

JOINT
COMPREHENSIVE
PLAN UPDATE
ELIZABETH TOWNSHIP
WARWICK TOWNSHIP
LITITZ BOROUGH
2017

Joint Strategic Comprehensive Plan

2012 Update

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PLAN UPDATE
ELIZABETH TOWNSHIP
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2017

IMPACT 2017 Steering Committee

Adoption pending:

Elizabeth Township May 13, 2013

Lititz Borough May 28, 2013

Warwick Township May 15, 2013

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Dedication

On behalf of Elizabeth Township, Lititz Borough and Warwick Township, we would like to acknowledge all the participants of the IMPACT 2017 update. Your efforts this past year have been recognized and appreciated by members of this community. Each individual has served a critical role in providing ideas and insights to benefit our community as a whole. By continuing to work together we will move forward in new ways and will foster a better appreciation for all that connects and serves the Lititz region. The cooperation between each and every stakeholder has made this community a sustainable, livable and working environment for our generation and those to come. Without the continual dedication of our volunteers, the goals and objectives outlined in our comprehensive plan would not be possible to achieve. Thank you for your commitment to this region and your community.

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IMPACT 2017 is a regional plan that involves the three municipalities of Elizabeth Township, Lititz Borough and Warwick Township. The differing nature, complexity, and intensity of land use within the boundaries of each municipality will allow for accelerated implementation in some cases and more moderate paced implementation in others. As such, Elizabeth Township may extend the implementation of the following IMPACT 2017 goals and strategies to 2022, as they feel necessary.

I. Overview of Planning Process

IMPACT 2017 captures this region's vision for the next five to ten years and outlines a series of Strategies, prompting the participating communities to continue to work toward achieving a shared future. This vision of the future is not influenced by elected officials alone, but has been shaped through the joint efforts of the volunteer Steering Committee made-up of many of the region's stakeholders.

The first Strategic Comprehensive Plan for the "Warwick Region" was adopted in 1999 through the joint efforts of Lititz Borough and Warwick Township; this initial regional plan was subsequently updated in 2005. Now, in its second update, IMPACT 2017 truly embodies the footprint of the Warwick School District (an essential planning partner and stakeholder), now that Elizabeth Township has joined with Lititz Borough and Warwick Township in this planning effort. Although Elizabeth Township last adopted its own Comprehensive Plan in 2003, it has long been an essential partner, working with Warwick Township and Lititz Borough on initiatives of regional importance.

IMPACT 2017 is a unique Strategic Comprehensive Plan in the sense that it draws three, very different municipalities together with common goals in mind. From the rural landscape of Elizabeth Township, through the rural, suburban, and village urbanity of Warwick Township, to the charming vibrancy of Lititz Borough, each community is unique. What they share, however, are common issues and concerns that are not restricted to municipal boundaries, but affect each other and the region as a whole. By thinking strategically and planning regionally, the communities of this region are able to combine resources, manpower and ideas that, pursued alone, would not otherwise be possible.

Regarding the above-mentioned Steering Committee, over 50 members made-up the committee with partners ranging from the three municipalities, to the Warwick School District, to primary employers including all fields of interest (retailers, healthcare providers, agricultural, design, industry, housing, retirement), to community volunteers and at-large representatives. Steering Committee meetings were held at various locations around the region, generously hosted by community partners. The meeting schedule included:

- May 17 Kickoff
- June 15 Review of regional census and demographic data
- July 19 Residential growth
- Aug 16 Sustainability issues
- Sept 20 Economic development
- Oct 18 Infrastructure and transportation
- Nov 15 Discussion of five year objectives

In an effort to provide increased outreach to community residents and to gather feedback, a Facebook account was created for IMPACT 2017. As well, monthly articles about the planning process were published in the Lititz Record Express. Meeting minutes and other various documents were posted on the municipalities' websites as well as the Facebook page.

As the Steering Committee took inventory and analyzed the challenges that lie ahead, particular goals and strategies came to light. As a regional planning initiative, the Steering Committee's vision focused less on individual municipalities and more on how the region can grow, support itself, and sustain the quality of life enjoyed by its residents. Meanwhile, it is recognized that the communities and region face substantial hurdles including increased federal and state regulations, continued maintenance of our infrastructure and community services and the reduced availability of funding support and grants-in-aid.

While no one can predict, with certainty, what the future holds, through studies on economic distribution, demographic/census data and various trends, the Steering Committee has realistically thought about what the region will look like in a few short years. Consequently, each Steering Committee meeting focused on a new topic, but continued to build upon previous meetings and discussions. As conversations took place, major themes began to present themselves. As a result, the Plan is focused in five different categories:

- Housing and Development
- Built and Natural Infrastructure
- Community Services and Quality of Life
- Economic Development
- Education and Outreach

It is important to note that a sixth category, Sustainability, was originally thought to be its own, separate category. However, on closer inspection, it became apparent that sustainability has over-arching influence on all of the above-listed categories. Therefore, threads of sustainability are woven throughout the fabric of this plan.

