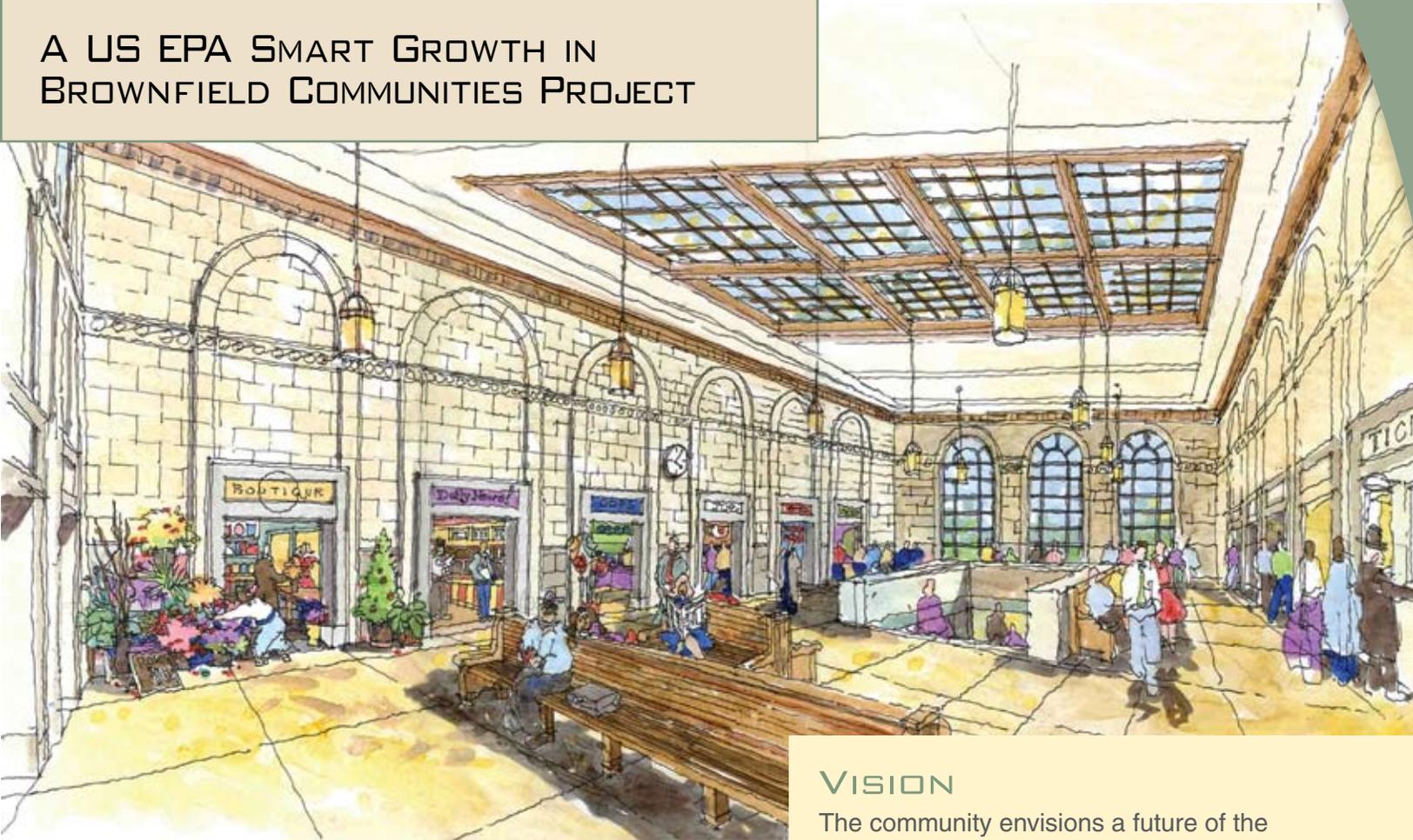


GATEWAYS REVITALIZATION STRATEGY

LANCASTER CITY ■ MANHEIM TOWNSHIP ■ LANCASTER COUNTY, PENNSYLVANIA

A US EPA SMART GROWTH IN
BROWNFIELD COMMUNITIES PROJECT



Future Lancaster Amtrak Train Station Interior

VISION

The community envisions a future of the Gateways Area that preserves its urban form and acknowledges its rich heritage; reuses vacant or underutilized properties; offers a range of transportation choices, including an efficient network of sidewalks, trails and paths; includes a variety of business enterprises that provide jobs for residents and contribute to a stable tax base; provides a broad range of housing opportunities; is known as a place where innovation is encouraged and supported; and continues to benefit from cooperative efforts to create and sustain the Gateways area as a thriving and vibrant place.

This project was funded in part by a Smart Growth in Brownfield Communities Grant from the U.S. Environmental Protection Agency.



May 2007

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PREPARED BY

Lancaster County Planning Commission

CONSULTANTS

McCormick Taylor Inc.
ELA Group, Inc.
Community Planning Consultants, Inc.
Rettew Associates, Inc.

TECHNICAL ADVISOR

Kevin Nelson
U.S. Environmental Protection Agency

LANCASTER COUNTY BOARD OF COMMISSIONERS

Dick Shellenberger, Chariman
Sharron V. Nelson
Molly S. Henderson

LANCASTER COUNTY PLANNING COMMISSION

Nancy Halliwell, Chairperson
Virginia Brady, Vice-Chairperson
Ray D'Agostino, Secretary
Charles E. Douts, Jr.
Dennis Groff
James Miller, Jr.
Jonathan L. Price
Tim Roschel
Matthew Young

PROJECT TEAM

Lancaster County Planning Commission

Lauri Ahlskog
Bicycle and Pedestrian Planner

Frank Behlau, AICP
Director for Community Planning

Mary Gattis-Schell
Senior Planner, Project Manager

Cindy Hampton
Senior Planner, Economic Development Specialist

Rose Long
Senior Planner, Research and Information Specialist

Jane Pugliese Thomas, AICP
Director for Economic Development Planning

Danny Whittle, AICP
Principal Planner

City of Lancaster

Paula Jackson
Chief Planner

Manheim Township

Sean Molchany
Assistant Manager

Lisa Greaves
Director of Planning and Zoning

Carol Simpson
Manheim Township Commissioner

Community Representatives

Keith Orris
Franklin & Marshall College

Dave Nikoloff
Economic Development Company of Lancaster County of Lancaster

Lisa Riggs
James Street Improvement District

LAYOUT AND DESIGN

Lynn M. Stiles
Graphic Designer, County of Lancaster Printing Dept.

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EXECUTIVE SUMMARY OVERVIEW

The area surrounding Lancaster's Amtrak Train Station is known for its rich industrial heritage, having once been home to such notable enterprises as the Lancaster Stockyards, the Stehli Silk Mill and Armstrong Cork Company. Housing for workers was provided within close proximity. Streetcars ran throughout the area and train tracks were the thread that bound the area together. As suburban development evolved along the edges and industrial enterprises began to fade away, the complexity of the area increased, resulting in a region with no true identity or sense of place.

People began to recognize that this was an area in decline. In response, the community undertook a visioning process in what is known as the "Gateways" area because of its multiple bridges and underpasses between neighboring municipalities, transitions between neighborhoods and commercial areas, and the presence of the Amtrak Train Station, all of which serve as gateways in one way or another.

The Gateways Revitalization Strategic Plan, hereinafter referred to as "the Gateways Plan," provides a vision and a set of achievable goals for the revitalization of approximately 600 acres of urban land in the vicinity of Lancaster's Amtrak Train Station. The Gateways area encompasses portions of both Manheim Township and the City of Lancaster, although to the casual observer there is no distinction between the two.

The Gateways Plan includes specific actions and strategies which, when undertaken by cooperating public and private entities, will bring about a renewed, revitalized, and respected gateway to the greater Lancaster Central Region.

The Gateways Plan is consistent with generally accepted Smart Growth Principles (see below) and the goals of *Envision*, Lancaster County's Comprehensive Plan, and *Growing Together*, a multi-municipal Comprehensive Plan that includes Lancaster City, Manheim Township and nine other municipalities in the Central Lancaster Region.

Smart Growth Principles

1. Mix land uses.
2. Take advantage of compact building design.
3. Create a range of housing opportunities and choices.
4. Create walkable neighborhoods.
5. Foster distinctive, attractive, communities with a strong sense of place.
6. Preserve open space, farmland, natural beauty, and critical environmental areas.
7. Strengthen and direct development towards existing communities.
8. Provide a variety of transportation choices.
9. Make development decisions predictable, fair and cost effective.
10. Encourage community and stakeholder collaboration in development decisions.

Source: U.S. EPA

Primary goals of the Gateways Plan are to:

- (a) Reconnect various areas of the community through a coherent and cohesive vision and land use plan;
- (b) Revitalize the economic base by recycling industrial land with job producing opportunities tied to clean growth industries;
- (c) Improve and/or build on infrastructure and public/private partnerships that will help attract a variety of uses needed to support residents, prospective employers and visitors;
- (d) Strengthen housing opportunities to retain current residents and attract new infill housing development and create a sense of community;
- (e) Serve as a foundation for improving the regulatory climate for smart growth redevelopment; and
- (f) Serve as a model for others pursuing revitalization in their communities.

The Gateways Plan is the result of a collaborative effort led by the Lancaster County Planning Commission (LCPC), in partnership with the City of Lancaster, Manheim Township and the U.S. Environmental Protection Agency. For additional information, please contact the LCPC.

Planning Process

Despite a strong history of promoting “smart growth,” Lancaster County, like many other communities is characterized by a pattern of “leapfrog” redevelopment. By providing leadership and targeted assistance, the public sector can jumpstart redevelopment projects that may otherwise fail. However, redevelopment projects that do not consider opportunities for broader community enhancement often result in isolated pockets of change. While redevelopment of specific sites serves a community by cleaning up contamination and creating jobs, the overall benefit to the surrounding neighborhoods can be enhanced by taking a more comprehensive approach.

A Better Way to Plan for Redevelopment

Communities can realize broad community impact by knitting together various redevelopment and community enhancement projects and applying the principles of smart growth. By applying the principles of smart growth to redevelopment projects from the outset, and focusing on issues such as walkability, community character, livability and connectivity with the surrounding community and region, urban revitalization becomes a reality for the broader community, not only those directly connected to a particular project.

Community and stakeholder collaboration is a key principle of smart growth employed throughout the development of this Plan. Through collaboration with residents, business owners, commuters, and others with a stake in the future of this area, the following vision for the area was developed:

Vision

The community envisions a future of the Gateways Area that:

- preserves its urban form and acknowledges its rich heritage;
- reuses vacant or underutilized properties;
- offers a range of transportation choices, including an efficient network of sidewalks, trails and paths;
- includes a variety of business enterprises that provide jobs for residents and contribute to a stable tax base;
- provides a broad range of housing opportunities;
- is known as a place where innovation is encouraged and supported; and,
- continues to benefit from cooperative efforts to create and sustain the Gateways Area as a thriving and vibrant place.

Guiding Principles

This vision will be realized when future public and private development and reinvestment in the area ...

- supports the community’s vision for a walkable community of mixed uses with an urban form of design;
- considers how a project’s design and use relates to its immediate surroundings and the larger Gateways Area;
- provides physical connections and program links that support other projects in the Gateways Area;
- accommodates alternative modes of transportation, i.e. transit, bicycles and pedestrians;
- reduces stormwater runoff and improves water quality through the application of Best Management Practices;
- involves the community early in the planning process; considers reuse of existing buildings when

doing so contributes to achieving the community’s vision for the area; and,

- mitigates environmental hazards.

Furthermore, public investment in the Gateways Area should be consistent with and support realization of the community’s vision for the area; be coordinated to leverage private investment in the Gateways Area; and be directed towards improving traffic circulation.

Strategies

The Gateways Plan outlines fifty-seven (57) strategies to be undertaken by cooperating private and public entities in achieving the vision for the area. These strategies fall into eleven broad categories.

1. Support the Amtrak Train Station as the key multimodal transportation hub in the area.
2. Establish a pedestrian-oriented character within the Gateways Area.
3. Encourage the use of alternative modes of transportation within the Gateways Area.
4. Support, expand and diversify opportunities for mixed-use, economic development that provides for a variety of jobs within the area.
5. Improve existing transportation infrastructure and provide new connections to improve quality of life and expand opportunities within the Gateways Area.
6. Enhance the visual character and vitality of the community.
7. Provide sufficient public parking to support active mixed-use districts.
8. Expand the range of open space and recreational opportunities within the Gateways Area.
9. Become a leader in environmental sustainability for the County.

10. Establish community programs and cultural connections.
11. Encourage housing opportunities.

A complete list of all fifty-seven (57) strategies, along with suggestions for implementation, is included in Part III of this report.

Community Participation

The Gateways Plan was developed with input from residents, business owners, property owners, public officials, and others with an interest in the future of the area. The process was coordinated by a Core Team that included staff from the Lancaster County Planning Commission (LCPC), the City of Lancaster and Manheim Township with assistance from McCormick Taylor Associates, ELA Group, Community Planning Consultants, and the U.S. Environmental Protection Agency's Office of Policy, Economics and Innovation.

The public involvement process included presentations before the county, city and township planning commissions, the Lancaster City Council, and the Manheim Township Board of Commissioners; interviews with property owners; a focus group meeting; and, a community open house. The purpose of the interviews was to share information about the planning process, to gain a better understanding of property owners' long term plans for their properties, and to hear their concerns and ideas about revitalization. The focus group meeting involved approximately 40 people representing a range of perspectives. Participants heard a brief presentation about the project and the study area and then broke into groups of 8 to 10 people to share concerns and ideas related to revitalization.

The open house included a variety of opportunities for residents, business

owners and other interested citizens to participate in shaping the future of the Gateways Study Area. The event was organized as a series of "stations" where guests could travel at their own pace, gathering information and providing one-on-one feedback along the way. Approximately seventy-five people participated in the Open House.

At the first station, guests reviewed maps depicting existing conditions, providing feedback on missing or incorrect information. The following maps were displayed.

- Generalized Land Use by Tax Parcel
- Roadway Network
- Building Age
- Community Services
- Cultural Resources

At the second station, people had an opportunity to discuss exhibits from past planning efforts with a representative of the organization responsible for the plan. Plans displayed included the following:

- North Prince Street Area Strategies and Projects (Lancaster Economic Development Action Agenda, 1998)
- Lancaster City Stadium District Long Term Vision (James Street Improvement District (JSID), 2003)
- Elm Street Area (JSID, 2005)
- Northwest Lancaster – Long Term Vision (RTKL, 2005)
- Lancaster Amtrak Station Plan (2005)

Finally, the participants worked with planners to identify reinvestment opportunities. They indicated the types of activities they envision occurring on vacant or transitional parcels within the study area. This provided a foundation for further discussion about connectivity and neighborhood



impacts. A summary of the November 2005 Gateways Open House, including specific comments recorded during the Open House, was published on the County's web site www.co.lancaster.pa.us/planning and made available in hard copy upon request. Notices of the posting and availability of hard copies were sent to each address within the Study Area and to everyone who participated in the public involvement process.

The LCPC posted project information on its web site throughout the planning process. The Team also issued press releases and used direct mailings to get the word out about public meetings and other significant milestones. The project was featured in the *Intelligencer Journal* and *Central Penn Business Journal*, and was mentioned in numerous articles about sites within the Gateways Study Area.

Issues and Ideas

The issues and ideas outlined below were compiled by staff from LCPC, City of Lancaster, and Manheim Township during the public involvement process described above. They are the foundation for a vision of the future of the Gateways Study Area.

Land Use

The Gateways Area includes substantial developable land, including five vacant or underutilized tracts that range from 7 to 45 acres. Comments from the community indicated that there are many more redevelopment opportunities within the gateways area, beginning with more than 100 acres of surface parking. Another redevelopment opportunity is the Days Inn site that some believe could accommodate a different hotel in addition to other uses.

The Amtrak Train Station is a significant public space and provides opportunity for Transit Oriented Development. This new development should be mixed use (residential, retail, office) and could eventually replace the existing auto-related businesses as market conditions create the demand for more intensive uses.

The Gateways Area includes regional attractions such as the Clipper Magazine Stadium, Lancaster General Hospital and the Amtrak Train Station, residential neighborhoods, and pockets of business and industry. Future uses need to be compatible with and blend into what is currently in place. It is important that new development not create nuisances related to traffic, noise, odors, or vibrations.

Many residents supported an increase in park, recreation and green space where possible, particularly east of Prince Street and in addition to any new business or light industrial development along the Manheim Pike corridor.

Housing

Stakeholders expressed interest in strengthening and expanding the supply of quality housing within the Gateways Area in order to improve the area and accommodate additional growth. Some stated that they would like to see an increase in owner-occupied houses which are more likely to be maintained.

This housing should fit within the context of the existing housing stock, typically brick row houses or semi-detached residences. The housing mix should include low and moderate income options and residences over commercial or retail establishments, particularly in the vicinity of the Amtrak Train Station. The Armstrong redevelopment area was cited as a potential location for new housing.

Bicycle/Pedestrian/Transit

The Gateways Area needs safe and convenient pedestrian and bicycle facilities within the area. Participants in the public involvement process cited a lack of safe pedestrian crossings and the need for sidewalks or paths in non residential areas, and more pedestrian connections throughout the area. They also expressed the need for more street trees, traffic calming and other streetscape approaches to improve safety and enhance the pedestrian experience. They also called for both pedestrian and bicycle connections to shopping, recreational and employment opportunities beyond the Gateways Area, including Red Rose Commons, Longs Park, Stauffer Park and Janet Avenue Community Services Center.

Some felt that access to transit service and the service itself needs

to be improved. Ideas for accomplishing this goal included improving pedestrian access to the Amtrak Train Station from the surrounding area and providing innovative or traditional transportation links from the station to downtown Lancaster.

Vehicular Circulation

The Gateways Area is recognized as a major north south thoroughfare for both cars and trucks. The area lacks a convenient east-west route, which could be provided by the connection of Liberty Street and College Avenue, though this connection is currently blocked by the existing Dillerville rail yard.

The Lititz Pike Bridge project that is currently in the design phase should compliment the community vision for the future of the area.

Participants stated that as areas are developed or redeveloped, they should be connected to the existing street grids via roads, lanes and alleys. The existing grid of one-way streets limits access to and visibility of local businesses. However, truck traffic should not be encouraged to travel through neighborhoods.

Infrastructure

Participants identified the need to find better ways to manage stormwater in the area. The Plum Street and Marshall Avenue underpasses flood and become impassable during serious storms. In addition, serious storms can cause problems with the combined storm/sanitary sewers.

Although there is substantial surface parking in the Gateways Area, it does not meet local needs, particularly for

the Amtrak Train Station. There needs to be additional parking capacity in places that are easily accessed from the major transportation routes.

Recreation/Cultural/Entertainment

Participants identified a lack of green infrastructure, including trees, paths, gardens and parks. They cited concern that the YMCA is going to relocate and leave the area without a youth center. They also identified the need to create more green space by extending linear parks and greenways, establishing pocket parks and dog parks, and providing a trail and sidewalk network that links important areas.

