's Growth Management Strategy		Managers	No additional costs	No need	
	Planning Area Concepts	H	Warwick Township Planning Commission at the time of land development	Planning Area 1 - revision to land use ordinances to meet the density recommendations and the style of development approach. At the time of land development, work with access management improvements	PD13	Warwick Township Planning Commission, Staff, Governing Body and Land Developer	Land use ordinance revisions - \$10,000 estimated costs (zoning and subdivision and land development) Dependent on transportation improvements required.	Land use ordinance funded through the General Funds, County Implementation Funds, or DCED grant. Transportation costs would be part of the land development costs to the developer	
			Warwick Township Planning Commission at the time of land development	Planning Area 2 - revisions to land use ordinances to reflect the conservation subdivision style of development		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	Land use ordinance revisions - \$7,500	Land use ordinances - see above. The Township has received money from the Natural Lands Trust	
			Warwick Township Planning Commission at the time of land development	Planning Area 3 - see planning area 2 above		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	No additional costs if completed during development of Planning Area 2. Transportation improvements would be funded by the developer	See above for Planning Area 2	

**ACTION PLAN  
PHYSICAL DEVELOPMENT INITIATIVE**

<b>START DATE</b>	<b>STRATEGY</b>	<b>PRIORITY</b>	<b>STRATEGY INITIATOR</b>	<b>BENCHMARK ACTIVITIES</b>	<b>PAGE NUMBER</b>	<b>PRIMARY IMPLEMENTATION RESPONSIBILITY</b>	<b>PRELIMINARY COST ESTIMATE</b>	<b>POTENTIAL FUNDING SOURCES</b>	<b>COMPLETION DATE</b>
			Warwick Township Planning Commission at the time of land development	Planning Area 4 - design guidelines for development compatibility with the adjoining village area in Rothsville. Also, completion of access management study and implementation of recommendations		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	Additional costs would be incurred to add design guidelines. Assume between \$5,000 to \$7,500. Transportation improvements would be funded by the developer	Funded sources for land use regulations may be eligible for DCED LUPTAP funds or Lancaster County Implementation funds	
			Warwick Township Planning Commission at the time of land development	Planning Area 5 - conservation subdivision development or large lot development		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	Assume work relative to the conservation subdivision has been completed	No additional funds needed. Assume infrastructure upgrade brought by the Campus Industrial Development.	
			Warwick Township Planning Commission at the time of land development and Lititz Borough Planning Commission	Planning Area 6 - a zoning map change needed for Warwick - Commercial to High Density Residential - land use ordinance update consistent with style of development parameters. New roadway connection needed between Trolley Run and Highland Avenue intersection to Sixth Street		Planning commissions, governing bodies and developers	Land use costs would be minimal - \$2,000 to \$3,000. Cost estimate for roadway development at time of land development	General fund for ordinance work or as a part of a larger project for other ordinance work. Infrastructure funded as part of land development.	

**ACTION PLAN  
PHYSICAL DEVELOPMENT INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
			Warwick Township Planning Commission at the time of land development	Planning Area 7 - bring into the UGA, not before improvements made utility conveyance system (year 5). Conservation subdivision style development.		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	Planning and cost estimate for utility improvements needed	WTMA funding for utility improvements.	
			Lititz Borough Planning Commission at the time of land development	Planning Area 8 - Use of Borough Design Guidelines		Lititz Borough Planning Commission, Staff, Governing Body and Land Developer	No additional costs if completed during development of Planning Area 2. Transportation improvements would be funded by the developer	NA	
			Lititz Borough Planning Commission at the time of land development	Planning Area 9 - Planning complete for the area - ordinances in place. Roadway improvements would be part of land development Sixth Street Extension and improvements at Orange Street Intersection		Lititz Borough Planning Commission, Staff, Governing Body and Land Developer	Costs associated with transportation improvements	Part of land developers costs, may also require municipal funds or transportation funds.	
			Warwick Township Board of Supervisors	Planning Area 10 - a specific plan, with a land use ordinance to be wrapped around a more detailed plan based on the Charette		Warwick Township Planning Commission, Staff, Governing Body and Land Developer	\$20,000 to \$30,000 for the development of the more detailed plan and ordinance	DCED funding - continuation of approach	
	Village Designations	H	Warwick Township Governing Body	Field survey of villages - begin with Rothsville	PD40	Village level work groups	\$10,000 for planning charette - vision workshop	Lancaster County Implementation Grant - DCED	

**ACTION PLAN  
PHYSICAL DEVELOPMENT INITIATIVE**

START DATE	STRATEGY	PRIORITY	STRATEGY INITIATOR	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		M	Warwick Township Governing Body	Adopt land use regulations consistent with village features		Warwick Township Planning Commission	\$5,000 to \$7,500	Same as above	
		M	Warwick Township Governing Body	Target and describe areas that would benefit from property maintenance and streetscape improvements.		Village level work groups	Part of visioning or special field work	Same as above	
		L	Warwick Township Governing Body	Seek funding to improve areas		Manager	Function of funding program	Same as above	
	Reinvestment Area Identification	H	Governing Bodies	Target areas	PD43	Planning Commissions			
		M	Governing Bodies	Existing conditions survey		Part of other efforts - economic development / village work groups			
		M	Governing Bodies	Specific plan for rail corridor - special land use ordinances/overlays		Managers	\$20,000 to \$30,000 plan and ordinances	Community Revitalization Act Funds - financial institutions, Community Action Team coordination to put together a package of funding, LCPC	
		M	Governing Bodies	Visioning forum for Rothsville		Village work group	\$10,000 to \$15,000	Same as above	
	Future Land Use Amendment	H	Governing Bodies	Adopted as part of the plan update	PD45	Managers	no cost	n/a	

**ACTION PLAN  
PHYSICAL DEVELOPMENT INITIATIVE**

<b>START DATE</b>	<b>STRATEGY</b>	<b>PRIORITY</b>	<b>STRATEGY INITIATOR</b>	<b>BENCHMARK ACTIVITIES</b>	<b>PAGE NUMBER</b>	<b>PRIMARY IMPLEMENTATION RESPONSIBILITY</b>	<b>PRELIMINARY COST ESTIMATE</b>	<b>POTENTIAL FUNDING SOURCES</b>	<b>COMPLETION DATE</b>
	Sustainable Water Resources Program	H	Governing Bodies	Appoint Water Resources Consortium	PD46	Managers	no cost	n/a	
		M	Water Resources Consortium	Identification of CARA assessment process - groundwater recharge positions		Consortium	no cost	n/a	
		M	Staff	Education program on process		Consortium	To be determined	DEP education funds	
		L	Consortium	Evaluation of market-based water resource trading		Consortium	no cost	n/a	
	Environmental Advisory Committee	L	Governing Bodies	Explore potential EAC	PD47	Manager	no cost	n/a	

## Appendix A Development Potential Analysis – Existing Zoning

### Warwick Township:

- Developable Land Analysis Mapping (see profile maps) shows the following areas for Warwick Township:
  - Residential zoned areas in RE, R1 and R2 areas
    - Vacant parcels between 1 and 4.9 acres
    - Parcels greater the 5 acres, either vacant or not fully occupied (with structures)
  - Industrial/commercial zoned areas
    - Vacant
    - Developed properties not utilized totally
- Limiting factors:
  - Primary conservation areas
  - Buildings and parking lots
  - Infrastructure requirements – RE (15%), R1 (18%), R2 (20%), C/I (25%, except where parking is calculated reduce to 15%)

**Residential density factor**, based on existing zoning - RE(1unit/acre), R1(2.18units/acre), R2(4.75units/acre)

Calculation of residential development potential = (Total lot area – (primary conservation area + building area + parking area + infrastructure requirement area)) x residential density factor

Development potential ≈ 1,960 units  
RE ≈ 505 units – not all in growth area  
R1 ≈ 1,040 units  
R2 ≈ 415 units

**Average Density 1.74 Units/Acre**

Equating units to people given an assumption of 2.6 persons per household ≈ 5,100 persons

- **Commercial/Industrial intensity factor**, based on existing zoning, maximum building coverage is lot coverage minus infrastructure coverage x maximum number of stories (assume 3 stories)
  - **CC factor = 1.20%**
  - **I1 factor =1.35%**
  - **I2 factor =1.35%**

**Calculation of nonresidential development potential (sq. ft.) = (Total area in square feet – (primary conservation area +building area + parking area + infrastructure requirement area)) x commercial or industrial intensity factor**

**Development Potential** ≈ 166 acres or 9.5 million square feet of new commercial, office, or industrial space.

CC ≈ 39 acres or 2.1m sq. ft.

I1 ≈ 56 acres or 3.3m sq. ft.

I2 ≈ 70 acres or 4.1m sq. ft.

**Lititz Borough:**

- Parcels with development potential supplied by Borough, based on existing zoning and the Land Development Potential Mapping (see profile maps).
- Limiting factors:
  - Primary conservation areas
  - Buildings and parking lots
  - Infrastructure requirements – RS (20%), R1 (25%), R2 (25%), RA (25%),CC (25%) and I (25%, except where parking is calculated reduce to 15%)

**Residential density factor**, based on existing zoning - RS(3.5 unit/acre), R1(5 units/acre), R2(7 units/acre), RA (8 units/acre)

**Calculation of residential development potential** = (Total lot area – (primary conservation area +building area + parking area + infrastructure requirement area)) x residential density factor

Development potential ≈ 610 units

RS ≈ 35 units

R1 ≈ 555 units

R2 ≈ 15 units

RA ≈ 5 units

**Average Density 5 Units/Acre**

Equating units to people given an assumption of 2.4 persons per household ≈ 1,460 persons

- **Commercial/Industrial intensity factor**, based on existing zoning, maximum building coverage is lot coverage minus infrastructure coverage x maximum number of stories (assume 3 stories)
  - **CC factor = 1.80%**
  - **I1 factor =3.0%**

**Calculation of nonresidential development potential (sq. ft.) = (Total area in square feet – (primary conservation area +building area + parking area + infrastructure requirement area)) x commercial or industrial intensity factor**

**Development Potential** ≈ 24.3 acres or 3.2 million square feet of new commercial, office, or industrial space.

GB ≈ .2 acres or 15.6K sq. ft.

I1 ≈ 24.1 acres or 3.2 m sq. ft.

**Region Development Potential:**

**Residential: 2,570 units –**

**Low Density: 1,580 units = 61%**

**Medium Density: 970 units = 38%**

**High Density: 20 units =1%**

**Average Density: 2.06**

**Commercial/Industrial -**

**Acreage: 190 acres**

**Square Footage: 12.7M**

**Source: Community Planning Consultants, Inc. 2005, based on Warwick Township and Lititz Borough Geographic Information System and staff analysis.**

## Appendix B – Land Based Allotment

### Prepared by Lancaster County Planning Commission Staff - 2005

#### Urban Growth Boundary - Land Based Allotment Warwick Township, Lancaster County

**Note: The Land Base Allotment Analysis (determines the number of units and acres needed for a given population projection) differs from the Development Potential Analysis (determines the number of units and acres available for development based on vacant developable land and a density of development) in that the allotment analysis adds in a factor for open space and conservation lands; whereas the development potential analysis takes out the factors. In order to provide a basis for comparison in the Sustainable Growth Projection Strategy of this Plan Amendment, the Land Allotment basis excludes the addition of the open space and conservation lands; in other words, both analysis are based on the area with development potential (see the Sustainable Growth Projection Strategy).**

VARIABLES	20-YEAR (2020) SCENARIO 1 (L.C.P.C.)	20-YEAR SCENARIO 2 (Township A)	20-YEAR SCENARIO 3 (Township B)	10-YEAR SCENARIO 4 (2010)	10-YEAR SCENARIO 5 (2010) <sup>10</sup>
Year 2000 Census	15,475	15,475	15,475	15,475	15,475
Total Households from 2000 Census	5,707	5,707	5,707	5,707	5,707
Population Projection	20,828 <sup>1</sup>	15,475 + 7,956 <sup>7</sup> = 23,431	15,475 + 4,455 <sup>8</sup> = 19,930	18,084 <sup>1</sup>	15,475 + 2,126 = 17,601
Average Future Household Size - Assume 2.6 pph (2000 Avg. hh size= 2.75 pph)	---	---	---	---	
Population Increase	5,353	7,956	4,455	2,609	2,126
Households Needed for Population Increase (Assume 2.6 pph)	5,353 / 2.6 pph = 2,059 du	7,956 / 2.6 = 3,060 du	4,455 / 2.6 = 1,713	6,627 – 5,707 = 920 OR 2,609 / 2.7 = 966	2,126 / 2.6 = 818
Factor-in Vacancy Rate (Assume 3 %) <sup>2</sup>	2,120 du ( <b>ass. 106 du / yr, for 20-yrs.</b> )	3,152 du ( <b>ass. 157 du / yr, for 20-yrs.</b> )	1,764 du ( <b>ass. 88 du / yr, for 20-yrs.</b> )	995 du ( <b>ass. 99 du / yr, for 10-yrs.</b> )	843 du ( <b>ass. 88 du / yr, for 10-yrs.</b> )
Total Households Needed <i>for Ultimate Size of 2020 UGB</i>	5,707 du + 2,120 du = <b>7,827 du ***</b>	5,707 du + 3,152 du = <b>8,859 du ***</b>	5,707 du + 1,764 du = <b>7,471 du ***</b>	5,707 du + 995 du = <b>6,702 du ***</b>	5,707 du + 843 du = <b>6,550 du</b>

VARIABLES	20-YEAR (2020) SCENARIO 1 (L.C.P.C.)	20-YEAR SCENARIO 2 (Township A)	20-YEAR SCENARIO 3 (Township B)	10-YEAR SCENARIO 4 (2010)	10-YEAR SCENARIO 5 (2010) <sup>10</sup>
Goal of Achieving a 80 : 20 (urban : rural) ratio as per LCPC policy	1,696 : 424 du	2,521 : 631 du	1,411 : 353 du	796 : 199 du	674 : 169 du
Goal of Achieving a 80 : 20 (urban : rural) ratio <i>for Ultimate Size of 2020 UGB</i>	<b>6,262</b> : 1,565 du	<b>7,087</b> : 1,772 du	<b>5,976</b> : 1,495 du	<b>5,362</b> : 1,340 du	<b>5,240</b> : 1310 du
Net Residential Land Needed in UGB (Based on LCPC target of 5.5 du / ac OR 4.0 du / ac)	1,696 / 5.5 = 308 ac 1,696 / 4.0 = 424 ac	2,521 / 5.5 = 458 ac 2,521 / 4.0 = 630 ac	1,411 / 5.5 = 256 ac 1,411 / 4.0 = 353 ac	796 / 5.5 = 145 ac 796 / 4 = 199 ac	674 / 5.5 = 123 ac 674 / 4.0 = 169 ac
<b>Ultimate Size of UGB - Based on 5.5 du / ac</b>	<b>6,262 / 5.5 = 1,138 ac</b>	<b>7,087 / 5.5 = 1,288 ac</b>	<b>5,976 / 5.5 = 1,086 ac</b>	<b>5,362 / 5.5 = 975 ac</b>	<b>5,240 / 5.5 = 953 ac</b>
Factor-in Infrastructure (local roads, stormwater ponds - assume 25%) <sup>3</sup>	385 ac 530 ac <b>1,422 ac</b>	572 ac 787 ac <b>1,610 ac</b>	320 ac 441 ac <b>1,358 ac</b>	181 ac 249 ac <b>1,219 ac</b>	154 ac 211 ac <b>1,191 ac</b>
Factor-in Non-residential Facilities Needed (eg. Local convenience commercial, institutional, etc. - assume 2.83 % <sup>4</sup>	396 ac 545 ac <b>1,462 ac</b>	588 ac 809 ac <b>1,655 ac</b>	329 ac 453 ac <b>1,395 ac</b>	186 ac 256 ac <b>1,253 ac</b>	158 ac 217 ac <b>1,225 ac</b>
Factor-in Parks - Open Space - assume 0.040 ac / lot or unit <sup>5</sup>	1,696 du X 0.040= 68 ac + 396 = 464 ac 1,696 X 0.040 = 68 ac + 545 = 613 ac <b>6,262 du X 0.040 = 250 ac + 1,462 = 1,712 ac</b>	2,521 X .040 = 101 ac + 588 = 689 ac 2,521 X .040 = 101 ac + 809 = 910 ac <b>7,087 du X .040 = 283 ac + 1,655 = 1,938 ac</b>	1,411 X .040 = 56 ac + 329 = 385 ac 1,411 X .040 = 56 ac + 453 = 509 ac <b>5,976 du X .040 = 239 ac + 1,395 = 1,634 ac</b>	796 X .040 = 32 ac + 186 = 218 ac 773 X .040 = 31 ac + 248 = 279 ac <b>5,362 X .040 = 214 ac + 1,253 = 1,467 ac</b>	674 X .040 = 27 ac + 158 = 185 ac 674 X .040 = 27 ac + 217 = 244 ac <b>5,240 X .040 = 210 ac + 1,225 = 1,435 ac</b>

VARIABLES	20-YEAR (2020) SCENARIO 1 (L.C.P.C.)	20-YEAR SCENARIO 2 (Township A)	20-YEAR SCENARIO 3 (Township B)	10-YEAR SCENARIO 4 (2010)	10-YEAR SCENARIO 5 (2010) <sup>10</sup>
Factor-in 25 % for Market Flexibility <sup>6</sup>	580 ac	861 ac	481 ac	273 ac	231 ac
	766 ac	1,137 ac	636 ac	360 ac	305 ac
	<b>2,140</b> <sup>*** 9</sup>	<b>2,422 ac</b> <sup>*** 9</sup>	<b>2,042 ac</b> <sup>*** 9</sup>	<b>1,834 ac</b> <sup>*** 9</sup>	<b>1,794 ac</b> <sup>*** 9</sup>

SOURCE:

\*\*\* - These figures, along with all other **bold, italicized** text, assume that the pre-2000 population was entirely residing within the UGB. As a result, the size of the UGB is pre-inflated.

1 - LCPC's 2010 and 2020 projections.

2 - This figure from Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10.

3 - This figure derived from Larz T. Anderson, Planning the Built Environment, Planners Press, American Planning Association, 2000, pg. 179. There is a belief that the 15% suggested in Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10, may be unrealistically low based on general subdivision design experience. Also, this figure does not inc. major collector / arterial roads.

4 - This figure from Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10. It is worth noting that Larz T. Anderson, Planning the Built Environment, Planners Press, American Planning Association, 2000, pg. 179, indicates a 2.5 % factor.

5 - As per s. 611.3.A of the Warwick Township Subdivision and Land Development Ordinance - assume 0.021 ac / lot or unit. However, Resolution 1104 – 2000 requires 0.040 ac / lot or unit.

6 - As per the Growing Smart Legislative Guidebook, the American Planning Association, 1998, pg. 315. The A.P.A. recommends a land base of 115-125% of what is actually needed to accommodate a 20-year projected growth period.

7 – Pop. Projection based on Warwick Township building permit activity, which reveals a total of 580 new d.u. for the 2001 – 2004 period. Factoring an average of 155 du for the 2005 – 2020 period (155 X 16 yrs.) a figure of 2,480 du is derived. Therefore, 2,480 du + 580 du = 3,060 X 2.6 pph = 7,956 estimated population. For comparison, the Township had an average of 177.8 and 145 res. Building permits issued for the 1999 – 2004, and 2001 – 2004 periods.

8 - Pop. Projection from Kevin Mantzall, Census – Taxes Office, Warwick School District. The preliminary 2005 Census estimate is 16,410, which represents a 65% response rate. Therefore, assuming a 2005 pop. Estimate of 16,500 (for May 2004, the est. was 16,217), which represents a 6.6 % growth since 2000, it is reasonable then to assume a 6.5 % growth rate for 2010, 2015, resulting in 2020 estimate of 19,930. This estimate is assumed to be low, since it does not account for residents of senior living communities and group living arrangements. The population projection is not a good depiction of the real situation in the Township.

9 - It is recognized that the UGB includes floodplains, steep slopes, wetlands, and other non-developable land, which does partially diminish the amount of available developable land.