Like the rich heritage of planning that is embodied in Elizabeth Township's 2003 Comprehensive Plan and in the 1999 Lititz/Warwick Joint Strategic Comprehensive Plan and its 2005 update, IMPACT 2017 benefits from the cooperative spirit of all three municipalities that are now joined in this effort. Nor would IMPACT 2017 have been accomplished without the dedicated service of the members of the Steering Committee. These municipal leaders and community stakeholders are commended and thanked for their dedication to the task of planning for this region's preferred future.

With renewed commitment toward preservation of community character, balanced planning and increased community involvement, the work of continuing to implement that preferred and shared future is now at-hand!

As we once again update this region's Joint Strategic Comprehensive Plan (including, as a new partner, Elizabeth Township), it is important to recall the Goals and Objectives that have been a hallmark of this Plan Process since its inception in 1999.

To ensure the planning process leads to achievable outcomes and measurable results, where possible.

- Turn recommendations into actions and provide evidence routinely of plan follow through by elected officials, appointed officials and community planners
- Provide opportunities for the public to commit to the process
- Develop strategies and actions, which are real and doable and not ethereal and philosophical
- Develop a planning process which overall maintains or improves the quality of life and the community's character
- Focus the planning process on regional cooperation and coordination

II. 2017 Goals and Strategies

Based on the above-described planning process, the communities have identified the following goals (in bold) and strategies to be undertaken within the next five to ten years.

It is important to note that, in undertaking the below strategies, the municipalities and stakeholders within the region are encouraged to continue to work cooperatively toward achieving the community's goals and strategies. The Steering Committee for this Strategic Plan Update believes that it is important that the cooperation that already exists within this region, by way of various "Coordinating Committees" should continue.

A. HOUSING/DEVELOPMENT

Development is inevitable as our region continues to grow and evolve. The goal of this strategic plan is not to restrict or impede this growth and evolution but to inspire creative and viable approaches to strengthening and maintaining its existing community fabric. An important factor in the residential outlook is the demographic constitution of the region which reflects an aging population. Additionally, strategies will relate to multi-generational living, historic housing stock, and recognition that a continuum of housing, accommodating the needs of all age groups and economic strata, is an asset to the community and its diverse economy. These strategies will strengthen the existing residential and developed fabric of the region.

1. Encourage mixed-use development¹ that meets market demands.

- a. Evaluate and update zoning ordinances to promote mixed-use including a mix of retail and dining options, opportunities for employment, and residential/housing for a wide demographic, including people of all ages and stages of life
- b. Evaluate and update zoning ordinances to promote a mix of housing by type, price, and tenure²
- c. Create incentives, identified by and appropriate to each municipality, that encourage developers to provide a range of housing types and price
- d. Consider aesthetically pleasing, mixed-use development in Designated Growth Areas³ by the use of higher-density⁴ and low-impact⁵ development, so that surrounding resources and rural landscapes will be protected

- 2. Continue to strive for increased development densities within designated growth areas, matching to/coinciding with available infrastructure.**
 - a. Complete infrastructure capacity analyses within the region (including but not limited to water, wastewater, transportation, stormwater and energy)
 - b. Where supported by infrastructure capacity analyses, encourage higher-density development within the region's Designated Growth Areas that strive for an average density consistent with the County's Growth Management Plan (Balance)
 - c. Encourage accessory housing as a means of enabling increased density within designated growth areas
- 3. Encourage reinvestment/redevelopment and remove barriers in the way.**
 - a. Create incentives, identified by and appropriate to each municipality, for the adaptive re-use of older homes and historic properties
 - b. Recognize reinvestment/redevelopment as a tool for attracting "empty nesters" at both ends of the age spectrum
 - c. Inventory vacant and underutilized buildings and properties
 - d. Advocate for more-flexible redevelopment building codes, including the "Existing Building" portion of the Uniform Construction Code (UCC)
 - e. Identify, then seek to remove the impediments that frustrate efforts at reinvestment and redevelopment (including, but not limited to, education/training, financing, regulatory, and environmental concerns)
 - f. Promote reinvestment/redevelopment to for-profit and not-for-profit developers, entrepreneurs and investors
 - g. Consider changes to lot coverage and parking regulations (number of spaces required, location and sharing of parking, and the use of public, structured parking) that would incentivize redevelopment and reinvestment
- 4. Continue to balance new development activities with natural, historic, and cultural resource conservation⁶.**
 - a. Work regionally to protect and prioritize valued natural, historic, cultural, and passive recreation resources within the region for conservation purposes
 - b. Undertake, continue, and/or complete natural, historic, and cultural resource inventories
 - c. Prioritize those natural, historic, and cultural resources within the region for preservation purposes
 - d. Use incentives and requirements as necessary to protect valued resources and community character
 - e. Build a comprehensive historic preservation strategy to improve local preservation guidelines and standards that meet State/National mandated requirements and County goals
- 5. Provide safe and affordable housing opportunities for all those that live and work in the region, and any future residents.**