Participants stated that there are limited cultural or entertainment opportunities in the Gateways Area and that some venues' hours of operation are also limited. Some suggested developing thematic venues such as transportation (automobile museum, railroad museum) or the arts. Others suggested using the Clipper Magazine Stadium as an anchor to expand the entertainment and economic opportunities in the Gateways Area that could potentially link to other venues in downtown Lancaster, such as the arts district.

Community Design & Character

The "gateways" for this area should be made welcoming and distinctive, including the bridges and the approach to the Amtrak Train Station. It should include distinctive landmark features and reused historic buildings such as tobacco warehouses and former industrial sites.

The area should be redeveloped as a distinctive urban place, particularly in the vicinity of the Amtrak Train Station. The Station Plan should be revised to fit better within its urban context. Urban streetscape design guidelines should be applied (such as Lancaster City's Streetscape

Guidelines) that will result in a more pleasant pedestrian environment (street trees, lighting, benches, etc.). Whenever possible, utilities should be placed underground.

New development should be vertical to the extent that it fits within its environment. This applies to parking as well; surface lots should be restricted. Parking decks and garages should be encouraged.

Regulatory Concepts

Lancaster City and Manheim Township should consider how they could increase the consistency of their ordinances (zoning, subdivision, land development) to provide a common approach to the Gateways Area. In addition they should consider how they might provide incentives such as a streamlined review process that would encourage appropriate development.

They could also develop a procedure to share municipal revenues to accomplish mutually beneficial objectives.

Economy

Several participants state that the Gateways Area must differentiate itself to avoid competing with downtown Lancaster. It must also consider ways to attract new money to the area rather than simply shifting spending from one area to another.

It is important that development in the Gateways Area provide new jobs and that existing employers not be driven out of the area. The area has seen a declining tax base as employment opportunities have moved elsewhere.

SUMMARY

Many redevelopment projects are in the planning phase if not already underway within the Gateways Area, including such notable projects as the former Armstrong World Industries Floor Plant redevelopment and the Lancaster Amtrak Train Station rehabilitation. The Gateways Area holds tremendous potential for improving the tax base, providing jobs that offer family sustaining wages, and serving as a notable place that people are proud to call home. The challenge for the two governing bodies – the City of Lancaster and Manheim Township – is to continue the partnership that they established while working on this Plan through implementation of the Revitalization Strategies.

We invite you to read on to discover more about the revitalization of the Gateways Area and how you can support positive change in this community.

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PART ONE: THE GATEWAYS AREA TODAY

Imagining the future for the Gateways Area requires a clear understanding of what it is today. This section documents those factors and establishes a solid foundation for exploring the potential for change in the Gateways Area.

The Gateways Area (see map on page 9) consists of approximately 600 acres and encompasses portions of Manheim Township and the City of Lancaster. About two-thirds of the Study Area is within the City of Lancaster, while the remainder lies within Manheim Township. The distinctions between Township and City properties are not apparent to the casual observer.

The Gateways Study Area has elements that give it a sense of place, such as the historic architectural character of many buildings. The following places and spaces contribute significantly to the Study Area's sense of place:

Amtrak Train Station – The passenger railroad station is the geographic and strategic planning center of the Gateways project. The Station is the passenger railroad and interstate bus hub for the Lancaster region, thereby, also providing a “gateway” for travelers and commuters. The Neoclassical architecture and the front lawn of the station are prominent design



Lancaster Amtrak Train Station

elements of the site, visible from McGovern Avenue.

Armstrong Industrial Site – The physical aspect of the Lancaster region's industrial heritage is most powerfully expressed in the Armstrong World Industries complex. The manufacturing processes introduced to the site throughout the 20th Century have resulted in a set of massive buildings and smokestacks that dominate the northwest portion of the Study Area and are visible from well outside of the city. The razing and clearing of the eastern half of the site to accommodate redevelopment will result in a dramatic change to the area's skyline.



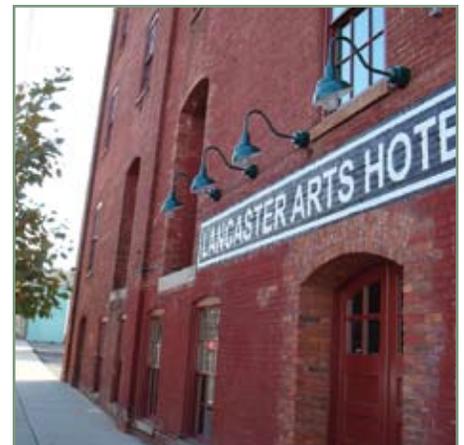
Armstrong World Industries Floor Plant
circa August 2005

Clipper Magazine Stadium – The multi-purpose stadium, which seats approximately 6,000, is a significant new landmark along North Prince Street. The stadium, which opened in spring 2005, brought a new streetscape identity to the area by replacing several vacant and underutilized industrial sites with a colorful palette of red masonry, green awnings and metal trim, and the variegated colors of street trees and other perimeter landscaping.



Clipper Magazine Stadium, home of the 2006 Atlantic League Champion Barnstormers

Historic Tobacco Warehouses – The street frontages along North Prince Street and Harrisburg Avenue include a number of historically designated tobacco warehouses that were served by railroad spur lines. The buildings are distinctive, substantial masses built of brick. Some are being adaptively reused for residential, office, and commercial-industrial purposes.



Adaptive reuse of historic tobacco industry building, Harrisburg Avenue

Lancaster Union Stockyards – The roughly 20 acre tract of land on the south side of Marshall Avenue, just east of the Lititz Pike, was once home to the Union Stock Yard Company of Lancaster. Cobblestone roads wended through a labyrinth of wooden structures, used for sheltering, feeding, watering and weighing the stock as they passed through what was once the largest cattle market in the East. A tunnel under the railroad tracks, used to load cattle on eastbound trains, was built in the early 1900s and still exists today. Visitors to the adjacent Stockyard Inn can get a glimpse into the past through the extensive photo collection exhibited on the walls of this famed restaurant.



Lancaster Union Stockyards

Mid-20th Century Commercial – The North Prince Street/Fruitville Pike corridor is a traditional urban commerce route. Many of the commercial buildings are representative of the early period of Lancaster’s post-war contemporary suburban growth in age and design. In particular, the former Buick dealership at the southeast corner of Prince and McGovern and the Deluxe (now Neptune) Diner represent, stylistically, post-war exuberance in their streamlined design details and use of aluminum and other bright metal trims.



Former Buick dealership, southeast corner of Prince and McGovern



Deluxe (now Neptune) Diner, North Prince Street

Stauffer Park and Mansion – Manheim Township’s Stauffer Park and Mansion provides a noted landmark and oasis of greenery on the east side of Lititz Pike just north of the historic commercial-industrial district and the former Lancaster Union Stockyards. Mature trees edge the park’s boundary with Lititz Pike and screen the popular ball fields. The centerpiece of the park is Stauffer Mansion, which is a Victorian mansion adapted to serve as public administrative offices and meeting rooms.

Stehli Silk Mill – The former silk mill is a major physical presence at the east end of the Study Area. The industrial building dominates the Martha Avenue street frontage with its four-story, late Victorian façade and second-story oriel window offices. At the time of its construction in 1897, the 900-foot long building was the longest silk mill in the world. By the 1920s, it employed over 2,000 people, creating the effect of a company town in the area. RCA used the building from the mid-1950s until 1973 for the production of color televisions.



Stehli Silk Mill

Lancaster County Historical Society



Lancaster County Historical Society

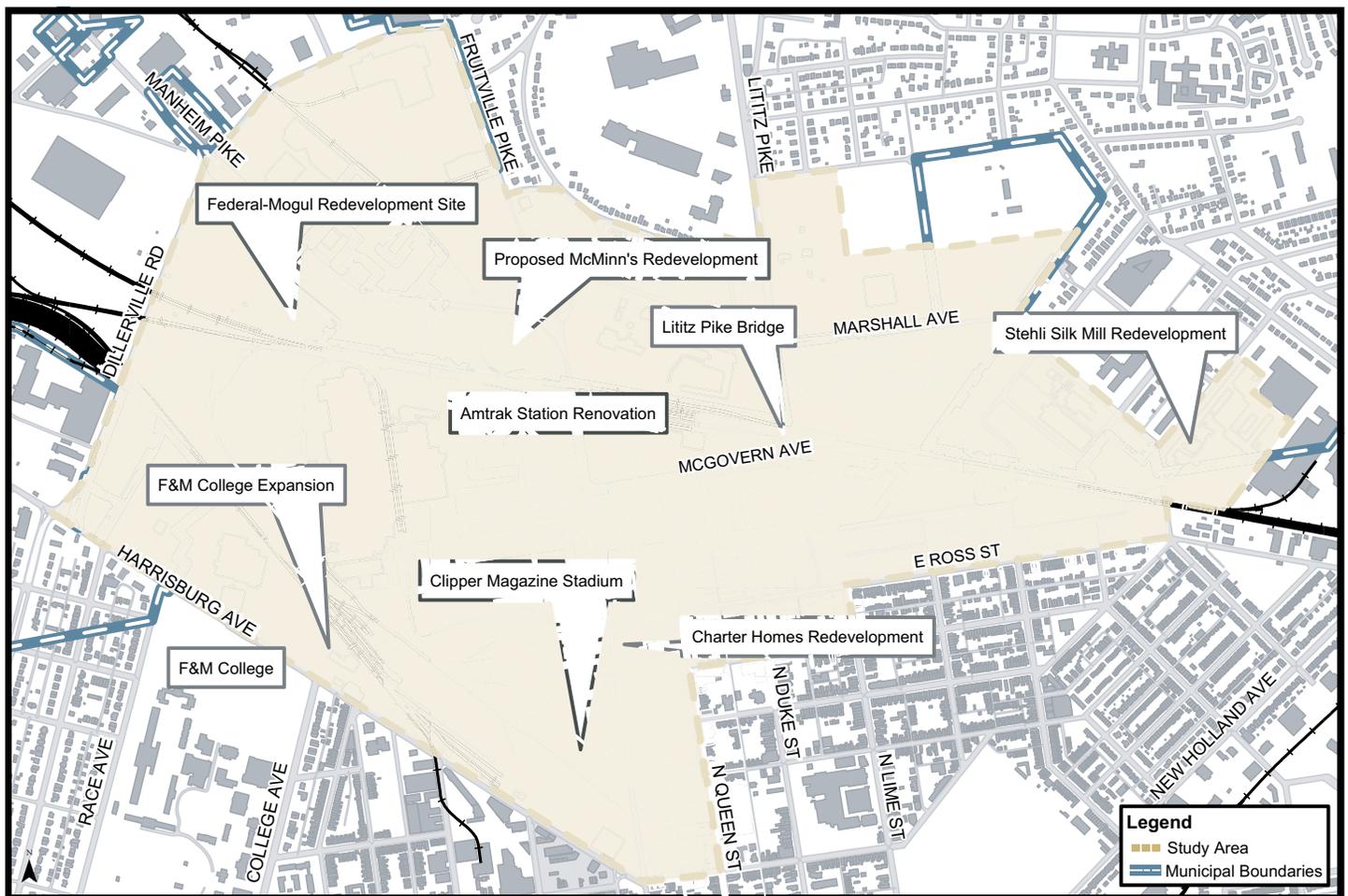
Stehli Silk Mill interior

Workforce Housing – The red brick rowhouses in the vicinity of the former Armstrong Floor Plant and Stehli Silk Mill are representative of the type of housing that was built in the early 1900s to accommodate workers at the many manufacturing plants in the area.



Historic workforce housing along Lititz Avenue, Manheim Township

Study Area Map



THE GATEWAYS COMMUNITY

Population Characteristics

With populations of 54,757 and 35,577 respectively, Lancaster City and Manheim Township represent nearly one-fifth (18%) of Lancaster County's total population of 490,562 (2005 Census estimate). The Gateways Study Area, which covers portions of seven census block groups, had a population of 2,794 according to the Claritas 2005 estimate. See Figure 1 - Census Block Groups.

Housing Characteristics

There are an estimated 1,097 housing units in the Gateways Study Area (Claritas 2005 estimate). Approximately 50% (546) of the housing units are owner occupied.

Employment Characteristics

According to the Brookings Institution profile of the Lancaster Area from the report *Back to Prosperity: A Competitive Agenda for Renewing Pennsylvania*, "Metropolitan Lancaster's economy has shifted over the last three decades, as the service sector grew. Between 1970 and 2000, manufacturing jobs in the Lancaster area increased by 6.6 percent while jobs in the service and retail sectors grew by 212 percent and 121 percent, respectively. Despite overall growth in manufacturing employment during this period, the region's share of jobs in that sector has declined from 36.4 percent in 1970 to 21.1 percent in 2000." This trend is evident throughout the Gateways Study Area, which once housed such notable manufacturing enterprises as Lancaster Malleable, Stehli Silk Mill and Armstrong Cork Company.

Commercial and Industrial Characteristics

The Gateways Study Area is host to over 363 business establishments, with total sales of over \$1 billion. Businesses representing all seven priority Industry Clusters can be found in the Gateways Study Area. "Priority" Industry Clusters as identified by the Lancaster County Workforce Investment Board include: health care; construction; food processing; biotechnology; communications; metals and metal fabricating; and automotive. The local industry clusters have a chance for long-term growth and success because they have some sort of local competitive advantage. For more information on Industry Clusters visit the Lancaster County Workforce Investment Board web page at www.jobs4lancaster.com.

Demographic Information

Characteristic	Gateways Study Area	Lancaster County
Average Household Size	2.5 persons	2.6 persons
Median Age	34 years	37 years
Median Household Income	\$37,017	\$50,271
Families with income below poverty level	11.9%	5.4%
Population by Single Race Classification		
White Alone	67.2%	90.6%
Black or African American Alone	9.9%	2.9%
American Indian and Alaska Native Alone	0.4%	0.2%
Asian Alone	4.8%	1.6%
Native Hawaiian and Other Pacific Islander Alone	0.2%	0.1%
Hispanic or Latino Population by Origin	21.5%	6.1%
Population Age 25 and Over with Bachelor's degree or higher	15.5%	20.5%
Population Age 16 and over in the work force	76.5%	77.4%
Unemployment rate	5.1%	2.0%
Households with no automobiles	22.7%	9.6%

Source: Claritas, 2005 Estimates

CURRENT PROPERTY STATUS

Land Use

The Gateways Study Area includes examples of most land use categories ranging from residential to light and heavy industrial, restaurant and retail, office and institutional. See Figure 2 - Generalized Land Use by Tax Parcel.

Zoning

The Gateways Area includes a variety of zoning districts under the jurisdiction of Lancaster City and Manheim Township. Figure 3 shows Lancaster City and Manheim Township zoning districts, applicable to properties within the Study Area as of January 2007. An important step for the Gateways Area will be to reevaluate existing zoning and determine whether it supports the desired vision for the future of the area. Refer to the adopted municipal zoning regulations for complete information and related requirements.

Building Type Characteristics

The Gateways Area is a part of the rich historical legacy of Lancaster County and contains representative examples of historic residential, commercial, industrial, religious, transportation and cemetery resources. The Gateways Area includes both national and local historic districts as shown on Figure 4. In addition, there are a number of structures that have been determined to be individually eligible for the National Register of Historic Place.

A majority of the buildings within the Study Area were built in the early part of the 20th century, generally of masonry construction (see Figure 5 - General Building Age). Residential properties generally consist of attached row homes or semi-detached doubles. A few detached residential structures are scattered throughout the residential portions of the Study Area.

Redevelopment Activity

Development interest and activity in the Gateways Study Area has been fervent in recent years. Recent projects of significance include Clipper Magazine Stadium on North Prince Street, Champion Forge on Harrisburg Avenue, and Garfield Commercial Center (formerly Federal Mogul) on Garfield Avenue. Other projects that have been proposed or are currently underway include:

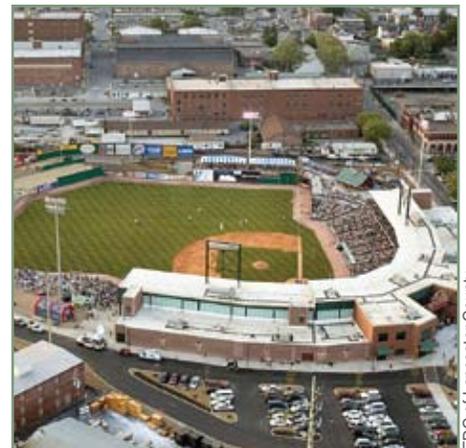
- **Amtrak Train Station Renovation** – The station is slated for close to \$10 million in renovations, site improvements and new amenities including space for a restaurant and retail establishments. Construction is currently scheduled for early 2008.
- **Armstrong World Industries Liberty Street Floor Plant redevelopment** – In December 2004 Armstrong World Industries, Franklin & Marshall College and the Economic Development Company of Lancaster County (EDC) announced plans to explore future economic development and revitalization opportunities on approximately 47 acres of land that will become available for redevelopment as a result of Armstrong's plans to reduce manufacturing operations at its Lancaster Floor Plant. AWI will invest approximately \$8 million in continuing manufacturing operations ("the Roto Island") on the western third of their holdings with access via Dillerville Road. Plans call for the remaining lands to be redeveloped by Franklin & Marshall College and Lancaster General Hospital. F&M College and the EDC used a (PA) Business in Our Sites Planning Grant to develop a long range vision for the area.
- **Lancaster Arts Hotel** – This \$6 million project on North Mulberry Street features 47 rooms and 16



Rosa Rosa at former Champion Blower & Forge Company, Harrisburg Avenue



Clipper Magazine Stadium pre-construction



Clipper Magazine Stadium post-construction

EDC of Lancaster County

EDC of Lancaster County

suites, and showcases Lancaster County artisans and artists. The hotel opened in Fall 2006.

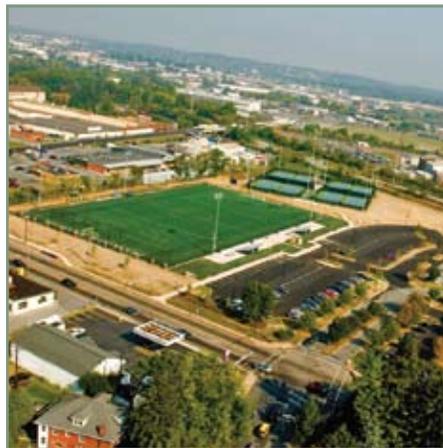
- **F & M College's Barshinger Life Sciences and Philosophy Building** – This \$40 million, 100,000 square foot building will house F&M's biology, philosophy and psychology departments and include a greenhouse, an aquatic life center, classrooms and an atrium. The new facility is scheduled to open in the summer of 2007.
- **F & M College's Athletic Facilities** – F & M College is redeveloping the former Kimmel Iron & Metal site on Harrisburg Pike, just west of the Alumni Sports & Fitness Center, for relocation of the college's tennis courts. The old tennis courts were demolished to make way for the new Life Sciences and Philosophy Building. Additional athletic facilities are also planned for the site.
- **College Row** – This \$30 million mixed use project, being undertaken by F&M College in partnership with a private developer includes 118 student apartments above 50,000 square feet of retail and a 15,000 square foot specialty grocer in a separate building. The college broke ground in May 2006.
- **Stehli Silk Mill** – In April 2004 developers received conditional-use approval to turn the 107-year old building into apartments, shops and a restaurant. There has been no construction activity to date.
- **Charter Homes and Neighborhoods Corporate Headquarters at West of Market** – In February 2005, Charter Homes unveiled plans to renovate and relocate its Corporate Headquarters to the site of the former Gunzenhauser Bakery at the corner of Clay and North Prince streets.



