



From the Director by James Cowhey, AICP

First, let me say a sincere “thank you” to Scott Standish for handling the master of ceremonies duties at the Envision Lancaster County Awards last month. The “bug” couldn’t have hit me at a worse time. The awards are my favorite night of the year when we celebrate the achievements of our community in making Lancaster County the great place that it is. I’m sorry I had to miss it. Good job, Scott!

Congratulations to our award winners for 2012. It is always gratifying to remark on the outstanding work done in the county to improve our natural and built environments. The award winners prove that wonderful things continue to happen in Lancaster County.



With Charles Marohn’s talk in January we began an exploration of the problem of long term fiscal sustainability of our pattern of growth and provision of infrastructure. Marohn’s Strong Towns organization explores the reasons for the increasing lack of resources at all levels of government. We’ve relied too long on revenues produced by growth to pay for maintenance of existing infrastructure. Mr. Marohn reminded us that prior to World War II, local governments borrowed very little money for infrastructure, but that debt is now increasing. The fiscal impacts of our growth pattern have been part of our discussion of growth management in Lancaster County for about 20 years. But the financial stresses have not been readily evident until the recent economic recession. Marohn brings the science of the civil engineer and the art of the urban planner to the discussion. I recommend the article in this edition of FYI as an introduction to his approach to this important issue which LCPC will continue to explore.

We were fortunate to have Marilyn Jordan Taylor, Dean of the School of Design at the University of Pennsylvania, as our guest speaker at the Envision Awards ceremony. A distinguished practitioner and academic noted for her work in urban design and civic projects, she spoke about the importance of the public side of placemaking. She reminded our audience of the importance of streets, buildings, and street amenities in creating inviting urban places. She said we have gone from being investors in public spaces to consumers of that space without a stake in its multi-use function or beauty. The City Beautiful movement in the U.S. in the early part of the 20th Century emphasized the inspirational aspect of architecture and streetscapes. Ms. Taylor thinks that if we value the sense of place in the public space we will find a way to pay for it.

Stay warm and dry this season and stay tuned for more on these topics.

FEATURE STORY

**Staff
Pics**

LCPC staff picks a local project to highlight. Featured in this issue—
Lititz-Warwick Wins Source Water Protection Award



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Upcoming Meetings

[LCPC Meeting Agendas & Minutes](#)

Lancaster County Planning Commission

150 North Queen Street • Suite 320
Lancaster, PA 17603 • 717-299-8333

www.co.lancaster.pa.us/planning
planning@co.lancaster.pa.us

Strong Towns Curbside Chat Comes to Lancaster



Charles Marohn brought his Strong Towns Curbside Chat to Pennsylvania and stopped in Lancaster County on January 9. His Curbside Chat is a candid talk about the future of America's cities, towns, and neighborhoods. The Curbside Chat consists of a presentation, followed by

a community-specific discussion about the financial health of our places.

Some of the questions that he posed were – Why are our cities and towns so short of resources despite decades of robust growth? Why do we struggle at the local level just to maintain our basic infrastructure? What do we do now that the economy has changed so dramatically? The answers to these questions lie in the way we have developed. The sprawling, single-use developments that we have built are not financially productive.

Marohn said “There are three concepts that everyone concerned with the future of their communities should know and understand. They are the Big Concepts of the Curbside Chat program.”

1. The current path local municipalities are pursuing is not financially stable.
2. The future for most communities will not resemble the past.
3. The main determinant of future prosperity for communities will be local leaders' ability to transform their communities.

Investment in communities generally occurs in three ways: 1) transfer payments between federal, state, and local governments as catalysts for growth; 2) transportation spending to expand highways for growth; and 3) a national system of debt including the 30-year mortgage. In early years of suburban development very little was spent to get growth, while many benefits were returned through tax revenue.

Over time, this system has evolved into an exchange of near-term value for long-term debt. There are two scenarios for the future: Either growth continues at accelerated rates (not likely) or the pattern of development generates more revenue than its cost for services and infrastructure.

Our economy has switched from a savings/investment economy to a debt economy. Municipalities are not making money on residential development. They are generally not making money on commercial development either.