- a. Encourage infill and redevelopment as two, of many, ways to achieve housing affordability
- b. Encourage accessory housing⁷ as a means of facilitating affordable housing
- c. Integrate affordable housing within the residential fabric of the region
- d. Consider incentivizing affordable housing development activities through zoning, subdivision/land development ordinances and other economic incentives
- e. Explore opportunities to promote multi-generational⁸ and non-family⁹ housing

6. Encourage green¹⁰ building techniques within new and existing developed areas.

- a. Create green-building checklists to help homeowners and business owners understand and incorporate such practices
- b. Consider incentives, identified by and appropriate to each municipality, for the use of green-building and sustainable construction and practices

7. Explore the use of regional Transferable Development Rights (TDRs)¹¹.

- a. Consider a framework in which agricultural, natural, and historic resources within the region are sending areas¹² and existing and/or planned urbanized lands within the region are receiving areas¹³
- b. Explore the option of utilizing TDRs for historic preservation and higher density particularly in Lititz Borough
- c. Elizabeth and Warwick Township should work together to expand the scope of Warwick Township's existing TDR program

8. Promote walkable communities.

- a. Consider requiring sidewalks within new community designs, especially within Urban Growth Areas¹⁴
- b. Within Urban Growth Areas, consider retrofitting older neighborhoods with sidewalks, or trail systems in lieu of sidewalks

9. Encourage a high level of property maintenance within the region.

- a. Maintain existing structures via property maintenance code enforcement
- b. Maintain rental properties through property inspection programs
- c. Prohibit demolition by neglect

B. BUILT AND NATURAL INFRASTRUCTURE

Infrastructure is typically perceived as physical supporting elements such as underground pipes and overhead wires; however, within our region, our infrastructure goes well beyond those traditional elements. Natural infrastructure includes our watersheds and their associated water courses, the Pennsylvania Highlands region, our forest land, our agrarian open space, and our wildlife resources. These features coexist with a variety of important built elements including utilities, roads, transportation systems, agricultural uses, historic architecture, sidewalks, and trails. The strategies developed below will retain/maintain, protect,

preserve, and promote management of these infrastructure components within the region.

1. **Re-examine 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.**
 - a. 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. Continue to ratchet up the effort for identified opportunity areas and to identify new areas (e.g., freight station, north side of Main Street, rail area, Brickerville Village Growth Area¹⁵)
 - c. Continue to work with infrastructure providers to assure that infrastructure keeps pace with community and economic development
 - d. The region's municipalities should review and update their Act 537 Plan

2. **To coordinate land use and transportation planning for the safe, efficient, and convenient movement of people and goods.**
 - a. Coordinate future land use and roadway functions to maximize efficient use of the region's existing major roads
 - b. Coordinate existing roadway functions with appropriate design standards
 - c. Coordinate future road improvements with projected roadway functions and adjoining planned land uses
 - d. Assure that future developments provide for proper access designs and locations that minimize traffic congestion and safety problems
 - e. Identify State and Township roads requiring horizontal and vertical realignment and intersections which could be improved in the region
 - f. Review and, if necessary, adjust road design or use to minimize traffic congestion and improve safety

3. **Continue to develop and promote alternative and multi-modal transportation choices.**
 - a. Support continued local and regional trail development, as a low-cost means of recreation and alternative transportation
 - b. Bolster the region's ties to mass transit and intermodal connections through:
 1. linking to nearby employment, shopping, and recreational opportunities
 2. linking to the City of Lancaster and surrounding Boroughs
 3. linking to air and rail (both passenger and freight) service
 4. the creation of park/ride lots
 5. retaining and enhancing bus service on Red Rose Transit Authority's (RRTA) Route 10, improving each of RRTA's bus stops to a common level of service that encourages the use of mass transit, and encouraging pay-as-you're-able fares or fares that are subsidized by local employers

- 6. continuing to build the transportation network with the addition of intermodal connections: park and ride lots, transit stops, trails, and bus routes
 - c. Continue with efforts to eliminate freight rail service east of Route 501 and consequently seek re-use of existing freight station as rail-to-trail related amenity
 - d. Continue the implementation and connectivity of human-scale transportation systems including sidewalks, trails, bikeways, and greenways
 - e. Continue to address the transportation needs of a diverse agricultural economy including the movement of implements from field-to-field and farm-to-farm and produce to market
 - f. Continue to address the unique needs of the Amish community's mobility
- 4. Develop a sub-regional transit system.**
- a. Expand RRTA's service by creating a sub-regional bus service serving Brickerville, the region's employment centers, the region's senior living campuses, and the region's restaurants, retail, and entertainment destinations (consider this service as a possible off-shoot and/or replacement of each retirement community's bus/van service)
 - b. Coordinate with RRTA to help promote transit routes and ridership and encourage employers to participate in the Susquehanna Regional Transportation Partnership Programs
- 5. Reduce traffic congestion in the region's borough and villages without negatively impacting the transport of goods and services to and from the region.**
- a. 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
 - b. Implement the Route 772 Relocation Feasibility Study to move study recommendations forward
- 6. Continue to maintain existing built infrastructure, coordinating infrastructure with land use.**
- a. Continue to assess and maintain the region's infrastructure (including but not limited to water, wastewater, transportation, stormwater and energy) through inspection programs and prioritize funding for improvements in low and moderate income areas
 - b. Maintain the utilization of on-lot water supply and on-lot sewage disposal systems throughout Elizabeth Township
 - c. Encourage cooperation and coordination among providers of public facilities and services

- d. Consider establishing a regional fund for stormwater management facilities maintenance

7. Continue to promote the conservation of infrastructure needs, while promoting the development and use of clean energy within the region.