Former Kimmel Iron & Metal Company, Harrisburg Avenue



Current conditions at former Gunzenhauser Bakery, North Prince Street



F&M College Athletic Facility, formerly Kimmel Iron & Metal



Charter Homes & Neighborhoods Corporate Headquarters at West of Market planned redevelopment of former Gunzenhauser Bakery

Photo courtesy of F&M; Jeff Holder, photographer

Charter Homes & Neighborhoods

- **Wolf Group II** – The City of Lancaster rezoned a portion of the 14.7 acre lot at the southeast corner of Dillerville Road and Manheim Pike from CM (central manufacturing) to C3 (regional commercial). The proposed development includes construction of 120,000 square feet of “flex-space” in the rear portion of the site and restaurants, small office buildings, specialty shops, or other services for the portion fronting on Manheim Pike.
- **Corridor One** – The Corridor One project consists of the development of regional rail service between Harrisburg and Lancaster. The regional rail service would use existing or

improved tracks for the entire length of the corridor; no expansion of the existing rail corridor right-of-way is proposed. The project would provide regional rail service to five stations between Harrisburg and Lancaster, PA, including: Harrisburg Transportation Center, Middletown, Elizabethtown, Mount Joy and Lancaster. Additional stops may be available at the Harrisburg International Airport and at a new, privately-funded station west of Lancaster in the future. Preliminary engineering and environmental analysis are underway.

See map on page 9 for the location of many of these projects.

UTILITIES

A full range of utilities are available within the Study Area, including electric, gas, telephone, digital communications, water and sewer.

Proposed improvements to the water distribution system are shown on Figure 6. There are no proposed improvements to the existing Sewer System (Figure 7). However, it is worth noting that the City's sewer system is a combined sanitary/storm sewer system. For more detailed information on the water and sewer systems please refer to the Gateways Study Area Existing Conditions document.

Transportation and Circulation System

Roadway Network

The Study Area is served by state and municipal arterials and collector streets, as well as local roads including alleys and lanes. The system consists of a network of one-way and two-way streets of varying widths and travel lanes. The system must meet the conflicting demands of efficiently moving people and goods through the area while at the same time providing safe means of access for local residents and businesses.

Traffic Calming Features

Traffic calming features include traffic circles, roundabouts, curb bump outs, traffic tables, etc. Only one traffic calming feature was identified within the Study Area: a traffic median on Liberty Street, between Water and Prince, which is supplemented by the provision of angled on-street parking.

Roadway Deficiencies and Scheduled Improvements

Various roadway and transportation facilities deficiencies were identified within the Study Area. They include

Utility services and providers include:

Electric	PPL
Gas	United Gas, Inc.
Telephone	Verizon
Cable Television	ComCast
Telecommunications/Fiber Optics	Verizon, CTSI, XO Communications, Inc.
Water	City of Lancaster
Sewer	Lancaster Area Sewer Authority (LASA) & City of Lancaster



Traffic calming on Liberty Street

the need for better access, structural deficiencies in local bridges, and congestion. A follow up circulation study will consider an approach to existing and future transportation needs that are consistent with the vision for the Gateways Area. Figure 8 shows the Transportation Deficiencies. Figure 9 shows some of the scheduled infrastructure improvements. For a full list of scheduled improvements refer to the full Gateways Study Area Existing Conditions document.

Bicycle and Pedestrian Facilities

Existing Bicycle Facilities and Conditions

According to the Lancaster County Bicycle and Pedestrian Transportation Plan (Phase I) the majority of the roads within the Gateways Area are ranked as Average or Below

Average meaning that the roads are moderately to least suitable for on-road cycling. The Fruitville Pike Bridge, officially named the General Richard M. Scott Bridge, features both northbound and southbound bike lanes, between McGovern and Keller Avenues. However, they do not connect to a network of bike lanes and therefore are of questionable benefit. Bicycle racks are located at the Lancaster CareerLink IU13 Adult Education facilities on North Charlotte Street and at the Lancaster Amtrak Train Station. Racks are not under shelter at either location.

Existing Pedestrian Facilities

While many streets have adequate sidewalks, there are a number of key areas where the sidewalks are deteriorated or non-existent. There is no consistent pattern in the availability and condition of sidewalks, curbs and Americans with Disabilities Act (ADA) accommodations. Likewise, pedestrian crosswalks are non-existent or poorly maintained. The streetlights reflect a number of utilitarian styles and many show their age. Benches for pedestrians are non-existent in the Study Area. Street signage and way-finding are not well organized.

An aging pedestrian bridge spans the Norfolk Southern tracks at Liberty Street, providing a connection to Harrisburg Avenue. This connection has become of greater importance since the opening of Clipper Magazine Stadium.



Current auto-oriented conditions in vicinity of Train Station

Designated Public Trails or Paths

There are no designated public trails or paths within the Study Area. However, the City of Lancaster’s Northwest Corridor Linear Park is just outside the Study Area boundary, south of Harrisburg Avenue between Mulberry and Charlotte Streets. The Days Inn property on Keller Avenue has a paved trail adjacent to the Amtrak right-of-way that extends from the base of the Lititz Pike Bridge to tennis courts on the western edge of the property. The trail is entirely on private property and there is no evidence of a public easement.

Public Transit

Passenger Rail Service and Regional Ground Transportation

Amtrak provides passenger rail service through Lancaster via the Keystone line, with service between Harrisburg and New York City by way of Philadelphia. In fiscal year 2005 the station served 333,812 passengers, up from 305,503 in fiscal year 2004. Keystone ridership in fiscal year 2005 was 1.068 million, which is up 18.5% from Fiscal Year ‘04 and up 20.1% from Fiscal Year ‘03.



Lancaster Amtrak Train Station platform and existing pedestrian bridge

The Lancaster Train Station also serves as a depot for regional bus service via Capital Trailways. Capital Trailways provides service between Harrisburg and New York with stops in York, Lancaster, Ephrata, King of Prussia and Willow Grove.

Local Transit Service

The Red Rose Transit Authority (RRTA) provides public transportation services throughout Lancaster County. The Gateways Study Area is served by the following Lancaster City and Metro Region bus routes:

- Historic Downtown Trolley
- Route 1 – Park City A/Southeast
- Route 3 – Park City C/8th Ward
- Route 5 – Grandview Heights/Rossmere
- Route 10 – Lititz
- Route 11 – Ephrata
- Route 19 – Manheim

For details on service routes, see Figure 10 – Map of Transit and Parking.

RRTA recently completed construction of a transit center in the 200 block of North Queen Street, approximately eight blocks south of the Amtrak Train Station. The \$8.3 million facility, known as Queen Street



RRTA Queen Street Station

Station, includes 11 bus berths in an open-air bus corral, a sales and information center, a public meeting room, and about 14,000 square feet of commercial lease space.

RRTA also provides a variety of transportation programs to meet specific community needs. These include Red Rose Access (ADA Services), a county-wide shared ride (paratransit) service for persons whose disability prevents them from riding a bus; and Metro Access to Jobs program to provide transportation to job sites at times when regular bus service does not operate.

Bus Shelters and Benches

The Gateways Study Area generally lacks accommodations for transit passengers. Bus shelters with a bench were identified at Goodwill Industries on the west side of Plum Street and Juliette Avenue and at the Armstrong Park ‘n Ride lot on Manheim Avenue.

The master plan for the rehabilitation of the Lancaster Amtrak Train Station includes a bus shelter near the entrance of the building. The shelter will serve RRTA passengers as well as inter-city bus passengers.

Freight Rail Service

Freight rail service within the Study Area is provided by Norfolk Southern Railway Company. Norfolk Southern owns and operates several storage tracks, a yard office, a mechanical office, locomotive storage tracks, and car repair tracks to support the Dillerville Yard, the majority of which lies just beyond the Study Area to the west of Dillerville Road. This yard is a transfer yard for freight in and out of the Lancaster area to Harrisburg and Enola yards near Harrisburg, PA. The Railroad is experiencing expanding business in the Lancaster area, and the existing Dillerville Yard is being used to capacity. During the summer of 2004, Norfolk Southern Railway announced plans to expand the Dillerville Yard by adding capacity via the "Cork Line," which would allow for the storage of an additional (100) boxcars.

Customers throughout Lancaster County rely on Norfolk Southern freight rail service through the Dillerville Yard, including Packaging Corporation of America, located at the corner of Dillerville Road and Fruitville Pike, which receives approximately 20 railcars per week via the spur that crosses Manheim Pike just west of Fruitville Pike. It is unclear whether there are any other freight rail customers within the Gateways Study Area. However, some companies have expressed interest in exploring freight rail service.

Parking

Many of the businesses within the Study Area provide some on-site surface parking for customers and employees. There are extensive surface lots located between Clay and Liberty Streets west of Prince Street. These lots, associated with the Armstrong Company complex, Liberty Place and other businesses, help to

serve the needs of Clipper Magazine Stadium. Figure 10 shows existing parking areas within the Study Area.

In addition to these lots, on-street parking is provided in some portions of the Study Area. In order to accommodate traffic volumes, on-street parking is limited on some of the major roadways through the area including:

- Fruitville Pike, between the Fruitville Pike Bridge and Dillerville Road
- Harrisburg Avenue
- Lititz Pike, between McGovern and Toll Gate
- McGovern Avenue, between Prince and Queen, and between Duke and Lititz Pike
- Prince Street, between Clay and Ross

On-street parking is also prohibited on some secondary streets presumably because of insufficient right-of-way widths. These include:

- Cherry Street, between Clay and Liberty
- Clay Street, between Duke and Cherry
- Market Street, between James and McGovern
- Marshall Avenue, between Lititz Pike and Juliette
- Ross Street, between Market and Queen

A number of other streets have on-street parking on only one side. Liberty Street, between Charlotte and Prince, features angled parking, the only example within the Study Area.

Park 'n Ride Facilities

RRTA's Park 'n Ride lot is currently located at Clipper Magazine Stadium. Parking at the lot is free. To guarantee a space, riders should contact RRTA for a subscription agreement. The

lot is served by RRTA's Historic Downtown Trolley, which runs primarily along the north-south corridors of the city, making slight deviations along the route during peak hours.

Amtrak Train Station Parking Lots

The Lancaster Amtrak Train Station currently offers 167 off-street parking spaces, including short and long-term passenger parking and employee parking. Land development plans submitted to the LCPC for review in September 2005 showed a total of 307 spaces, including 79 short-term, 78 employee and 150 long term spaces. The Gateways Plan shows surface parking only; however, the layout may accommodate a later conversion to structured parking.

Parking Capacity

According to Lancaster County GIS data, there is approximately 183 acres of surface parking within the Study Area – 117 acres of which is in the City (94 paved, 23 unpaved) and 66 acres of which is in Manheim Township (59 paved, 7 unpaved). Accounting for aisles, medians, other various traffic control and calming devices, required landscaping and sufficient spaces for handicapped persons, roughly 80-100 spaces can be accommodated per acre. This would yield between 9,360 and 11,700 spaces in Lancaster City and 5,280 and 6,600 surface parking spaces in Manheim Township for a total of between 14,640 and 18,300 spaces in the Study Area.

Parks and Recreational Facilities

There are two parks and one recreational facility within the Study Area. A brief description of each facility follows. For a more thorough discussion of park and recreational facilities refer to the Lancaster City,

Manheim Township and Lancaster Inter-municipal Committee (LIMC) comprehensive plans.

- **Market Street Kids Park** – Located at the northwest corner of Ross and Market Streets, behind Ross Elementary School, the Market Street Kids Park includes playground equipment and benches and is meant to serve the children of the adjacent neighborhood. The park was restored by the students at the Upper School at Lancaster Country Day School in April 2005.
- **Stauffer Park** – Located on the east side of Lititz Pike, north of Marshall Avenue. Owned and operated by the Stauffer Park Board of Trustees, the park features both active and passive recreation facilities.
- **YMCA** – Currently located at the corner of West Frederick and North Queen Streets, the YMCA offers after-school programs for youth in addition to indoor fitness and recreation facilities for its members. There are no outdoor recreation facilities. The Lancaster Family YMCA is planning to relocate to Harrisburg Avenue, adjacent to Clipper Magazine Stadium, in early 2009.

While there are few parks or recreation facilities within the Study Area boundaries, several are close to the Gateways Study Area.

- **Boys and Girls Club's Walker Clubhouse** – This community facility is adjacent to the Northwest Corridor Linear Park north of West Lemon Street, just outside of the Study Area.

- **Brecht Elementary School** – Located west of Lititz Pike in the Glenmoore Circle neighborhood, this Manheim Township School District property includes 5.3 acres of public school recreation land.
- **Buehrle Alternative School** – Located at the southwest corner of Clay and Ann (Park Avenue), this recreational area is owned and managed by the School District of Lancaster.
- **Franklin & Marshall College** – Located along Harrisburg Avenue, this private college features athletic facilities, including ball fields and a track that are generally accessible for public use.
- **Lancaster Catholic High School (LCHS)** – Located just west of Stauffer Park, LCHS facilities include both football and (softball/baseball) fields. LCHS hosts an annual carnival, drawing thousands of people each year.
- **Long's Park** – Located on Harrisburg Pike at US 30, about one mile west of the Study Area, this 68+ acre regional park features a range of amenities, including acres of open space, tennis courts, picnic areas, playground equipment, an amphitheater and pond.
- **Musser Park** – Located at the southeast corner of North Lime and East Chestnut Streets, this 3.1 acre Lancaster City park includes open space and playground equipment.
- **Northwest Corridor Linear Park** – The Linear Park travels from Lemon Street, just west of Prince Street, to Harrisburg Avenue. The park is outside the Study Area. Amenities include a walking path, an exercise loop, basketball



Northwest Corridor Linear Park Trail Head

- courts, playground equipment and swings.
- **Ross Elementary School** – Located at the northwest corner of Prince and Ross Streets, this School District of Lancaster site includes limited playground areas.
- **Rotary Park** – Located at the intersection of Water and James Streets and Harrisburg Avenue, just west of Prince Street, the park includes benches, and a sculpture of children at play. The Park was created by the Lancaster Rotary Club with support from Lancaster Historical Society, the City of Lancaster, the James Street Improvement District and the Lancaster Alliance.
- **Sixth Ward Park** – Located southeast of Ross and Reservoir Streets, this 3+ acre park includes a wading pool and playground equipment, active recreation facilities and picnic tables.
- **Stumpf Field** – Located on the west side of Fruitville Pike, north of Manheim Pike, this privately owned field serves adult softball leagues. The future of the facility is unknown as the owner has declared his intention to sell the site for development.



Rotary Park, intersection of James & Water Streets and Harrisburg Avenue

- Wharton Elementary School** – Southeast corner of Harrisburg and Mary, outside of the Study Area. School District of Lancaster. Amenities include half-court basketball courts and new playground equipment.

Community Facilities and Services

The Gateways Study Area is served by Manheim Township and Lancaster City schools and fire, police and ambulance (EMS) services. Other community facilities and services, such as hospitals and houses of worship, are also located within or nearby the Gateways Study Area. Detailed information on the various facilities follows.

Schools

The Gateways Area encompasses portions of the School District of Lancaster (SDoL) and the Manheim Township School District (MTSD). A range of public, private and parochial schools serve the area. There are two schools within the Study Area: Ross Elementary (SDoL) on North Queen Street and Saint Anne's Parochial School at the corner of Duke and Liberty Streets.

Colleges and Trade Schools

Franklin & Marshall College is located along the southwestern boundary of the Study Area. The college enrolls approximately 1,980 full-time undergraduate students. The college is currently expanding its facilities to include a new Life Sciences and Philosophy Building, expanded athletic facilities and a mixed use retail and student apartment complex along Harrisburg Avenue.

Lancaster General College of Nursing and Health Sciences is a two year private college dedicated to the education of healthcare workers. Originally founded in 1903 as Lancaster General Hospital's School of Nursing, the College enrolls approximately 450 students. The College offers associate degrees, diploma and certificate programs. It is located on North Lime Street, just outside the Study Area.

Ambulance (EMS) Services

Ambulance (EMS) services for Lancaster City residents are provided by Lancaster EMS Association. EMS Stations are located throughout the service area. Stations closest to the Study Area include one at Lancaster General Hospital on North Duke Street and one at Lancaster Regional Medical Center on College Avenue. For additional information visit their web site at www.lemsa.com.

The Manheim Township Ambulance Association, located outside of the Study Area within the Township Municipal Complex, provides 24-hour emergency ambulance service and routine transports to residents of Manheim Township and the northern part of Lancaster City. Back-up ambulance services are provided by neighboring companies when there are multiple emergencies that cannot be adequately served by the association.

Fire Protection Services

Each fire company in Lancaster County has a mutually agreed upon primary service area where it has first-call responsibility. The City of Lancaster's Bureau of Fire provides fire protection services to city residents. The city has three fire stations, which serve all parts of the city. The stations closest to the Study Area are Station #1, located at 425 W. King Street, and Station #3, located at 333 E. King Street. The fire personnel are employees of the city.

The volunteer Southern Manheim Township Fire Company serves the densely populated southern section of Manheim Township, including the entire township portion of the Study Area. The company is located within the Study Area on Fruitville Pike at Orchard Street.

Police Services

Formed in 1865, the Lancaster City Bureau of Police provides full police service to the citizens of Lancaster City. The City has initiated the proactive, collaborative program of Neighborhood Policing, which involves the entire community in working to restore healthy neighborhoods where crime cannot survive. Neighborhood Policing encourages police officers to use problem-solving techniques to identify a problem and then find solutions. The city is divided into twelve Neighborhood Policing districts. The Study Area lies within Neighborhood Policing Districts 1 and 3. Lime Street is the dividing line between the two districts serving the Study Area.

Neighborhood Policing will not supplant existing police services. The Police Bureau began assigning regular uniform patrol officers to permanent and semi-permanent districts in 1998. The officers assigned to the Neighborhood Policing districts will be able to work closely with these

officers on a daily basis, thus, further enhancing the continuity of service delivery.

The Manheim Township Police Department serves Manheim Township and the Borough of East Petersburg.

Health Care Facilities

Two general hospitals, which are located within one mile of the Study Area, serve Lancaster City and the Study Area. The area also includes several facilities that provide specialized health care services, such as the HealthSouth Diagnostic Center of Lancaster.