10- Based on actual Warwick Township Building Permit Activity

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**Urban Growth Boundary - Land Based Allotment  
Lititz Borough, Lancaster County**

<b>VARIABLES</b>	<b>20-YEAR (2020) SCENARIO 1 (L.C.P.C.)</b>	<b>20-YEAR SCENARIO 2 (Bld. Permit A)</b>
Year 2000 Census	9,029	9,029
Total Households from 2000 Census	3,827	3,827
Population Projection	9,913 <sup>1</sup>	9,029 + 1,008 <sup>7</sup> = 10,037
Average Future Household Size - Assume 2.4 pph (2000 Avg. hh size= 2.32 pph)	- - -	- - -
Population Increase	884	1,008
Households Needed for Population Increase (Assume 2.4 pph)	884 / 2.4 pph = 368 du	7,956 / 2.4 = 420 du
Factor-in Vacancy Rate (Assume 3 %) <sup>2</sup>	379 du ( <b>ass. 18.9 du / yr, for 20-yrs.</b> )	432 du ( <b>ass. 21.6 du / yr, for 20-yrs.</b> )
Total Households Needed <b>for Ultimate Size of 2020 UGB</b>	3,827 du + 379 du = <b>4,206 du ***</b>	3,827 du + 432 du = <b>4,259 du ***</b>
Goal of Achieving a 80 : 20 (urban : rural) ratio as per LCPC policy	303 : 76 du	345 : 87 du
Goal of Achieving a 80 : 20 (urban : rural) ratio <b>for Ultimate Size of 2020 UGB</b>	<b>3,365</b> : 841 du	<b>3,407</b> : 852 du
Net Residential Land Needed in UGB (Based on LCPC target of 5.5 du / ac OR 4.0 du / ac)	303 / 5.5 = 55 ac	345 / 5.5 = 63 ac

VARIABLES	20-YEAR (2020) SCENARIO 1 (L.C.P.C.)	20-YEAR SCENARIO 2 (Bld. Permit A)
<b>Ultimate Size of UGB - Based on 5.5 du / ac</b>	3,365 / 5.5 = <b>612 ac</b>	3,407 / 5.5 = <b>619 ac</b>
Factor-in Infrastructure (local roads, stormwater ponds - assume 25%) <sup>3</sup>	69 ac <b>765 ac</b>	79 ac <b>773 ac</b>
Factor-in Non-residential Facilities Needed (eg. Local convenience commercial, institutional, etc. - assume 2.83 %) <sup>4</sup>	71 ac <b>786 ac</b>	81 ac <b>794 ac</b>
Factor-in Parks - Open Space - assume 0.025 ac / lot or unit <sup>5</sup>	303 du X 0.025 = 7.5 ac + 71 = 78.5 ac <b>3,365 du X 0.025 = 84 ac + 786 = 870 ac</b>	345 X .025 = 8.6 ac + 81 = 89.6 ac <b>3,407 du X .025 = 85 ac + 794 = 879 ac</b>
Factor-in 25 % for Market Flexibility <sup>6</sup>	98 ac <b>1,087 *** 9</b>	112 ac <b>1,098 *** 9</b>

SOURCE:

\*\*\* - These figures, along with all other **bold, italicized** text, assume that the pre-2000 population was entirely residing within the UGB. As a result, the size of the UGB is pre-inflated.

1 - LCPC's 2010 and 2020 projections.

2 - This figure from Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10.

3 - This figure derived from Larz T. Anderson, Planning the Built Environment, Planners Press, American Planning Association, 2000, pg. 179. There is a belief that the 15% suggested in Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10, may be unrealistically low based on general subdivision design experience. Also, this figure does not inc. major collector / arterial roads.

4 - This figure from Table 2-2 - Methodology Used To Calculate Minimum Acreage Needed For Future Growth, of the Lancaster County Growth Management Plan (adopted Oct. 29, 1997), pg. 2-10. It is worth noting that Larz T. Anderson, Planning the Built Environment, Planners Press, American Planning Association, 2000, pg. 179, indicates a 2.5 % factor.

5 – Assume 0.025 ac / lot or unit.

6 - As per the Growing Smart Legislative Guidebook, the American Planning Association, 1998, pg. 315. The A.P.A. recommends a land base of 115-125% of what is actually needed to accommodate a 20-year projected growth period.

7 – Pop. Projection based on Lititz Borough building permit activity, which reveals a total of 20.5 new d.u. for the 1999 – 2004 period. Factoring an average of 21 total new du for the 2001 – 2020 period (21 X 20 yrs.) a figure of 420 du is derived. Therefore, 420 X 2.4 pph = 1,008 estimated population.

8 - Pop. Projection from Kevin Mantzall, Census – Taxes Office, Warwick School District. The preliminary 2005 Census estimate is 16,410, which represents a 65% response rate. Therefore, assuming a 2005 pop. Estimate of 16,500 (for May 2004, the est. was 16,217), which represents a 6.6 % growth since 2000, it is reasonable then to assume a 6.5 % growth rate for 2010, 2015, resulting in 2020 estimate of 19,930.

9 - It is recognized that the UGB includes floodplains, steep slopes, wetlands, and other non-developable land, which does partially diminish the amount of available developable land.

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#### **Land Base Allotment Table for the Sustainable Growth Projection Strategy <sup>1</sup>**

- 5 scenarios with key calculations
  1. Year 2000 Census
  2. Population projection
  3. Number of dwelling units needed, based on assumed persons per household (Warwick – 2.6 pph (2020) – 2.7 (2010) / Lititz – 2.4 pph) plus assumed vacancy rate of 3%)
  4. Assumed goal of 80% of units in UGA
  5. Assumed LCPC target average density: 5.5 du/ac and 4.0 du/ac
  6. Other factors (i.e., infrastructure and conservation areas) considered in development potential analysis – are available but not considered in this description
  7. Assumed land base 125% to accommodate market flexibility

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<sup>1</sup> Developed by the Lancaster County Planning Commission for the Lititz Warwick Joint Strategic Comprehensive Plan Update, 2005.

**2020 Population Projections and Housing / Residential Acres Needed**

<b>Scenario</b>	<b>2000 Census</b>	<b>2020 Population Projection</b>	<b>Population Increase</b>	<b># Dwelling Units Needed (includes assumed vacancy rate of 3%)</b>	<b># Dwelling Units In UGA: Outside UGA (WT only)</b>	<b># Acres Needed Based on 5.5 du/ac : 4.0 du/ac (WT only)</b>	<b># Acres Needed Based on 125% Market Flexibility</b>
<b>1 LCPC Projections</b>							
LB	9,029	9,913	884	379	303 : 76	55	69
WT	15,475	20,828	5,353	2,120	1,696 : 424	308 : 424	385 : 530
<b>Region</b>	24,504	30,471	6,237	2,499	1,999 : 500	363 : 479	354 : 620
<b>2 Building Permit Scenario</b>							
	<b>2000 Census</b>	<b>2020 Population Projection</b>	<b>Population Increase</b>	<b># Dwelling Units Needed (includes assumed vacancy rate of 3%)</b>	<b># Dwelling Units In UGA: Outside UGA (WT only)</b>	<b># Acres Needed Based on 5.5 du/ac : 4.0 du/ac (WT only)</b>	<b># Acres Needed Based on 125% Market Flexibility</b>
LB	9,029	10,037	1,008	432	345 : 87	63	79
WT	15,475	23,431	7,956	3,152	2,521 : 631	458 : 630	573 : 788
<b>Region</b>	24,504	33,468	8,964	3,572	2,866 : 718	521 : 693	652 : 867
<b>3 Warwick School District Projections</b>							
LB projected change	N/A	N/A	N/A	N/A	N/A	N/A	N/A
WT	15,475	19,930	4,455	1,764	1,411 : 353	256 : 353	320 : 441
<b>Region</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**2010 Population Projections and Housing / Residential Acres Needed for Warwick Only**

Scenario	2000 Census	2010 Population Projection	Population Increase	# Dwelling Units Needed (includes assumed vacancy rate of 3%)	# Dwelling Units In UGA: Outside UGA (WT only)	# Acres Needed Based in UGA on 5.5 du/ac : 4.0 du/ac (WT only)	# Acres Needed Based on 125% Market Flexibility
4 LCPC Projections							
WT	15,475	18,084	2,609	995	796 : 199	145 : 199	181 : 249
5 Building Permit							
WT	15,475	17,601	2,126	843	674 : 169	123 : 169	154 : 211

**ZONING and FAIR SHARE:**

The following checklist may be used to help ensure that substantive due process<sup>1</sup> is considered in policy development involving the provision and regulation of residential, or for that matter other land-uses. The criteria is based on the Fair Share tests as articulated in the Supreme Court of PA decision in *Surrick v. Zoning Hearing Board of the Township of Upper Providence*, 476 Pa. 182, 382 A.2d 105 (Pa. 1977), as supplemented by other related cases (e.g. *Petition of Dolington Land Group and Toll Bros., Inc.*, PA Supreme Court’s decision in *Petition of Dolington Land Group*, 576 Pa. 519, 839 A.2d 1021 (2003)). In drafting an ordinance that may have a perceived exclusionary effect, a municipality should answer three questions<sup>2</sup>:

1. Whether or not the municipality in question is a logical area for urban – suburban development / within the **path of growth**.
2. If the community is determined to be in the path of growth, then the **present level of development is analyzed**.
3. If the community is in the path of growth, and not already highly developed, then the court reviews the **actual effect of the zoning ordinance** in excluding a legitimate use. **“Where the amount of land zoned... is disproportionately small in relation to the ... [noted factors] the ordinance will be held exclusionary.”**

These questions may be further refined by analyzing:

- 1a. The Township has a gross area of **51.5 km<sup>2</sup> or 19.8 mi<sup>2</sup> or 12,672 [12,745 G.I.S.] acres**, and is regarded as being in the **path of growth** as evidenced by:
- 1b. The Township has an overall 2000 density of **781.5 persons / sq. mi. (15,475 / 19.8)**. For comparison, Lititz has a density of 3,925 persons / sq. mi. (9,029 / 2.3);
- NOTE: The 2000 U.S. Census defines “Urban Cluster” – as a densely settled area that has a census population of 2,500 to 49,999. A UC generally consists of a geographic core of block groups or blocks that have a population density of at least **1,000 people per square mile**, and adjacent block groups and blocks with at least 500 people per square mile;
- 1c. Warwick had the **largest % increase** in pop., in the County, between 1990 and 2000 (**33.2%**);
- 1d. The Township is classified as **Urban**,<sup>3</sup> despite **57% (7,263 ac.)** of the municipality being classified under the Agricultural and Conservation Zoning District;
- 2a. **33 % (4,215 / 12,745 ac)** of the municipality’s total land base is within a designated growth area;
- 2b. **43%** of the municipality is classified under an urban – suburban type zoning district;
- 2c. **25% (3,202 ac.)** of the municipality’s (current 2002 Land-use Land Cover, G.I.S. layer) land-use is characterized as urban – suburban;
- 2d. **71 % (9,054 ac.)** of the municipality’s (current 2002 Land-use Land Cover, G.I.S. layer) land-use is characterized as agricultural, cropland, forest, open space, rural, etc.
- 2e. **16.3 %** of municipality’s designated growth area (**690 / 4,215 ac.)** is currently (2005) vacant, and legitimately usable and already zoned for residential development;
- 2f. The municipality’s share of the region’s / county’s 2000 population is **3.2 % (15,475 / 470,658)** (1 / 60 = 1.6 %);
- 2g. Warwick Township, Lancaster Co. has **22.4 % of its homes built between 1995 and 2000.** (Places in Pennsylvania with over 20% of housing units built between 1995 and 2000, Choices in Pennsylvania: Developing a Rational Framework for Housing Investment in Pennsylvania, the Reinvestment Fund, Inc.)
- 2h. The building permit activity for the past 5-years. **A total of 580 new d.u. for the 2001 – 2004 period, which translates into 145 permits / year.**

- 2i. The municipality has a total of **5,707 Housing Units** (2000 Census), of which **66.7% / 3,810** is classified as **1-unit / S.F.D.** (2000 Census).
- 2j. As of summer 2005, a total of **36.7% / 4,687** acres of the entire municipality are zoned under various residential classifications. The chart below (Composition of Res. Zoned Lands (Low, Medium, High)) provides additional details.

	Total Acres Zoned	Total Built	Total Acres of Vacant Developable
R1 / Low	2,960 / 63%	2,264	582
R2 / Medium	668 / 14%	543	119
R3 / High	N/A		
Rural Estate	1,059 / 22%	350	605
TOTAL	4,687 / 100%	3,157 / 67%	1,306 / 27%

- 3a. What will be the percentage change / profile change once the amendment is adopted, and how does this correspond to the current character profile?

**Appendix C**

**5- and 10-Year Residential Development Projection Scenarios by Varying Densities and Planning Areas**

		0 to 5-Year Total Dwelling Unit Growth Projection.				5 to 10-Year Dwelling Unit Growth Projection				
		Scenario 1	Scenario 2	Scenario 3	Scenario 4	Scenario 1	Scenario 2	Scenario 3	Scenario 4	
<b>Residential Density Assumptions</b>	<b>Warwick</b>	<b>Low density</b>	2.9 units/acre	2.9 units/acre*	4.0 units/acre*	N/A	2.9 units/acre	2.9 units/acre	4.0 units/acre	N/A
		<b>Medium density</b>	5.0 units/acre	5.0 units/acre	5.0 units/acre	5.19 units/acre	5.0 units/acre	5.0 units/acre	5.0 units/acre	5.19 units/acre
		<b>High density</b>	N/A	8.0 units/acre	8.0 units/acre	8.0 units/acre	5.0 units/acre	N/A	8.0 units/acre	8.0 units/acre
		<b>Rural density***</b>	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre	1.0 unit/acre
	<b>Lititz</b>	<b>Medium density</b>	5.19 units/acre	5.19 units/acre	5.19 units/acre	5.19 units/acre	5.19 units/acre	5.19 units/acre	5.19 units/acre	5.19 units/acre
		<b>High density</b>	8.0 units/acre	8.0 units/acre	8.0 units/acre	8.0 units/acre	8.0 units/acre	8.0 units/acre	8.0 units/acre	8.0 units/acre
<b>Planning Area W=Warwick, L=Lititz</b>	<b>1W</b>	204	316	<b>326</b>	340	204	316	<b>326</b>	340	
	<b>2W</b>	32	<b>32</b>	43	56	32	<b>32</b>	43	56	
	<b>3W</b>	80	<b>80</b>	111	144	27	<b>27</b>	74	96	
	<b>4W</b>	<b>61</b>	90	96	101	<b>61</b>	90	95	101	
	<b>5W</b>	97	<b>97</b>	133	173	0	<b>0</b>	0	0	
	<b>6W</b>	20	33	33	<b>33</b>	0	0	0	<b>0</b>	
	<b>6L</b>	20	20	20	<b>20</b>	0	0	0	<b>0</b>	
	<b>8L</b>	30	30	30	<b>30</b>	20	20	20	<b>20</b>	
	<b>9L</b>	175	175	175	<b>175</b>	175	175	175	<b>175</b>	
	<b>Total without 7W</b>	719	873	967	1072	519	660	733	788	
	<b>7W outside UGA</b>	25	25	25	25	0	0	0	0	
	<b>7W inside UGA**</b>	0	0	0	0	73	73	101	131	
	<b>Total UGA with 7W</b>	719	873	967	1072	592	733	834	919	
	<b>Number of units in bold print represent the selected scenario.</b>									
<b>*In planning area 1, one parcel has a density of 5.0 units/acre. It is assumed this parcel will develop with a mix of residential units in a medium density style of development (traditional neighborhood development style).</b>										
<b>**At this density the rural area is not assumed as part of the UGA</b>										
<b>***Assumes the rural area becomes low density when brought into UGA</b>										

**Capacity Analysis - Selected Density Scenario**

PLAN AREA	DEVELOPMENT POTENTIAL	PROJECTIONS/ ASSUMPTIONS		TRIP GENERATION		SEWER NEED (gpd)		WATER NEED (gpd)		# OF STUDENTS	
		5-YEAR	10-YEAR	5-YEAR	10-YEAR	5-YEAR	10-YEAR	5-YEAR	10-YEAR	5-YEAR	10-YEAR
1	652	326	326	1860 (2594)	3762 (5185)	59800 (78950)	119600 (157900)	59800 (78950)	119600 (157900)	269	269
2	96	32	32	307	614	9600	19200	9600	19200	26	26
3	161	80	26	766	1024	24000	32100	24000	32100	66	22
4	123	61	61	405	811	14700	29400	14700	29400	50	50
5	97	97	0	928	928	29100	29100	29100	29100	80	0
6	53	53	0	459	459	13425	13425	13425	13425	44	0
7	73	0	73	0	701	0	21900	0	21900	0	60
8	61	30	20	287	479	9000	15000	9000	15000	25	17
9	350	175	175	721	1433	23250	46500	23250	46500	144	144
Student population calculated at .825 per unit, regardless of housing type in accordance with Warwick School District instructions.											
Developed Spring 2006.											



## Appendix D

### **REPORT ON COMMUNITY CHARETTE** **“CAMPUS INDUSTRIAL” AREA OF WARWICK TOWNSHIP** **JUNE 26, 2006**

Following considerable planning and preparation, a two-day long “Community Charette” was conducted on December 2 and 3, 2005 for the purpose of identifying the components of a future Specific Plan Strategy that could be implemented by Warwick Township for its “Campus Industrial” Area. Although completed only for this portion of Warwick Township, the Charette was timed to coincide with the conduct of the Update to the Lititz-Warwick Region Strategic Comprehensive Plan.

According to the Sign-In Sheets completed each day, 27 individuals participated in the Charette. Twelve of these individuals were only able to participate on one or the other of the days, fifteen more were able to participate on both days for a total of forty-two participants. Of those attending, thirteen were owners of land within the “Study Area,” many of whom participated on both days.

#### **Physical Area Included in the Community Charette**

The Study Area covered in the Community Charette includes some 400 acres of land; some of which is currently utilized for agriculture, other of which is developed into residential, commercial, or institutional usage. The Study Area is shown on the attached **Context Map** (Drawing 1 of 4). The Area is generally bounded by Route 501 (Lititz Pike) on the east, West Woods Drive on the north, Buckwood Lane and agricultural land on the west, and the Warwick Township/Manheim Township boundary line (straddling Millport Road and Buckwalter Road) on the south.

#### **Process**

The process utilized and background data considered during the Community Charette is outlined in the attached documents:

- Agenda for “Campus Industrial” Design Charette

- Background Data for “Campus Industrial” Design Charette

In summary, the process included the following steps.

#### **Background Data**

The Charette kicked-off with a review of the purpose and the general intent of Specific Plans. Also, the Background Data, referenced above, was reviewed with the participants.

#### **Site Analysis**

Next, the attached **Site Analysis Map** (Drawing 2 of 4) was reviewed. This map identifies key features that were considered during the Charette. These features include:

- Ridge lines
- Steep slopes
- Historic/significant structures
- Proposed buildings and roads
- Potential floodplain areas
- Water bodies and drainageways
- Low/high points
- Existing and proposed trails/walkways

Having reviewed these features, they were incorporated into the Concept Plans described hereafter.

### **Landowner Considerations**

In discussing the purpose for and components to be considered in the development of the Specific Plan, it is important to include the input of the landowners that were invited to attend the Charette. Time was spent in discussing with the principle landowners the visions and aspirations they have for their land. This input was elicited so as to provide possible direction for the Concept Plans described hereafter.

### **Concept Plans and Consensus Plan**

Following the review of the Background Data and Site Analysis, two Teams were created which, based upon the preceding discussions, prepared four Concept Plans. These Concept Plans were shared with the entire group of participants, whereupon “consensus” was noted regarding the following key concepts:

- Future land uses within the Study Area must be compatible with the surrounding neighborhoods and land uses.
- Future land uses should provide for a balanced mix of uses while allowing for market flexibility.
- Peters Road should be continued, from its intersection with Highland Drive westward through the Heart of Lancaster (hospital) site, as a public street providing access management relief for Millport Road.
- Hess Lane should be considered for relocation so as to support future land uses and maintain the Leeking Tract farmstead.
- The potential for expansion of retail commercial at the “Shoppes at Kissel Village,” in addition to or as a possible replacement of the proposed office development north of the Shoppes (since there is currently a sufficient complement of office space in this area and a “soft goods” retailer might fill a need in the local economy). If this expansion occurs, it should be considered through the use of Transferable Development Rights (TDR’s).

It is to be understood that such an expansion of retail commercial use should be in balance with and pose similar infrastructure requirements as currently anticipated for the office development planned in this area. As such, the commercial expansion should be limited to a secondary anchor (secondary to the existing grocery store), in the range of 50,000 to 60,000 SF with “liner stores”

to its front that would create a building façade more in character with the existing Shoppes and the local vernacular. Such commercial expansion must also consider the capacity of Route 501 to serve as the main vehicular access.

- Expansion of the Campus Industrial Area should be considered onto the Reid Buckwalter Tract (AKA: “Buckwalter Family LP” Tract). Further, expansion of development potential onto the Reid Buckwalter Tract (from Campus Industrial through Residential) should not occur until such time as comprehensive traffic and infrastructure studies have been completed.
- The existing Campus Industrial Zoning of the Harold Buckwalter Tract (AKA: “Buckwalter Family LLC” Tract) should remain in place.
- Transportation systems (including multi-modal vehicular and pedestrian) should link sites internal to the Study Area with each other and to surrounding uses outside of the Study Area.
- Greenways, trails, and open space should be an integral part of the future plans.

Based on these Concept Plans, a “hybrid” **Consensus Concept Plan** (Drawing 3 of 4) was developed by the Consultants before the start of the second day of the Community Charette, as described below.

### **Additional Elements**

During the second day, Additional Elements were discussed as facilitated by the Consultant Team. These elements are discussed in further detail below.