- a. Promote practical means of conserving water and energy, recognizing the multiple benefits of environmental efficiency and economic savings
- b. Encourage the development and use of solar, geothermal and/or wind energy by adopting permissive renewable systems ordinances
- c. Consider amending Subdivision and Land Development Ordinances (SALDOs) to require, to the greatest extent possible, orientation of homes for maximum solar gain, and encourage south-facing roofs whenever possible
- d. Consider encouraging energy audits that could significantly reduce energy use in the region, while reducing costs
- e. Consider developing incentives that encourage and promote “green” or energy or water-efficient construction (such as LEED- or Energy Star-certified buildings)

8. Continue to lead the way in green infrastructure and environmental planning.

- a. Continue to strive for full MS4¹⁶ compliance
- b. Continue to expand efforts in natural restoration
- c. Promote the preservation¹⁷ of woodlands and the expansion of tree canopy/coverage, particularly along the region’s creeks and streams
- d. Encourage the “greening” of large lots held in private, public, and quasi-public ownership
- e. Consider developing a regional Green Infrastructure Plan
- f. Simple, low-cost initiatives should be undertaken regarding water quality, such as a rain-barrel program, low flow toilets, and the like (possibly involving local business partners)
- g. Encourage green roof design and construction through investigating and proposing economic incentives
- h. Consider developing a regional Climate Action Plan, which focuses on both emissions reductions and climate change adaptation

9. Within urbanized areas of the region, promote parking management and the development of new parking facilities to support activities related to live, work, and play.

- a. Develop proactive parking management strategies within the region’s boroughs and villages
- b. Encourage shared parking and structured parking facilities
- c. Develop better and consistent way-finding signage, directing motorists to public parking facilities
- d. Develop creative solutions for parking during special events (eg: (Park)ing Day, regional sports tournaments, Second Friday, etc)

10. Plan for the unintended consequences of an aging population.

- a. Anticipate that earned income tax revenues will decline if younger wage-earners/residents are not retained/recruited to the region

- b. Anticipate the effects on the region's housing stock when the "baby boomer bubble" recedes and the need for housing for the elderly begins to decline

11. Continue to implement various community planning and infrastructure initiatives.

- a. Speedwell Forge
 - 1. Collaborate with municipalities, stakeholders, and state governmental agencies to restore Speedwell Forge damn and lake including securing financial resources, conducting baseline studies of stream health, and compliance with Clean Streams Law
- b. Downtown Master Plan for Lititz/Walker Parking Management Study
- c. Greenway and Trail Plan for Lititz
 - 1. Relating to Lititz's portion of the regional Rail Trail system, collaborate with municipalities, Norfolk Southern, Lancaster County Economic Development Corporation, and other stakeholders to eliminate the need for rail service east of Route 501.
 - 2. Support Lititz Borough's efforts to acquire, stabilize and redevelop the former freight station.
 - 3. Finalize the design, secure necessary funding, acquire rights of way, and implement the Rail Trail improvements
- d. Warwick-to-Ephrata Rail Trail
 - 1. Continue efforts at implementing rail trail improvements from Warwick Township Municipal Campus to downtown Ephrata.
- e. Lititz Run Greenway
 - 1. Develop a feasibility study to implement a Greenway from the Lititz Springs Park to the confluence of the Conestoga River
- f. Watershed Plans
- g. PA Highlands Initiative
 - 1. Collaborate with other municipalities, counties, Commonwealth agencies, conservation organization, and others in the protection and enhancement of a naturally and culturally diverse region of eastern Pennsylvania known for its value in defining this region's excellent air and water quality, wildlife habitat, and quality of life
- h. Sustainable Communities Assessments

12. Promote and strengthen the Lititz Borough Historic District as well as other historic properties of the region.

- a. Understand the location, concentration, and contribution to the cultural heritage, character and economic development of the region.
- b. Complete the regional historic inventory for the region and make it accessible to the public
- c. 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 of this region's resources

- d. Consider municipal ordinance changes that enable the adaptive re-use of historic buildings and structures through increased use opportunities and modifications to area and bulk requirements

13. Establish formal mechanisms and assistance at the local level to strive to effectively protect historic and archeological resources.