Lancaster General Hospital, located in the 500 block of North Duke Street, is an unaffiliated, not-for profit, general medical and surgical hospital with 521 beds. It features an emergency department and a trauma center. The campus also includes a Sempercare Hospital facility, which provides long-term acute care for patients no longer needing ICU services. Lancaster General Hospital was the County's largest employer as of 2003. *According to hospital officials, LGH will spend an estimated \$500 million on expansion over the next decade. Part of the expansion will take place on the former Armstrong World Industries Liberty Street Floor Plant ("AWI") site.*

Lancaster Regional Medical Center, located on College Avenue south of the Franklin & Marshall College campus, is a general medical and surgical hospital with 226 beds. The hospital is owned by Health Management Associates.

Other Community Services

There are a number of houses of worship just outside the Study Area boundaries. St. Anne Parish, at the corner of Duke and Liberty Street is

the only house of worship within the Study Area boundaries.

There are no homes for the aged within the Study Area; however, there are two just beyond the Study Area boundaries: Calvary Fellowship Homes in Manheim Township and Beverly Healthcare at 425 North Duke Street in the City of Lancaster.

There are a variety of community service institutions in the vicinity of Janet Avenue in Manheim Township, including: Occupational Development Center at 640 Martha Avenue; Goodwill Industries at 1048 North Plum Street; and a variety of community service organizations are housed in the Lancaster County Health and Welfare Foundation facility at 630 Janet Avenue.

Environmental Quality

Air Quality

Lancaster County is classified as a Marginal non-attainment area under the federal Clean Air Act Amendments (CAAA) of 1990. Pennsylvania Department of Environmental Protection eMapPA lists several facilities with active Air Emission Permits in the Study Area, including:

- Armstrong World Industries
- Flury Foundry
- Lancaster Metal Boiler Mfg.
- McMinns Asphalt
- Packaging Corporation of America
- US Boiler Mfg.

Water Quality

The City of Lancaster's water system regularly meets the EPA public water quality treatment standards.

Incidents of groundwater contamination have been identified and remediated within the Study Area according

to Pennsylvania Department of Environmental Protection records.

There is a reasonable likelihood that sites with groundwater contamination exist in the area given its industrial history. In order to protect the health of its residents and facilitate redevelopment, the City of Lancaster prohibits the use of groundwater for drinking or agricultural purposes and it requires hookup to the public water system. The City is pursuing an areawide nonuse aquifer determination under the provisions of the Pennsylvania Land Recycling and Environmental Remediation Standards Act (Act 2).

Known or Suspected Brownfield Sites

The U.S. EPA defines a brownfield as "real property, the expansion, redevelopment or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant or contaminant." Several sites within the Study Area have obtained Releases of Liability for identified contamination under Pennsylvania's Land Recycling and Environmental Remediation Standards Act (Act 2), including the following:

- (former) Ace Rentals Facility, 732 North Prince Street
- (former) Federal Mogul Facility, 1100 Garfield Avenue
- Lancaster Leaf Tobacco, 850 North Water Street
- (former) Kimmel Iron & Metal Co., 1039 Harrisburg Pike
- (former) Red Rose Buick Suzuki, 939 North Prince Street

For a current list of Act 2 sites visit the Pa DEP Land Recycling Program Homepage at www.dep.state.pa.us, and enter Keyword "Land Recycling" or contact the LCPC's Land Recycling Specialist at 717.299.8333 for assistance.

Economic Enhancement Programs

There are a number of financial as well as non-financial incentive programs currently available within the Gateways Study Area.

Financial and Non-Financial Incentives

- **Local Economic Revitalization Tax Assistance (LERTA):** LERTA provides tax exemption for certain improvements to deteriorated residential, industrial and commercial property in designated areas within the City of Lancaster. Phasing property tax increases makes investment in the designated areas more attractive to private developers. This program is limited to designated properties within the City of Lancaster (see Figure 11 for a map of Existing LERTA Areas).
- **Keystone Innovation Zone (KIZ):** The Keystone Innovation Zone was established by the Commonwealth of Pennsylvania to provide grant funds to community/university partnerships to generate job growth through technology transfer and entrepreneurship. The Lancaster KIZ was established in 2004 with the James Street Improvement District (JSID) as the coordinator and Franklin and Marshall College as the education institution partner. The Lancaster KIZ is bounded by Lime Street, the Amtrak Station/ railroad tracks, Race Avenue and Chestnut Street. Targeted industries for the Lancaster KIZ include: healthcare, communications/information technology, life sciences/biotech, and agriculture/ food services. More information on the Lancaster City KIZ can be found on the JSID web site at www.jsidlanaster.org.
- **Enterprise Zone:** The Enterprise Zone Program was established by the Commonwealth to provide grants to financially disadvantaged communities for preparing and implementing business development strategies within designated Enterprise Zones. The funding cycle for the local enterprise zone expired as of July 1, 2001. However, the following benefits still apply.
 - Revolving loan fund maintained by the City of Lancaster for businesses located within the Enterprise Zone
 - Pa Act 2 Special Industrial Area site qualification
- **Permitting Initiative:** The Permitting Initiative is a voluntary program that provides for coordinated and expedited review of qualifying economic development projects. The Permitting Initiative is a non-financial incentive implemented through a County/ municipal cross-acceptance process. The City of Lancaster is a participant in the Permitting Initiative. More information is available on the LCPC web site at www.co.lancaster.pa.us/planning, Planning Keyword "Permitting."
- **PENNVEST Brownfield Remediation Loan Fund:** The PENNVEST Brownfields Remediation Loan program was established by the Pennsylvania Infrastructure Investment Authority ("PENNVEST") to encourage the cleanup and redevelopment of brownfields. With financing from the Federal Clean Water State Revolving Fund, the low-interest loan program focuses on sites that pose a threat to local groundwater or surface water sources. Loan recipients must agree to comply with the remediation requirements of Pennsylvania's Land Recycling and Act 2 if remediation is required. Interested parties should contact PENNVEST or the LCPC's Land Recycling Specialist for more information.
- **Lancaster County Targeted Brownfield Assessments:** Using funds provided by the U.S. Environmental Protection Agency, the LCPC assists with conducting environmental assessments for the purpose of eliminating environmental uncertainty associated with brownfield redevelopment. More information can be found at www.co.lancaster.pa.us/planning – Planning Keyword "Land Recycling."
- **Areawide Non-Use Aquifer Designation:** The City is preparing an application for Areawide Non-Use Aquifer designation through the PA Department of Environmental Protection's Act 2 program. The City has adopted an ordinance prohibiting groundwater use for drinking or agricultural purposes and the survey of wells used for drinking or agricultural purposes is complete. However, the application for Areawide Non-Use Aquifer designation is not yet complete.
- **Lancaster County Heritage Program:** The LCPC created a nationally recognized community-based approach to heritage development and heritage tourism, which focuses on the interpretation and preservation of the county's authentic cultural, historical, and architectural resources. Goals of the program are to enhance community pride in local heritage resources while providing economic opportunities and benefits and to provide a

diversity of authentic heritage experiences for both residents and visitors. Since inception, the program has created products that help residents and visitors locate the county's historic and cultural treasures, and it has created a framework for those facilities to work together to achieve common goals. Designated Heritage Tourism Sites must meet the program's strict guidelines for authenticity and quality. More information can be found at www.co.lancaster.pa.us/heritage.

The following sites within the Study Area are considered "eligible" for designation under the Heritage Tourism program:

- Stauffer Park and Mansion
- Stehli Silk Mill
- Stockyard Inn
- Lancaster Stockyards
- Lancaster Amtrak Train Station
- Shaarai Shomayim Cemetery
- Liberty Place

- **New Markets Tax Credits:** The New Markets Tax Credit (NMTC) was created to address the lack of capital available to business and economic development ventures in low income communities. The NMTC program provides private-sector investors (e.g. banks, insurance companies, corporations, and individuals) with federal income tax credits in return for new investments in eligible businesses, ranging from small business startups to real estate development. Brownfields cleanup and redevelopment projects often fall under these NMTC qualifications.

Neighborhood Associations and Improvement Districts

- **James Street Improvement District (JSID):** The JSID works to build effective partnerships that will maintain a clean and safe environment for a growing, diverse, urban community. The district is generally bounded by Race Avenue on the west, Chestnut Street on the south, Lime Street on the east and Amtrak train/transit station and railroad tracks on the north.
- **North-Central Elm Street:** The Elm Street program is a component of the PA Department of Community and Economic Development's New Communities renewal strategy and is designed to provide assistance and resources that will improve the viability of older neighborhoods. The area designated as North-Central Elm Street in Lancaster is bounded by Lemon Street, Prince Street, Clay Street and Christian Street, adjacent to downtown Lancaster and neighborhoods along gateway arteries. The area program's goals include facade improvement grants and streetscape enhancements. The James Street Improvement District is the coordinator of the North-Central Elm Street program.

Municipal and Special-District Taxes and Fees

The portion of Manheim Township south of U.S. 30 is designated as Transportation Service Area "D" for purposes of the Township's Impact Fee Ordinance. Any new development within this area where any increase in the p.m. peak hour trips is generated by development will be charged \$1,959.28 per new p.m. peak hour trip. Credits can be given for the reuse of existing sites. Developers should check with the local governing body regarding additional municipal or special-district taxes or fees associated with development in the Gateways Study Area.

PART TWO: PAST PLANS AND ADOPTED POLICY DIRECTIVES

A survey of past planning initiatives revealed a predominance of plans covering the western portion of the Study Area, including the 1989 Northwest Corridor Study, Lancaster's Economic Development Action Agenda (1998), and the Lancaster City Stadium District Physical Environment Vision Report (2003) to name a few. In addition, policy directives from municipal and county comprehensive plans provided a foundation on which to build the Gateways Revitalization Strategy. Another key ingredient in the development of the Gateways Plan were the issues and ideas raised by participating stakeholders during the public involvement process. These past plans as well as the issues and ideas are summarized below.

- **Lancaster County Comprehensive Plan:**
Revisions: Policy Plan Component of the Lancaster County Comprehensive Plan, as amended in April 1999, outlines a number of Policy Plan Goals which are applicable to the revitalization of the Gateways Study Area.
- **Lancaster City Comprehensive Plan:** The Policy Plan component of *A New Comprehensive Plan for the City of Lancaster* (1993) outlines several policy goals under the headings of Community Character; Housing; Economy; Human Environment; Public Safety; Land Use; Transportation; Facilities and Services; Energy Conservation; and Intergovernmental/Institutional Cooperation.
- **Manheim Township Comprehensive Plan:** The *1995 Manheim Township Comprehensive Plan* outlines several policy goals under the headings of Community Character; Housing; Economy;
- Human Environment; Public Safety; Land Use; Transportation; Facilities and Services; Energy Conservation; and Intergovernmental/Institutional Cooperation.
- **Lancaster City Stadium District Physical Environment Vision (2003):** The Lancaster City Stadium District Physical Environment Vision Report was commissioned by the James Street Improvement District in 2003 in anticipation of the development of Clipper Magazine Stadium. The goals of the plan were to improve the quality of life; address access, parking and traffic concerns of property owners; and, create economic development opportunities in the James Street Improvement District. The plan outlined both short-term and long-term strategies, some of which appeared in prior plans such as Lancaster's Economic Development Action Agenda (LDR 1998) and the Northwest Corridor Study (December 1989).
- **Lancaster County Bicycle and Pedestrian Transportation Plan:** The *Lancaster County Bicycle and Pedestrian Transportation Plan: Phase II* ("Bike-Ped Plan") recommends a system of safe and convenient bicycle and pedestrian facilities throughout Lancaster County. The physical improvements identified in the plan are to be complemented by educational and promotional programs.
- **Growing Together (LIMC):** *Growing Together*, a multi-municipal plan developed by the Lancaster Inter-Municipal Committee (LIMC), outlines numerous goals, objectives and strategies relevant to the Gateways Study Area.
- **Lancaster's Economic Development Action Agenda (1998):** Lancaster's Economic Development Action Agenda, commonly referred to as the "LDR Plan," includes goals and strategies for four specific areas of the City: North Prince Street; Downtown and Central Prince Street; South Prince Street; and, South Duke Street. Goals and strategies related to North Prince Street were taken into consideration in the development of this Revitalization Strategy.
- **Northwest Corridor Study, City of Lancaster, PA (1989):** The Northwest Corridor Study (December 1989) is a comprehensive urban plan for a mile and a half long section of the City of Lancaster, stretching from the North Campus of Franklin and Marshall College along Harrisburg Avenue to Chestnut Street. The purpose of the study was to make physical, administrative and operational recommendations for the public and private sectors that encourage and guide future development of the Northwest Corridor.
- **Lancaster Regional Transportation Station Master Plan and Concept Report (1998):** This report was prepared in 1998 to guide the rehabilitation of the Lancaster Amtrak Train Station site into a premier intermodal transportation center serving Lancaster and the region.
- **Final Report for Lititz Pike Bridge Alignment Evaluations (1998):** This report evaluated alignments for new corridors accessing PA 501/US 222 and replacement bridges over the Amtrak rail corridor.

- **Lancaster County 2004 Management Systems Report (2004):** The 2004 Lancaster County Management Systems Report was prepared by the LCPC staff on behalf of the Lancaster County Metropolitan Planning Organization (MPO), known as the Lancaster County Transportation Coordinating Committee (LCTCC). With this report, the MPO fulfilled its requirement to PennDOT and the planning process to update and report on the results of two management systems, the Congestion Management System (CMS) and the Intermodal Management System (IMS) for 2004. The report provides congestion management system goals and objectives.

- **Northwest Lancaster Long Term Vision (RTKL, 2005):** The Northwest Lancaster Long Term Vision was prepared by RTKL on behalf of F&M College, the EDC of Lancaster County and the JSID. The plan was funded in part by a Pa DCED Business in Our Sites Planning Grant as part of the Armstrong World Industries Floor Plant redevelopment.

PART THREE: THE GATEWAYS FUTURE

The Vision

The community envisions a future for the Gateways Area that:

- preserves its urban form and acknowledges its rich heritage;
- reuses vacant or underutilized properties;
- offers a range of transportation choices, including an efficient network of sidewalks, trails and paths;
- includes a variety of business enterprises that provide jobs for residents and contribute to a stable tax base;
- provides a broad range of housing opportunities;
- is known as a place where innovation is encouraged and supported; and,
- continues to benefit from cooperative efforts to create and sustain the Gateways area as a thriving and vibrant place.

The community's vision for the future of the Gateways Study Area is rooted in their understanding of both the history and present conditions in the Gateways Area and the issues and ideas surrounding future development raised by the participating stakeholders. From this Vision, we developed Guiding Principles intended to inform development currently underway or in the planning phase. And finally, we developed a Physical Plan and Strategies that, when undertaken by cooperating public and private entities, will result in the realization of the community's vision for the area.

As you read this next part of the Revitalization Strategy we encourage you to think about what part you may be able to play in turning the Vision of the Gateways Area into reality.

Guiding Principles

The following guiding principles were developed to be consistent with the vision for the Gateways Area and will be used when considering future public and private development or reinvestment in the Gateways Area. These principles will be supported by strategies that will implement the vision for the Gateways Area.

Development or reinvestment in the Gateways Area shall:

- Support the community's vision for the area
- Consider how the project's design and use relates to its immediate surroundings and the larger Gateways Area
- Provide for physical connections and programs that complement other projects in the Gateways Area
- Accommodate alternative modes of transportation, i.e. transit, bicycles and pedestrians
- Reduce stormwater runoff and improve water quality through the application of Best Management Practices
- Involve the community early in the planning process

- Consider reuse of existing buildings when doing so contributes to achieving the community's vision for the area
- Mitigate environmental hazards

Public investment in the Gateways Area shall:

- Be consistent with and support realization of the community's vision for the area
- Be coordinated to leverage private investment in the Gateways Area
- Be directed towards improving traffic circulation

The Physical Plan

The Gateways Revitalization Strategy Physical Plan (Figure 12) shows general boundaries of five Gateways Districts (described below), roads, trails and other infrastructure that will improve mobility and connectivity within the Gateways Area. The physical plan also identifies Catalyst Sites, which are sites that have the potential to stimulate further revitalization. The ideas conveyed were developed with input from property owners, residents and others with an interest in the

future of the area. Significant features of the Physical Plan include:

Proposed Roadway Changes

The Physical Plan shows proposed changes to the roadway network, including new street connections, an expanded local street grid, replacement of the Lititz Pike Bridge and intersection and corridor realignments.

A majority of the new roads are proposed for the Stadium and Liberty Street districts. The Gateways Plan proposes extending Liberty Street to connect with College Avenue at Harrisburg Avenue and extending Clay Street from Prince Street to Harrisburg Avenue. Both extensions will provide new east/west connections from Prince Street to Harrisburg Avenue where none exist today. In the Manheim Pike District, the Gateways Plan envisions an extension of Garfield Avenue to Dillerville Road, with restricted right-in, right-out access at Dillerville Road, thereby creating dual frontage for the recently rezoned parcel on the southeast corner of Manheim Pike and Dillerville Road. In the Stockyards District, Kelly Avenue would extend to connect to

Marshall Avenue. Although not on the Gateways Plan, an expanded network of local streets is needed to facilitate urban-form development on existing large parcels such as the Armstrong, Stockyards and Wolf tracts.

The Gateways Plan denotes the replacement of the Lititz Pike Bridge. While this plan does not propose a specific realignment alternative, it does call attention to the impending replacement of this key piece of infrastructure. Future development in the vicinity should consider the potential for significant changes to traffic circulation in the general vicinity of the bridge. The LCPC is collaborating with Pennsylvania Department of Transportation (PennDOT) on preliminary design alternatives to ensure that the new bridge fits in the context of the larger Gateways Study Area. There is general concurrence that the Lititz Pike Bridge will be designed to support the pedestrian and transit orientation of this area. Design considerations should include bicycle and pedestrian facilities and could possibly accommodate circulation under the bridge on the north and south sides of the railroad.

In addition to the new or extended roads outlined above, the Gateways Plan envisions realignment of Manheim Pike and Keller Avenue at the intersection with Fruitville Pike. Realignment of the corridor, along with relocation of the intersection, may facilitate more productive redevelopment of the land along this corridor. This change is also proposed to improve operation of the roadway network, and protect the abutting neighborhood. Additional intersection or corridor realignments may be necessary to achieve maximum efficiency of the network.

Finally, the Gateways Plan conveys conversion of McGovern Avenue from one-way to two-way traffic. Additional

changes to circulation patterns are also envisioned. However, additional studies are needed in order to determine the feasibility of converting some or all of the existing one-way streets to two-way traffic.

Greenways and Trails

A network of paths has been laid out to provide recreational as well as transportation opportunities for pedestrians and cyclists. The network was designed to connect places such as: Clipper Magazine Stadium, Franklin & Marshall College's planned mixed use project and athletic fields, Lancaster Amtrak Train Station, Stockyards site, and Stauffer Park. In keeping with past plans, the proposed plan envisions the conversion of the Norfolk Southern railroad holdings, within the Liberty Street and Stadium districts into a greenway. The Gateways Plan also provides for future connections to the Northwest Corridor Linear Park, Long's Park, Park City Mall, Red Rose Commons and the Conestoga Greenway via the Grandview Heights neighborhood. Access across the Amtrak train tracks is provided on the Dillerville Road, Fruitville Pike and Lititz Pike bridges, as well as, via a proposed pedestrian bridge extension from the Amtrak Train Station to the north side of the tracks and via an existing tunnel under the tracks approximately 300 feet east of the Lititz Pike Bridge, in the vicinity of the Stockyards property.