While the above facilitation was occurring, a **Sketch Plan** (Drawing 4 of 4) was developed that portrayed the comments elicited from the participants. These concepts, shown on the Sketch Plan, are described below.

### **Components of a Specific Plan**

As required by Section 1106 of the PA Municipalities Planning Code (MPC), a complete copy of which is included in the Background Data, the following components must be addressed in any future Specific Plan, the Strategy for which Warwick Township may desire to initiate:

*“Such specific plan shall include a text and a diagram or diagrams and implementing ordinances which specify all of the following in detail:*

- (1) The distribution, location, extent of area and standards for land uses and facilities, including design of sewage, water, drainage and other essential facilities needed to support the land uses.*
- (2) The location, classification and design of all transportation facilities, including, but not limited to, streets and roads needed to serve the land uses described in the specific plan.*
- (3) Standards for population density, land coverage, building intensity and supporting services, including utilities.*
- (4) Standards for the preservation, conservation, development and use of natural resources, including the protection of significant open spaces, resource lands and agricultural lands within or adjacent to the area covered by the specific plan.*
- (5) A program of implementation including regulations, financing of the capital improvements and provisions for repealing or amending the specific plan. Regulations may include zoning, storm water, subdivision and land development, highway access and any other provisions for which municipalities are authorized by law to enact. The regulations may be amended into the county or municipal ordinances or adopted as separate ordinances. If enacted as separate ordinances for the area covered by the specific plan, the ordinances shall repeal and replace any county or municipal ordinances in effect within the area covered by the specific plan and ordinances shall conform to the provisions of the specific plan.”*

Accordingly, the attached **Consensus Concept Plan** and **Sketch Plan** (Drawings 3 and 4 of 4, respectively) address the following:

- (1) The distribution, location, extent of area and standards for land uses and facilities, including design of sewage, water, drainage and other essential facilities needed to support the land uses.***

- A. The Campus Industrial zoning designation of the Harold Buckwalter Tract is proposed to remain in place, providing for “large-lot” industrial development.
- B. The designation, “Campus Industrial,” is proposed to extend behind the Heart of Lancaster (hospital) within the configuration of extended Peters Road and south along realigned Hess Road between Peters Road and Millport Road. This land use classification could provide for flexible light industrial and office types of uses.

“Flex Areas” are proposed for designation west of extended Peters Road to the drainageway bisecting the Reid Buckwalter Tract. This designation would allow for this area to continue to grow as commercial/industrial or as residential, possibly including a combination of both in a “live/work” style and intensity.

“Residential” land uses are proposed between extended Peters Road and West Woods Drive and west of the drainageway through the Reid Buckwalter Tract. In addition to providing housing near and adjacent to employment centers anticipated by this plan, these residential uses would provide for compatibility with surrounding/neighborhood land uses.

The above land use designations should be managed so as to consider other lands within the region that are already possessing of similar zoning designations, available infrastructure (transportation and utilities), and comparable site attributes (size, topography, and the like). Further, expansion of development potential onto the Reid Buckwalter Tract (from Campus Industrial through Residential) should not occur until such time as comprehensive traffic and infrastructure studies have been completed.

- C. Of a very specific nature, a secondary commercial anchor use with liner stores is suggested for the Shoppes at Kissel Village; thereby replacing the office uses currently anticipated in this area.

As noted above, if this commercial expansion occurs, it should be considered through the use of Transferable Development Rights (TDR’s). Further, it is to be understood that such an expansion of retail commercial use should be in balance with and pose similar infrastructure requirements as currently anticipated for the office development planned in this area. As such, the commercial expansion should be limited to a secondary anchor (secondary to the existing grocery store), in the range of 50,000 to 60,000 SF with “liner stores” to its front that would create a building façade more in character with the existing Shoppes and the local vernacular. Such commercial expansion must also consider the capacity of Route 501 to serve as the main vehicular access.

- D. Virtually the entire Study Area is planned to be served by public water and wastewater utilities.
- E. Regional stormwater controls are anticipated to be provided along both sides of the drainageway through the Reid Buckwalter Tract north of Millport Road. Ideally, these facilities would be designed as “wet ponds” so as to serve an aesthetic purpose as well as an engineering function. South of Millport Road, regional stormwater controls should be contemplated on the Harold Buckwalter Tract, possibly located within Manheim Township.
- F. To support the “Campus Industrial” uses inside of extended Peters Road behind the Heart of Lancaster (hospital), alleys or service access should be considered as a possible extension of service access provided for the hospital.

***(2) The location, classification and design of all transportation facilities, including, but not limited to, streets and roads needed to serve the land uses described in the specific plan.***

- A. Direct access onto Millport Road should be managed so as to reinforce its function as a collector road.
- B. Existing Hess Road should be realigned to facilitate its local street nature in providing access to the proposed configuration of land uses. Included in this realignment is the relocation (to the west) of the existing Hess Road/Millport Road intersection, which would align with the proposed access drive for Sechan Electronics.
- C. Consideration should be given to extending Peters Road, as a local public street, from Highland Drive, through lands of the Heart of Lancaster (hospital), to Hess Road, and eventually through lands of Reid Buckwalter to West Woods Drive.
- D. Both Hess Road and Peters Road would serve the local access needs of the proposed land uses.
- E. Springview Drive should be extended through the west side of the Reid Buckwalter Tract to Millport Road, providing local street access to land uses west of the on-site drainageway that traverses this Tract.
- F. The proposed extension of Highland Drive and the realignment of Buckwalter Road through the Harold Buckwalter Tract should occur in a manner to support the Campus Industrial zoning of this Tract.

- G. The current intersection of Buckwalter Road and Millport Road could be eliminated so as to encourage the use of the realigned Buckwalter Road.
- H. Transit accommodations should be provided so as to encourage the servicing of the Study Area with bus and multi-modal services.
- I. Trails should provide for linkages internal to the Study Area and outwardly into the remainder of Warwick Township, Lititz Borough, and Manheim Township.

***(3) Standards for population density, land coverage, building intensity and supporting services, including utilities.***

- A. Concepts for the land coverage and building intensity are identified in the **Sketch Plan** (Drawing 4 of 4). Generally, these concepts include a “suburban business park” setting with “front yard” parking areas, service areas to the rear (served by centrally located alleys and/or service/access drives), and flexible building spaces and construction leading to flexibility in first-time and subsequent building usage. Architectural character should include design and material usage indigenous to the Lititz/Warwick Township region and, where possible, multiple stories of occupancy (see additional points below under building typology).
- B. Specific standards should be identified that provide context and unify the design of the area. Common standards should be provided for the following features and would be added to land use regulations and/or design guidelines.
  - 1. Building massing as it relates to scale and intensity of development. In this way, the use of land is maximized by establishing a minimum height of two stories and maximum height dependent on Federal Aviation Administration (FAA) requirements. Where possible, TDR’s could form the basis for increasing the height of buildings. A floor area ratio (FAR) model may also serve to address the intensity of development in this area.
  - 2. Establishment of design guidelines to address building typology. The guidelines or resulting guidebook would be used by the Township Planning Commission and Board of Supervisors for discussion purposes with developers. The guidebook would illustrate design principles to be integrated into building architecture and design. Following completion of the design guidelines the Board of Supervisors would decide if the standards should be written into

regulations or remain for discussion purposes only. Guidelines would address, but would not be limited to, appropriate or compatible building materials, rooflines, and window placement (e.g., minimizing blank walls). Views from and of the development area would be considered in developing the standards. Particularly, emphasis would be given to rooflines since the development area is situated in a low-lying area adjacent to overlooking residential neighborhoods. As such, the roofline of buildings would have significant exposure to these neighborhoods. The view onto the development area would be enhanced by the use of pitched rooflines, rather than “flat-industrial” style roofs, thus also providing the benefit of hiding roof-mounted HVAC systems.

A range of choices should be provided in the guidebook to prevent the design from being overly prescriptive and inflexible. Variety within a given vernacular of building style relieves the monotone quality that could occur if all developers use a common template.

3. The integration of common design features for other structures and streetscape elements. These features include landscaping, lighting, signage, and street furnishings. While buildings are encouraged to vary in style and create interest, the common design in other structures and streetscape elements are essential to unify the planned development area and give the campus its unique signature. A separate standard should be written for each design element and templates developed. The templates should not only include style, but also placement, size, and materials. The Township should examine the existing Campus Industrial streetscape elements to determine if the templates may be modeled after existing, in-the-ground examples.

***(4) Standards for the preservation, conservation, development and use of natural resources, including the protection of significant open spaces, resource lands and agricultural lands within or adjacent to the area covered by the specific plan.***

- A. Steep slopes are intended for the least intense development within the Study Area.
- B. The drainageway through the Reid Buckwalter Tract is proposed for preservation/conservation, along with its attendant floodplain and potential wetland areas. In preserving/conserving this drainageway, efforts should be made to transform it into an environmental asset, providing for recharge and possible opportunities for nutrient trading.
- C. The preservation/conservation of the above-described drainageway becomes the linchpin for the open spaces and greenways that wind through the **Consensus Concept Plan** (Drawing 3 of 4). In its final form, the Specific Plan should

consider improving upon the Concept Plan by reconsidering the greenway link from the drainageway to the alley/service access, replacing same with linkage(s) that do not align with this vehicular service/loading corridor.

- D. Historic/Significant Structures, including the homesteads on the Irel Buckwalter (AKA: “Buckhill Farm” Tract) and Reid Buckwalter Tracts, are proposed to be maintained in their current use or to be adaptively re-used.

*(5) A program of implementation including regulations, financing of the capital improvements and provisions for repealing or amending the specific plan. Regulations may include zoning, storm water, subdivision and land development, highway access and any other provisions for which municipalities are authorized by law to enact. The regulations may be amended into the county or municipal ordinances or adopted as separate ordinances. If enacted as separate ordinances for the area covered by the specific plan, the ordinances shall repeal and replace any county or municipal ordinances in effect within the area covered by the specific plan and ordinances shall conform to the provisions of the specific plan.*

The Specific Plan should include the following:

- A. As an interim step, an update of the Township’s Official Map to record the roadway/street improvements described above.
- B. Primarily with regard to the Reid Buckwalter Tract, a tracking mechanism to determine when various land use designations should occur (relative to the build-out of other land areas of similar zoning/land use designations within the Township/region), leading to a logical and achievable timeframe for implementation.
- C. Traffic and Infrastructure Plans identifying the type, nature, and extent of infrastructure improvements necessary to facilitate the **Consensus Concept Plan** (Drawing 3 of 4). Such Traffic and Infrastructure Plans should include Capital Improvement Plans that will identify private and public funding sources, governmental and developer responsibilities, and appropriate timeframes.
- D. A TDR program relating to the possible expansion of the Shoppes at Kissel Village for commercial anchor purposes.









**EA**  
 ARCHITECTS, INC.  
 1000 15th St, Suite 100  
 San Francisco, CA 94103  
 (415) 774-1111  
 www.eaarchitects.com

PROJECT PLAN  
**SKETCH PLAN**  
 10/1/2014

DATE:	10/1/2014
BY:	[Signature]
CHECKED BY:	[Signature]
SCALE:	AS SHOWN

## Infrastructure Development Strategies

The Infrastructure Development Strategies are an adjunct to the Physical Development Strategies. The update acknowledges now, more than ever, the important connection between development and infrastructure; that is, the road improvements, pedestrian ways, transit and utilities needed to support new and changing development areas. In 1999, the Infrastructure Initiative put in place a regional committee that served as the conduit between municipalities for organizing an effort to ensure infrastructure kept pace with the region's growth and development. This update sets the agenda for the Regional Transportation Advisory Committee for the next 5 years. It continues to set priorities for the addition of new features on the Region's Official Map, a tool which has served to obtain rights-of-way for the region's growing trails and greenways system. It moves forward previous ideas to address parking, pedestrian safety and improved transit and rail facilities.



# Regional Transportation Advisory Committee Addendum

*The Regional Transportation Advisory Committee (RTAC) was established as part of the implementation of the 1999 Plan. Since then it has been meeting quarterly to make recommendations on traffic-related issues. The following component is added to the original concept of the RTAC.*

## **Component:**

- 1. Continue the work of the RTAC** and broaden participation to include surrounding municipalities that share the same transportation network, such as Manheim, Elizabeth, West Earl and Penn townships.
- 2. Address traffic deficiencies for the following high priority areas. All deficiency improvements would be context sensitive solutions appropriate to the region:**
  - a. Route 501 and Millport Intersection – capacity improvements (currently programmed and in the design phase).
  - b. Discussion of potential funding for improvements to Rothsville Road at the Keller Mountain Area – icing concerns, alignment issues, widening, signage, etc. This discussion needs to be coordinated with the Route 772 Corridor Study.
  - c. Route 501 Furnace Hill Pike (Borough limits to Newport Road) – installation of center turn lane and investigate reduction in speed limit.
  - d. Rothsville and Newport roads – review and monitor recent improvements and investigate the need for any future improvements.
  - e. Kissel Hill/Forney and Locust roads – investigate potential improvements at intersection to improve overall operation, especially in light of recent development north of the Borough.
  - f. Improvements along Newport Road from Route 501 to Main Street in Rothsville – coordinate with findings in the Route 772 Corridor Study.



The Route 501 and Newport Road are high priority corridors. The intersection of the two corridors is particularly important to traffic movements.

- (1.)Route 501 intersection - turning movement improvement for trucks and larger vehicles.
- (2.)Laurie Lane intersection – installation of left turn lane, concrete curb, stormwater improvements.
- (3.)Snyder Hill intersection – possible widening and turn lanes.
- (4.)Brunnerville Road intersection – widening and turn lanes.
- (5.)Orchard Road intersection – monitoring existing improvements and assessing the need for additional improvements.
- (6.)Millway Road intersection – widening and installation of turning lane and coordinating with recent widening improvements.

- g. Sight distance investigations – Green Acre Road and Orange Street and East Woods Drive and Route 501 improvements.
- h. Continue to look for opportunities to improve the Route 772 corridor by reducing congestion, particularly through Rothsville.

**3. Address the following pedestrian and non-motorized vehicle transportation improvements:**

- a. Sidewalks on Route 501 – investigate and implement sidewalks along the route, where possible and incorporate the requirement during any widening and land development process.
- b. Development of a walkable community – implement sidewalks and trails as a priority and make this an on-going activity as part of regulatory requirements and tying together of the pedestrian system. Trail priorities include:

- (1.)Oak Street to Lititz Springs
- (2.)Pebble Creek to Riparian Park



The Regional Transportation Advisory Committee will consider possible improvements to intersections with Newport Road (Route 772).



The expectation is sidewalks will become an integral part of new development along Route 501.

- (3.) Sixth Street Extension
- (4.) Spruce Street Extension
- (5.) Highland Drive Extended
- (6.) Along Millport Road
- (7.) Linkages to Manheim Township's System
- (8.) Trail system along Lititz Run
- (9.) Extension of Linear Park Trail to the north
- (10.) Extension of the Campus Industrial Park Trail

4. **Develop access management regulations** in accordance with the Pennsylvania Department of Transportation's model and other successful municipal ordinances to be applied to the region's major transportation corridors. Again, all regulations should be context sensitive to the region.:

- a. Route 501 both north and south of Lititz.
- b. Millport Road in proximity to the Campus Industrial Area.
- c. Newport Road from Main Street to Route 501.
- d. Main Street Rothsville.

5. **Retain special roadway corridors.** The roadway corridors that have special scenic vistas include, but are not limited to, Warwick Road, Creek Road, and Disston View Drive. Ordinance language would be needed to protect and maintain these scenic corridors. In addition, the identified road segments would be added to the Official Map with a Scenic Corridor designation.

6. **Reduce congestion.**

- a. Work with trucking industry regarding truck deliveries and rerouting.



The region's trail system is expected to expand over the next 5 years. The trails will connect residential neighborhoods to other neighborhoods, parks, the downtown, schools, and business centers.



- b. Develop a transportation demand program as part of the Susquehanna Regional Transportation Partnership (SRTP) Commuter Services effort.
  - (1.) Conduct workshops for regional employers to describe options and to discuss the benefits to employers, community, and employees of reducing single-occupancy vehicle commuter travel volumes.
  - (2.) Reduce congestion by implementing flextime and shift work.
  - (3.) Review with Commuter Services ways to reduce the number of vehicles being utilized by employees, to encourage commuters to use Commuter Services resources (such as the confidential ridesharing data base), and consider providing incentives for options such as carpooling, vanpooling, transit, walking, or biking.
  - (4.) Provide education to children, beginning at the elementary level, regarding congestion reduction issues and impacts.
  - (5.) Investigate ways to reduce parking at the high school.
  - (6.) Investigate potential additional park and ride lots to support carpool, vanpool and transit use. Ideal locations are the Rothsville Road area along Routes 772 for Route 222/Turnpike and north of Lititz in the vicinity of Tollgate Road.



Part of the region’s splendor exists in its country side and scenic roadways that need to be protected. An excellent example is Millport Road, near the village of Rothsville.

**7. Coordinate the region’s standards for roadway signage, lighting, and landscaping.**

**Traffic Management and Monitoring Program Addendum**

*This program was established to monitor traffic operations and to assess needs for improved signal timings, upgraded signal sequencing, turn restrictions, pedestrian crossings, or other appropriate traffic control measures. Both Lititz and Warwick have accomplished the upgrading of signals and have worked on the coordination of signals and the installation signal preemption equipment. The following components are added to the program for the next 5-year period.*



The continuous monitoring of signals at major intersection and adjusting to change is one effective measure to manage traffic.

**Components:**

1. **Continue the monitoring of the signal improvements** and adjust or implement the necessary improvement to make the system work as effectively as possible.
2. **Join with other municipalities in addressing the necessary improvements required on a local and regional basis** to make the signalized intersections in the region be as efficient and effective as possible.
3. **Investigate the possibility of traffic calming measures** in the Borough and Township, such as the completed North Oak Street Project in the region.
4. **Monitor and explore measures to manage the off-site Campus Industrial traffic impact within the region** (the Borough and northern reaches of the Township).

## Official Roadway/Transportation Map Addendum

*The Joint Official Map was developed and adopted by both municipalities and identifies potential regional corridors for new roadway links and the extension of pedestrian and hike/bike trails. The following components represent new links that should be added to the map and given priority for the next 5-year period.*

**Components:**

1. Extend Sixth Street (see Planning Area Concept Strategy in the Physical Development Initiative – Planning Area 9). This extension should be moved to the east side of the property to tie into Orange Street and Campus Drive with the proposed site development and to connect to existing development.
2. Add a roadway linkage between Limerick, Arrowhead and Lincoln roads.
3. Add a pedestrian trail from Warwick Municipal Campus to Ephrata Borough.
4. Add the functional classification of roadways and change the classification to minor collector for North Oak Street (Main Street to Newport Road) and Pierson roads (Owl Hill to Rothsville roads).



The land use/transportation connection is at the forefront of the 5-year update. The Campus Industrial Area and the Route 501 Corridor is a prime example of where making this connection will be important.



A new connector may provide new access to industrial lands east of the Borough. The actual site may be determined in the future.

5. Add scenic roadways.
6. Add all road connections relating to the 10 planned growth areas (see the Physical Development Strategies).

## Pedestrian Safety Program Addendum

*This strategy of the 1999 Plan continues to target pedestrian safety in the Downtown. In addition to the components of the previous planning effort, the following component is added.*

### Component:

1. **Continue to implement improvements for pedestrian safety in downtown Lititz**, such as the initiated and funded program through the Commonwealth's Hometown Street Program.

## Shuttle Bus System Addendum

*This 1999 Strategy suggested an alternative transportation mode for the region – a shuttle bus system. Since 1999, no actions have been taken to move this strategy forward. The following components expand on this idea.*

### Components:

1. **Explore extending transit stops for senior facilities**, such as Second and Lemon streets for Moravian Manor.
2. Explore a transit stop to the Lititz Community Center.
3. **Explore bus shelter locations** to connect with employers; remove barriers to usage and target retirement communities.
4. **Explore a transit shuttle option for the region or connecting contiguous regions**, such as Manheim and Ephrata, for the following purposes:
  - a. To target a variety of riders – residents, commuters, tourists, and shoppers
  - b. To target destinations – senior facilities, downtowns, employment centers, service centers



Pedestrian safety in downtown Lititz is important to both the local residents and its visitors.

(health, bank, community), transportation centers (e.g., airport).

- c. To target tourist attractions by linking the hospitality enterprises (e.g., lodging and restaurants) to these attractions
- 5. **Work with potential transit partners**, such as Red Rose Transit, Susquehanna Regional Transportation Partnership, Lititz Manheim and Ephrata Consortiums, Lancaster County Downtown Consortium.
- 6. **Explore other affordable transportation services** that might serve older adults and disabled living within neighborhoods.