- a. Develop and encourage a nongovernmental historic preservation advocacy network to provide individual property owners or organizations with preservation design, technical and/or regulatory assistance and training
- b. Explore the coordination of efforts with other community, County and Commonwealth historic preservation organizations
- c. Consider municipal ordinance changes that enable the adaptive re-use of historic buildings and structures through increased use opportunities and modifications to area and bulk requirements, and prevent demolition by neglect

C. COMMUNITY SERVICES AND QUALITY OF LIFE

The fabric of our region is comprised of many physical components and quality of life aspects that definitively shape who we are. Planning for community gathering places like libraries, community and recreation centers, and churches represent the physical manifestations, while planning for police, fire, and emergency response professionals affects the perceptions of health and welfare directly related to quality of life. These strategies demand the attention and focus of dedicated efforts so that their continued support, growth, and long-term vibrancy is maintained. These strategies will focus on existing uses and services while providing guidance for expansion, maintenance, and development of new services.

1. Continue to hold biannual meetings with governing bodies and staff of the Warwick School District and municipalities.

- a. 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. Encourage participation by all community interests and stakeholders
- c. Coordinate activities, calendars, cooperation, and volunteer efforts
- d. Communicate results/minutes of meetings

2. Continue to explore opportunities for cooperation between the public works departments and to meet increasing service demands.

- a. Support joint purchase agreements with the County Cooperative and/or between the three municipalities, when cost effective
- b. Maintain written agreements for intermunicipal projects when necessary to ensure responsibilities and liabilities
- c. Support cooperative exchanges on an on-going basis between the three public works departments

3. Continue to improve emergency services and response through Warwick Emergency Services (WESA).

- a. Monitor the work of WESA, striving to match the needs of the community with the services provided (and the cost of those services) for the next 5 years and beyond

- b. Continue to reach out to the community with regard to the Hometown Heroes volunteer recruitment and retention program by actively recruiting volunteer staffing for the region's fire and ambulance services
- c. Move forward with the hiring of a regional coordinator/director and the establishment of a Regional Emergency Services Council

4. Plan for the future need of improved police protection.

- a. Increase service delivery while maintaining cost containment
- b. Provide accountability in measurable outcomes
- c. Continue joint efforts between the State Police, Lititz Borough Police Department (LBPD) and Northern Lancaster County Regional Police Department (NLCRPD)

5. Continue to support and celebrate activities and events, which express the region's character and maintain an orientation to family including, but not limited to, the activities of the Recreation Center, Regional Recreation Commission, Venture Lititz, Lititz Public Library and the Manheim Consortium.

- a. Continue a regional approach to recreation and provide linkages to the region's centers of activities
- b. Continue to work with the Warwick Regional Recreation Commission (WRRRC) and assist on moving forward with their goals, as stated in the Comprehensive Recreation, Park and Open Space Plan
- c. Encourage connections to and within Elizabeth Township such as the PA Highlands and State Gameland areas, connecting Camp Mack, Speedwell Forge, Segloch Run, Horseshoe Trail, and Middlecreek
- d. Continue to financially support the Lititz Public Library, the region's library; strive toward municipal contributions equally \$5.00 per capita.
- e. Continue to support the Lititz recCenter as the region's activity and fitness center

6. Maintain a high level of administrative services to keep pace with the demand of the growing region.

- a. Continue to evaluate administrative staff levels and needs to meet the day-today local government operations
- b. Look for cooperative opportunities between the three government entities that will help to reduce workloads
- c. Evaluate regionalizing automated and geographic information systems (GIS) to better manage and monitor the impacts of growth and development on the region
- d. Continue to explore new ways of utilizing technology to facilitate routine government functions and project development.

7. Acknowledge 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.

- a. Identify the community service, housing, health care, recreation, transportation, and dietary needs of special groups
- b. Anticipate that an aging population likely lessens the ability to staff volunteer and emergency services

D. ECONOMIC DEVELOPMENT

The concept of economic gardening or cultivation is perhaps the most universal catalyst of planning. New and expanded business and industry have wide felt impacts which reach housing, infrastructure, community services, and the economics of place. This region is fortunate to have several unique industry clusters that continue to be a focus of and an inspiration for economic development. Vacant and underutilized properties present development opportunities that can contribute to the success of local businesses and grow segments of our industrial and agricultural sectors. Meanwhile redevelopment and infill concepts can bolster our downtown retail and tourist trades. These strategies focus on enhancing a barrier free economic growth environment within the region.

- 1. Continue to promote and strengthen business opportunities in Downtown Lititz as the central hub and "gathering place" for the region, while preserving the community character.**
 - a. Continue to build the Main Street model for Downtown Lititz – Venture Lititz - and set priorities and objectives for the second five years.
 - b. Build upon the regional Economic Development Committee
 - c. Standardize pedestrian trail, lighting and signage design features throughout the region
 - d. Prioritize main routes into/from the downtown and to/from other activity areas to improve safety - e.g., lighting, sidewalks, street trees, etc.
 - e. Continue to develop a multi-faceted public relations program as the basis for educating, promoting activities and celebrating accomplishments in meeting the objectives and strategies for growth management, tax-base and the economy, infrastructure, environment, community service, volunteerism, etc.