Park / Open Space

The most notable addition of parks and open space in the Study Area is the F&M College athletic fields in the Liberty Street District, proposed as part of the Armstrong complex redevelopment. The Gateways Plan also identifies Shaarai Shomayim Cemetery along East Liberty Street as new open space. Reinstating cemeteries as public spaces is an emerging trend in urban areas. The

Market Street Kids Park (behind Ross Elementary School) and Stauffer Park are existing "green space" features that are included on the Physical Plan as a means of highlighting their presence and importance to the community. While the Gateways Plan does not identify specific locations for additional park or open space, the accompanying strategies do recommend that additional green space be provided for through conversion of vacant land and dedication of private space for public use.



Potential greenway/trail connection

The Gateways Districts

Through the planning process five districts were identified. Each district has unique characteristics such as existing activities or land uses that complement one another or infrastructure that defines a transitional space from one predominant use to another. They also include catalyst sites (marked by an asterisk) that represent existing or future projects that have the potential to spur additional redevelopment or revitalization in the district. Following is a brief description of each district.

- **Train Station District** – The central feature in this district is the Lancaster Amtrak Train Station. The train station will be undergoing nearly \$10 million in



Lancaster Amtrak Train Station Rendering

Cooper-Carry, Inc.

renovations and will serve as a catalyst for new investment in the immediate area surrounding the Station. The entire Train Station District is defined as a Catalyst Zone because of the potential for the revitalized Train Station to spur redevelopment within its planning district as well as influence development in adjacent districts.

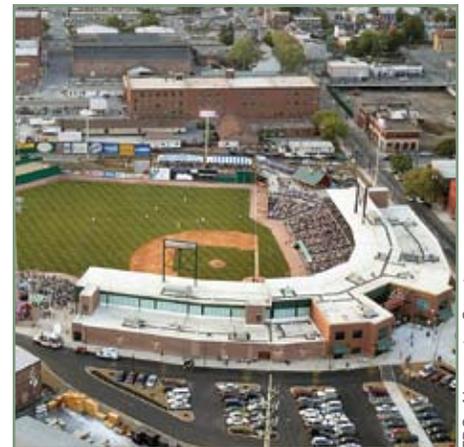
- **Stockyards District** – The Stockyards District, which lies just east of the Train Station District, includes two properties with great potential to serve as catalysts for further revitalization projects. The 21 acre Stockyards property to the west and the former Stehli Silk Mill building to the east, serve as bookends along the Marshall Avenue corridor. These two properties hold tremendous potential for defining the character of the district. Other significant features within the district include the existing small scale industries and commercial operations along East Liberty Street and in the areas of Elizabeth Avenue and Ice Avenue, and the human services complex at Janet Avenue. Protection of the residential neighborhoods both within and adjacent to the district is a central concern for this planning district.

- **Manheim Pike District** – The Manheim Pike District is the only district that is predominantly commercial or industrial in nature at present. Significant changes in the district have opened up large tracts of land for new development. The Wolf tract at the western end and the McMinns and Malleable tracts to the east, serve as bookends along the Manheim Pike corridor. Meanwhile, Fruitville Pike, with Packaging Corporation of America at the northern end, divides the district from the Glen Moore Circle residential neighborhoods that lie to the east. The freight rail line that bisects the district is a significant piece of infrastructure that must be accommodated into the future. The provision of a trail along the rail line, together with creative pedestrian crossing features, could transform what at first blush appears as an obstacle into a feature to be highlighted as part of the district.

- **Liberty Street District** – The Liberty Street District, probably best known as the home of the former Armstrong World Industries Floor Plant, features a mix of commercial and industrial uses in the area of Harrisburg Avenue and Dillerville Road, as well as a small residential neighborhood at its eastern border. Plans have been developed to transform the sprawling Armstrong industrial complex into athletic fields for F&M College; facilities for the expansion of Lancaster General Hospital, such as outpatient facilities and office space; and possibly new housing. The continued expansion of F&M College facilities is a predominant characteristic of this district.

- **Stadium District** – The Stadium District features a mix of uses, including the new Clipper Magazine Stadium, a catalyst

site. Several tobacco warehouses are located in the district, primarily to the north of the Stadium. Another significant feature in the district is the Norfolk Southern railroad facilities which run parallel to Harrisburg Avenue. Two major corridors border the area, Harrisburg Avenue and Queen Street. The district features two catalyst sites in addition to Clipper Magazine Stadium. The former Gunzenhouser Bakery at the corner of Prince and Clay Streets, which is slated to become the new Charter Homes and Neighborhoods corporate headquarters, and F&M College's planned commercial/residential mixed use project on the north side of Harrisburg Avenue at College Avenue.



Clipper Magazine Stadium with tobacco warehouses

EDC of Lancaster County

Potential Land Uses and Activities

Achieving the Vision for the Gateways Area involves encouraging a mix of uses and activities that support each other and fit within the context of the existing communities.

The uses listed in the box below are in keeping with the context of the District, the infrastructure, and the community's desires. The list was generated based on input gathered through interviews, focus groups and

the November 2005 Gateways Open House. The list is not meant to be all inclusive, but rather, to identify the predominant types of uses that could, should or will occur in the district. In some cases, municipal zoning amendments may be necessary to accommodate the vision.

What You Don't See on the Physical Plan

Parking – While parking was identified as a significant issue, it should not be considered a predominant land use or feature in any of the districts. It must be accommodated by means

that meet the needs of the existing communities, while not detracting from the function or character of those communities. Meeting the existing and future parking needs will require creative and collaborative solutions. For example, parking should be provided in structures with ground floor commercial or professional services, underground, and on streets. Use of surface parking lots should be minimized and seen as an interim parking solution. Where necessary, parking should be located behind buildings or in the interior of blocks. See Strategies for more information on parking in the Gateways Study Area.

Circulation Changes – The road network includes a number of one-way streets. The Gateways Plan recommends returning some of these streets to two-way traffic in order to meet the goals of the Gateways Plan. Specific recommendations have not been shown on the Gateways Plan, with the exception of McGovern Avenue, as there will need to be additional study to determine which if any of the streets should be converted to two-way traffic.

Pedestrian Facilities – Pedestrian facilities, such as sidewalks, are an integral component of urban infrastructure. Therefore, this plan assumes that sidewalks or some other form of pedestrian facility are provided throughout the Study Area.

Bicycle Facilities – The greenway/trail network is intended to provide bicyclists with an alternative to traveling on the road. Nevertheless, the Gateways Plan envisions safe and efficient roads for those who wish to travel on the road.

Streetscapes – Increased “greening” and beautification of the entire Study Area is envisioned but could not be conveyed on the Conceptual Drawing. Specific suggestions for improved streetscapes and landscaping will be addressed in a later phase of the project.

Stormwater Infrastructure – In order to meet the goal of developing this area in a dense urban form, it will be beneficial for property owners/developers to work cooperatively to address stormwater issues. Additional recommendations for cooperative efforts will be addressed on the district level.

Land Uses

District	Recommended		Potential
Train Station	Transit Hotel Housing	Office Greenways/Open Space Neighborhood Retail Eating & Drinking	Heritage Attractions
Stockyards	Entertainment Housing Light Manufacturing	Office Parks/Greenways Urban Entertainment	Neighborhood Retail Heritage Attractions
Manheim Pike	Entertainment Light Manufacturing	Office Urban Entertainment	Auto Sales
Liberty Street	Housing Office	Open Space/Athletic Fields Greenways	Neighborhood Retail
Stadium	Community Recreation Housing Entertainment	Greenways Office Urban Entertainment	Hotel

Brief explanation of terms used in the table above:

- **Community Recreation** – This category represents community facilities, specifically those oriented towards youth programming, e.g. YMCA, Boys & Girls Club, etc.
- **Entertainment** – This category represents entertainment venues with a regional market, i.e. Clipper Magazine Stadium, a movie theater, etc.
- **Heritage Attractions** – This category includes museums or other attractions related to the heritage of the area.
- **Neighborhood Retail**– This category represents retail and service businesses serving employees, commuters and residents in the immediate area. The focus is on pedestrian-oriented rather than auto-oriented establishments.
- **Transit** – This category represents the existing Amtrak Train Station as well as other multi-modal transit supportive facilities.
- **Urban Entertainment** – This category includes destinations such as boutique retail, dining establishments, or other small to mid-size entertainment venues. The focus is on pedestrian-oriented versus auto-oriented venues.

Revitalization Strategies

Cooperating public and private entities have the ability to translate the community's vision of the future into reality. We identified fifty-seven strategies or actions that need to be taken to achieve the vision. These fifty-seven strategies fall under eleven broad goals.

- Support the Amtrak Train Station as the key multimodal transportation hub in the area.
- Establish a pedestrian-oriented character within the Gateways Area.
- Encourage the use of alternative modes of transportation within the Gateways Area.
- Support, expand and diversify opportunities for mixed-use, economic development that provides for a variety of jobs within the area.
- Improve existing transportation infrastructure and provide new connections to improve quality of life and expand opportunities within the Gateways Area.
- Enhance the visual character and vitality of the community.
- Provide sufficient public parking to support active mixed-use districts.
- Expand the range of open space and recreational opportunities within the Gateways Area.
- Become a leader in environmental sustainability for the County.
- Establish community programs and cultural connections.
- Encourage housing opportunities.

Support the Amtrak Train Station as the key multimodal transportation hub in the area.

1. Expand the public transportation network within the area and increase the frequency of service between Gateways area and other points of interest so that transit becomes a convenient, reliable alternative to the automobile.
2. Improve vehicular access to the Amtrak Station through changes to traffic circulation patterns, including making McGovern Avenue a two-way street.
3. Improve pedestrian access to the station by adding sidewalks and walkways that provide safe and direct access to the station from many points within the Gateways Area
 - a. Provide direct pedestrian access by connecting the station's existing passenger walkway to the north side of the tracks at the current site of the Day's Inn.
 - b. Accommodate pedestrians on the reconstructed Lititz Pike Bridge

- c. Provide safe and convenient locations to cross Prince Street from the Liberty Street District and within the Stadium District
4. Focus mixed use buildings near the Amtrak Train Station to provide services for commuters.
5. Install streetscape amenities that create a safe, enjoyable environment.
6. Encourage sidewalk cafes within the Train Station District to generate interest and activity in the area, supporting it as a destination.
7. Improve visibility of station by orienting new buildings to accommodate terminating vistas of the station. Also improve signs in vicinity of station to facilitate wayfinding and to highlight the station as an important focal point of the area.
8. Provide structured parking within the Train Station District with pedestrian access to the station.

Establish a pedestrian-oriented character within the Study Area.

9. Develop minimum standards for improved sidewalks and paths in order to provide a safe, efficient pedestrian transportation network.
10. Install marked crosswalks at critical locations within the pedestrian network. Include some mid-block crossing locations where they provide a link to an important pedestrian destination. Make crossings highly visible using signs, lighting, colored and/or texturized pavement and new patterns of crosswalk markings. Sidewalk bulbouts can be used in conjunction with on-street parking to increase the visibility of pedestrians and to decrease the unprotected crossing distance.
11. Revise local codes and ordinances to accommodate high density, pedestrian-oriented retail and commercial services.

12. Establish and maintain a canopy of street trees and other green infrastructure to improve the beauty of the area, provide shade and separate pedestrian traffic from vehicular traffic.

13. Encourage physically integrated, mixed use facilities within the Gateways Area that allow patrons to park once and then safely and conveniently walk to multiple locations.

14. Provide a comfortable, safe and interesting environment through the use of lighting, landscaping, benches, trash receptacles, newspaper dispensers and public art installations.

15. Identify appropriate locations for traffic calming measures to promote safety and encourage pedestrian use. In particular, support the City of Lancaster's traffic calming plans for Prince Street and evaluate the potential for traffic calming along Harrisburg Avenue.

Encourage the use of alternative modes of transportation within the Study Area.

16. Promote safe bicycle use throughout the area using measures such as bicycle safety educational programs for cyclists and drivers, installing "share the road" signs.

17. Provide bicycle racks at convenient locations throughout the Study Area and on all Red Rose Transit buses & trolleys.

18. Establish incentive programs for employees and residents within the Study Area that encourage transit use or some other form of ride sharing to commute to and from work and other activities.

19. Provide free or reduced price transit service from the Amtrak Train Station to downtown Lancaster.

20. Work with Red Rose Transit Authority to identify strategic locations for bus shelters.

Support, expand and diversify opportunities for mixed-use, economic development that provides for a variety of jobs within the area.

21. Promote the Gateways area as a showcase for innovative development practices including land recycling, adaptive reuse, streetscape guidelines, design guidelines, and streamlined approval processes.

22. Support existing businesses that contribute economic vitality to the Gateways area, encouraging businesses to grow and expand within the area, paying special attention to the goals of the Keystone Innovation Zone.

23. Anticipate and guide developer interest in catalyst sites so that these critical sites may be developed in accordance with the established vision for the Gateways area.

24. Market the Gateways area as a vital location for business, encouraging new commercial, office, housing activities and other development that is compatible with the desired character of the district.

25. Develop new residential units as part of mixed use developments to provide a captive market for new and established businesses.

26. Identify and support development opportunities that meet residents' needs for goods and services.

27. Create a welcoming business environment geared towards supporting entrepreneurs through technical assistance, real estate and financial incentive programs.

Improve existing transportation infrastructure and provide new connections to improve quality of life and expand opportunities within the Gateways Area.

28. Establish new or extended streets to facilitate east west travel between Prince Street and Harrisburg Avenue.

29. Conduct a traffic circulation study of the Gateways area and extended Lancaster City transportation network to determine the effects of proposed transportation improvements, e.g. modification of the current system of one-way streets.

30. Establish a Gateways Task Force to coordinate with PennDOT as they undertake the Lititz Pike Bridge replacement study so that this major investment in transportation infrastructure provides connections and opportunities consistent with the Gateways Vision and Guiding Principles.

31. Design streets with the understanding that the Gateways area is a destination, as well as a through corridor and to provide a hospitable environment for non-motorized vehicles.

Enhance the visual character and vitality of the community.

32. Encourage the improvement and adaptive reuse of vacant, underutilized, and deteriorated properties.

33. Adopt comprehensive streetscape guidelines throughout the Gateways area in order to promote a positive experience for

all users of the streets. The City Streetscape Guidelines should be considered.

34. Establish design guidelines and form based codes as appropriate to ensure the compatibility of new development with adjacent and neighboring uses.
35. Designate “gateways” for special treatment and allocation of space for public signage. Potential locations for treatment include:
 - a. Lititz Pike & Fruitville Pike Bridges
 - b. Plum Street & Marshall Avenue Underpasses
 - c. Liberty Street traveling east from Harrisburg Avenue
 - d. Dillerville Road & Manheim Pike at their intersection
 - e. Harrisburg Avenue

Provide sufficient public parking to support active mixed-use districts.

36. Map existing parking including on-street, permit, surface and structured including parking decks.
37. Identify short-term parking locations, including limited surface lots, to support local businesses.
38. Increase opportunities for on street metered parking to support retail activity and to enhance pedestrian character.
39. Develop a plan to convert existing surface parking (roughly 30% of Study Area) to structured parking so that the remaining area may be used for appropriate development.
40. Facilitate opportunities for shared parking facilities (modify parking requirements within existing ordinances to allow for shared parking), smaller scale parking

projects, and scalable parking projects within Gateways area.

Expand the range of open space and recreational opportunities within the Gateways Area.

41. Establish a network of trails and greenways that promotes non-motorized travel and opportunities for physical fitness activity within the Gateways area and that makes connections to the Northwest Corridor Linear Park and ultimately regional destinations, such as Longs Park, Park City Mall and Red Rose Commons.
42. Establish pocket parks, tot-lots, and other recreational areas and facilities to serve local community needs. Vacant land may provide a temporary or permanent opportunity for open space.
43. Require that new developments set aside outdoor open space for use by their patrons, employees and others as appropriate, particularly if the open space may integrate with an adjacent amenity.
44. Seek a location for a community recreation facility within the area. Location criteria should include multi-modal accessibility to existing population concentrations.

Become a leader in environmental sustainability for the County.

45. Promote sustainable and innovative development, activities and business practices within the Gateways area by developing relationships with groups (ranging from local through national) that support these initiatives. Increase their interest in the potential for positive change within the Gateways area and gain their assistance in promoting and funding the use of renewable energy,

clean energy technologies, and energy conservation throughout the Study Area.

46. Approach stormwater management on a district-wide basis (at a minimum), specifically in the Manheim Pike and Stockyards districts, in order to use the land in the districts most efficiently. This approach may allow multiple developers to share the costs of stormwater mitigation and can provide creative alternatives to managing all stormwater on each developed site.
47. Require stormwater best management practices to reduce threats of flooding (particularly Plum St. & Marshall St. railroad underpasses), enhance visual character, increase developable land, and encourage groundwater recharge.
48. Support brownfields redevelopment opportunities by assisting owners and prospective purchasers in addressing brownfields issues and establishing a fund to assist with investigating environmental conditions of brownfields in the Study Area.

Establish community programs and cultural connections.

49. Develop programs that link suburban and rural destinations and events with train rides into Lancaster City for festivals, baseball games of other cultural events.
50. Increase community awareness and use of the improved system of sidewalks and trails by encouraging charity “walkathon” events to integrate them into routes.

51. Develop a walking tour that features the architectural and cultural heritage of the area.
52. Develop a series of murals along the Amtrak corridor to introduce visitors to Lancaster. Tie in with downtown Lancaster's arts scene.

Encourage housing opportunities.

53. Work with local banks to develop preferred mortgage programs for those who live in the vicinity of the Amtrak Train Station or who regularly make use of transit.
54. Revise ordinances as necessary to allow for true mixed use developments that include residential units above/in conjunction with other compatible uses, e.g. retail, office, etc.
55. Encourage a broad range of housing opportunities to accommodate diverse income levels and include the provision for bonus height or density for developing workforce housing.
56. Identify opportunity sites for immediate development of new housing that offers the potential to deliver a significant number of new units, providing an expanded market for transit and retail services.
57. Market the area to potential residents by highlighting transit opportunities that enable them to travel easily and conveniently within the County and beyond.

Best Practices / Reference Materials

To further understanding and facilitate implementation of the concepts and strategies outlined above we have developed a partial list of resources that you may draw on. Many of these resources are available on-line. The

LCPC also houses many of these documents in its library, which is open to the public.