## Feasibility Study for Increase Rail Use Addendum

*While this study was not initiated in the first 5 years, there is still considerable interest in the rail systems location in the region. Continued emphasis is expressed for the following component of this 1999 strategy.*

### Components:

- 1. **Investigate the possibility of a new freight station west of Pfizer.** The advantages of such a move would be:
  - a. Remove train noise from downtown.
  - b. Reduce truck traffic in the downtown.
  - c. Allow for the potential to utilize the existing rail corridor for a trail from Oak Street to Lititz Springs.
  - d. Provide opportunity for non-rail economic development.

## Regional Public Utility Cooperative Approach Addendum

*This 1999 Strategy focused on furthering the on-going cooperative efforts the region's*



The rail corridor is located in the downtown area. One consideration is a new freight station to the east of the downtown.

*utility authorities and services. Since then an aggressive Infiltration/Inflow (I/I) Reduction Program was undertaken for the region's sewer collection system. In addition, a major accomplishment was the establishment of a regional wellhead protection program, which was one of first programs certified by the Pennsylvania Department of Environmental Protection. The region continues to work on meeting future capacity needs of both municipalities. The following components are added to this strategy as priorities for next 5 years.*

**Components:**

Wastewater components:

1. **Continue the I/I Reduction Program** by cooperatively targeting and prioritizing areas by severity of I/I and continuing public outreach and education.
2. **Complete an update to a Joint Act 537 Plan** by the end of 2006 to determine means to serve future developments, upgrades to the collection/conveyance system, and upgrades to the treatment plant.
3. **Complete the impact analysis of the Chesapeake Bay Tributary Strategy** on required system upgrades and related cost to the customers and begin implementation and compliance work.
4. **Identify areas where on-lot/community treatment systems are viable** in conjunction with the Act 537 Plan and consider standards and operation agreement for community systems, and determine the cost-benefit to WTMA customers of community systems versus public system.

Drinking water components:

5. **Complete preliminary investigation and design of a new water tank** for gravity fed water supply in the northern portion of the water system to reduce energy costs and provide more reliable water service.
6. **Continue protection of aquifer recharge areas.**
7. **Explore upgrades to existing Kissel Hill water booster pump station.**

8. **Implement water system improvement in the Campus Industrial area** to ensure adequate pressures to residents at higher elevations during time of high water use at lower elevations (fire pump tests, hydrant flows, etc.)
9. **Expand and upgrade the withdrawal permit for the Rothsville well.**

**ACTION PLAN  
INFRASTRUCTURE DEVELOPMENT INITIATIVE**

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Regional Transportation Advisory Committee Addendum	H	Managers	Continue work of RTAC with the inclusion of surrounding municipalities, as needed	ID2	Municipal Engineers / Public Works	No cost for meeting	General Funds	
		H	RTAC	Traffic deficiencies		Municipal Engineers / Public Works	Those associated with land development would be a part of that process, cost estimates would be developed as projects are moved forward	Dependent on scale of project - advancement to the County's Transportation Improvement Program, General Funds, or Developer responsibility or contribution	
		H	RTAC	Pedestrian and non-motorized vehicle transportation improvements		Municipal Engineers / Public Works	Same as above	Same as above	
		H	RTAC	Access management regulations		Municipal Engineers / Public Works	\$5,000 to \$7,500	General Funds	

**ACTION PLAN  
INFRASTRUCTURE DEVELOPMENT INITIATIVE**

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		H	RTAC	Scenic roadways		Municipal Engineers / Public Works	Development of regulations in Subdivision and Land Development - \$2,000 to \$3,000	General Funds	
		H	RTAC	Congestion reduction		Municipal Engineers / Public Works	No cost for most activities	General Funds	
	Traffic Management and Monitoring Program Addendum	H	RTAC	Traffic signal monitoring	ID5	Municipal Engineers / Public Works	Dependent on results	General Funds, PennDOT	
	Official Roadway / Transportation Map Addendum	H	Governing Bodies	Addition of new map features	ID6	Municipal Engineers	\$1,500 to \$3,000	General Funds	
	Pedestrian Safety Program Addendum	H	RTAC	Pedestrian safety program	ID7	Municipal Staff	Dependent on activity	Hometown Street Program	

**ACTION PLAN  
INFRASTRUCTURE DEVELOPMENT INITIATIVE**

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Shuttle Bus System Addendum	L	RTAC	Transit stops to older adult facilities and bus shelters	ID7	Red Rose Transit	Cost of stop	Businesses or charitable organizations	
		L	RTAC	Transit shuttle option		Lititz-Manheim Consortium	no cost to explore idea	Businesses, Venture Lititz, tourism interests, continuing care centers	
	Feasibility Study for Increased Rail Use Addendum	H	RTAC	Components in 1999 plan plus the movement of the freight station	ID8	RTAC	no cost to explore idea	Key stakeholders and business	
	Regional Public Utility Cooperative Approach Addendum	H	Authorities	I/I reduction program	ID8	Authority Engineers		Operating funds	
		H	Governing Bodies	Update to Joint Act 537		Manager	In process	refund from DEP	
		H	Plant operators	Evaluation of Chesapeake Bay Tributary Strategy		Authority Engineers	In process	Operating funds	

**ACTION PLAN  
INFRASTRUCTURE DEVELOPMENT INITIATIVE**

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		H	Governing Bodies	Community system viability		SEO/ Municipal Engineer	Part of Act 537 analysis	See refund above	
		H	Authorities	System upgrades		Authority Engineers	Dependent on the type of upgrade	Either operating funds or capital improvement funding	

## Update to the Transportation Summary Report of the 1999 Plan

### ROADWAY DEFICIENCIES

#### Traffic Accidents

Traffic accident data for Lititz Borough and Warwick Township was obtained from the Borough's and Township's Police Departments. This data was compared with the accident obtained previously to identify areas with high accident rates. The accident data is shown in Table 1 and on Figure entitled "Accident Counts 2000-2004."

While many of the reportable accidents at intersection show decreases as a result of implemented roadway improvements, there are areas which show increases, which will need to be further analyzed to determine causes and to come up with potential remedial treatments/improvements to reduce accident frequency. Please note that proposed improvements currently under construction or planned for construction, such as; the Lititz Pike improvements from the top of Kissel Hill to Owl Hill Road including the Owl Hill Intersection, Newport Road and Rothsville Main Street corridor improvements will have an impact on future reportable accidents along these major corridors. Various planned, under construction or constructed improvements are identified in the following sections, which again will have an impact on the reportable accident data.

**TABLE 1  
LITITZ BOROUGH AND WARWICK TOWNSHIP**

LOCATION	TOTAL REPORTED ACCIDENTS 1992-1997	TOTAL REPORTED ACCIDENTS 2000-2004
Second Street and Broad Street	30	8
Orange Street and Broad Street	16	15
Second Street, Spruce Street, and Woodcrest Avenue	14	7
Main Street and Cedar Street	13	10
Main Street and Broad Street	6	13
Broad Street: Sixth Street to Borough Line	16	14
Furnace Hill Road and Newport Road	27	11
Newport Road and Clay Road	23	7

**Table 1 Continued**

<b>LOCATION</b>	<b>TOTAL REPORTED ACCIDENTS 1992-1997</b>	<b>TOTAL REPORTED ACCIDENTS 2000-2004</b>
Newport Road and Brunnerville Road	15	19
Lititz Pike and Millport Road	12	6
Lititz Pike and Owl Hill Road	10	8
Newport Road and Lexington Road	9	8
Owl Hill Road and Landis Valley Road	9	7
Rothsville Road and Pierson Road	7	6
Rothsville Road and Warwick Road	6	8
Rothsville Road and Heck Road	Not reported previously	15
Main Street and Old Rothsville Raod	Not reported previously	9
Newport Road: Brunnerville Road to Clay Road	19	7
Newport Road: Clay Road to Rothsville Road	18	21
Newport Road: Furnace Hill Road to Brunnerville Road	15	7
Main Street: East Newport Road to Rothsville Road	Not reported previously	22
Newport Road: Rothsville Road to Township Line	Not reported previously	14
Brunnerville Road: Newport Road to Lexington Poad/Pine Hill	12	8
Rothsville Road: Clay Road to Newport Road	10	22
Lititz Pike: Manheim Township Line to Landis Valley Road	10	See Breakdown by Segments
Lititz Pike: Millport Road to East Woods Drive	Not reported previously	23
Lititz Pike: East Woods Drive to Owl Hill Road	Not reported previously	24

**Table 1 Continued**

<b>LOCATION</b>	<b>TOTAL REPORTED ACCIDENTS 1992-1997</b>	<b>TOTAL REPORTED ACCIDENTS 2000-2004</b>
Lititz Pike: Owl Hill Road to Borough Limits	Not reported previously	6
Owl Hill Road: Kissel Hill Road to Millport Road	7	7
Furnace Hills Pike – Lititz Borough to Newport Road	Not reported previously	18
Furnace Hills Pike – Newport Road to Township Line	Not reported previously	16
Newport Road: Furnace Hill Road to Lexington Road	6	10

**Traffic Volumes/Capacity Deficiencies**

Traffic volume data has been compiled for the roadway network in Lititz Borough and Warwick Township. The traffic volumes were obtained from the Pennsylvania Department of Transportation, recent traffic impact studies, corridor studies, speed studies and counters set by ELA Group.

Traffic volumes continue to increase on major roadways such as Route 501, Newport Road, Rothsville Road, Main Street in Rothsville, Owl Hill/Pierson Road and Woodcrest Avenue. It would appear that this growth is due to the improved roadway network for pass through traffic (i.e. Newport Road and Route 501 Improvements), and localized development. The Borough and Township officials have been implementing or are programming improvements to address this growth in traffic volumes and the roadway deficiencies as a result of this growth. Examples of these proposed improvements include the 501 Corridor Improvements, currently under construction and completion of roadway connectors, such as: TrolleyRun/Crosswind Drive and the Main Street Corridor improvements in Rothsville. Transportation improvement projects, constructed or planned to address these roadway deficiencies, are provided in the following sections.

**TRANSPORTATION ACTIVITIES AND IMPROVEMENT PROJECTS**

Over the past five years various Lititz/Warwick Joint Strategic Comprehensive Plan implementation activities have been undertaken or completed. These activities and the status of their implementation are as follows:

**Establish Regional  
Transportation  
Advisory Committee**

The Committee was established and has been meeting quarterly. It has been an oversight committee for various projects that were identified during the initial planning process or during the past five years.

**Various Transportation issues were addressed during the past five years to include:**

- Designed and implemented enhancements to the Borough's computerized traffic signal system. See Traffic Management and Monitoring for additional information.
- Provided coordination for the development and implementation of extensions and connections to the existing and planned trail system between the Township and Borough. See non-motorized Transportation Section.
- Provided an interface between the municipalities and the County and Transit Authority.
- Encouraged the development and implementation of various connecting roadway corridors in the Borough, Villages and Township.
- Combined efforts with other municipalities and the County in obtaining funding for a study to investigate the feasibility of rerouting PA Route 772. The study is underway.
- Implemented a strategy for the development and management of an Official Roadway/Transportation Map for the region. See section on map.
- Provided and interfaced between the region and the County planning officials, the Metropolitan Planning Organization and the newly formed County Transportation Authority.

**Other traffic and transportation issues which were identified, but not addressed by the committee at this time includes:**

- ◆ Implementation of a strategy that will investigate the feasibility of regional shuttle bus route(s).
- ◆ Implementation of a strategy to encourage a balanced use of rail facilities for commerce, recreation, and economic development. Initial discussions were made with Norfolk Southern Railroad with

regard to railroad loading terminal options as part of the Greenway and Trail Feasibility Study for the Borough.

- ◆ Work cooperatively with area industry to develop alternative truck routing plans and strategies. Evaluate the potential for voluntary restricted truck movements on selected roadways during peak traffic periods.
- ◆ Evaluate the potential for a new “Park and Ride” facility north of the Borough.
- ◆ Evaluate the feasibility of Travel Demand Management strategies to reduce traffic and congestion in the region. Includes such measures as car/van pooling, flexible work hours, school student driving/parking characteristics, increase transit and school bus utilization, peak hour truck prohibitions, etc.
- ◆ Investigate the feasibility of the development of a Transportation Improvement District for the region based upon current legislation or upon criteria that may be established by a County Transportation Authority or other entities.

**Traffic Management and Monitoring Program**

The Traffic Management and Monitoring Study was completed and the recommendations from the study have been or are in the process of being implemented.

**The following areas have been accomplished over the past five years**

- The various program efforts and implementation of improvements were coordinated with the Regional Transportation Advisory Committee.
- The existing signalized intersections in the Borough were upgraded and the existing computerized traffic signal in the Borough was upgraded and enhanced. Existing signalized intersection in the Township were evaluated for incorporation into the Borough’s system. The outcome of this evaluation was that the interconnection of these signals with the Borough would not be feasible because of distances between the signals and signal timings. Signalized intersections in the Township

had equipment upgrades to improve compatibility (same hardware equipment in Controllers) and signal interconnection in Village of Rothsville.

- Existing traffic signal operations are being monitored or at least periodically maintained. Signal timings and operations are also reviewed that they are meeting current traffic volumes and flows.
- Funding for the implementation of traffic control and management improvement projects has been obtained and improvements have been implemented. The process of obtaining funding is being explored constantly.
- Access points to major roadways are being reviewed constantly during the land development process. In addition upgrades to Subdivision and Land Development Ordinances will be incorporating a section on access management.

**Items which were not addressed over the last five years or should be addressed as part of the update are:**

- ◆ The investigation of system management options that permit municipal engineering representatives more flexibility in the on-going operation and management of the signal system.
- ◆ Reanalyzing of all of the traffic signal timings in the Borough and the Township.

**Official Map**

An Official Map of the Township and Borough was developed and the map and ordinance establishing such was adopted by the Township and the Borough. This effort was coordinated through the Regional Transportation Advisory Committee.

The map addressed existing state and local road ownership classifications. Roadway functional classifications were not shown on the map but addressed as part of upgrades or proposed upgrades in roadway classifications sections within the Township and Borough's Ordinances. These included or will include the adding of Owl Hill Road, Pierson Road, Doe Run Road, Woodcrest Avenue and Orange Street as collectors in the Borough and Township.

**New or proposed roadways linking various roadway corridors were consider and incorporated into the map such as:**

- Extension of 6<sup>th</sup> Street from Kissel Hill Road to Rothsville Road.
- Extension of Spruce Street from 6<sup>th</sup> Street to 7<sup>th</sup> Street, and from 7<sup>th</sup> Street to Trolley Run Road. The Spruce Street extension between 6<sup>th</sup> and 7<sup>th</sup> Street has been constructed.
- Extension of 6<sup>th</sup> Street from Woodcrest Avenue to West Orange Street.
- Extention of Highlands Drive from Millport Road to Manheim Township Line.
- Realignment of Millway Road east of Erbs Bridge Road/Picnic Woods Road.

**New roadways completed and/or improved during the last five years includes:**

- Oak Street from Lititz Borough limits to Newport Road
- Highlands Drive from West Woods to Millport Road
- Peters Road from Highlands to Route 501.
- Trolley Run/Crosswinds Drive from Highlands Drive to Crosswinds development.
- Highlands Drive from Trolley Run to behind Bella Vita's Restaurant.

**New roadway connections or improvements identified but not resolved at this time include:**

- ◆ Extension of Limerock Road to provide connection between West Orange Street to Doe Run Road/Lincoln Avenue.
- ◆ Extension of Limerock to provide a connection between Doe Run Road/Lincoln Avenue and Newport Road.
- ◆ Connector road from West Orange Street near Green Acre Road to Erb's Quarry Road.
- ◆ Extention of Millport Road to the west to connect with a new north-south connector road.
- ◆ Use of Owl Hill Road and Pierson Road as a connector link for trucks between Broad Street and Rothsville Road.

### **Downtown Parking Study**

A downtown parking study has been prepared and the recommendations identified in the study are included in the section incorporated within this background study update.

**Pedestrian Safety Program**

Various projects were identified, studied and improvements were made or are in the process of being made such as the Hometown Schools project for the Borough and the Lititz Elementary School in road lights pedestrian crossing. Additional completed tasks identified as activities in the 1999 Strategic Plan are discussed in the Transportation Modes/Non-motorized Transportation Section of this summary section.

**Activities identified previously which should be carried forward and continue to be addressed during the update process are:**

- ◆ Investigation of school routing plans for students walking to and from school.
- ◆ Investigate the movement of pedestrians between Downtown activity centers and current parking locations.
- ◆ Continue to evaluate currently marked crosswalk locations and current Federal and State standards for the uniform application of pedestrian controls.
- ◆ Continue to review traffic crash records to determine locations with a history of pedestrian accidents.
- ◆ Develop a recommended Downtown Walk Route System.
- ◆ Continue to investigate traffic calming measures and reduced speed limits to increase safety for pedestrians.
- ◆ Continue to evaluate the ability of current pedestrian facilities to accommodate handicapped pedestrians.

**Shuttle Bus System**

No formal work product was developed on this initiative. The various components identified in the previous Strategic Plan remain to be completed.

**Feasibility Study for Increased Rail Use**

No formal work product was developed on this initiative. The various components identified in the previous Strategic Plan remain to be completed. Initial discussion were with Norfolk Southern

Railroad officials during the Greenway and Trail Feasibility study to address some of the components with no formal commitment from the railroad.

Significant work has been accomplished or identified for improvement in the Lititz/Warwick area. Some of these projects are illustrated on Figure, titled “Past Transportation Improvements 1997-2005” and in Figure, titled “Future Roadway Improvements Projected 2005-2007”. They are also outlined in Table 4-2 and in the Warwick Township Roadway Improvement Matrices. The projects were the result of various studies and needs identified in traffic and planning efforts:

### **LANCASTER COUNTY COMPREHENSIVE PLAN**

Lancaster County has developed a Long-Range Transportation Plan in conjunction with the County’s Comprehensive Plan. The Transportation Plan was adopted June 28, 2004 by the Lancaster County Transportation Coordinating Committee and Board of County Commissioners. The planning document provides a comprehensive listing of recommended transportation projects for the 1997-2017 planning period. Transportation projects included those which were committed, non-committed, and unfunded transportation improvements. Committed projects are currently on the County’s Transportation Improvement Program (TIP) and 12-year program, and have identified funding sources. Non-committed and unfunded improvement projects must be added to these two funding documents in future years.

### **PA ROUTE 501/PA ROUTE 72 CORRIDOR STUDY**

A corridor study was prepared for the Lancaster County Planning Commission in December 1996 to evaluate future transportation needs and land use along the PA Route 501 and PA Route 72 corridors north of Lancaster City. The study provided detailed recommendations relative to transportation improvement measures which will provide relief for future anticipated traffic volumes along the PA Route 501 and PA Route 72 corridors. Specific report recommendations relating to Lititz Borough and Warwick Township are included in the list of anticipated improvement projects in Table 2.

### **MUNICIPAL CAPITAL IMPROVEMENT PROJECTS**

Both Lititz Borough and Warwick Township have ongoing procedures for identifying transportation needs, planning for project funding, and implementation of recommended improvements. Numerous roadway improvement projects have been completed by both municipalities through cooperation with PennDOT, the County, and the private sector in conjunction with development projects. Both municipalities require traffic

impact studies to identify future transportation needs resulting from proposed land development plans. Transportation improvement projects identified by the municipalities are included in the list of anticipated improvement projects in Table 2.