- 2. Work with the regional Economic Development Committee (EDC) to retain existing employers and recruit new businesses to the region.**
 - a. Encourage new, complementary commercial activities on the north and south sides of Lititz Borough
 - b. Encourage the retention of existing business, the redevelopment of outdated and underutilized commercial properties, and creation of new commercial enterprises
 - c. Evaluate “gap analysis” data to determine those new business enterprises that should be recruited to the area; augment this data with “what would you like to see” surveys of the communities’ stakeholders
 - d. Plan for and recruit a skilled workforce, sustained by living-wage jobs

- 3. Develop a tourism plan which maximizes the benefits of tourism while retaining the region’s community’s character.**
 - a. Promote heritage tourism as a tool for economic development, heritage and natural conservation
 - b. Study the impact of tourism, both recreational and heritage, on community character and the local economy. Work to implement policies that address the opportunities and challenges identified

- c. Assist in implementing the Lancaster County Strategic Tourism Development Plan
 - d. Encourage local tourism infrastructure such as trails and greenways, visitor information, lodging accommodations, parking for buses and cars, dining options, way-finding signage, hours of operation, and historic connections
- 4. Identify and promote economic development opportunities related to an aging population, allowing some to “age in place”¹⁸.**
- a. Inventory the need for lawn care/property maintenance, home health and elder care, transportation, and other services needed by the elderly
 - b. Promote the entrepreneurial opportunities that exist within the region to provide services to those who “own too much land to maintain” or “feel trapped in their homes” due to their advancing age
- 5. Work with major, local employers to create programs/incentives to support their employees’ residing locally or, if not, using mass-transit.**
- a. Study models for such programs already in use in Lancaster County (LGH and F&M, for example)
 - b. Identify and work with the region’s major employers to consider programs/incentives for their employees so that they might live in the same community in which they work or to promote the use of mass-transit if they choose to reside outside of the region
- 6. Promote economic development opportunities related to green energy and green jobs.**
- a. Explore ways of making this region a hub for research and development
 - b. Actively seek the implementation of projects that advance green energy and related job opportunities
- 7. Expand local agricultural industry/opportunities.**
- a. Promote fresh, local foods
 - b. Enhance farmers’ ability to get produce and products to market
 - c. Encourage cooperative and community/demonstration gardens
 - d. Review and revise ordinances to allow "small" farm support activities on residential lots (eg: fruit trees, small livestock)
 - e. Permit farm occupations and farm-based businesses to supplement farm income
 - f. Promote enrollment of farms in Agricultural Security Areas and in the Clean and Green tax deferral program as ways to provide benefits to farmers
 - g. Consider creating a master plan to maintain and enhance the Lititz Farmers Market.
 - h. Consider the potential of Act 4 of 2005 (freezes millage on preserved farms and open space) and its extension to the entire school district.
- 8. Promote “experiential” business opportunities¹⁹, while respecting those opportunities that currently exist in the region.**

- a. Within downtown Lititz, encourage businesses to expand their hours to meet the needs of their expanding clientele
- b. Promote a range of dining, visual and performing arts, and entertainment opportunities that appeal to different audiences, including different age groups, families, and individuals, residents and visitors

9. Support and promote the region’s industry clusters.

- a. Agriculture and agricultural support
- b. Entertainment/Rock Lititz
- c. Healthcare/Retirement
- d. Landscaping/Tree Farms
- e. Other Industry (electronic, food processing, pharmacy, etc)
- f. Tourism
- g. Downtown Retail
- h. Other federally recognized industry clusters within the region by the Workforce Investment Board (WIB)

E. EDUCATION AND OUTREACH

Successful planning requires collaboration and the taking of responsible ownership, which grows out of education and outreach. Within our region, there are multiple organizations, consortiums, committees, and volunteers working to maintain the reputation and value of our community and its way of life. Variable change occurs constantly which requires a steady understanding of the goals and the necessary leadership and labor force to ensure progress is being made. The strategies included below will continue the efforts made in the community to educate and involve the region’s stakeholders in the planning process and its outcomes.

1. Provide meaningful outreach to the communities’ stakeholders, especially targeting the “next” generations.

- a. Recognize the accomplishments of the last 5 years and educate on various aspects of the Strategic Plan moving forward
- b. Develop action plans and committees responsible for implementing these strategies
- c. Recruit members for these committees, including a cross section of the region’s age and demographic spectrum
- d. Communicate plans and documents through various sources of media through print electronic means (newspapers, update websites and social media, etc)

2. Continue to promote healthy lifestyles.

- a. Promote “buy fresh/buy local” initiatives
- b. Promote the activities of the Healthy Communities and Healthy Use Program in cooperation with the Warwick School District.
- c. Encourage and expand resident participation in the region’s recreational activities

3. Recognize and promote affordable housing as an asset of this region.

- a. Measure and quantify the range of housing affordability in the region
- b. Promote the availability of affordable housing across the economic spectrum