- Developing Around Transit: Strategies and Solutions that Work, Urban Land Institute, 2004
- Streetscape Design Guidelines for the City of Lancaster, Pennsylvania, 2004
- Access Management Model Ordinances for Pennsylvania Municipalities Handbook, Pennsylvania Department of Transportation, April 2005 – Updated February 2006
- Parking Spaces / Community Places: Find the Balance through Smart Growth Solutions, US EPA, January 2006
- Pennsylvania's Traffic Calming Handbook, Pennsylvania Department of Transportation Publication No. 383, January 2001
- Using Smart Growth Techniques as Stormwater Best Management Practices, US EPA, December 2005
- Draft Pennsylvania Stormwater Best Management Practices Manual, Pa DEP April 2006
- Lancaster Design Guide: A Guide for Maintaining and Rehabilitating Historic Buildings, 2001
- Ten Principles for Rebuilding Neighborhood Retail, Urban Land Institute, 2003
- Higher-Density Development Myth and Fact, Urban Land Institute, 2005
- Involving the Community in Neighborhood Planning, Urban Land Institute, 2004

Additional Resources

The Gateways Study Area Existing Conditions document includes more detailed data and maps related to the history, land use, zoning, traffic conditions, infrastructure and environmental conditions. This report,

which is available upon request from the LCPC should prove beneficial to developers, property owners, designers, engineers and others considering or planning for redevelopment within the Gateways Study Area. Many of the past plans and adopted policy directives referenced in Part Two of this report are also available in the Lancaster County Planning Commission's library.

Summary

The 600 acre Gateways Study Area, with its rich heritage, unique architectural character and abundant redevelopment opportunities is a dynamic area to say the least. In the time it has taken to prepare this report, new businesses have opened, abandoned sites have been put back into productive use and major redevelopment projects have moved forward. However, we still have the challenge of knitting these projects together in a way that enhances the entire area.

The Gateways Revitalization Strategies, if implemented, will help ensure that previously disconnected areas are linked, the economic base is enhanced, housing opportunities are strengthened, and the regulatory climate is improved.

The Lancaster County Planning Commission, Manheim Township and Lancaster City have already begun implementing some of the strategies identified above. We encourage you to take a look at the Implementation Plan (Appendix A) and see what opportunities exist for you to become a part of the process.

IMPLEMENTATION SEQUENCE

Priority*	Strategy
M – H	Support the Amtrak Train station as the key multimodal transportation hub in the area
H	Establish a pedestrian-oriented character within the study area.
M	Encourage the use of alternative modes of transportation within the Study Area.
H	Support, expand and diversify opportunities for mixed-use, economic development that provides for a variety of jobs within the area
H	Improve existing transportation infrastructure and provide new connections to improve quality of life and expand opportunities within the Gateways Area
M	Enhance the visual character and vitality of the community.
M – H	Provide sufficient public parking to support active mixed-use districts.
L – M	Expand the range of open space and recreational opportunities within the Gateways area
L – M	Become a leader in environmental sustainability for the County
L – M	Establish programmatic connections
M	Encourage housing opportunities

* Low (L), Medium (M), or High (H) priority was assigned by City and Township planning staff.

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
Support the Amtrak Train station as the key multimodal transportation hub in the area.		
1. Expand the public transportation network within the area and increase the frequency of service between Gateways area and other points of interest so that transit becomes a convenient, reliable alternative to the automobile.	High	RRTA, LCPC, City, JSID, LGH, F&M, DID
2. Improve vehicular access to station through changes to traffic circulation patterns, including making McGovern Avenue a two-way street.	High	LCPC, City, Twp (Specific Plan)
3. Improve pedestrian access to the station by adding sidewalks and walkways that provide safe and direct access to the station from many points within the Gateways Area <ul style="list-style-type: none"> a. Provide direct pedestrian access by connecting the station's existing passenger walkway to the north side of the tracks at the current site of the Day's Inn. b. Accommodate pedestrians on the reconstructed Lititz Pike Bridge c. Provide safe and convenient locations to cross Prince Street from the Liberty Street District and within the Stadium District 	<p>Medium</p> <p>High</p> <p>High</p>	<p>LCPC, City, Township, AMTRAK</p> <p>PennDOT, LCPC, City, Township</p> <p>Township, City</p>
4. Focus mixed use buildings near the Amtrak Train station to provide services for commuters.	High	LCPC, City, Twp (Specific Plan)
5. Install streetscape amenities that create a safe, enjoyable environment.	High	Developers, City, Township
6. Encourage side-walk cafes within the Train Station District to generate interest and activity in the area, supporting it as a destination.	Low	JSID, City, Township
7. Improve visibility of station by orienting new buildings to accommodate terminating vistas of the station. Also improve signs in vicinity of station to facilitate wayfinding and to highlight the station as an important focal point of the area.	High	LCPC, City, Twp (Specific Plan)
8. Provide structured parking within the Train Station District with pedestrian access to the station.	High	Parking Authority, City, Township, LCPC

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
Establish a pedestrian-oriented character within the study area.		
9. Develop minimum standards for improved sidewalks and paths in order to provide a safe, efficient pedestrian transportation network.	High	LCPC, City, Twp (Specific Plan)
10. Install marked crosswalks at critical locations within the pedestrian network.	High	City, Township
11. Revise local codes and ordinances to accommodate high density, pedestrian-oriented retail and commercial services.	High	LCPC, City, Twp (Specific Plan)
12. Establish and maintain a canopy of street trees and other green infrastructure to improve the beauty of the area, provide shade and separate pedestrian traffic from vehicular traffic.	Medium	City, Township, Developers, Property Owners, Shade Tree Commission
13. Encourage physically integrated, mixed use facilities within the Gateways Area that allow patrons to park once and then safely and conveniently walk to multiple locations.	High	LCPC, City, Twp (Specific Plan), JSID, Developers
14. Provide comfortable, safe and interesting environment through the use of lighting, landscaping, benches, trash receptacles, newspaper dispensers and public art installations.	High	JSID, City, Township, Lancaster Arts, DID
15. Identify appropriate locations for traffic calming measures to promote safety and encourage pedestrian use. In particular, support the City of Lancaster’s traffic calming plans for Prince Street and evaluate the potential for traffic calming along Harrisburg Avenue.	High	LCPC, City, Twp (Specific Plan)
Encourage the use of alternative modes of transportation within the Study Area.		
16. Promote safe bicycle use throughout the area using measures such as bicycle safety educational programs for cyclists and drivers, installing “share the road” signs.	Medium	LCPC, DreamRide Projects, City, Township
17. Provide bicycle racks at convenient locations throughout the study area and on all Red Rose Transit buses & trolleys	Medium	Developers, Property Owners, RRTA, City, Township

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
18. Establish incentive programs for employees and residents within the Study Area that encourage transit use or some other form of ride sharing to commute to and from work and other activities	High	Commuter Services
19. Provide free or reduced price transit service from the Amtrak Train station to downtown Lancaster.	Medium	RRTA, LCPC, City, Township, JSID, DID, local businesses
20. Work with Red Rose Transit Authority to identify strategic locations for bus shelters.	Medium	LCPC, City, Twp (Specific Plan)
Support, expand and diversify opportunities for mixed-use, economic development that provides for a variety of jobs within the area.		
21. Promote the Gateways area as a showcase for innovative development practices including land recycling, adaptive reuse, streetscape guidelines, design guidelines, and streamlined approval processes.	High	LCPC, EDC, Township, City, LIMC
22. Support existing businesses that contribute economic vitality to the Gateways area, encouraging businesses to grow and expand within the area, paying special attention to the goals of the Keystone Innovation Zone.	High	JSID, City, Township, EDC
23. Anticipate and guide developer interest in catalyst sites so that these critical sites may be developed in accordance with the established vision for the Gateways area.	High	LCPC, City, Township, LIMC, JSID
24. Market the Gateways area as a vital location for business, encouraging new commercial, office, housing activities and other development that is compatible with the desired character of the district.	High	City, Township, EDC, LIMC, JSID
25. Develop new residential units as part of mixed use developments to provide a captive market for new and established businesses.	High	Developers, Housing Organizations, LCPC, City, Township
26. Identify and support development opportunities that meet residents' needs for goods and services.	High	LCPC, City, Township, Developers

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
27. Create a welcoming business environment geared towards supporting entrepreneurs through technical assistance, real estate and financial incentive programs.	High	Chamber, Assets, EDC, City, Township, Financial Institutions, Realtors
Improve existing transportation infrastructure and provide new connections to improve quality of life and expand opportunities within the Gateways Area.		
28. Establish new or extended streets to facilitate east west travel between Prince Street and Harrisburg Avenue.	Medium	City, LCPC
29. Conduct a traffic circulation study of the Gateways area and extended Lancaster City transportation network to determine the effects of proposed transportation improvements, e.g. modification of the current system of one-way streets.	High	LCPC, City, Twp (Specific Plan)
30. Establish a Gateways Task Force to coordinate with PennDOT as they undertake the Lititz Pike Bridge replacement study so that this major investment in transportation infrastructure provides connections and opportunities consistent with the Gateways Vision and Guiding Principles.	High	LCPC
31. Design streets with the understanding that the Gateways area is a destination, as well as a through corridor and to provide a hospitable environment for non-motorized vehicles.	High	LCPC, City, Twp (Specific Plan) Developers
Enhance the visual character and vitality of the community.		
32. Encourage the improvement and adaptive reuse of vacant, underutilized, and deteriorated properties.	High	LCPC, City, Township
33. Adopt comprehensive streetscape guidelines throughout the Gateways area in order to promote a positive experience for all users of the streets. The City Streetscape Guidelines should be considered.	Medium	LCPC, City, Twp (Specific Plan)
34. Establish design guidelines and form based codes as appropriate to ensure the compatibility of new development with adjacent and neighboring uses.	High	LCPC, City, Twp (Specific Plan)

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
35. Designate “gateways” for special treatment and allocation of space for public signage. Potential locations for treatment include: <ol style="list-style-type: none"> Lititz Pike & Fruitville Pike Bridges Plum Street & Marshall Avenue Underpasses Liberty Street traveling east from Harrisburg Avenue Dillerville Road & Manheim Pike at their intersection Harrisburg Avenue 	Medium	City, Township
Provide sufficient public parking to support active mixed-use districts.		
36. Map existing parking including on-street, permit, surface and structured including parking decks.	High	LCPC, County GIS, Parking Authority
37. Identify short-term parking locations, including limited surface lots, to support local businesses.	High	LCPC, City, Township, JSID
38. Increase opportunities for on street metered parking to support retail activity and to enhance pedestrian character.	Medium	City, Township
39. Develop a plan to convert existing surface parking (roughly 30% of study area) to structured parking so that the remaining area may be used for appropriate development.	High	LCPC, City, Township, Parking Authority
40. Facilitate opportunities for shared parking facilities (modify parking requirements within existing ordinances to allow for shared parking), smaller scale parking projects, and scalable parking projects within Gateways area.	High	LCPC, City, Twp (Specific Plan)
Expand the range of open space and recreational opportunities within the Gateways area.		
41. Establish a network of trails and greenways that promote non-motorized travel and opportunities for physical fitness activity within the Gateways area and that makes connections to the Northwest Corridor Linear Park and ultimately regional destinations like Longs Park, Park City Mall and Red Rose Commons.	Medium	LCPC, City, Twp (Specific Plan)
42. Establish pocket parks, tot-lots, and other recreational areas and facilities to serve local community needs. Vacant land may provide a temporary or permanent opportunity for open space.	Low	Dig-It, JSID, Developers
43. Require that new developments set aside outdoor open space for use by their patrons, employees and others as appropriate, particularly if it may integrate with an adjacent amenity.	Medium	LCPC, City, Twp (Specific Plan)

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
44. Seek a location for a community recreation facility within the area. Location criteria should include its accessibility to existing population concentrations whether by vehicle, transit, bicycle or on foot.	Low	City
Become a leader in environmental sustainability for the County.		
45. Promote sustainable and innovative development, activities and business practices within the Gateways area by developing relationships with groups (ranging from local through national) that support these initiatives. Increase their interest in the potential for positive change within the Gateways area and gain their assistance in promoting and funding the use of renewable energy, clean energy technologies, and energy conservation throughout the study area.	Medium	LCPC, City, Township, Pa DEP, Sustainable Energy Fund, Chamber
46. Approach stormwater management on a district wide basis (at a minimum), specifically in the Manheim Pike and Stockyards districts, in order to use the land in the districts most efficiently. This approach may allow multiple developers to share the costs of stormwater mitigation and can provide creative alternatives to managing all stormwater on each developed site.	Medium	LCPC, City, Twp (Specific Plan)
47. Require stormwater best management practices to reduce threats of flooding (particularly Plum St. & Marshall St. railroad underpasses), enhance visual character, increase developable land, and encourage groundwater recharge.	High	LCPC, City, Twp (Specific Plan)
48. Support brownfields redevelopment opportunities by assisting owners and prospective purchasers in addressing brownfields issues and establishing a fund to assist with investigating environmental conditions of brownfields in the Study Area.	High	LCPC, EDC, City, Township, County Redevelopment Authority
Establish community programs and cultural connections.		
49. Develop programs that link suburban and rural destinations and events with train rides into Lancaster City for festivals, baseball games or other cultural events.	Low	PDCVB, Amtrak
50. Increase community awareness and use of the improved system of sidewalks and trails by encouraging charity “walkathon” events to integrate them into routes.	Low	City, Township
51. Develop a walking tour that features the architectural and cultural heritage of the area.	Low	LCPC, Historical Society

Strategies	Implementation Priority (low, medium, high)	Lead Responsibility / Partners
52. Develop a series of murals along the Amtrak corridor to introduce visitors to downtown Lancaster's arts scene.	Medium	LancasterArts
Encourage housing opportunities.		
53. Work with local banks to develop preferred mortgage programs for those who live in the vicinity of the Amtrak Train Station or who regularly make use of transit.	Low	LCPC, City, Township
54. Revise ordinances as necessary to allow for true mixed use developments that include residential units above/in conjunction with other compatible uses, e.g. retail, office, etc.	Medium	LCPC, City, Twp (Specific Plan)
55. Encourage a broad range of housing opportunities to accommodate diverse income levels and include the provision for bonus height or density for developing workforce housing.	Medium	LCPC, City, Twp (Specific Plan) Lancaster Live
56. Identify opportunity sites for immediate development of new housing that offers the potential to deliver a significant number of new units, providing an expanded market for transit and retail services.	High	LCPC, City, Township
57. Market the area to potential residents by highlighting transit opportunities that enable them to travel easily and conveniently within the County and beyond.	Medium	Lancaster Live

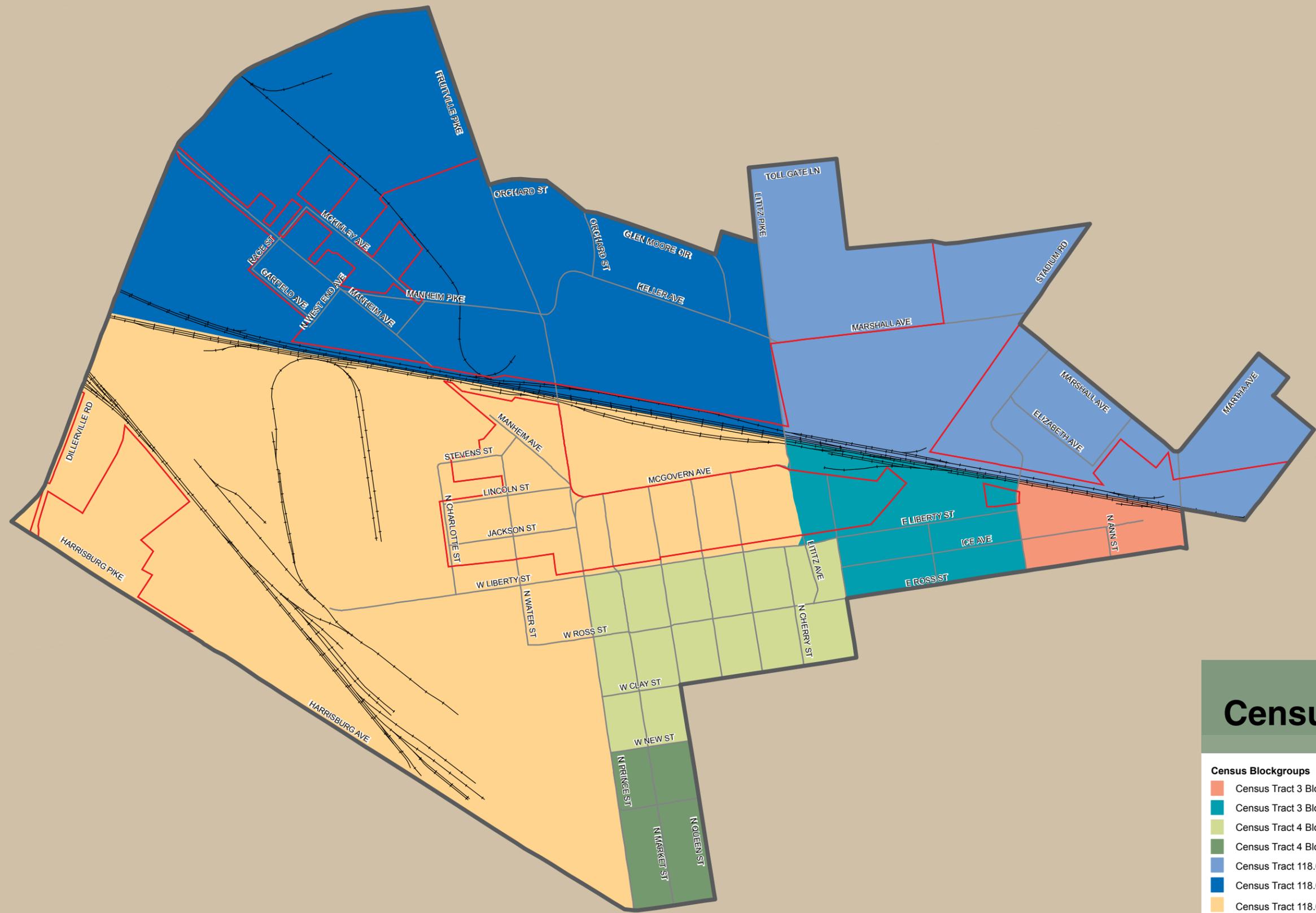
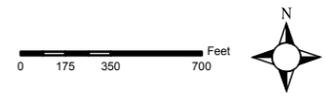


Figure 1
Census Block Groups

- Census Blockgroups**
- Census Tract 3 Block Group 1
 - Census Tract 3 Block Group 4
 - Census Tract 4 Block Group 1
 - Census Tract 4 Block Group 2
 - Census Tract 118.02 Block Group 4
 - Census Tract 118.05 Block Group 1
 - Census Tract 118.05 Block Group 2
- Study Area
 - Municipal Boundaries
 - Roads
 - Railroads