**TABLE 2  
TRANSPORTATION IMPROVEMENT PROJECTS  
LITITZ BOROUGH AND WARWICK TOWNSHIP**

<b>PROJECT NUMBER</b>	<b>DESCRIPTION</b>	<b>SOURCE</b>	<b>STATUS</b>
<b>1</b>	East Lincoln Avenue – replace bridge over Santo Domingo Creek	County Long-Range Transportation Plan	Proposed/Funding available in 2001 Plan
<b>2</b>	West Orange Street – reconstruct from Broad Street to Borough Line	Borough	Non-committed Funding
<b>3</b>	North Cedar Street – replace bridge over Santo Domingo Creek	County Long-Range Transportation Plan	Proposed/Funding available in 2001 Plan
<b>4</b>	West Lincoln Avenue, Route 501, and Newport Road or other alternatives – reroute PA Route 772	County Long-Range Transportation Plan	Study Underway
<b>5</b>	Second Avenue, Oak Street, and Kissel Hill Road – intersection improvement	County Long-Range Transportation Plan	Non-committed Funding
<b>6</b>	Kissel Hill Road, Locust Street, and Forney Drive – intersection improvement	County Long-Range Transportation Plan	Non-committed Funding

**Table 2 Continued**

<b>PROJECT NUMBER</b>	<b>DESCRIPTION</b>	<b>SOURCE</b>	<b>STATUS</b>
<b>7</b>	Second Avenue, Spruce Street, and Woodcrest Avenue – intersection improvement	County Long-Range Transportation Plan	Project Completed
<b>8</b>	West Sixth Street – construction from Woodcrest Avenue to Orange Street	PA Route 72/501 Corridor Study	Non-committed Funding
<b>9</b>	Limerock Road –develop corridor from Orange Street to Lincoln Ave	PA Route 72/501 Corridor Study	Non-committed Funding
<b>10</b>	Limerock Road – develop corridor from Lincoln Avenue to Newport Road	PA Route 72/501 Corridor Study	Non-committed Funding / Agriculture zoning – new corridor unlikely
<b>11</b>	Lititz Pike – provide center turn lane, West Woods Drive to Owl Hill Road	County Long-Range Transportation Plan	Project being completed
<b>12</b>	Installation of Preemption devices On Signals –Route 501 and Main St./Rothsville Road	Borough and Township	Completed
<b>13</b>	Roadway Improvements and Installation of Traffic Signals at Wynfield Drive/Furnace Hills Pike , Oak Street/Newport and Highlands Drive/Millport Road Intersections	Township	Completed

**Table 2 Continued**

<b>PROJECT NUMBER</b>	<b>DESCRIPTION</b>	<b>SOURCE</b>	<b>STATUS</b>
<b>14</b>	Rothsville Corridor Improvements Advisory Signal at Rothsville Fire Station , Signal Interconnect, Signage Improvements, Signal Installation at Church and Main Street	Township	In process of being completed
<b>15</b>	Furnace Hill Road – provide center turn lane, Borough Line to Newport Road	County Long-Range Transportation Plan	Non-committed Funding
<b>16</b>	Spruce Street – construct from Sixth Street to Seventh Street	Borough	Completed
<b>17</b>	Owl Hill Road and Landis Valley Road intersection improvements	Township	Partially Completed
<b>18</b>	Brunnerville Road – replace bridge over Hammer Creek	Township	Completed
<b>19</b>	Millport Road – replace bridge over Lititz Run	Township	Township 5-YR Capital Project
<b>20</b>	Woodcrest Avenue and Millport Road – intersection improvements	Township	Design work completed
<b>21</b>	Creek Road and Millport Road – intersection improvements	Township	Township 5-YR Capital Project
<b>22</b>	Newport Road and Clay Road – intersection improvements	Township	Project Complete
<b>23</b>	Kissel Hill Road and Owl Hill Road-intersection improvements	Township	Township 5-YR Capital Project
<b>24</b>	Woods Drive and Kissel Hill Road – intersection improvements	Township	Project Completed

**Table 2 Continued**

<b>PROJECT NUMBER</b>	<b>DESCRIPTION</b>	<b>SOURCE</b>	<b>STATUS</b>
<b>25</b>	Lititz Pike and Owl Hill Road – intersection improvements	Township	Project being Completed
<b>26</b>	Lititz Pike and Millport Road – intersection improvements, Millport Road improvements	Township	Design work in progress Previous improvement completed.
<b>27</b>	Newport Road and Rothsville Station Road – intersection improvements	Township	Township 5 YR Capital Project
<b>28</b>	West Newport Road and Lexington Road – intersection improvements	Township	Project Complete
<b>29</b>	Rothsville Road (SR 772 ) and Heck Road – intersection improvements	Township	Project Complete (Safety Improvement)
<b>30</b>	Rothsville Road (SR 772) and Warwick Road – intersection improvements	Township	Project Complete (Safety Improvements)
<b>31</b>	Main Street (Rothsville Road) and Twinbrook Road – intersection improvements	Township	Township 8 YR Capital Project
<b>32</b>	General Improvements: a) S. Broad Street – improvements at major intersections b) Develop pedestrian facilities c) Develop bikeways d) Develop recreational trails e) Roadway maintenance	County Long- Range Transportation Plan	Committed and Non-committed Funding

**Table 2 Continued**

<b>PROJECT NUMBER</b>	<b>DESCRIPTION</b>	<b>SOURCE</b>	<b>STATUS</b>
	f) Snow/Ice removal g) Guide rail improvements h) Access Management Plan for major corridors		
<b>33</b>	Signal Timing Improvements on Orange and Main Streets	Borough	Completed
<b>34</b>	General Improvements: a) West Lincoln Avenue – shoulder improvements and left turn lane b) West Orange Street – shoulder improvements and left turn lane	PA Route 72/501 Corridor Study	Study in Place
<b>35</b>	Trolley Run Road – develop North/South corridor West of Lititz Pike in conjunction with Warwick Town Center Development	Township	Highland Drive has been completed

## **TRANSPORTATION MODES**

### **Public Transportation Services**

The Lititz/Warwick area and the PA Route 501 corridor has public transportation services provided by Red Rose Transit. The available bus routes provide public transportation connection between Lititz Borough and the Lancaster Metropolitan Area. No east/west routes exist at this time.

### **Non-Motorized Transportation**

The Township and Borough have been working together to develop a system of walking and biking trails in conjunction with development projects and roadway improvement projects. A Greenway and Trail Feasibility Study was completed in 2004 by the Borough. The results of the study included a bike and pedestrian trail map along with an implementation strategy and action plan. Over the last five years new trails have been constructed such as the trails within the new Bonfield Fields, in the Newport Square Development, along Highlands Drive and within the Heart of Lancaster Hospital complex. Trails and walkway connections are planned to link park areas, school facilities, the future library, etc. and some of these are currently shown the Official Map for the Township and Borough.

A \$100,000 DCNR grant has been secured for a greenway and trail feasibility study for the rail-to-trail extension along the old Reading Railroad corridor from Warwick's Municipal Campus to Ephrata. This study will provide the necessary recommendations to extend the current trail system which was studied and constructed along the same rail corridor from Oak Street in the Borough to the Warwick Municipal Campus. Also planned are additional trail systems to link the Riparian Park in the Township, the Trolley Run Development, Lititz Library, Municipal Campus, Campus Industrial area, downtown sidewalk areas, etc.

The Lancaster County Planning Commission prepared a plan entitled "Bicycle and Pedestrian Transportation Plan- Phase II" dated April 2004. This plan was adopted by the Lancaster County Transportation Coordinating Committee (MPO) and has been made a component of the county's Long Range Transportation Plan. The plan incorporates and expands the Phase I plan that emphasized the idea that bicycling and walking are legitimate forms of transportation and presented four goal areas:

- Develop safe and convenient bicycle and pedestrian accommodations for all users;
- Establish educational programs;
- Improve access to all forms of transportation for all people; and
- Develop communication programs that increase bicycling and walking users and awareness.

The Phase II plan included an inventory of more than 800 miles of county roads and establishes a Bicycle Level of Service (BLOS) of selected roadways. From the BLOS data, immediate, short term, medium term, and long term improvement projects were identified and mapped. Some the recommendations identified in the Plan are completed or are planned to be implemented such as:

- Continue practice of requiring bicycle parking accommodations on non-residential land development plans submitted to the municipalities.
- Establish a Safe Routes to School Program in Lancaster County (the Hometown Streets Grant discussed in the following paragraph is addressing some of these objectives).
- Distribution of a Lancaster County Bike Map (maps are prepared and available at the Township and Borough offices along with other locations). Many of the routes identify roadways and trails shown on the Official Map and as identified in the Greenway and Trail Feasibility Study.
- Physical Improvement Recommendations
  - ◆ Bus stop improvements in areas served by RRTA (see park and ride discussion below).
  - ◆ PA 501 in Warwick Township between Wynfield and Newport Road -pedestrian and bicycle improvements (township has been requiring sidewalks to be built and part on land development plans and has identified the segment for roadway widening improvements in the future-see map)

Lititz was awarded a \$212,000 Hometown Streets Grant to improve pedestrian safety and design is underway with project construction expected in 2006-2007. The work includes pedestrian crossing improvements such as in-road lights, pavement marking improvements, signage and sidewalk amenities approaching the crossing areas. The pedestrian crossing areas are at the Orange and Main Street Intersection and the entrance to Lititz Springs Park and at Sturges Lane on Main Street, where in-road lights will be installed. In addition to these crossings, the School District will be installing pedestrian crossing improvements (in-road lights) on Cedar Street as part of the Lititz Elementary School construction.

### **Park and Ride**

The County's Long Range Transportation Plan and the PA Route 501/PA 72 Corridor Study both identify the need for a Park and Ride facility along PA Route 501 south of Lititz Borough. As part of the Kissel Hill Shopping Center project a Park and Ride lot was constructed to accommodate 29 vehicles. The lot was constructed along Peters Road where a new bus shelter was installed. In addition to this lot the Lititz Bus Route was reconfigured to stop at the new shelter/lot and continue on Peters Road to the new Heart of Lancaster Hospital area. These improvements and route modifications will provide alternatives for travel to and from the Lancaster Metropolitan Area and will encourage or allow car pooling from the Lititz/Warwick area.

## **Parking Lots and On-Street Parking**

The Borough has completed a parking study for their Downtown area. Major recommendations and conclusion from that study are provided below. The full report is available at the Borough Office.

- Lititz is fortunate to start from the premise that it offers an adequate number of parking spaces to customers and businesses in its central business district. It can enhance its parking opportunities in the following manner:
  - ◆ Work closely with property owners and a local Real Estate Investment Trust. Open communication with this entity and other major property owners to discuss needs and solutions, especially options for shared parking.
  - ◆ Work with local planners and designers to create concepts and visuals to support a greater use of under-utilized lots. Drawings can show expanded parking spaces due to a more effective design and fewer entrances and exits. Designs should be easy to understand and convenient for the user.
  - ◆ Formulate ordinance options that may be adopted by the Borough to allow shared parking.
  - ◆ Conduct a quick review of time limits in the downtown. A few simple changes might enhance the capacity.
  - ◆ Work closely with merchants to determine peaks and valleys in business hours and options to share or more effectively use existing parking spaces.
  - ◆ Work with merchants to better promote to existing downtown employees who are already parking in the downtown area...ie “employee as customer.”
  - ◆ Work with merchants to accelerate cross promotions in an effort to extend the customer’s time in the downtown from less than 1 hour to 1.5 hours. An additional 20-30 minutes generally means additional dollars in the cash register.
  - ◆ Establish a task force to address the National Trust for Historic Preservation (NTHP) criteria listed above. Initial steps might be as simple as establishing appropriate signage and locations for directional signs.
  - ◆ Review ease of access and safety issues. Is lighting and issue? Are walkways safe and easy to navigate?
  - ◆ Explore the availability of funds from the County’s Heritage Tourism program to further identify and capture tourism parking data and to implement potential solutions based on the findings.
  - ◆ In the future, more handicapped space may be needed for on-street parking. Identification of locations now will help implement them in the future.
  - ◆ With increasing gas prices, incentives for those who car pool or drive compact cars might include close-in employee parking preferences and reduce employee parking needs in the downtown area.
  
- Because of its physical nature, parking is often considered permanent and static; however, it should be a flexible and dynamic element of a downtown plan. Customer, employee and business needs will change as the Downtown moves to stay viable in a changing market.

Careful consideration for each segments needs and a strong management system that encourages responsive and creative solutions that meet these needs will enhance the Central Business District's chances for sustained success.

- The Economic Development Committee and the Downtown Vitality Committee can create such a plan by bringing business leaders and property owners together early in the process. The recommendations suggested in the study vary from “simple – we could do that tomorrow” to “hard – it will take some time.” Begin now. Address the simple ones. Explore options to implement the hard ones.
- Parking is not yet a critical problem for Lititz, but left to evolve in an unplanned and under-managed way, it could soon be a serious infrastructure problem affecting the economic sustainability of not only the downtown, but the community as a whole.

**Update to the 1999 Plan  
Wastewater and Water Utilities Summary Report  
Completed in Fall of 2005**

The two major utilities in the region are public wastewater and water facilities. The utilities represent a major effort in regional cooperation. The existing and projected capacity of these systems has been the subject of several studies and ongoing monitoring by the respective municipal authorities. The findings and recommendations of these efforts are highlighted in the utilities summary.

The Lititz Borough system provides water and wastewater service to residents of the Borough and portions of Warwick Township while the facilities in Warwick Township are owned and operated by the Warwick Township Municipal Authority (WTMA).

The last comprehensive analyses of the water and wastewater facilities were the "Comprehensive Sewer Study" completed in March 1998 and the "Comprehensive Water Study" completed in 1997. Although there have not been any recent studies, developments and improvements to the system have been analyzed on an individual basis to determine their impact to the system. Also, the water hydraulic computer model has recently been calibrated to better match the existing system conditions and allow for more accurate planning, design, and analysis.

The original 1999 Lititz-Warwick Joint Strategic Comprehensive Plan made several recommendations (Infrastructure Development Initiative Page 3) under the Regional Public Utility Cooperative Approach for implementation. Significant progress was made in several areas with the major points summarized in Table 1.

**Table 1 – 1999 Planned Activities and Status**

<b>Planned Activity</b>	<b>Status</b>
<input type="checkbox"/> Continue the quarterly meetings between the Warwick Township Municipal Authority and the Borough Sewer Authority.	<ul style="list-style-type: none"> <li>• The authorities and municipalities continue to meet and share ideas and resources to improve the respective systems.</li> </ul>
<input type="checkbox"/> Continue the annual meetings between the municipal authorities and the municipal governing bodies.	<ul style="list-style-type: none"> <li>• Both Lititz Borough and the WTMA have implemented aggressive maintenance programs to reduce infiltration and inflow (I/I) into the collection system.</li> </ul>
<input type="checkbox"/> Periodically evaluate municipal goals in providing utility services to	<ul style="list-style-type: none"> <li>• In conjunction with the plans for a new subdivision, Warwick</li> </ul>

<b>Planned Activity</b>	<b>Status</b>
<p>assure that the Borough and Township interests are mutually achieved.</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Evaluate operating procedures to determine where joint functions may be overlapped to reduce overall operating cost for all entities.</li> <li><input type="checkbox"/> Investigate opportunities to share resources between the utility agencies.</li> </ul>	<p>Township struck a deal to develop two new well sites to be connected to the Lititz Borough public water supply system.</p> <ul style="list-style-type: none"> <li>• To meet regulatory changes and increases in demand, Lititz Borough made major improvements to the Maple Street Water Filtration Plant, costs shared with Warwick Township.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Periodically review use projections to determine capacity requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• Water: projection reviewed by the following entities <ul style="list-style-type: none"> <li>◆ Lititz Borough</li> <li>◆ Warwick Township</li> <li>◆ Warwick Township Municipal Authority</li> </ul> </li> <li>• Sewer <ul style="list-style-type: none"> <li>◆ Lititz Borough</li> <li>◆ Lititz Sewer Authority</li> <li>◆ Warwick Township</li> <li>◆ Warwick Township Municipal Authority</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Provide continued monitoring of proposed new development to assess the impact on water supply and wastewater facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Developments are reviewed on an individual basis and the system condition is constantly monitored to ensure adequate service.</li> <li>• The computer hydraulic model was recently updated.</li> <li>• A new water supply was provided to the John Beck Elementary School along with the Village of Brunnerville residents using a \$190,000 Community Development Block Grant.</li> </ul>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement a regional wellhead protection program.</li> </ul>	<ul style="list-style-type: none"> <li>• One of the major accomplishments since the 1999 Strategic Plan was the establishment of a Regional Wellhead Protection</li> </ul>

Planned Activity	Status
	<p>Program. The Program is certified by the Pennsylvania Department of Environmental Protection (DEP) and the Authority's were the 8th and 9th, out of more than 2,000 municipalities across the state, to achieve this distinction. Also, the WTMA was awarded a certificate of recognition from the PA Rural Water Association for the program. Under the program, signs were installed alerting people that they are in a water supply area and should take extra care to avoid polluting the supply.</p>
<p><input type="checkbox"/> Periodically review inter-municipal agreements relating to water service and wastewater capacity. Evaluate agreements to ensure that regional goals are being achieved and that the interest of the Borough and Township are mutually served.</p>	<ul style="list-style-type: none"> <li>• <i>Water</i> – explore possibility of additional capacity being provided for new development in Township.</li> <li>• <i>Water</i> –The intermunicipal agreement between the WTMA and the Lititz Borough was extended and the capacity increased to meet future needs.</li> <li>• <i>Water</i> – continue to explore the development of an additional water supply well in the Rothsville area to enhance the reliability of the existing public water supply system.</li> <li>• <i>Sewer</i> – explore possibility of additional capacity being provided for new development in Township.</li> </ul>
<p><input type="checkbox"/> Explore possibilities of establishing a timetable for future expansion of the utility systems.</p>	<ul style="list-style-type: none"> <li>• A long term needs study is being conducted by Entech Engineering, Inc., the Lititz Sewer Authority's engineer. The study is to be completed Spring 2006.</li> </ul>

## **PUBLIC WASTEWATER UTILITIES**

The Lititz Wastewater Treatment Plant, which serves Lititz Borough and Warwick Township, is located in the Borough of Lititz. Public wastewater facilities in Lititz Borough are owned by the Lititz Sewer Authority and operated by Lititz Borough. Public wastewater facilities in Warwick Township are owned and operated by the Warwick Township Municipal Authority (WTMA).

The permitted hydraulic capacity of the treatment plant was increased by 350,000 gallons per day (gpd) in 2000 increasing the capacity from 3,500,000 gpd to 3,850,000 gpd. The WTMA owns an average daily flow reserve capacity of 1,629,850 gpd, with the remainder of the capacity held by the Lititz Sewer Authority.

**Table 2 - Lititz Wastewater Treatment Plant Capacity**

Year	Permitted Hydraulic Capacity (gpd*)	Lititz Borough Allocation		WTMA Allocation	
		gpd*	% of Total	gpd*	% of Total
1997	3,500,000	2,200,000	63%	1,300,000	37%
2005	3,850,000	2,220,150	58%	1,629,850	42%

\* Gallons per day based on average daily flow.

### **Projected Wastewater System Customers Impact on Treatment Facilities**

Nearly all of the Lititz Borough population is served by the public sewer system. Soil types in undeveloped areas of the Borough may not be suitable for individual on lot sewage disposal systems (OLDS); therefore, it is anticipated that any significant development will occur where access to the public sewer system is feasible.

Where Lititz Borough has relatively less available land for future new residential development, Warwick Township has an abundant resource in available land. Uncontrolled development could conceivably cause the public wastewater facilities to become overloaded.

No excess capacity is currently allocated to Lititz customers, which can be made available to Warwick customers unless I/I can be significantly reduced. Should the buildout occur as projected, additional public sewer facilities would be needed to accommodate sewered customers in Warwick Township. Three options were recommended for review in the previous Strategic Plan:

**Table 3 – Planned Wastewater System Capacity Activities and Status**

Planned Activity	Status
<ul style="list-style-type: none"> <li>❑ Increase capacity of the Lititz Wastewater Plant.</li> <li>❑ Construct a new wastewater treatment plant to serve selected areas of the Township.</li> <li>❑ Pattern new development such that a burden on the public sewer system is not realized.</li> </ul>	<ul style="list-style-type: none"> <li>• The existence and quantity of extraneous water entering the public sewer system, known as infiltration and/or inflow (I/I), is monitored by periodically calculating the amount of flow contributed per EDU. Keeping I/I in check ensures that capacity will be available for future connections to the public system. Flow data suggests significant I/I problems in the WTMA system. Flows to the Lititz Plant increase 50% or more dependant on the amount of precipitation.</li> <li>• WTMA has optimized its capacity by maintaining an aggressive maintenance program for the sewage system. Some improvements have included restoration of manholes, installation of dishes in manholes, I &amp; I inspections, selling at cost, bulk purchase of HVT covers and extensions, education of customers regarding inflow, and providing free low flow kits to customer who participated in the I &amp; I inspection program.</li> <li>• Lititz Borough has also maintained an aggressive maintenance program that has included household inspections of the entire Borough for illegal connections, and collection system maintenance is a part of the annual budget.</li> <li>• Currently, the WTMA is reviewing sewer service in Rothsville and may recommend a small reduction the Urban Growth Boundary. Also, a long term needs study is being conducted by Entech Engineering, Inc., the Lititz Sewer Authority’s engineer. The study is to be completed Spring of 2006.</li> <li>• Improvements are planned for the Lititz Treatment Plant that are required to meet new NPDES limits. The exact upgrades will be determined after the long-term needs study is completed. Some potential upgrades include the installation of a clarifier</li> </ul>

Planned Activity	Status
	optimization package, SCADA system upgrades and the construction of a Class A sludge facility.

The 1998 Comprehensive Sewer Study based sewer residential population projections on the current zoning and unit densities contained in the Warwick Township Zoning Ordinance and considered implementation of Urban Growth Boundaries (UGB). An appropriate allowance was applied to the total area to account for nondevelopable area (such as roadways); nondevelopable area due to physical constraints was likewise dismissed. Applying an allowance for nonresidential flows in appropriately zoned areas and using the past building permit history as a basis for the timing of new connections, the Study projected the future wastewater flow capacity needs. A summary of the projected flows versus actual flows are shown on Table 4 and Chart 1.