- c. Continue to create awareness that housing must be affordable and inclusionary across the range of the region's socio-economic demographics
 - d. Encourage businesses and residents to re-locate to this region, which will strengthen our diversity
 - e. Coordinate with other organizations, such as the Lancaster County Planning Commission, Venture Lititz, Lancaster County Association of Realtors, etc to promote this region as affordable across economic spectrums
- 4. Continue to educate the community on Transferable Development Rights (TDR's).**
- a. Provide educational opportunities to municipalities and stakeholders of the region on the value of TDRs
 - b. After the community has gained an understanding of TDRs consider implementation of regional TDRs
- 5. Promote the region as a tourist destination for heritage, agricultural and ecological tourism, while maintaining community character.**
- a. Identify opportunities that could be developed in regard to tourism
 - b. Coordination with Lititz Welcome Center, Venture Lititz, PA Dutch Visitors Bureau to develop those opportunities and increase tourism within the region
 - c. Educate the region on the cost benefit of providing tourist infrastructure
- 6. Expand the awareness of and efforts at addressing the increasing socio-economic diversity within the region.**
- a. Encourage support of local food banks
 - b. Continue support of new and existing community organizations that meet the needs of under-served populations
- 7. Continue to investigate and implement broad partnerships between municipalities and community organizations.**
- a. Municipalities should continue to work together to leverage resources and grants to enable various planning and infrastructure investment
 - b. Coordinate and cooperate with the Warwick School District
 - 1. 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.
 - 2. 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.
 - c. Use Warwick Township and Lititz Borough's Official Map²⁰ as a public information piece by updating existing features, posting this map on

municipal websites, tying the map to projected projects, and encouraging Elizabeth Township to undertake its own Official Map

8. Educate and promote environmental sustainability.

- a. 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. Continue to educate rural residents on the proper care and maintenance of individual on-lot sewage treatment systems
- c. Continue to promote local utilization of the available recycling and household hazardous waste management programs
- d. Continue the Lititz Run Watershed Alliance (LRWA) work of the last 12 years. Pull in recommendations of the Susquehanna River Basin Commission Report
- e. Support existing efforts and look for new opportunities to protect the region's natural environment including, but not limited to floodplains, wetlands, steep slopes, stream banks, forested areas, agricultural soils and wildlife habitats
- f. Encourage residents to plant native species, edible plants and fruit trees
- g. Provide outreach to the public on the simple steps they can take to be more energy-efficient in their homes, using as an example Warwick's energy success story
- h. Provide outreach to the public on the likely local impacts of climate change
- i. Provide outreach to the public on the results of the Warwick Region Carbon Audit

9. Continue to educate the community regarding the importance of natural, historic, and cultural preservation.

- a. Through a public input process, identify the historic and cultural resources that are most important to the community
- b. Educate residents and business owners about the positive role that historic, cultural, and natural resources play in the region's identity and economy
- c. Promote the development or expansion of historic districts
- d. Consider new and revised ordinances that prevent the destruction or insensitive alteration of existing structures and/or historic districts
- e. Continue to partner with existing and emerging local and regional conservation organizations to help preserve the region's natural, historic, and cultural resources

V. Implementation Plan

The 2017 goals and strategies should be reviewed by each municipality to prioritize strategies and formulate action plans. The strategies will be divided between three committees, who will prioritize and work toward completing goals listed in this document. The committees will meet quarterly and are structured as follows:

Coordinating Committee: Community Services, Education & Outreach
 Built & Natural Infrastructure Committee
 Housing and Economic Development Committee

In 2017, this plan should be reviewed to evaluate what has been accomplished and what strategies should continue into the next Comprehensive Strategic Plan. As such, the horizon for implementation may stretch out over a five to ten year period from 2017 to 2022, as seen fit by the municipalities involved.

IV. Glossary of Terms

¹**Mixed-use development:** Allowing for more than one use in a building, or a set of buildings. An example of this would be allowing commercial on the bottom floor, and residential above.

²**Tenure:** The right by which housing is held, either rental or owner-occupied (*Choices*, the Housing Element of the Lancaster County Comprehensive Plan).

³**Designated Growth Area:** A designated Growth Area is a region described in a municipal or multi-municipal plan that is appropriate for future development and includes Lancaster City, a Borough, or Village as a core. Residential, mixed-use, commercial, industrial, and institutional development must be permitted or planned for and public infrastructure services are provided or planned for with sufficient capacity to support the intended density and intensity of development (as defined in Lancaster County Planning Commission's *Balance* document, the Growth Management Element of the Lancaster County Comprehensive Plan).

⁴**Higher Density:** New residential and commercial development at a density that is higher than what is typically found in an existing community. Lancaster County Planning Commission suggests in its growth management plan, *Balance*, that the *average* net density of a village growth areas is 2.5 dwelling units per acre net and 7.5 dwelling units per acre in urban growth.