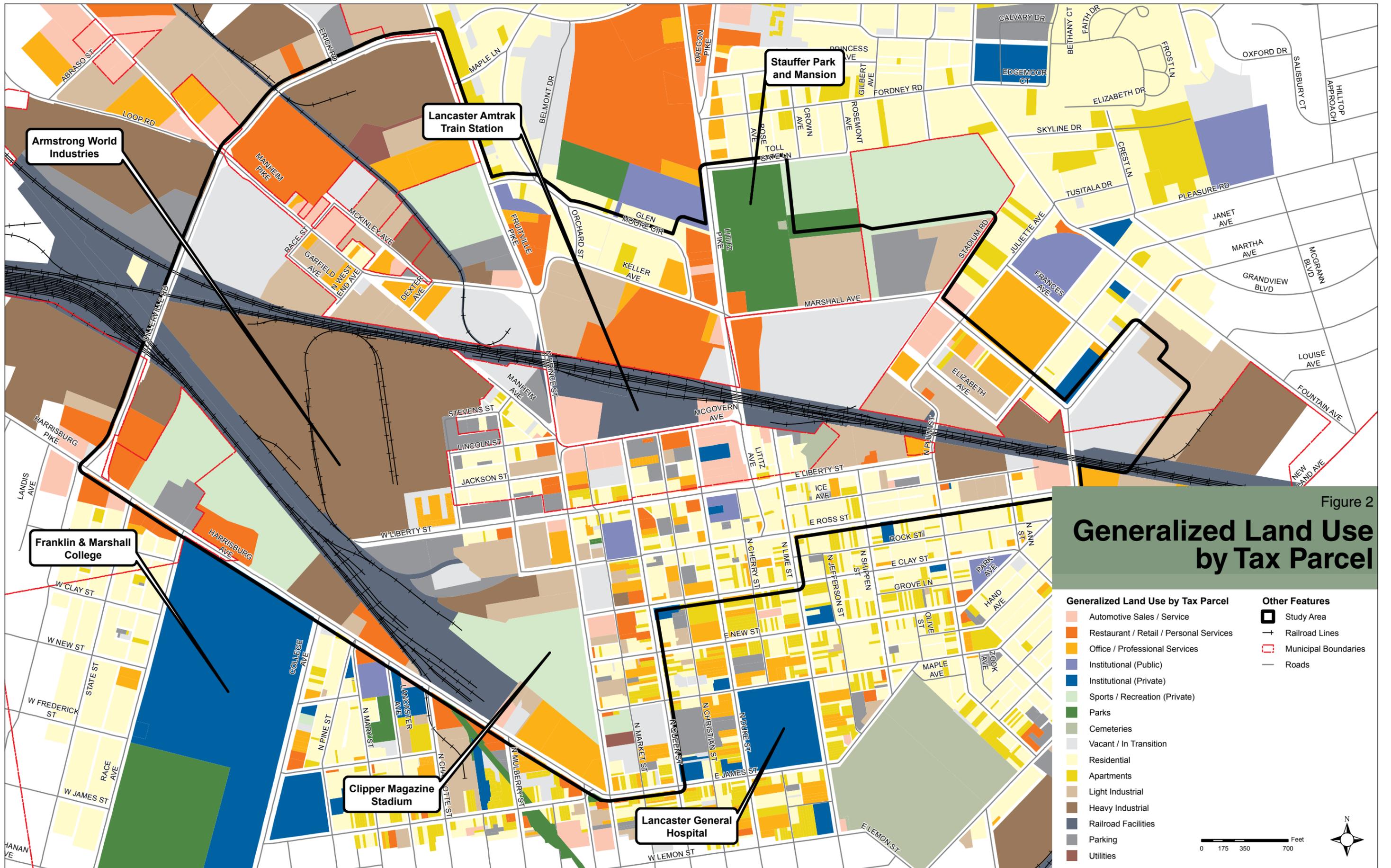


Figure 2
Generalized Land Use by Tax Parcel

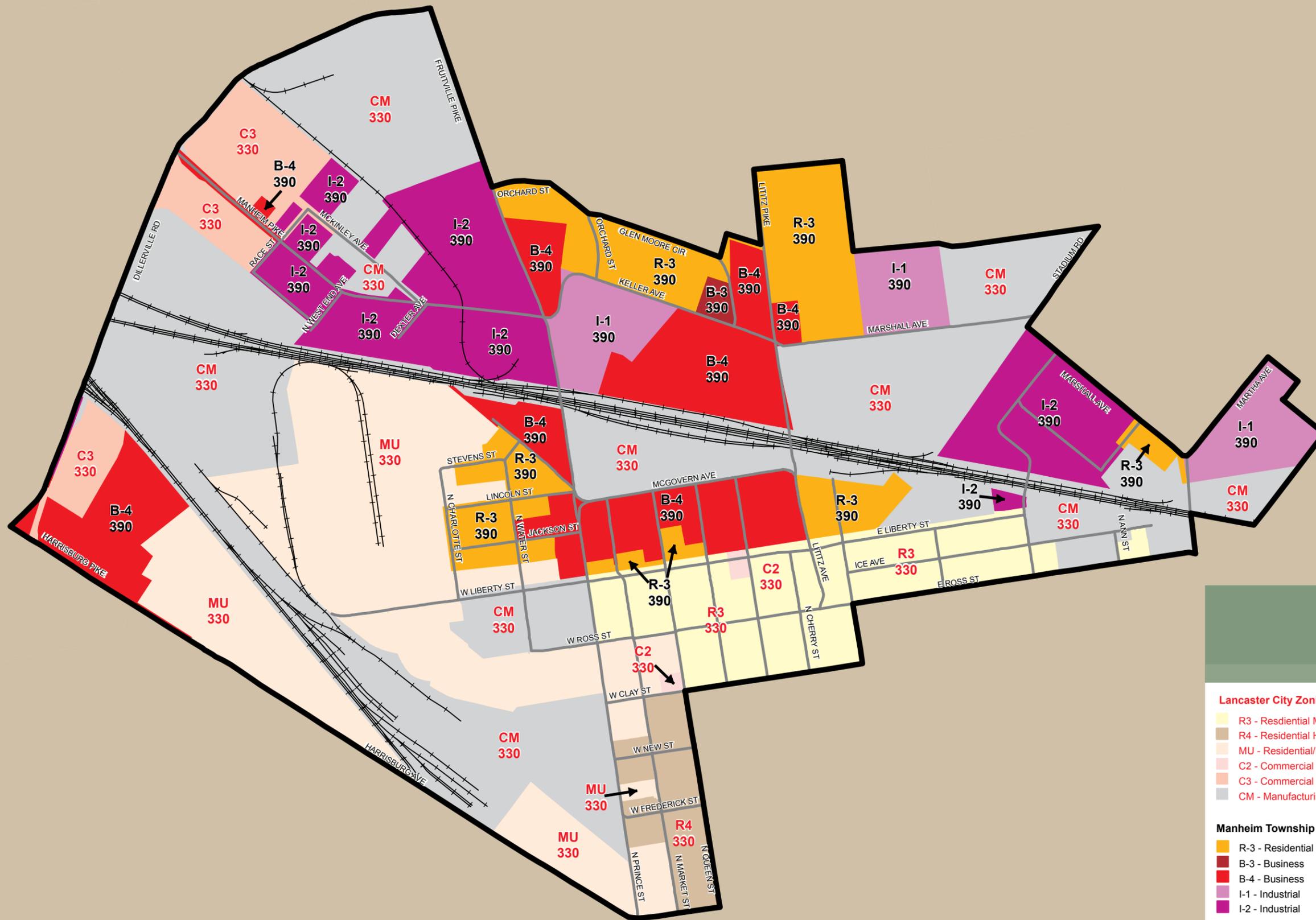


Figure 3

Zoning Districts

- | | | | |
|--|--|--|---|
| Lancaster City Zoning (330) | | Other Features | |
| R3 - Residential Medium Density | R4 - Residential High Density | Study Area | Roads |
| MU - Residential/Mixed Use | C2 - Commercial Urban | Railroads | |
| C3 - Commercial Regional | CM - Manufacturing/Central City | | |
| Manheim Township Zoning (390) | | | |
| R-3 - Residential | B-3 - Business | | |
| B-4 - Business | I-1 - Industrial | | |
| I-2 - Industrial | | | |





Figure 4

Cultural Resources

Historic Districts

- City of Lancaster Heritage Conservation District
- Manheim Township Historic District Overlay
- Manheim Township Class I Sites within Historic Overlay District
- Manheim Township Class II Sites within Historic Overlay District

Other Features

- Study Area
- Buildings
- Municipal Boundaries
- Tax Parcels
- Roads
- Railroad Lines

Feet
 0 175 350 700

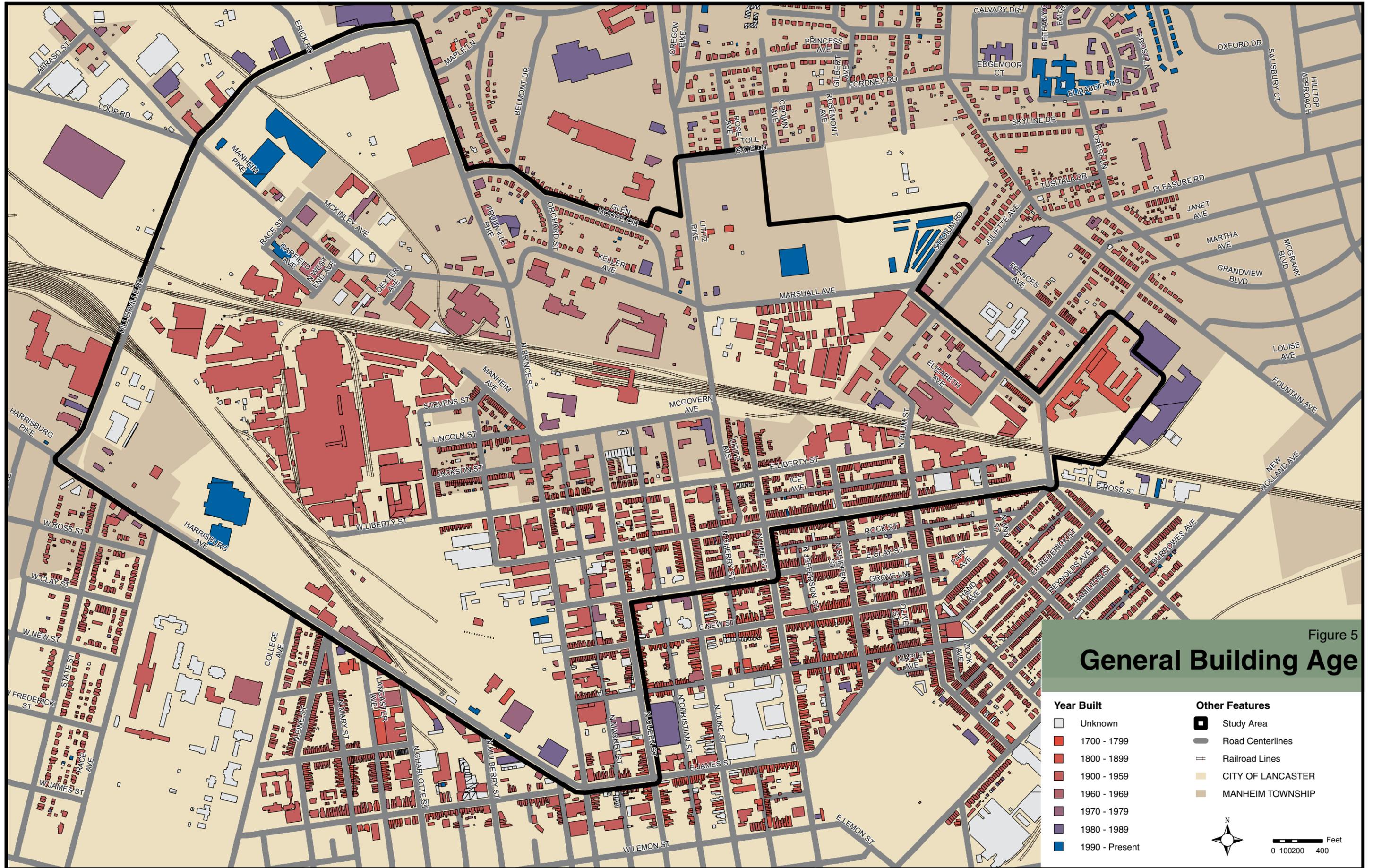


Figure 5
General Building Age

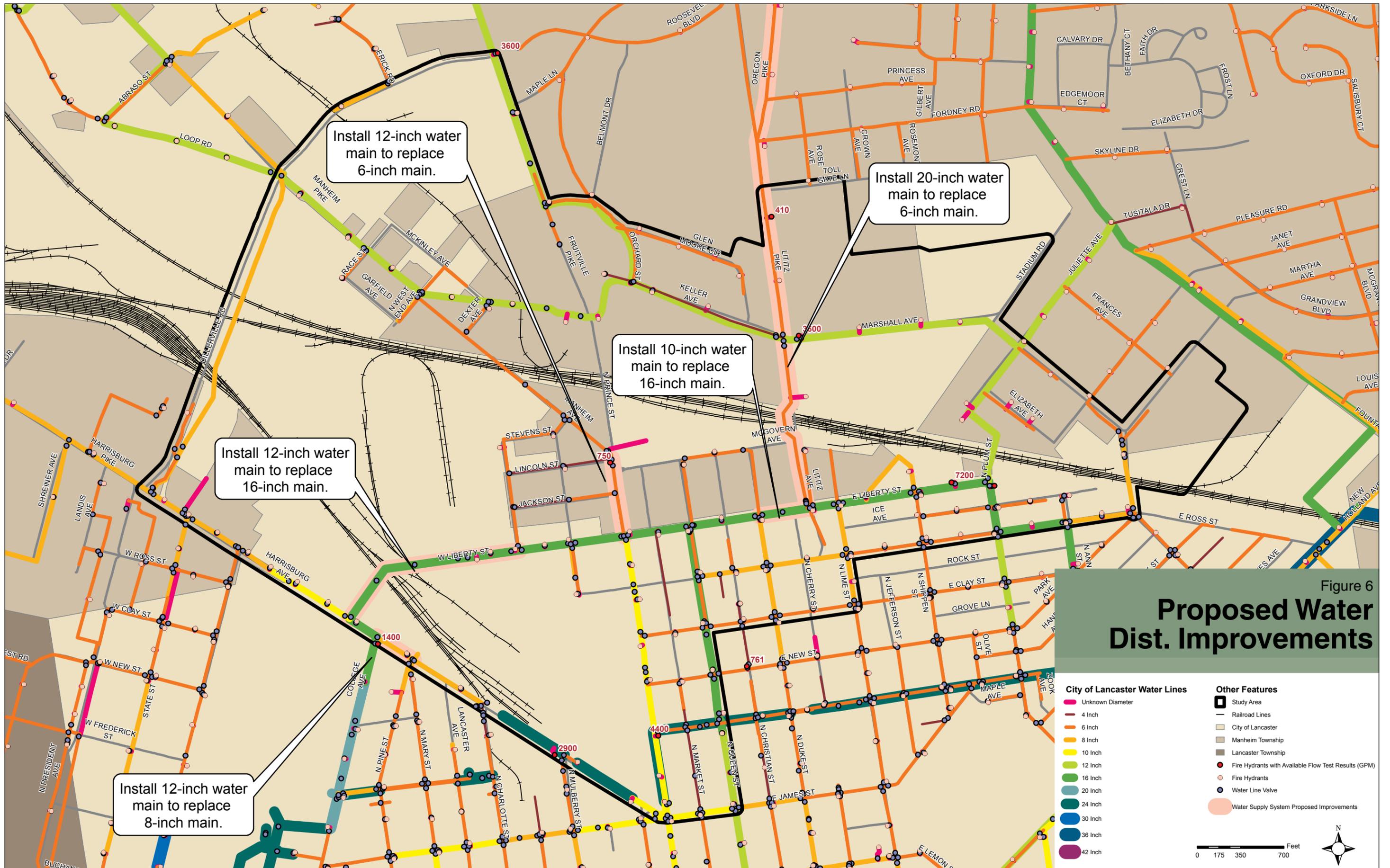


Figure 6
**Proposed Water
 Dist. Improvements**

City of Lancaster Water Lines	Other Features
<ul style="list-style-type: none"> Unknown Diameter 4 Inch 6 Inch 8 Inch 10 Inch 12 Inch 16 Inch 20 Inch 24 Inch 30 Inch 36 Inch 42 Inch 	<ul style="list-style-type: none"> Study Area Railroad Lines City of Lancaster Manheim Township Lancaster Township Fire Hydrants with Available Flow Test Results (GPM) Fire Hydrants Water Line Valve Water Supply System Proposed Improvements

0 175 350 700 Feet

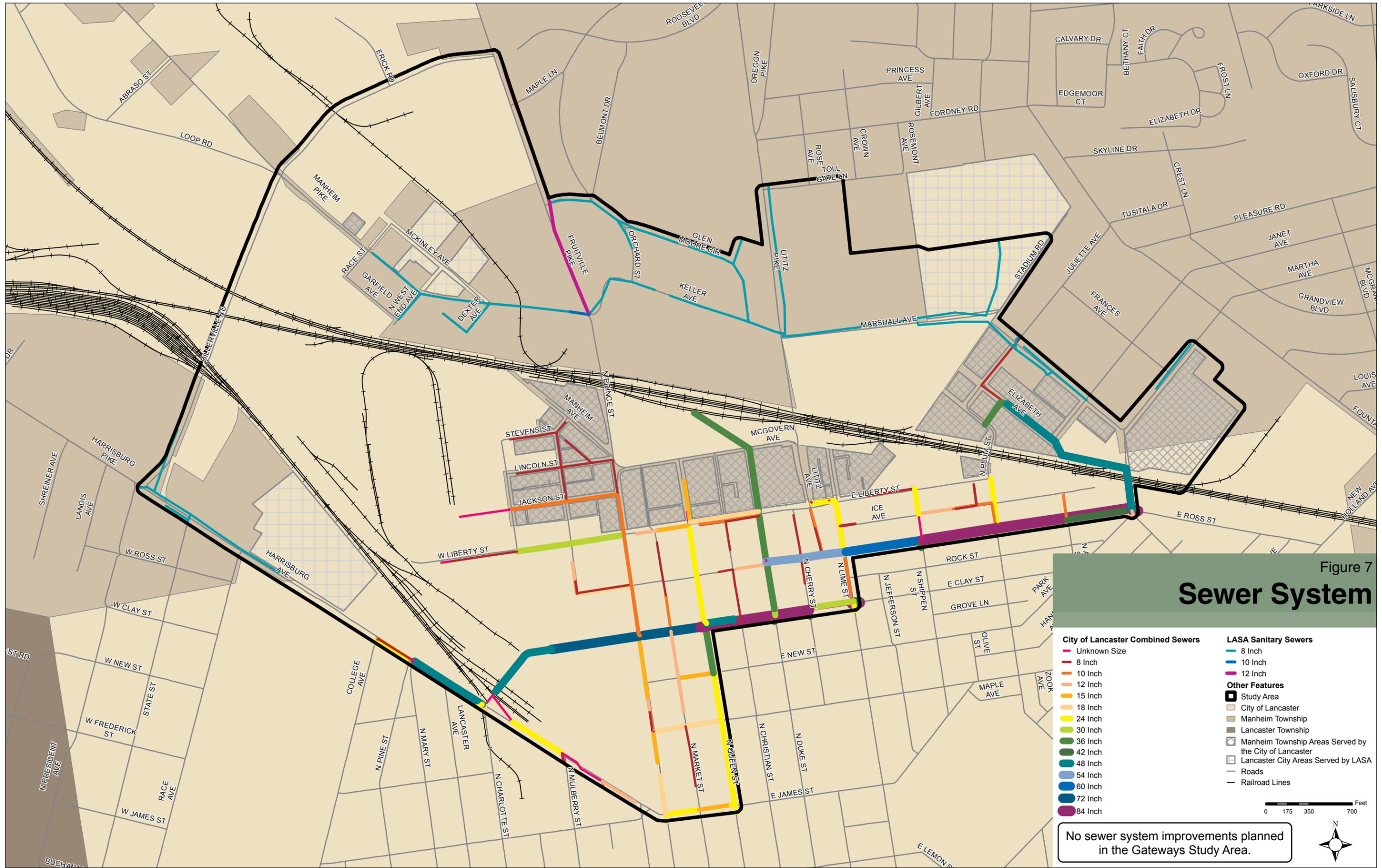


Figure 7

Sewer System

- | | | |
|---|---|--|
| <p>City of Lancaster Combined Sewers</p> <ul style="list-style-type: none"> Unknown Size 8 Inch 10 Inch 12 Inch 15 Inch 18 Inch 24 Inch 30 Inch 36 Inch 42 Inch 48 Inch 54 Inch 60 Inch 72 Inch 84 Inch | <p>LASA Sanitary Sewers</p> <ul style="list-style-type: none"> 8 Inch 10 Inch 12 Inch | <p>Other Features</p> <ul style="list-style-type: none"> Study Area City of Lancaster Manheim Township Lancaster Township Manheim Township Areas Served by the City of Lancaster Lancaster City Areas Served by LASA Roads Railroad Lines |
|---|---|--|

No sewer system improvements planned in the Gateways Study Area.