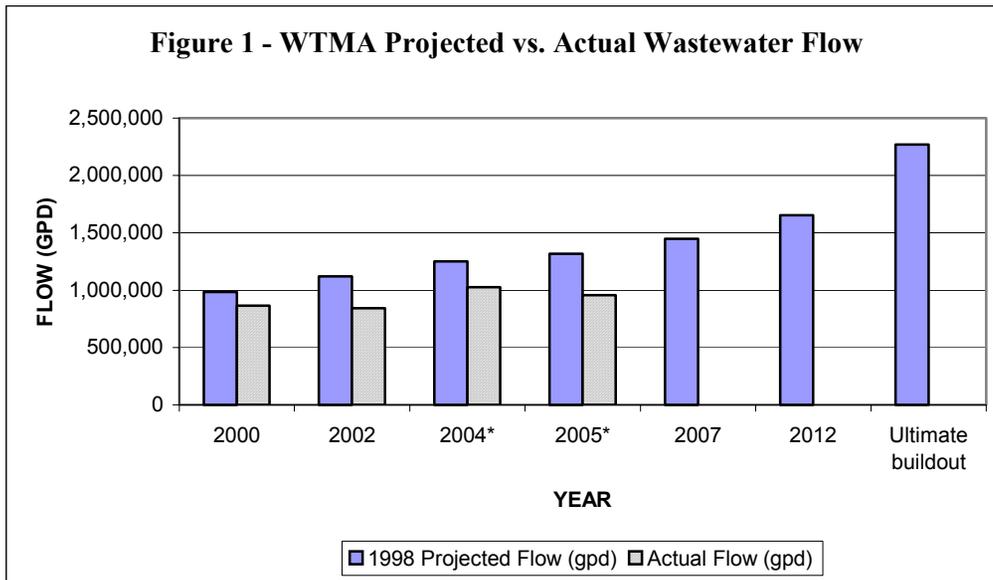
As can be seen by the chart, actual flows are approximately 73% to 82% of projected flows over the last three years, with flows decreasing from 2004 to 2005. This reduction has been attributed to the proactive measures undertaken by WTMA and the Borough described earlier; I/I reduction, consumer education, system facilities upgrades, etc.

WTMA's flow for 2005 of 956,750 gpd was approximately 58% of the Township's allocated capacity of 1,629,850 gpd. The Authority's reservation program also includes 223 equivalent dwelling units (EDU's) either permitted or reserved with an additional 66 EDU's of allocated unreserved capacity. Areas of potential development and current growth trends would indicate the addition of 300 to 400 new EDU's within the next 5 years (Styer, Siegrist, expansion of LutherCare, Eshelman, and Sechan).

**Table 4 - WTMA Projected vs. Actual Wastewater Flow**

Year	1998 Projected Flow (gpd)	Actual Flow (gpd)	Difference (gpd)	% Difference
2000	983,750	864,500	-119,250	-12%
2002	1,119,750	843,164	-276,586	-25%
2004*	1,251,350	1,028,000	-223,350	-18%
2005*	1,317,150	956,750	-360,400	-27%
2007	1,448,750			
2012	1,653,750			
Ultimate buildout	2,268,775			

\*2004 Projected flow based on linear interpolation between 2002 and 2007 projected flow



## **Impact on Collection and Conveyance Facilities**

The 1998 Comprehensive Sewer Study evaluated the impact on pumping stations and associated force mains resulting from increased sewer connections within each Township station's service area. If new construction were to occur as projected, nearly all of the stations will require an increase in capacity within the next ten years. Recognizing this, the WTMA has developed a computer model which will assist the Authority in assessing the impact of the proposed new development on each of the stations. This tool can be used to locate new development in areas which will be less affected by increased wastewater flows.

A similar capacity analysis was conducted for the collector line and interceptors. The analysis showed that the collection and conveyance pipeline system has adequate capacity for the projected flows. However, it is recognized that with new development, new or upgraded pumping stations may be proposed. The ability of the collection lines to accommodate the peak flows from the pumping activity will need to be reevaluated to ensure that available capacities are not exceeded.

As described in the previous section, Lititz Borough and WTMA have maintained aggressive maintenance programs to reduce I/I in the system which will ensure adequate capacity in the sewer pipeline system. Also, with regards to its collection system, WTMA has completed the following improvements:

- Replaced its telemetry system,
- Relocated and enlarged Pump Station #1 on Buckwalter Road,
- Abandoned Pumping Station 17,
- Performed electrical and pump modifications to all pump stations,
- Purchased standby generators,
- Replaced valves at all the pump stations,
- Installed by-pass pumping capabilities.

**PUBLIC WATER UTILITIES**

Two separate public water supply systems are within the planning area. The Lititz Borough system provides water to borough customers and to the Warwick Township Municipal Authority (WTMA) for areas within the Township contiguous to the Borough. The WTMA owns and operates the public water supply system which serves the Village of Rothsville area.

The plan recommended three options to be reviewed during implementation.

**Table 5 – Public Water Supply Planned Activities and Status**

Planned Activity	Status
<ul style="list-style-type: none"> <li>❑ Continued bulk water purchase from the Borough with the renegotiation of the intermunicipal agreement prior to this expiration in year 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• The agreement was successfully renegotiated and additional capacity allocated to the WTMA to accommodate future growth.</li> </ul>
<ul style="list-style-type: none"> <li>❑ Construct new water supply facilities to serve select areas of the Township.</li> </ul>	<ul style="list-style-type: none"> <li>• One new well was developed that increased the demand by 1.0 million gallons a day for the Borough and Township.</li> </ul>
<ul style="list-style-type: none"> <li>❑ Pattern new development such that a burden on the public water system is not realized.</li> </ul>	<ul style="list-style-type: none"> <li>• Development has been focused in areas with adequate infrastructure as evidenced by the ongoing study to determine if a reduction of the UGB is needed in the Rothsville Area to avoid an overload of the sewage facilities.</li> </ul>

**Regional Wellhead Protection Program**

One of the major accomplishments since the 1999 Strategic Plan was the establishment of a Regional Wellhead Protection Program. The Program is certified by the Pennsylvania Department of Environmental Protection (DEP) and the Authority's were the 8<sup>th</sup> and 9<sup>th</sup>, out of more than 2,000 municipalities across the state, to achieve this distinction. Also, the WTMA was awarded a certificate of recognition from the PA Rural Water Association for the program. Under the program, signs were installed alerting people that they are in a water supply area and should take extra care to avoid polluting the supply.

### **Lititz Borough Public Water Supply System**

This system is comprised of six groundwater wells located in two areas of the Borough. The safe yield of the entire system as recorded in the Lancaster County Water Resources Plan is approximately 2,474,700 gpd. The County Plan lists the 2004 population served by this system numbering approximately 9,044. The water supply is treated by nitrate reduction, filtration, fluoridation, and chlorination. Three storage tanks located within the Borough provide 4 million gallons of system storage. There are three storage tanks totaling 4 million gallons capacity. A pump station is located in the Water Treatment Plant and a booster station on Kissel Hill that serves a very minimal number of Borough properties and the southern end of Warwick Twp.

The current intermunicipal agreement between the WTMA and the Borough allows the Township customers to use up to 1,213,810 gpd. The intermunicipal agreement was renegotiated in 2002 prior to the 2005 expiration as recommended in the 1999 Strategic Plan.

### **Rothsville Area Public Water Supply System**

The system's source is a single well with a DEP permitted capacity of 288,000 gpd. Although the well is officially permitted for 200,000 gpd, the original pump test suggests that a withdrawal rate of 500 gallons per minute (gpm), or 720,000 gpd can be accomplished. The well water is chlorinated and undergoes nitrate reduction prior to release to the public water supply system. System storage totals 880,000 gallons. The locations and height of the storage tanks are such to maintain adequate pressures throughout the system. In 1997, the well pump average 12-13 hours per day of operation for a total average supply of 181,767 gpd.

**Table 6 - Rothsville Water Supply**

Year	Total Permitted Yield (gpd)	Total Average Daily Demand (gpd)	Total System Storage (gal)
1998	200,000	165,000	880,000
2005	200,000	181,767	880,000

## **Projected Water Supply Customers**

### Impact on Supply Facilities

The 1998 Comprehensive Sewer Study based sewer residential population projections on the current zoning and unit densities contained in the Warwick Township Zoning Ordinance and considered implementation of Urban Growth Boundaries (UGB), likewise did the 1997 Comprehensive Water Study base its projections. Again, the past building permit history was used as a basis for the timing of the new connections.

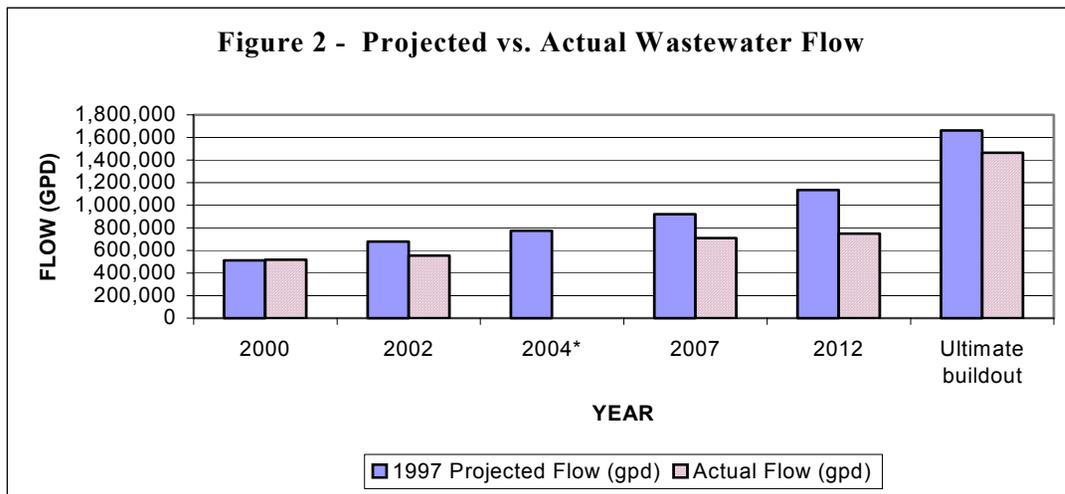
### Lititz Borough Public Water System

The following is a summary of future and past waster usage. A daily consumption of 65 gallons per day per person was used for future projections. The original plan indicated that sufficient water capacity would not be available for the next five years at the projected growth rates in the Township. Based on actual growth rates, and the reduction in average per capita use from 85 gpd to 65 gpd, the system appears to have adequate capacity to accommodate the projected growth. The reduction in average use can be attributed to the installation of low flow water fixtures in new homes, upgrades of fixtures in older homes, water conservation practices through consumer education and awareness, and continual improvements in the daily operations of the WTMA and Borough facilities.

**Table 7 - Lititz Borough Projected vs. Actual Water Flow**

Year	1997 Projected Flow (gpd)	Actual Flow (gpd)	Difference (gpd)	% of Projected Flow
2000	511,500	517,643	6,143	101%
2002	678,100	554,911	-123,189	82%
2004*	775,840		-775,840	0%
2007	922,450	710,500	-211,950	77%
2012	1,134,850	750,000	-384,850	66%
Ultimate buildout	1,661,125	1,463,810	-197,315	88%

\*2004 Projected flow based on linear interpolation between 2002 and 2007 projected flows.



## Rothsville Area Public Water Supply System

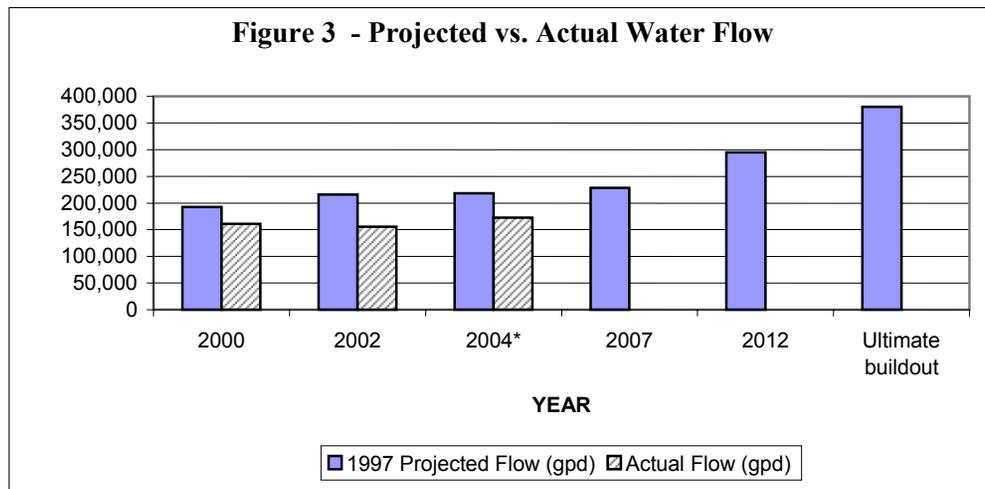
Table 8 and Figure 3 shows the 1997 Study projections for the Rothsville Public Water Supply System the Township water supply needs to be:

The current well supply rating is 288,000 gpd. Based on current projections, the useful life of the well based capacity is beyond 2012. The Rothsville Area is currently being studied to determine if the UGB should be reduced to accommodate the sewer system. This would also have the effect of decreasing the water use. Also, past well pumping tests have indicated that the well could produce more than is currently permitted. A rerating of the

**Table 8 - Rothsville Projected vs. Actual Water Flow**

Year	1997 Projected Flow (gpd)	Actual Flow (gpd)	Difference (gpd)	% of Projected Flow
2000	192,325	161,068	-31,257	84%
2002	215,500	155,548	-59,952	72%
2004*	218,110	172,008	-46,102	79%
2007	228,550		-228,550	0%
2012	295,375		-295,375	0%
Ultimate buildout	380,200		-380,200	0%

\*2004 Projected flow based on linear interpolation between 2002 and 2007 projected flows.



existing well could be undertaken, or a second well could be drilled if necessary. Furthermore, the WTMA has taken steps to ensure the preservation of groundwater recharge in the watershed by instituting a Wellhead Protection Plan and ensuring that stormwater management plans for all developments comply with the Act 167 Watershed Plan for Cocalico Creek.

The Comprehensive Study briefly discussed the construction of an interconnection between Lititz system and the Rothsville system. Because of the cost of the endeavor, this option was not recommended. However, it was noted that future development could be directed such that a future interconnection between both systems would be feasible.

#### Impact on Collection and Conveyance Facilities

The following activities were completed for the collection and conveyance system:

- The distribution networks for the public water supply systems was computer modeled and reported in the WTMA's 1997 Comprehensive Water Study.
- The system storage capabilities to provide equalizing flow, fire flow needs, and emergency reserves were studied. The impacts of the projected water demands were also reviewed.
- Computer modeling of the Lititz system indicated no major water supply problems. The use of eight-inch pipe is required for all new construction.
- Computer modeling of the Rothsville system indicated no major water supply problems and that this system has sufficient storage to meet future needs. The use of eight-inch pipe is required for all new construction.

## Economic Development Strategies

The Plan Update for the Lititz-Warwick Region's Economic Development Committee, more than before, is integrated; in that, each strategy's success is built on the implementation and success of all economic development strategies. In other words, the whole program is strengthened by the accomplishments of its parts. This effort would not be achievable if it were not for the efforts of the past 5 years in building the capacity of various members of community to work together towards the common economic development goals of the region.



# Main Street Program Strategy

*This strategy recognizes the work of the Region's Economic Development Committee's Downtown Vitality Committee. The Downtown Vitality Committee was established in 2004. The charter of this group was to seek creative approaches that would enable borough officials to make solid decisions regarding maintaining a vibrant downtown. The hard work of this committee led to the establishment of a Main Street Program known as 'Venture Lititz'.*

## Components:

1. **Recognize *Venture Lititz* as the Main Street organization for the Lititz-Warwick Region.**
2. **Support the work and mission of *Venture Lititz* in its pursuit of funding and development of four areas to sustain the Downtown.** These areas of work will be spearheaded by four subcommittees:
  - a. **Design** – Getting our downtown business district into top physical shape, capitalizing on the best assets of Main Street, Lititz. This will be achieved through planning, zoning, historic preservation, the improvement of building facades, signage, and appropriate parking.
  - b. **Economic Restructuring** – Strengthening the community's existing economic assets. This will be achieved through business retention and recruitment of compatible new businesses, identifying new market opportunities, stimulating property investment, and developing financial incentives.
  - c. **Promotion** – Through advertising, retail promotional activity, special events, and marketing campaigns, local volunteers will develop and present a positive image of the commercial district to encourage consumers and investors to live, work, shop, play, and invest in the Main Street district.
  - d. **Organization** – Community partnerships, along with the development of dedicated volunteers, vital communication, education, and program administration funding, will divide the workload, allowing everyone to work toward the same goal.
3. **Expect incremental program development over the next five years.** This work has begun with the incorporation of the organization as a non-profit, 501(C)(3) corporation and the



Venture Lititz will focus on the Region's Downtown, looking at factors such as, design, economic restructuring, promotion, and organization.

establishment of a board of directors. Next steps will include:

- a. Seek funding from the State Main Street Program
- b. Begin to provide service to various stakeholders: merchants, property owners, professional businesses, residents, schools, industry leaders, and the tertiary business community
- c. Hire an Executive Director for Venture Lititz

## Historic Preservation Strategy

*The Region's 1999 Strategic Comprehensive Plan contained two strategies related to historic preservation: Regional Historic Preservation Task Force and Historic Overlay District in the Central Business District. These strategies included a range of activities:*

- *a study of region-wide historic resources*
- *public education (tax incentive)*
- *historic residential district designation in Lititz, Brunnerville and Rothsville*
- *joint preservation efforts with the County*
- *participation in National Historic Preservation Week*
- *preservation advocacy*
- *expansion of Lititz historic overlay district*
- *revision of the historic district ordinance*
- *transition the Historic Area Advisory Committee into a Historic Commission*

*To date, this activity has not taken place, with the exception that a historic inventory was initiated, but never completed. The 1999 Plan gave the Regional Historic Preservation Task Force high priority to begin the first year of implementation and the Historic Overlay District medium priority to begin in the third year. This strategy provides more details regarding the effort needed to move the strategies forward and relates the strategy to work being completed by Lancaster County Planning Commission's Heritage Planning Division.*

### **Lancaster County Heritage Planning - Historic Resources**

- ◆ Retaining historic character of place is the primary impetus for the County's heritage planning efforts.
- ◆ The Plan provides a blueprint for municipalities. Guiding principles include:
  - New buildings should be in character with the historic resources
  - Old buildings should be assessed for reuse and long-term viability determined
  - Education with the public is needed to dispel myths regarding historic preservation and State mandates
- ◆ The Plan has a "hand-in-hand" link with heritage tourism
  - This linkage serves as an additional economic engine for the County and region
  - The linkage makes the connection of the importance of the longevity of "historically significant" buildings

**Components:**

- 1. Understand the connection between the County’s Heritage Plan strategies and the local-level effort.<sup>1, 2</sup>**
- 2. Appoint a subcommittee of the Economic Development Committee to spearhead the local-level historic preservation strategy**
  - a. Expand subcommittee membership to include representatives of local historic groups, historic property owner’s in both the Borough and the Township, traditional agriculture community members, etc.
  - b. Work with the County’s Historic Preservation Specialists and/or a consultant in developing the local-level program
- 3. Formulate the local-level program to be initiated within the next five years. Also, pull in components of the previous planning effort (1999 Plan)**
  - a. Complete the historic structures inventory throughout the whole region, the Borough’s survey was initiated, but never completed. The activity was being completed by volunteers. It will be necessary to bring on consultant services to ensure the project is completed this time around.
    - (1.)Link the information to the County’s Cultural Heritage Resources Database.
    - (2.)Link the information to the local community websites
  - b. Develop a historic preservation policy for Main Street Lititz and the Borough within the next 2 years – work with *Venture Lititz* and the Lititz Historical Foundation to develop the policy.
    - (1.)Begin with a dialog between Council, Planning Commission and Zoning Hearing Board to discuss the appropriate avenue for historic preservation
    - (2.)Begin a dialog with the public to educate regarding historic preservation
    - (3.)Determine an approach based on political and public will
    - (4.)Develop regulatory requirements after community discussions, topics for discussion include:



Part of the historic preservation work will be to develop a historic preservation policy for Downtown Lititz



The historic structure’s Inventory would survey the entire region, including the downtown.

<sup>1</sup> The following ideas were presented to the region at the Economic Development Workshop by Carole Wilson, a historic preservation specialist for the County Planning Commission’s Heritage Planning Division

<sup>2</sup> The draft Cultural Heritage Goals, Objectives, and Strategies are presented on the Lancaster County Planning Commission’s website – link for the Heritage Planning Division.