⁵**Low impact development:** Development that has less impact on the natural environment than traditional development. This practice emphasizes conservation and use of natural features, aimed at providing a more sustainable means of protecting water quality.

⁶**Conservation:** The use of natural resources in a sustainable manner.

⁷**Accessory housing:** A secondary dwelling unit which is self-contained and may be attached or unattached, located on the property of single family home.

⁸**Multi-generational:** Three or more generations living under the same roof.

⁹**Non-family:** A person or persons sharing living quarters with an unrelated person, for example roommates, or unmarried partners.

¹⁰**Green infrastructure:** A strategically planned and managed network of wilderness, parks, greenways, conservation easements, and working lands with conservation value that supports native species, maintains natural ecological processes, sustains air and water resources, and contributes to the health and quality of life. The Green Infrastructure network encompasses a wide range of landscape elements, including: natural areas- such as wetlands, woodlands, waterways, and wildlife habitat; public and private conservation lands- such as nature preserves, wildlife corridors, greenways, and parks; and public and private working lands of conservation value-such as forests, and ranches. It also incorporates outdoor recreation and trail networks (greeninfrastructure.net, sponsored by the Conservation Fund and USDA Forest Service).

¹¹**Transferable Development Rights (TDR):** is a way to allow the right to develop a property to move to another property. For example, a farmer can sell the right to develop his farmland to a developer who is then allowed to build at a higher than usual density in a planned growth area. The TDR program gives the farmer financial returns without selling his farmland for development. The public benefits both from the farmer preserving his farmland through the sale of his development rights and from the developer building more concentrated development in a planned growth area (The Lancaster County TDR Practitioner's Handbook).

¹²**Receiving Areas:** The area of land where a developer is sold TDRs for the purpose of increasing lot coverage is considered a receiving area. Typically this takes place in the campus industrial zone, or residential area. The developer maintains the right to build more units than originally permitted due to the received development rights from a sending area. For example in Warwick Township, the maximum lot coverage within the Campus Industrial zone is 10%; however, for each transferable development right acquired, an additional 4,000 square feet of lot coverage is permitted, up to a maximum of 70% coverage.

¹³**Sending Areas:** The area of land where development rights are being "sent" to another area, often so that the sending area may be preserved or protected.

¹⁴**Urban Growth Boundary:** an area that is appropriate for future development and includes Lancaster City or a Borough at its center, developed portions of Townships, and additional lands suitable to accommodate new development. In combination, these lands should have sufficient development capacity to meet future land use needs over a 25-year period without constraining the development market. In order to allow the market to act freely, LCPC advises municipalities to provide double the projected development acreage for the next ten years when designing Urban Growth Area Boundaries. Development in Urban Growth Areas should be provided with a full range of public infrastructure services, including both public sewer and public water service with sufficient capacity to support the intended density and intensity of development. Residential development in Urban Growth Areas should occur at an average net density of 7.5 dwellings per residential acre and non-residential development should occur at intensities which maximize the use of land and infrastructure. Urban Growth Areas are given official standing by their incorporation on Future Land Use Maps and through adoption in County and local comprehensive plans. (as defined in Lancaster County Planning Commission's *Balance* document, the Growth Management Element of the Lancaster County Comprehensive Plan)

¹⁵**Village Growth Boundary:** an area that is designated as appropriate for future development and includes a traditional village core, adjacent developed portions of a township, and additional land to absorb a portion of a township's future land use needs over a 25-year period while maintaining village scale, character, and a defined edge. Development in Village Growth Areas

should be provided with public sewer and/or public water service where appropriate and feasible. The target net density for residential development in Village Growth Areas is 2.5 units/acre, on average. Nonresidential development should occur at intensities which are compatible with the character of the Village. Both residential and non-residential development should be designed to be compatible with and complement the traditional, pedestrian friendly character of the village through features such as grid street patterns, sidewalks, buildings pulled to the street with parking behind, and compatible architectural scale and mass. (as defined in Lancaster County Planning Commission's *Balance* document, the Growth Management Element of the Lancaster County Comprehensive Plan)

¹⁶**MS4:** Municipal Separate Storm Sewer System

¹⁷**Preservation:** Keeping an environmental area protected in its natural state.

¹⁸**Aging-in-place:** Seniors or elderly living in their own home or residence of their choice while, as they age, having access to the services or support over time as their needs change.

¹⁹**Experiential business opportunities:** Opportunities that combine core business with the enhanced experience of the consumer through arts and entertainment; often related to cultural, heritage, or resource amenities of a region. This can take form in a range of business opportunities such as a historic walking tour, a coffee shop that is open later and provides live music. Larger examples of these opportunities would include the combining of future 'Rock Lititz' with arts, dining, and entertainment amenities, or combining local Bed & Breakfast accommodations with business opportunities relating to rail/trail and other green infrastructure.

²⁰**Official map:** An "official map" is a combined map and ordinance designed to implement the goals and community vision set forth in the Comprehensive Plan. The official map shows the locations of planned future public lands and facilities such as transportation, recreational parks and trails, and open space.