0 175 350 700 Feet



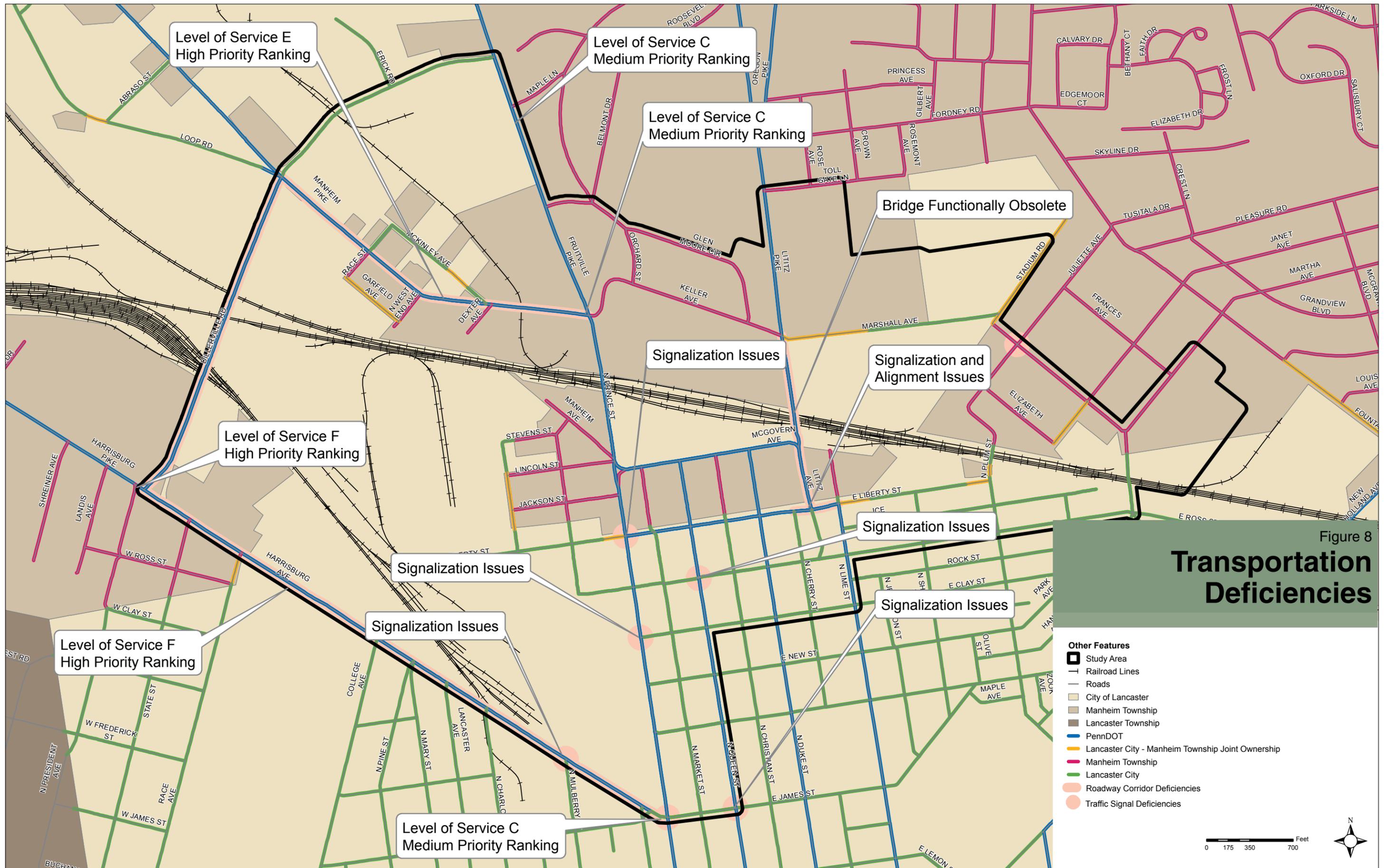


Figure 8
Transportation Deficiencies

- Other Features**
- ▭ Study Area
 - Railroad Lines
 - Roads
 - City of Lancaster
 - Manheim Township
 - Lancaster Township
 - PennDOT
 - Lancaster City - Manheim Township Joint Ownership
 - Manheim Township
 - Lancaster City
 - Roadway Corridor Deficiencies
 - Traffic Signal Deficiencies



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 Planimetric and topographic data compiled photogrammetrically to National Map Accuracy Standards for 1" = 200' scale mapping using digital stereoplotters, from aerial photography dated March 1998, December 2001, February 2002, or September-October 2002 controlled analytically from ground points captured using first-order global positioning system equipment. Topographic contours and elevations were derived using a digital terrain model from feature elevations based on the North American Vertical Datum of 1988. Planimetric coordinates were based on the Pennsylvania State Plane Coordinate System South Zone and North American Datum 1983.

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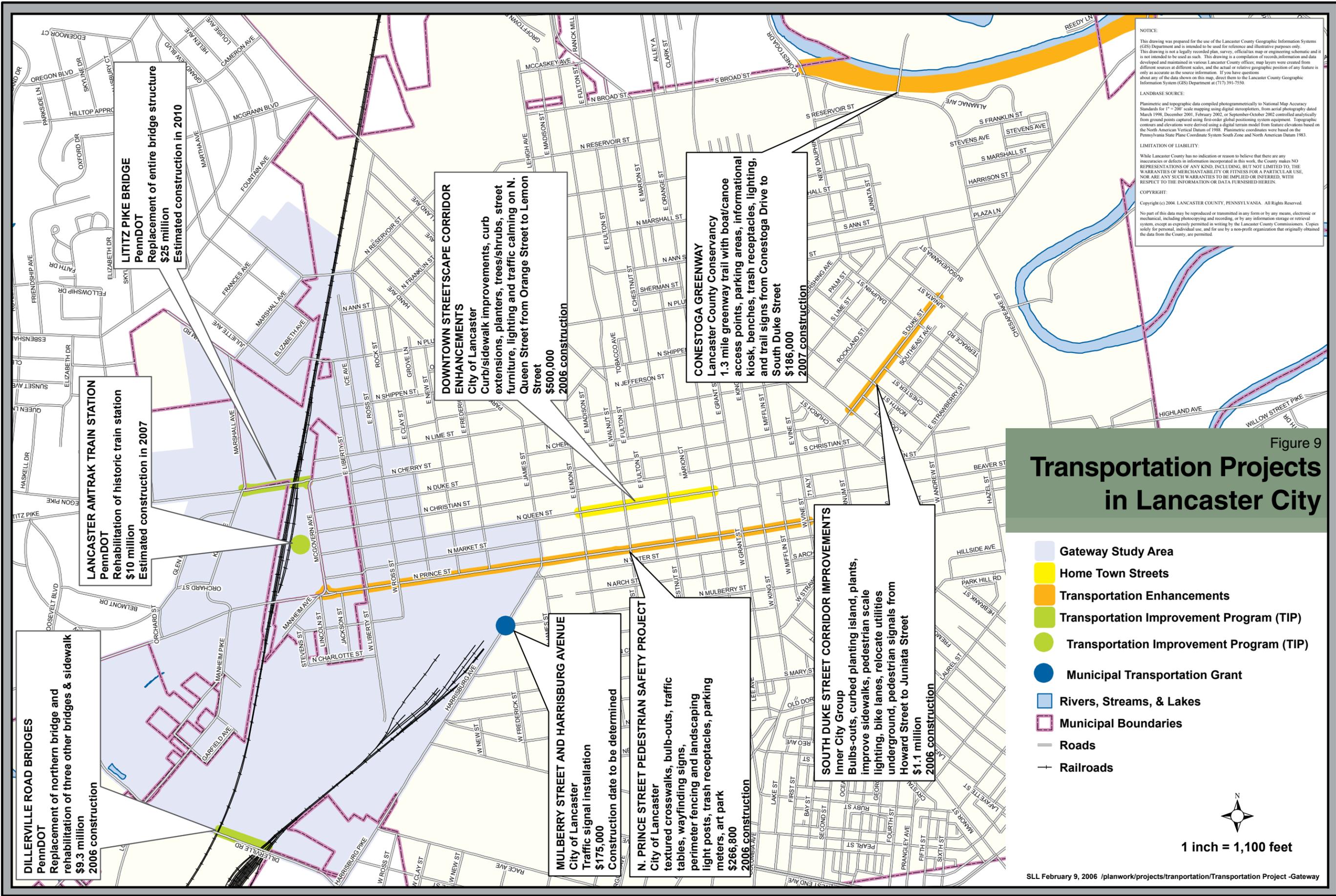
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Figure 9
Transportation Projects in Lancaster City

- Gateway Study Area
- Home Town Streets
- Transportation Enhancements
- Transportation Improvement Program (TIP)
- Transportation Improvement Program (TIP)
- Municipal Transportation Grant
- Rivers, Streams, & Lakes
- Municipal Boundaries
- Roads
- Railroads



1 inch = 1,100 feet



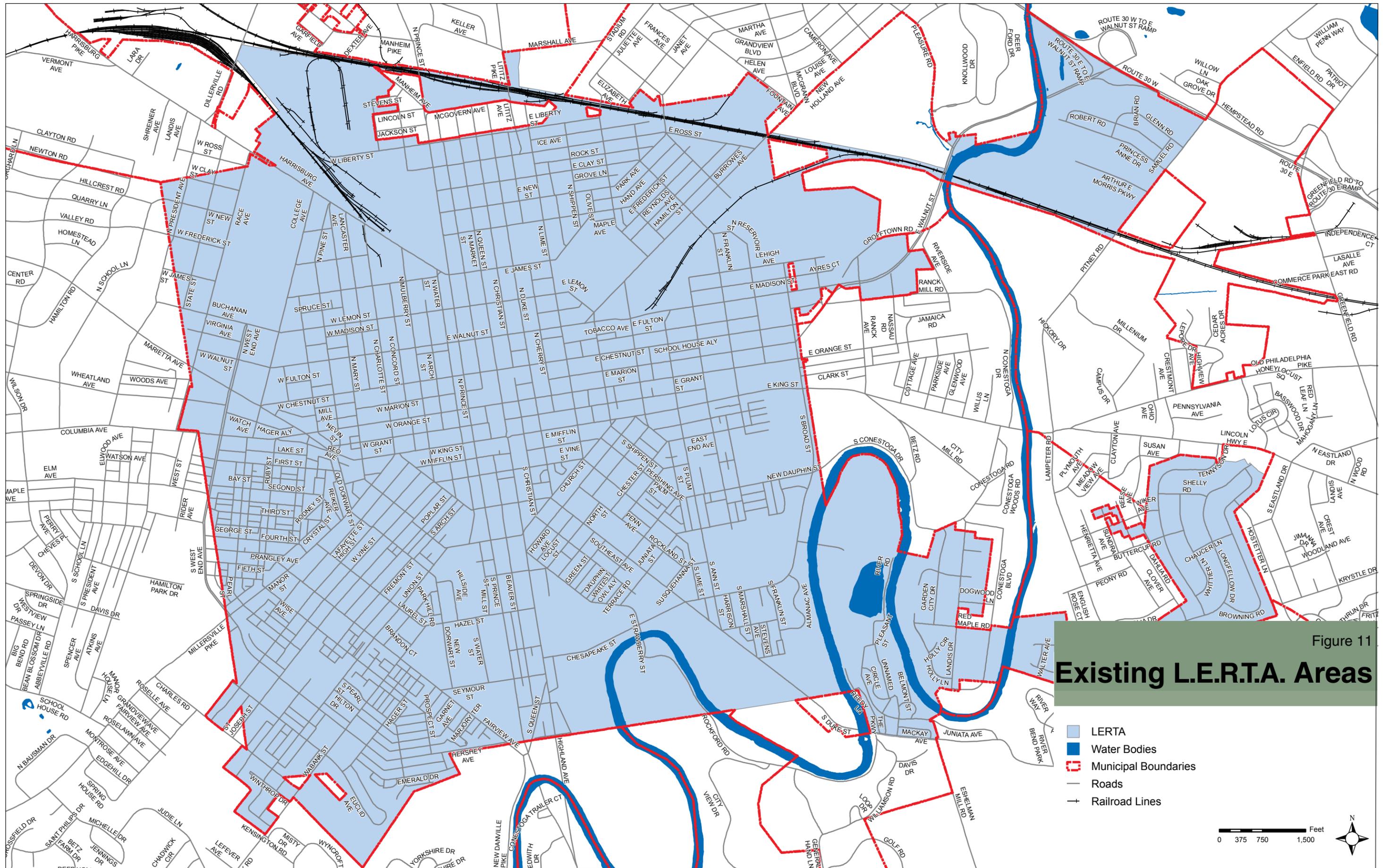
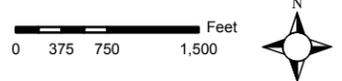


Figure 11
Existing L.E.R.T.A. Areas

- LERTA
- Water Bodies
- - - Municipal Boundaries
- Roads
- + Railroad Lines



THE GATEWAYS

City of Lancaster & Manheim Township, Pennsylvania

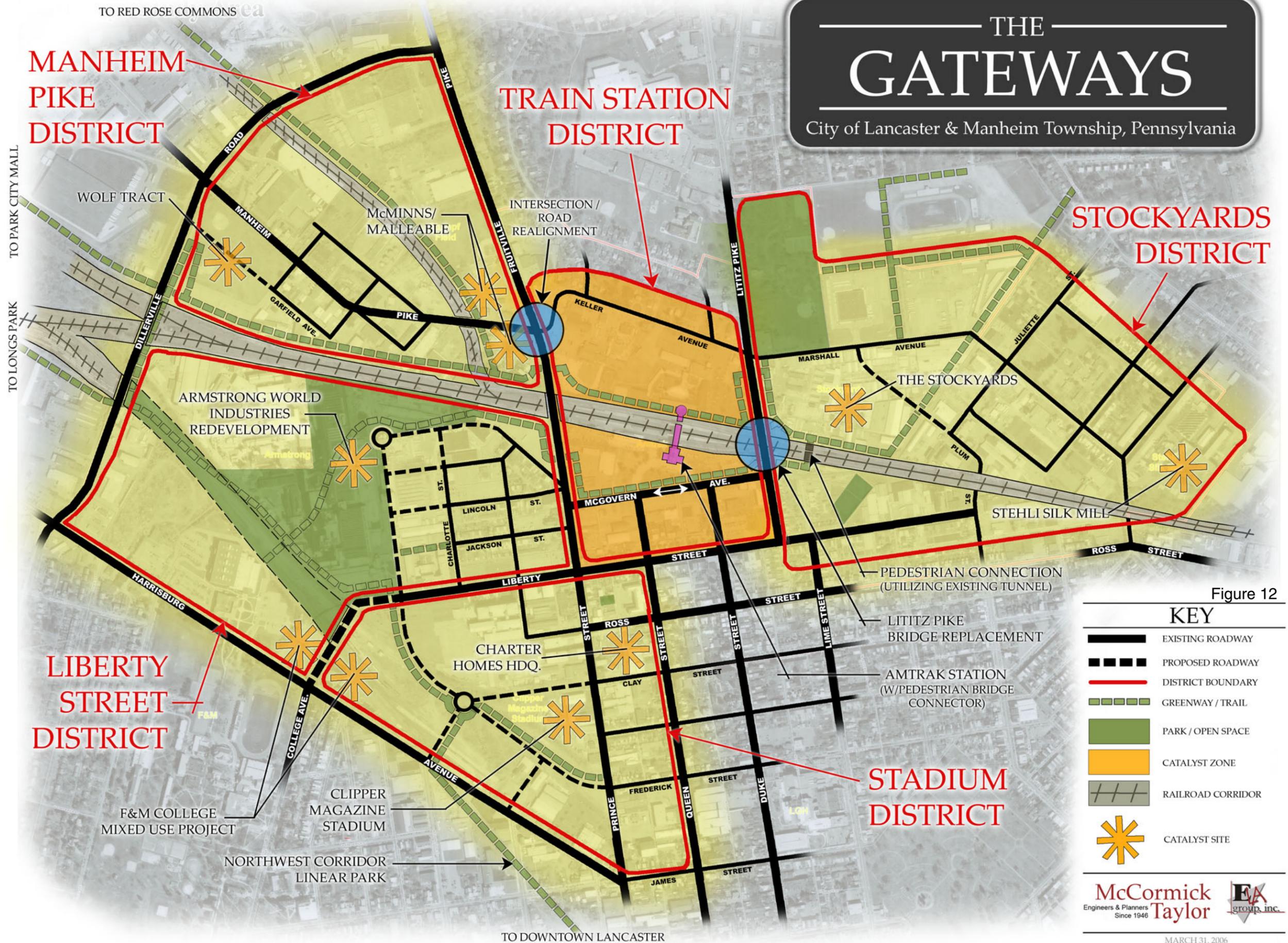


Figure 12

KEY	
	EXISTING ROADWAY
	PROPOSED ROADWAY
	DISTRICT BOUNDARY
	GREENWAY / TRAIL
	PARK / OPEN SPACE
	CATALYST ZONE
	RAILROAD CORRIDOR
	CATALYST SITE



Lancaster County Planning Commission
50 North Duke Street • P.O. Box 83480 • Lancaster, PA • (717) 299-8333
www.co.lancaster.pa.us/planning