- (i) Changes in the Zoning Ordinance.
  - (ii) Expansion of the local district as large as possible
  - (iii) Consideration of an overlay district to pick up historic properties that are not within a contiguous area or are in the Township
  - (iv) Consideration of demolition permits
- c. Develop a Township approach
- (1.) Feed into Borough activity – particular attention to be given to the area contiguous to the Borough
  - (2.) Assume a soft approach/non regulatory would be the most publicly and politically acceptable approach or an overlay approach
  - (3.) Develop models and talking points for discussion with property owner – to induce a proactive property owner approach
4. **Begin training/education on the use of grants and other funding opportunities for historic property preservation**
- a. Develop a partnership with corporations, lenders, and organizations to develop local-level funding and grants for preservation
  - b. Join the program for funding historic preservation with heritage tourism
5. **Link this strategy with the Tourism Strategy**

**Regional Tourism Consortium and Regional Tourism Strategic Plan** – Link with the Tourism Consortium of the 1999 Plan and the Lancaster County Comprehensive Plan – The Strategic Tourism Development Element (June 2005)

*This strategy builds on the Tourism Consortium Strategy of the 1999 Comprehensive Plan. The original plan ranked the strategy as a medium priority, beginning in year 3 of the implementation period and being organized by the Regional Economic Development Committee. However, to date this strategy has not been moved forward. The guiding principles of the previous strategy came from the National Trust for Historic Preservation and the Lancaster County Heritage Tourism Program. The components of the existing Plan are still relevant today, but need to be revisited and structured into a regional-level Strategic Tourism Plan.*

**Lancaster County Heritage Planning - Tourism**

**Background:** Over the past five years the County's Tourism activities have been expanded to include:

- ◆ Planning for and recognition as a part of the *State's Heritage Park System*, with the designation of the *Lancaster-York Heritage Region*
- ◆ Development of the *Lancaster County Heritage Tourism Program*
- ◆ Development of the *Strategic Tourism Development Element* (June 2005) as a component of the *Lancaster County Comprehensive Plan*.
- ◆ The Lititz area has been designated as one of three *Primary Urban Tourism Development Areas* in the County.

*The Lancaster County Planning Commission has made great strides in moving its program forward over the past five years. Lititz and Warwick need to coordinate their activities with this program so the region becomes an integral part of the County Program as a “Tier 1 – Urban Tourism Development Area”. This Strategy is an update of the Tourism Consortium Strategy, and as such, is an addendum to the 1999 Tourism Consortium Strategy and should be used not as a replacement, but as an addition.*

**Components:**

- 1. Begin with the appointment of a subcommittee from the Regional Economic Development Committee to explore both the organizational structure and strategic actions for the tourism entity.**
  - a. Invite the tourism interests from the community and organizers that were involved in the Lititz 250 birthday celebration to be part of the discussions and the strategic planning process
  - b. Invite representatives of the Lititz/Manheim Consortium (business entity), the Warwick Regional Recreation Commission, Lititz Run Watershed Association, Venture Lititz, Lititz Retailers Association, Warwick School District and other organizations with an interest in tourism.
  - c. Consider the use of an established group to supervise the activities of the tourism entity (e.g., Venture Lititz or the Lititz/Manheim Consortium).
  - d. Consider representation from other regions – Manheim and Ephrata. The ultimate organization may be a North Central Lancaster County Tourism Consortium that builds a program to integrate the tourism attractions of the Manheim – Lititz – Ephrata regions (tour theme)
  - e. Continue to draw from this subcommittee as the core members for the Consortium
- 2. Build the local-level Strategic Tourism Plan around the work of the Lancaster County Planning Commission’s *Heritage Planning Division* and work of the Lancaster County Tourism Development Council**
  - a. The region has an important role to play, not only from the perspective of the local economy, but from the perspective of the County economy.

**Important Ideas in Building a Tourism Approach** (taken from the County’s Tourism Plan)

- ◆ Identify 1<sup>st</sup> tier industries (services to tourists) and 2<sup>nd</sup> tier industries (services to 1<sup>st</sup> tier industries)
- ◆ Tourism is export-oriented
- ◆ Tourists need to feel secure
- ◆ Tourism is dependent on the motor coach industry



Areas of focus important to the Lititz-Warwick Region include family-oriented recreation areas, such as Lititz Springs Park.

- b. The *County's Strategic Tourism Plan* has a direct correlation to the work of the region in developing its tourism program.

(1.) The Tourism Cluster in the County is composed of first-tier (provides goods and services directly to tourists) and second-tier (provides goods and services to the first-tier industries) industries. The focus of any effort to promote tourism should be on these industry segments; however, the region should inventory the existing industry sectors to evaluate, which sectors are present and what is missing. Also, the first-tier industries should be surveyed to determine, which second tier industries are needed. These industries may be so important for the long-term sustainability of the tourism sector that building in community incentives may be a part of attracting the complementary industries to the area.

(i) First-tier are comprised of industries that relate to accommodations, transportation (car rental, rail, taxi, bus), food service, retail trade, entertainment, other (travel and reservation services – internet connections are important).

(ii) Second-tier are comprised of industries that serve the first-tier, including: real estate, management of companies and business services, wholesale trade, food manufacturing, monetary authorities and credit intermediation, miscellaneous services, telecommunications.

(2.) Areas of focus important to the Lititz-Warwick region are cultural tourism (special events or stature in American history), geotourism (sustains or enhances the geographical character of place and attracts a wide array of tourism interest – farmlands, nature trails, outdoor recreation areas, and heritage attractions), family travel (targeting the 3-day holiday weekend packages, and empty-nester (authentic destinations – Moravian cultural features), and then cross promotions and packaging.

- c. Develop a partnership with the Lancaster County Planning Commission's Heritage Planning Division Staff to develop a local-level strategic tourism action plan and develop the Lititz area as a Tourism Destination Area. The local-level effort should address the following County Plan components<sup>3</sup>:

#### Product Development

(1.) Integrate and promote "Hallmark Special Events" – such as, the Spring Antique Show and Sale, Crafts in the Park, Annual Artwalk, Independence Day Parade, 4<sup>th</sup> of July Celebration, Outdoor Art Show, Annual Pretzel Twist Run and 5K Walk, Chocolate Walk, Artisan's Porchwalk, Halloween Parade, Hometown Christmas Weekend, Annual Christmas Tour of Homes, Carol Sing with Trombone Choir, and First Moravian Church Christmas Lovefeast

<sup>3</sup> See the Comprehensive Plan for Lancaster County, Pennsylvania, The Strategic Tourism Development Element, June 2005, for the complete discussion of the strategies, goals and action items.

- (2.) Highlight local activities or businesses that contribute to the following County Program themes and work with the County Heritage Planning Division Staff to develop the information needed to be a part of these programs: thematic automobile, bicycling and walking tours; *Master Crafts Tour*; and *Made in Lancaster County Food Route* (e.g., Wilbur Chocolate and Sturgis Pretzels)
- (3.) Seek funding from the County for development of the Tourism Area
- (4.) Complete an audit of local ordinances to determine if there are existing impediments to the development of the first- and second-tier tourism industries – signage, parking, land use, etc.
- (5.) Compile a listing of agri-tourism and eco-tourism (geotourism) opportunities and develop these opportunities as a part of the region’s tourism plan (the Borough is surrounded by Rural Resource-based areas that are considered Tier 2 Landscapes by the County Plan)

Infrastructure and Mobility

- (6.) Connect to the Manheim, Ephrata and Lancaster Tourism Development Areas through a series of linkages – transit/trolley, trails, and signed roadways
- (7.) Designate parking areas for visitors and motorcoach
- (8.) Work with the County on developing a Facilities and Services Guide for bus drivers
- (9.) Develop a wayfinding program to brand the region
- (10.) Designate scenic byways in the region and submit to the County for inclusion in its Countywide Scenic Byways program
- (11.) Develop brochures which highlight the broad range of local attractions and place in restaurants, motels and inns, businesses, retailers, and the visitor’s center
- (12.) Create a local liaison to the County Tourism Development Council to work with other tourism areas and the County on county-wide actions that will benefit the local effort – e.g., joint ticketing for intermodal services, quality performance standards and product assessment processes, car-free travel guide

Marketing

- (13.) Build the local program around relevant themes espoused in the Lancaster-York Heritage Region: Natural Ways – Lititz Run Watershed efforts; Foodways: From Farm to Table – connects to the development of a Lititz Farmer’s Market; Innovation, Invention & Tradition; and Forging Communities, Cultivating the Land
- (14.) Develop marketing pieces for different audiences – e.g., cultural tourism, geotourism, family travel, and empty-nester, and then cross promotions and packaging



Areas of focus include geotourism and natural areas associated with activities of local environmental organizations.

- (15.) Develop marketing partnerships and link information about the Lititz experience to local, County, Pennsylvania Dutch Convention and Visitors Bureau and State websites
  - (16.) Develop a local cultural heritage educational component for the local school district
    - (i) Consider a cultural tourism/ geotourism club in the Middle and High Schools – partner this club with the Tourism Subcommittee and the Tourism Consortium by including student representation
    - (ii) Develop elementary school tours and programs with club members
    - (iii) Have students become local heritage ambassadors
- 3. Work with County Tourism Task Force to help launch countywide efforts that benefit the local community – e.g., public relations campaign, ambassadors program, Hospitality Center**
- 4. Build the strategic plan and program around local tourism input/interests/priorities.**
- a. Begin by documenting the Lititz Story – review existing literature at the County and local levels
    - (1.) Tell how it contributes to Lancaster County
    - (2.) Tell the story of the Moravian community and its heritage
    - (3.) Use the Lititz Borough 250th year celebration as a spring board for the tourism strategy
    - (4.) Pull in “branding” and industry as part of the story– made in Lancaster County
      - (i) Moravian Church
      - (ii) Wilbur chocolates
      - (iii) Sturgis pretzels
      - (iv) Mills
      - (v) Lititz Spring Park
    - (5.) Focus on authenticity and create guiding principles for tourism development to avoid negative impact and capacity issues
  - b. Develop an out-of-doors component
    - (1.) Farm experience as an opportunity
    - (2.) Fly fishing
    - (3.) Bike/hike trails
    - (4.) Covered bridges



Lititz Borough celebrated its 250th year in 2006 - the activities may be a springboard for the tourism strategy

- (5.) Food route – from farms to roadside stand to market
  - (6.) Landscapes – heritage byways – Creek Road / Warwick Road/ Disston View Drive
- c. Create enough attractions for an overnight stay – bed and breakfast inn experiences
  - d. Continue to promote events and combine with attractions (e.g., bike/running races – eco tourism), expanding on the Idea of drawing people to events and keeping them in the community longer to examine other attractions
  - e. Develop stops for tour buses
  - f. Develop a local bicycle/trail map - ratchet up to include tourist sites as a spin-off of the County mapping and the blow-up on a regional-level map
5. Consider joining with the Ephrata Borough area (designated by the County as a secondary urban tourism development area) and Manheim Borough area (designated as a tertiary area) to develop a North Central Lancaster County Tourism Consortium. As the Primary Area in the expanded region – Lititz would take the lead.

## **Agriculture Preservation as Economic Development**

***The agriculture preservation strategy in the 1999 Plan was part of the Physical Development Initiative. Since the 1999 Plan, significant strides have been made in agriculture land preservation, through the implementation of agricultural conservation easements and the Transferable Development Rights (TDR) Program.<sup>4</sup> This update recognizes agriculture as a major industry in the Region and as such, an expanded approach is being taken beyond physical development, which links agriculture preservation to economic development.***

***The base for this strategy comes from the recommendations of the Blue Ribbon Commission for Agriculture in Lancaster County and the outcomes of the Lititz Warwick***

<sup>4</sup> The TDR program in Warwick Township is unique in the Commonwealth. The Township buys development rights from agriculture property owners (sending areas) and land banks it to sell to developer/property owners in the Campus Industrial Area (CIA) (receiving area -2 acres of agriculture rights translates to more coverage in the CIA).

***Economic Development Community Advisory Committee Workshop.***

**Components:**

- 1. Bring forward the recommendations of the Blue Ribbon Commission for Agriculture (BRC) and implement the following activities at the regional-level as part of a Countywide effort:**

Tax Relief (Local-Level combined with Transfer of Development Rights (TDR) Program

- a. Consider Act 4 of 2005 (amended Act 153 of 1966)<sup>5</sup> option, which allows for the freezing of millage (local, county and school district) on preserved farms (easements) and preserved open spaces (e.g., recharge areas or open space areas in conservation subdivision)<sup>6</sup>.
  - (1.) Make the case for the advantages of the tax relief at the local level. Warwick Township has completed an analysis of its TDR program to show the long-term positive impact of Campus Industrial Area revenue gain compared to the Agriculture Area revenue loss.
  - (2.) Solicit support from all municipalities of the School District. In particular, work with Elizabeth Township on agriculture preservation planning to encourage more agriculture property owners to participate in agriculture easement programs.
- 2. Begin preliminary discussions regarding the expansion of the TDR program into Elizabeth Township and Lititz Borough (regional approach) with the allocation of new sending and receiving areas. The expanded TDR program may consider a link to housing, historic preservation as well as the business element.**
  - a. The housing element would transfer dwelling units from the rural resource areas to areas within the urban growth area, which would allow more density within the urban setting and reduce the housing pressure for development outside or the urban growth area.
  - b. The business element would transfer development rights from the agriculture area into

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<sup>5</sup> Section 7.1 (b) states that: “The board of directors of a school district may, by resolution, exempt the following real property [real property subject to conservation easement] from further millage increase.” (excerpted from the Meeting Notes of the Tax Reform Work Group – Final Report).

<sup>6</sup> Conservation subdivisions are described in the Physical Development Initiative of this Plan.

designated business areas, which provide for a greater intensity of business thus allowing a greater diversity of this economic sector.

Agriculture Economic Development

**3. Support the development of a County-level Agriculture Economic Development Council as described by the BRC – Economic Development Work Group**

- a. Understand the potential for the Council to complete the following tasks: coordinate the implementation of an agriculture financing program (e.g., loans, grants, creative financing and recruitment), manure management program, technology and knowledge transfer, marketing, grant information, business development and innovation, and environmental solutions and education
- b. Ensure a regional representative participates in the development of the Council and is part of Council activities – a liaison to the region

**4. Create a Lititz Warwick Regional Agriculture Task Force to work with the agriculture community and the Agriculture Economic Development Council, if and when it is initiated**

- a. Develop a 2-pronged mission aimed at education and economic development
- b. Develop a regional-level action plan. Consider priorities for each mission area based upon the work of the BRC and input at the Economic Development Community Advisory Committee Workshop
- c. Assign the Agriculture Task Force to resolve regional issues, such as:
  - (1.) Work with the Region’s other economic development groups to develop a Farmer’s Market in Lititz (i.e., *Venture Lititz* and the economic development committee’s subcommittees)
    - (i) Develop the Lititz Market concept as a case study to show the combination of economic development, historic preservation, transportation linkages and tourism
    - (ii) Work with a rail component
  - (2.) Resolve issue of moving farm equipment and recognize competing issues
  - (3.) Continue to keep rural roads rural in prime agricultural areas (e.g., Becker Road and Millway Road) to help resolve cut-through (short-cut) traffic
    - (i) Continue to maintain low speeds on rural roads
    - (ii) Target police enforcement during “harvest” time

**Blue Ribbon Commission for Agriculture**

Educational Priorities:

- ◆ Available tax exemptions
- ◆ Financial planning
- ◆ Agriculture incentives
- ◆ Manure management
- ◆ Product diversification
- ◆ Alternative energy development

Economic Development Priorities:

- ◆ Manure management solutions
- ◆ Technology and knowledge transfer
- ◆ Buy Fresh/Buy Local
- ◆ Agricultural Web Page
- ◆ Traditional and intensive agriculture

(4.) Investigate use of abandoned rail bed as a traditional agriculture link

## Workforce Development Strategy

*This strategy gives special emphasis to the Workforce Component of the Economic Development Organization Strategy. The strategy focuses on a local-level effort with the assistance of the Lancaster Chamber of Business and Industry and the Lititz Manheim Consortium.*

### Component:

1. Recognize that the community's work ethic is an important part of its character
2. Develop a regional level dialog between industry and educational and training facilities
  - a. Bring in as a part of the Lititz Manheim Consortium efforts
  - b. Determine mechanisms to engage all industry - how, when, and who
    - (1.) Continue to reach out to training facility/institution (e.g., Stevens Technical Training, Millersville, Warwick School District {curriculum})
    - (2.) Continue to work with industry in promoting workforce development through college scholarship and internships (college-level)
    - (3.) Continue to broaden the dialog between industry and Warwick School District on the needs of local industry and curriculum design.
3. Recognize the potential contribution of the retirees to work part-time in a professional capacity and encourage educational institutions to offer special programs for this demographic and second or supplemental career development.

## Economic Development Organization - Balanced Regional Economic Approach (umbrella strategy)

*The focus of the strategy is to access the need for an organizational entity or partnership group to pull together the various economic players and initiatives. The mission will be*

### **LCPC Economic Development Specialists/Circuit Riders.**

**Mission:** Provide technical assistance, help with capacity building, and function as adjunct staff.

#### **Current Activity:**

- ◆ On-going relationship with The Region's Economic Development Committee
- ◆ Assistance with the conceptualization and organization of Venture Lititz.

#### **Potential Services:**

- ◆ Assisting with the creation of Economic Development Corporations (EDC)
- ◆ Assisting with land recycling programs as redevelopment occurs -
- ◆ Expediting review processes
- ◆ Utilizing the County's contracts with the National Development Council

*to organize an effort for sustaining the economic well-being of the region and growing compatible, regional economic opportunities. (This effort may or may not lead to a new organization such as an economic development organization, but may explore how the region will connect to and receive services from an existing organization at the County or Sub-County level.)*

**Components:**

1. **Appoint a subcommittee of the Regional Economic Development Committee** to move the strategy forward, explore the components listed below, and determine if a local Economic Development Corporation (EDC) has a better opportunity to tap into funding sources than individuals or an existing organization.
2. **Recognize and delineate special areas of focus for economic development within the region:**
  - a. Downtown Lititz – future activities related to the Downtown will be organized through Venture Lititz (the Borough’s Main Street Organization)
  - b. Other designated business areas within the Borough (see Physical Development Strategies)
  - c. Designated business areas within the Township (Route 501 Corridor, including the Campus Industrial Area – See Physical Development Strategies)
3. **Identify the key County-wide, regional and local agencies** that will contribute to the regional economic approach (see the text boxes that describe County entities that may represent a reasonable starting point. The majority of these organizations and agencies have extensive websites, which provides information regarding services and listings of contacts and other links).
  - a. Work with the **Lititz/Manheim Consortium** (initiated and organized by the Lancaster Chamber of Commerce and Industry) created in May, 2000. The Consortium is comprised of companies organized within a specific geographic location. Members share common needs based on this location. The Consortium members and leaders have indicated a willingness to be a partner in implementation of strategies, which are relevant

**Economic Development Company (EDC) of Lancaster County**

History: the EDC has been active in the County since 1960. It is private, non-profit organization.