“Our infrastructure is crumbling, and if we want it fixed we have to pay for it,” Marohn said. “We cannot accomplish this with the current pattern of development without large tax increases or large cuts in service,” he continued. “There are no solutions to this problem; only rational responses,” he told the audience. There are five rational responses:

1. **STOP (the suburban pattern of development).** Take a time out. The attitude has been “If we build it, they will come.” Our ancestors did not think this way. New development occurred in response to growth. It was an incremental approach.
2. **Take stock of where we are.** Municipal governments have huge infrastructure inventories and no idea of their extent, condition, or needs. Today's investments in transportation always come out negatively. In Pennsylvania, 58% of the state roads are in poor condition. Half of the states' bridges are structurally deficient. Pennsylvania's *annual* transportation funding shortfall is \$3.5 billion. According to Marohn, “We've made enormous obligations to the future that we don't have the money to pay for.”
3. **Triage for infrastructure.** Pick the low-hanging fruit. A street is a



platform for creating and capturing value. Avoid “stroads;” either build *streets* that create value or *roads* that move traffic.

4. **Commit to always adding value.** The biggest problem we have is not a lack of growth but a lack of productivity. We need to increase the financial productivity of our communities by encouraging and permitting development patterns that are productive rather than unproductive. A highway-oriented big box might generate \$ 0.6 million/acre in tax revenue while a traditional development pattern could generate \$1.1 million/acre in tax revenue. Millions would have been spent on the big box site for roads, sewers, water, and traffic signals. Very little would have been spent on the traditional mixed-use devel-

opment pattern.

5. **Reorient our systems.** We can’t do large, game-changing projects. We need to do small, bottom-up projects. We should ask the public to identify what projects should be done and where productivity can be improved. We need to build financially-viable, sustainable places.

Marohn concluded by saying, “The most important factor in determining the future prosperity of cities is the ability of local leaders to transform their communities.”

See www.strongtowns.org and www.strongtowns.net for more information. 🐾

Designing for the Public Realm

The Lancaster County Planning Commission held its annual Envision Leadership Awards Program on January 29 at the Manheim Township Public Library. (See *related article*.) The featured speaker was Marilyn Jordan Taylor, FAIA, Dean of the University of Pennsylvania School Of Design.

Marilyn Taylor became Dean of the School of Design (PennDesign) at the University of Pennsylvania in 2008 after spending more than thirty years as partner, architect and urban designer at Skidmore Owings & Merrill LLP, where she led the firm’s practices in airports, transportation, and urban design and served as its first female chairman. She is internationally known for her distinguished and passionate involvement in the design of large-scale urban districts, transportation projects, and civic initiatives. As a leader in research-based education, PennDesign provides master and PhD degrees to outstanding students in the fields of architecture, landscape architecture, city and regional planning, historic preservation, and the fine arts.

Ms. Taylor spoke on “Designing for the Public Realm.” She addressed four key questions:

- What makes a great public space?
- Who creates—and sustains—the public realm?
- How does the public realm respond to the need to make efficient use of scarce resources?
- Can we become investors, rather than consumers, in the public realm?



“All infrastructure is part of public realm,” Ms. Taylor told the audience. She said “quality of life is a great challenge for all communities in the 21st century. The public realm is not a problem to be solved, but an essential opportunity for interaction and exchange. The public realm is where the expected and the unintended collide; where we can reveal our best selves.”

A great public realm is a connection of public spaces. Much of the public realm should have at least two uses. Communities should choose a few things to work on in the public realm, not a lot. She discussed two projects — the High Line in New York City — an abandoned elevated rail line connecting the ports to warehouses in the city and the Race Street Pier on

the Delaware River in Philadelphia.

The High Line is a public park built on a 1.5-mile-long historic freight rail line elevated above the



streets on Manhattan's West Side. It is owned by the City of New York, and maintained and operated by Friends of the High Line. The High Line was a strong enhancement of the public realm which turned an abandoned, rusting piece

of infrastructure into a public amenity consisting of a boardwalk, vegetation, overlooks, and seating areas. New Yorkers are reclaiming the public realm at night on the High Line. The High Line has brought a return on investment of 20 to 1. It has spurred significant redevelopment, reinvestment, and increase in property values along its entire length.

In the case of the High Line as well as the Race Street Pier, the public realm can be created through public/private partnerships. In Philadelphia, Friends of the Delaware River Waterfront and the City of Philadelphia have been key players in establishing the Race Street Pier. The pier is a one acre, 800' long x 50' wide site which has seen \$4 million in investment. To date, funding has come from a number of sources – the City of Philadelphia, the William Penn Foundation, state money for wetland creation, gifts, and revenue from activities on the pier.