Mission: “to enhance the physical and economic well-being of Lancaster County, by bringing together the essential elements affecting modern business – human resources, capital and government – in an environment of responsible and orderly change (taken from the EDC website [www.edclancaster.com](http://www.edclancaster.com),

Potential Services:

- ◆ Connecting to business services that link community partners and entrepreneurial development.
- ◆ Data sharing and analysis
- ◆ Property listings for use by owners and buyers,
- ◆ Connecting to its financial affiliate – the EDC Finance Corporation of Lancaster County

to its mission of sustaining and improving industry and community. (Consortium information is available on the Chamber's website).

b. Partner with regional/local groups that may play a role in supporting a local economic development entity or partnership include:

- ◆ *Venture Lititz*
- ◆ Lititz Retailers Association
- ◆ Service organizations (e.g., Lititz Area Kiwanis Club, Brun-Lex Lions, Lititz AMBUCS Club, Lititz Area JayCeas, Lititz Lioness Club, Lititz Lions Club, Rotary Club of Lititz, Lititz Women of Today, Lititz Woman's Club, Lititz Public Library and Lititz Historical Foundation)
- ◆ Governmental entities
- ◆ Warwick School District
- ◆ Business enterprises

4. Bring the **Commercial District Market Study** by reference into the Region's Comprehensive Plan.

- a. Update the Study regularly and should be expanded to include other areas of the region designated for non-residential development and/or commercial centers. Work with the LCPC Economic Circuit Rider to develop a listing of indicators that should be updated on an annual basis to help the region track progress, change and trends.
- b. Continue to implement the Market Study's five action plan elements:
- (1.) The creation of an Economic Development Office (focus on reinvestment and development of the Borough's tourist trade) – which for the Downtown will be met by *Venture Lititz*. This recommendation begs the question – *Is there a need for an Economic Development Office that will address development and redevelopment of the other areas of the region?* From the perspective of this strategy, the answer is – yes, but whether or not this organization is *Venture Lititz* begs the questions - *Does the region want Venture Lititz to take on this role and can it afford to wait for the Venture Lititz to move in this direction?* Under no conditions would *Venture Lititz* in its infancy be able to or be expected to over extend its current purview; however, it may gravitate to this role in the future.
  - (2.) Completion of a Parking/Traffic Study
  - (3.) Development of a targeted market effort, focusing on populations within two-hours

**The Lancaster Chamber of Commerce and Industry**

History: Dates back to the late 1800's

Mission: To serve its members' collective need and enhance a vibrant business climate for the County

Potential Services:

- ◆ Marketing, sales and advertising tools
- ◆ Workforce tools – providing employee materials, surveys and job fairs
- ◆ Professional development tools – organizing niche and regional groups, the Lititz/Manheim Consortium is the local group (see more information below)
- ◆ Networking events, group discount programs, advocacy, and leadership development

of the Downtown – the “excursion market”  
– again, function of *Venture Lititz*

- (4.) Development of a mixed-use center, centrally located to provide walking distances to Downtown shops, offices, and services no longer than ¼ mile. The action plan recommends:
  - (i) A collaborative effort (facilitated by *Venture Lititz*) to include government (State, County and local) and private entities
  - (ii) Development of multimodal center – bus, car, transit, buggies, etc., with potential for a trolley/rail (excursion train – linking towns)
- (5.) Recruitment of a unique attraction into the Mixed-Use Center (an activity that pulls in the heritage of the community) and other attractions – farmers’ market, entertainment, retail, and small offices

**5. Work with the LCPC Economic Specialist to develop a correlating piece for the other areas of the region and action strategies.** Elements would include:

- a. Develop a market strategy, based on the following study elements: existing economic base, potential economic impact of targeted segment, workforce/labor market capacity, available local resources and state/regional targets (much of this information is in the Downtown study, but needs to be updated and groomed for the greater region). Information should be readily available from the County’s EDC, LCPC, and other data/statistical sources
  - (1.) Conform the study with the future land use scenario presented in this Plan’s Physical Development Initiative
  - (2.) Identify target markets (clusters) in the County and complementary industries to existing local enterprises (clusters) – one consideration for the Campus Industrial Area is health-based services, other consideration may be the bio-tech industry to complement the pharmaceutical establishments, agriculture-support industries, and the communications/entertainment industry.
  - (3.) Target industry, which provide moderate- to high-pay scale and offers a living wage
- b. Stakeholder support – work with the commercial property owners to prepare a searchable, GIS parcel-based inventory of business activities in the region and link this into the Economic Development Company of Lancaster County’s property listing database. The database provides a quick link to available properties for both sellers and buyers.
- c. Study the organization structure needed to provide the following services:

**The Lititz Central Business District Parking Study 2005 by LHarper and Associates**

Implementation strategy, which includes the following elements:

- ◆ Accommodate shared parking and work with property owners on shared parking alternatives
- ◆ Work toward the redesign of existing parking lots to manage access and increase parking accommodation
- ◆ Review parking time limits and make adjustments, as appropriate
- ◆ Work with merchants to promote shared parking, parking locations for both
- ◆ Develop a public parking, signage program
- ◆ Review and ensure pedestrian and vehicular ease of access and safety
- ◆ Identify locations for the addition of on-street handicapped parking
- ◆ Continue to explore travel demand management (car pooling, reduction of employee parking in the downtown)
- ◆ Locate bus parking area, with signage and promotion to industry and businesses

- (1.) Promotion – development strategies for target marketing, identifying key messages, channels for communication, and marketing materials
- (2.) Workforce development and retention – linking not only to existing economic development organizations but to secondary schools and institutions of higher education
- (3.) Funding for both recruitment and financing projects
- (4.) Infrastructure coordination – this consideration goes beyond utilities (water, wastewater and solid waste management) and includes communication/promotion networks, air quality, distribution networks, etc.

**6. Develop an approach, based on the information gleaned from the above activities, for providing a mechanism to secure a regional economic development presence.** High priorities for the regional entity or effort should include strategy development around these themes:

- a. The listing of the steps needed to implement the regional approach, with the inclusion of the school district and all municipalities of the district
  - b. A listing of the next generation industries to attract
  - c. An infrastructure development plan to sustain existing industry
  - d. A retention and workforce development strategy (see Workforce Strategy below)
  - e. A strategy to encourage independent business promotions of agriculture-support and mid-level organizations
7. Present the approach to the community for a public review process
8. Based on favorable review or a revised program, adopt the approach as a part of a revised Comprehensive Plan element and move forward over the next 10-year period

ACTION PLAN  
ECONOMIC DEVELOPMENT INITIATIVE

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
	Main Street Program	H	Lititz Borough Council	Support mission of Venture Lititz	ED2	Economic Development Committee	Venture Lititz will have access to funding and resources as part of the Downtown Center affiliate and Main Street partner	PA Downtown Center and DCED Economic Development Grants	
	Historic Preservation Strategy	H	Economic Development Committee	Appoint a subcommittee devoted to historic preservation	ED3	Economic Development Committee	no cost	n/a	
		H	Historic Subcommittee	Historic Structure Inventory		Historic Subcommittee	Cost for a consultant to coordinate the activity - \$5,000 to \$10,000	Pennsylvania Historic and Museum Commission (PHMC)	
		H	Historic Subcommittee	Historic Preservation Policy		Historic Subcommittee	Work with consultant/ LCPC/ PHMC	PHMC / LCPC	

**ACTION PLAN  
ECONOMIC DEVELOPMENT INITIATIVE**

<b>POLICY PLAN REFERENCE</b>									
<b>START DATE</b>	<b>STRATEGY</b>	<b>PRIORITY</b>	<b>STRATEGY INITIATION</b>	<b>BENCHMARK ACTIVITIES</b>	<b>PAGE NUMBER</b>	<b>PRIMARY IMPLEMENTATION RESPONSIBILITY</b>	<b>PRELIMINARY COST ESTIMATE</b>	<b>POTENTIAL FUNDING SOURCES</b>	<b>COMPLETION DATE</b>
	<b>Regional Tourism Consortium and Regional Tourism Strategic Plan</b>	<b>M</b>	<b>Economic Development Committee</b>	<b>Tourism Subcommittee</b>	<b>ED5</b>	<b>Economic Development Committee</b>	<b>no cost</b>	<b>n/a</b>	
		<b>H</b>	<b>Tourism Subcommittee</b>	<b>Strategic Tourism Plan</b>		<b>Tourism Subcommittee</b>	<b>Work with LCPC</b>	<b>LCPC implementation grant</b>	
	<b>Agriculture Preservation as Economic Development</b>	<b>H</b>	<b>Economic Development Committee</b>	<b>TDR expansion discussion</b>	<b>ED10</b>	<b>Managers</b>	<b>no cost</b>	<b>n/a</b>	
		<b>M</b>	<b>Economic Development Committee</b>	<b>Lititz Warwick Regional Agriculture Task Force</b>		<b>Managers</b>	<b>no cost</b>	<b>n/a</b>	

ACTION PLAN  
ECONOMIC DEVELOPMENT INITIATIVE

POLICY PLAN REFERENCE									
START DATE	STRATEGY	PRIORITY	STRATEGY INITIATION	BENCHMARK ACTIVITIES	PAGE NUMBER	PRIMARY IMPLEMENTATION RESPONSIBILITY	PRELIMINARY COST ESTIMATE	POTENTIAL FUNDING SOURCES	COMPLETION DATE
		M	Lititz Warwick Regional Agriculture Task Force	Region-level Action Plan		Lititz Warwick Regional Agriculture Task Force	minimal cost	General Funds	
	Workforce Development Strategy	H	Lititz-Manheim Consortium	Discussion between industry, educational, and training facilities	ED13	Lititz-Manheim Consortium	no cost	n/a	
	Economic Development Organization	L	Economic Develop Committee	Explore the idea of a economic development corporation	ED13	Exploration subcommittee	no cost	n/a	
		L	Exploration Subcommittee	Develop a market strategy beyond the Downtown		Exploration subcommittee	Use services of the LCPC Circuit Rider for consultation	LCPC Implementation Funding	

## **Public Affairs Plan**

The Township and the Borough should strive during the next 5 years to continue to enhance communications with the public in order to expedite processes, inform regarding important issues, ensure more cooperative action and promote harmony. The Public Affairs Plan provides ways to reach these expectations.

The focus of this plan is to develop a multi-faceted public relations program as the basis for educating, promoting activities and celebrating accomplishments in meeting the 2010 objectives and strategies for growth management, economic development, infrastructure, the environment, community service, volunteerism, and other objectives.

## Components:

1. **Know the importance of and own the Public Affairs Plan.** The most important elements for any public affairs plan to be effective including buy-in, e.g. from supervisors and borough council, as well as ownership. Having specific individuals and/or a group responsible for public affairs is necessary to ensure accountability and dedication to the tasks. Having the Regional Coordinating Committee charged with public affairs/outreach should be considered; however, everyone involved should have some sensitivity to the needs for and tools to achieve positive public affairs results.
  
2. **The basic concepts:**
  - a. **Ask the right questions.** There is an age-old guideline in the media business that says you should address who, what, when, where, why and how. This is an excellent guideline to follow when developing community outreach and information plans, programs and activities. Ask **what** is going on and **what** is the impact? **Why** does the community care? **Who** needs to know? **How** should we tell them? **When** should activities be timed? **Where** do we hold events or provide information? Correctly answering these questions is the simple key to good public affairs.
  - b. **Keep it simple.** Today, people are overwhelmed with information. Make information and ways to participate as simple as possible, while providing a way for those interested in the detail to get it (e.g., a brief item in the newsletter with more detail on the web site or in a report available at the municipal offices). Information should be as simple, attractive, colorful, and eye catching as possible to break through the clutter of noise and information.
  - c. **Have realistic expectations about interest and participation.** People often will not be interested in planning-related activities unless they perceive a direct impact on their interests. Residents, taxpayers, businesses, the media or other audiences generally are more likely to show interest in controversy than when things are operating smoothly. People also may be resistant to change, unless they readily perceive benefits.
  - d. **Consider the changes in modern communications, including the different ways that different age or economic groups communicate or receive information.** The younger audience is less likely to read a newspaper or to have a land line phone, but is more likely to visit a Web site. While many of us rely on our computers, others still do not have access to a computer or know how to use one. These factors present a greater challenge in reaching out to the community today than even a decade ago.
  - e. **Evaluate each outreach project to learn from the experiences to enhance future efforts.**
  
3. **Primary Tools.** On each issue, the region should attempt to match the best outreach channels and methods to your messages so that you use the most appropriate tools. The primary tools for community outreach and objectives, such as promoting tourism and economic development, are:

- a. Web sites and links
- b. News releases
- c. Media contacts and interviews
- d. Op-ed pieces and letters to the editor
- e. Letters
- f. Newsletters
- g. Cable television messages
- h. Direct marketing, direct mailings or insertions in mailings such as sewer or water bills
- i. Open houses and other public meetings
- j. Signs, including posters, dynamic messaging and billboards
- k. Brochures, maps and fact sheets
- l. Phone contacts
- m. Research, including focus groups and surveys
- n. Paid advertising (e.g., legal, Web banner, newspaper, radio, and sponsorship)

#### 4. General Strategy Ideas:

- a. **Consider creating a task force of the Regional Coordinating Committee** to develop and execute a public affairs plan and to provide support on other communications efforts. This group can identify community outreach priorities and put together a 5 year-plan for them and incorporate the plan with what already is being accomplished. One of the first steps in the plan is to identify current resources and activities.
- b. **Consider whether to secure the services of a professional consultant to provide support and technical assistance**, which can include development of outreach materials as well as advice on various techniques, from meeting planning to media relations.
- c. **Consider a goal of creating a toolbox of public affairs resources that can be used by the regional partners**, including the Township, the Borough, the School District and entities such as Venture Lititz, WESA, and other organizations.
- d. **Create and keep updated a key contact list**, which would include important stakeholders and interest groups. These include the private sector employers, government elected and appointed officials, community groups (from the chamber to the garden clubs), services providers (especially utilities, health care, transit, emergency), media outlets, and community leaders. Such a list will be useful in a variety of ways, including distributing information, soliciting input and encouraging participation. Include email and phone numbers.
- e. **Identify key messages.** For each priority issue, whether it is the comprehensive plan or improving water quality, identify the key messages and talking points. Ensure consistency in message dissemination.
- f. **Create a media relations plan for each significant activity and develop general guidelines for media relations.**
  - (1.) Develop a format for news releases and create (if not available through a consultant) a media (electronic and print) distribution list.
  - (2.) For each activity, consider what media will have an interest – e.g. very local only or something of interest to the regional business newspapers, radio or television – and establish timing for media activities that are sensitive to various deadlines and media needs.

- (3.) Ensure there is briefing and preparation, with agreed upon talking points, prior to any media interaction.
- g. Actively promote use of the current regional logo or update the logo and promote the revision,** to encourage a uniformity of look.
- h. Consider whether to offer media relations/community relations training** to community leaders and groups.
- i. Use temporary messages and signing.**
- (1.) Identify public and private places/sites where information is or could be readily distributed, e.g. in flyer, poster or pamphlet form. Focus on places where people congregate or with high foot traffic. Ideas include coffee shops, markets, retail stores, recreational areas, houses of worship, schools, municipal offices, and the Library.
- (2.) Identify what type of display is available or may be required – sign board or rack for brochures or maps.
- (3.) Determine what types of displays will be useful during the 5-year period, and consider whether to invest in items such as sign holders or display racks for community outreach.
- j. Use long-term signage.**
- (1.) Consider where more permanent signage, including dynamic message boards, would be useful for way-finding and other plan objectives, including welcoming messages or promoting activities. More permanent signs can be placed along the roadway to: welcome visitors, market Web sites, ask for volunteers, post announcements and announce meetings.
- (2.) Communicate clearly, with font size sufficient to be read at the distance and speed of the passerby, whether driving or walking.
- k. Consider developing a regional newsletter.** The Township and Borough are fortunate to have the list of their most important audiences, residents and taxpayers – which is a marketers dream! Direct mailings, in the form of newsletters, brochures, maps, surveys and fact sheets can be very effective and efficient in terms of “cost per reach” (the cost to reach each target individual with the message). Postage costs are offset by the ability to hone in only on the desired audience members.
- l. Consider sponsorships of the newsletter or parts of Web sites to help offset costs.** For example, while it would *not* be appropriate to sponsor council meeting minutes, it can be okay to secure sponsorship for items such as community calendars or recreational opportunity postings on the Web or pages in the newsletter or on maps. Consider sponsorships with coupons to encourage readership and cross marketing of local merchants and products.
- m. Set some basic standards and a system of review for outreach materials.**
- (1.) Ensure the newsletters, letters and other materials distributed are effective graphically and readable as well as accurate and simple.
- (2.) Ensure all materials should be written and presented in a manner that is easy to read and comprehend for the majority of constituents, i.e., consideration must be given to suitable type fonts and layout, as well as language that accurately and concisely conveys information in layman’s terms, i.e., well edited.

**n. Have a plan for using existing Web sites and identify where expansions will be needed or useful.**

- (1.) Ensure the sites are updated, interesting and informative with easy navigation and clearly delineated areas for activities, e.g. recreation, planning or safety.
- (2.) Understand that sites can be visited by tourists, potential investors, and a variety of other interested parties, as well as residents, consider the image presented to those audiences and ways to be responsive to Web visitors' needs.
- (3.) Identify someone who has the site as his or her priority.
- (4.) Identify links to other sites, but do not over do links, since each is an opportunity to leave your site with no guarantee of return.

**o. Plan open houses on issues of major interest.**

- (1.) Schedule these events as near as possible to the area affected, e.g. villages, and ensure they are large enough to accommodate attendees.
- (2.) Consider the broad range of needs of meeting participants, from disabilities to the need for child care, or for daytime as well as evening sessions for some workers or families.
- (3.) Link in with other ongoing activities, such a Girl Scout cookie sales or sport team car washes, to provide refreshments and community fund raising opportunities.
- (4.) Ensure displays and handouts are readable and informative.

**5. Specific ideas for planned activities.** The following represent examples of how these public affairs principles may be applied to specific ideas that are flowing out of the 5-year Plan Update. Other public affairs opportunities will evolve as the action plan is completed.

**a. Congestion reduction:**

- (1.) Set up a meeting or meetings (day and evening), possibly partnering with the Lititz/Manheim consortium, for regional employers (private and public) and commuters for a presentation by Commuter Services of South Central Pennsylvania (the operational arm of the Susquehanna Regional Transportation Partnership) and representatives of SRTP Board (which includes Red Rose Transit, the Lancaster Chamber of Business & Industry and the Lancaster MPO) to promote the full range of options to single occupancy vehicle commuting.
- (2.) Link to the Commuter Services Web site, [www.PaCommuterServices.com](http://www.PaCommuterServices.com), and include the site address in newsletters and other communications on transportation issues.
- (3.) Make Commuter Services ridesharing information (e.g. brochures) available at community events and at public places.

**b. Pedestrian safety:**

- (1.) Include pedestrian safety tips in newsletters and in other public areas.

(2.) Consider presentations at schools and adult communities.

(3.) Handout or post information where pedestrians are.

**c. Transit promotion:**

(1.) Cooperate with Red Rose on stop sites and park 'n ride lots.

(2.) Consider joint events, e.g. opening a new park 'n ride lot or creating a new stop.

(3.) Make schedules available at public sites.

**d. Water quality:**

(1.) Tap interested groups, such as watershed organizations, for joint ways to educate the public on the importance of safe drinking water and sewage systems.

(2.) Consider getting groups together to co-sponsor a workshop, open house or other activity.

**e. Tourism:**

(1.) Identify tourist destinations and from where the tourists are coming to identify ways to reach them and promote additional and longer visits as well as opportunities for cross marketing. For example, work with the motor coach industry to provide coach traveler information, e.g. walkable destinations.

(2.) Plan for promotion of recurring and special events, from the art show to the Halloween parade, including joint advertising, media relations and calendar information.

(3.) Create brochures highlighting local attractions with maps; identify marketing radius and locations to display, e.g. Turnpike stops, other visitors' centers, antique shops, and other tourism destinations.

(4.) Add a visitors page to the Web site with how to get around and what "a day in" visiting in the region might include.

(5.) Identify resources, such as local histories, that would appeal to tourists and create list of resources.

(6.) Identify tourism partners (organizations) and stakeholders (e.g. retailers and destinations), explore and encourage joint marketing opportunities, such as inclusion of Web site, banner ads, joint promotional material, sites to display materials. Identify media in which to promote tourism opportunities, e.g. Harrisburg Magazine, and provide support for articles.

**f. Economic development:**

- (1.) Identify economic development partners, e.g. Lancaster Chamber and the Lititz/Manheim consortium, to determine joint promotional opportunities or needs.
- (2.) Work with other organizations to promote training opportunities/workforce development through newsletter, Web site, and news articles.
- (3.) Ensure the Web site has an “investment” section for potential investors.

**g. Parking options:** Work with merchants to promote shared parking in Lititz and locations and to market visitor parking and communicate options.

**h. WESA:**

- (1.) Include fire tips on Web sites and “how to be a volunteer” in newsletters.
- (2.) Consider “fire safety” day that would demonstrate safety tips and spotlight volunteers; have volunteer booth to sign up recruits and to solicit donations.
- (3.) Work with WESA and other organizations to bring fire safety (elementary level) and recruitment messages (high school) into the schools. Create a Powerpoint presentation, with animation and music, which can be taken into schools and to community or public events to promote volunteerism and fire safety.
- (4.) Post “be safe and participate” posters in the community.
- (5.) Continue honoring volunteers; submit photos and brief items to the Lancaster newspapers; when appropriate solicit television news coverage.
- (6.) Link with events, such as daylight savings time and other national or state-wide events, to remind people to check smoke detectors.
- (7.) Distribute the emergency management plan with the newsletters to ensure receipt by all residents; be sure to include apartment, senior living and other facilities.

**i. One-stop approach to recreation:**

- (1.) Ensure there is an effective, joint Web site highlighting community activities including a calendar, trail map, library activities, cultural opportunities, special activities for various age groups, and ways to participate. Consider some appropriate advertising, e.g. sponsorship of a section such as culture. The site must be updated regularly so information is timely. Cross market the site through publications, other Web sites and other communications. Encourage links to the site by community organizations, and link to their sites.
- (2.) Identify ways to “give a lift,” and link people with transportation, such as carpools to cultural events.

(3.) Distribute other materials, such as flyers or posters, especially where audiences are not likely to use the Web (e.g. older adults).

**j. Physical development strategies:**

(1.) Provide information on the web site and in newsletters, news releases, media contacts and letters to residents and taxpayers regarding implementation activities; develop fact sheets outlining issues and impacts in relation to any changes; post fact sheet on Township or Borough Web site.

(2.) Make advance notice to affected property owners under the “no surprise” rule to avoid potential controversy.

(3.) Continue to encourage newspaper feature stories on villages and studies.

(4.) Ensure effective public open houses or meetings on topics that are of broad interest or concern.

(5.) Have local, mini-meetings with affected residents and businesses, e.g. in the villages or planning areas.

**k. Environmental Advisory Committee:** If an Environmental Advisory Committee is established, ensure that it has marketing and public affairs plan to link back to regional activities related to environmental issues and to clearly define its role in the overall plan.