The pier was designed to create a strong physical experience that reconnects the city to the river, opens up the water's edge, and establishes the pier as a distinctive new public park for the people of Philadelphia. Located at the end of Race Street along the water's edge, the new park features a combination of interesting landscape architec-

ture and a dramatic setting that offers spectacular views of the waterfront. Visitors can walk along the tree-lined paths and relax in the grassy areas while enjoying amazing views of the Ben Franklin Bridge, Center City, and the Delaware River from a totally new vantage point.

The physical design of the new pier is split into two levels – an upper level with a grand sky promenade and a lower level for passive recreation and social gathering. The lower terrace supports a multi-purpose lawn, planting beds and seating. The two levels are linked by a seating terrace that wraps around the end of the pier.

In most communities, streets are the main public realm. "We have gone from designing and constructing boulevards to building highways through our communities," Ms Taylor



said. She told the audience "we succeed or fail in the streets, and we need to get transportation professionals to think about their contribution to the public realm." Streets need to be pedestrian friendly.

Ms. Taylor said "sense is important, and we enjoy spaces that engage all of our senses." She pointed out some examples such as Reading Terminal Market and temporary pop-up activities such as mini golf courses and beer gardens on the plaza at Market Street at 30th Street Station in Philadelphia.



The City Beautiful movement which flourished during the 1890s and 1900s introduced beautification and monumental grandeur in cities. This movement cared deeply about public spaces. They were built for the future and meant to last. "Somewhere along the way," Ms.



Taylor said “we become consumers rather than investors in the public realm. She said that we need to turn that around and become investors again.



In order to make the most of scarce resources for projects in the public realm, projects need to be prioritized. A few projects need

to be selected, not a lot. The public realm will evolve over time as resources — public, private, non-profit, foundation money, and revenue — becomes available.

According to Ms. Taylor, 21st century urban design is about the description of public realm being redefined to relate to a more complete set of challenges:

- Diverse population/households – diversity in culture and activities in public spaces
- Reusing, repurposing, renewal – communities have rusting infrastructure that can be re-claimed.
- New media and technology – for example, wifi in the public realm
- Increasing discrepancy in incomes – the public realm neutralizes this discrepancy
- Reliance, bounce back –how will public spaces hold up over time?

Ms. Taylor closed by saying “If we understand how important the public realm is to us, we will find ways to fund it.” 🐾

Designing for the Public Realm Panel Discussion

Marilyn Jordan Taylor, Dean of the University of Pennsylvania School of Design, gave the opening remarks and recapped her talk from the previous evening to kickoff the panel presentations and discussion. (See *related article*.)

Charlotte Katzenmoyer, Director of Public Works for the City of Lancaster, spoke about several projects that the city is involved with that deal with the public realm: implementation of the green infrastructure plan, the streetscape plan, Poetry Paths, and Lancaster Central Market.



Ms. Katzenmoyer said that the purpose of the Green Infrastructure Plan is to provide more livable, sustainable neighborhoods for city residents through the use of natural stormwater management techniques. Through the use of green infrastructure, the city could potentially manage 1 billion gallons

of stormwater in public spaces. Streets alone account for 30% of the impervious coverage in the city. Parking lots account for another 32%. Parks, green roofs, pervious parking lots, rain gardens, green streets and alleys can be used to manage stormwater as well as provide public open space and amenities.

One project that the city is completing is the Lancaster Brewing Company “beer garden” on Walnut Street at the corner of Plum Street. The project will capture stormwater run-



off and allow it to soak into the ground in rain gardens, thereby saving the city money with this natural treatment of stormwater. The intersection will be improved and get new crosswalks. Lancaster Brewing Company will get a new brick patio with outdoor seating.

James Warner, CEO, Lancaster County Solid Waste Management Authority, spoke about the design of the authority's Transfer Station Complex and its enhancement of the public realm. The transfer facility located on Harrisburg Pike, serves as a central drop-off location for certain recyclables, trash and construction/demolition waste.

The transfer station was revitalized during 2005–07 at a cost of \$33.5 million. The complex consists of the main transfer facility as well as several auxiliary buildings. Mr. Warner said "the new design of the complex reflects the beauty and heritage of a vintage rail yard. Every detail reflects a railroad theme as the facility is adjacent to the Dillerville rail yard."

The bowstring wood trusses from the original facility were salvaged and use to create a dramatic entrance to the authority's offices. Functional and attractive metal fencing was used around the entire perimeter of the site. The entrance to the site includes soft natural elements such as waterscaping.

In addition to the aesthetics of the property, the authority used underground storage and bioretention to manage stormwater. The complex also gets 80% of its electricity from solar panels.

Marsha DiBoneventuro, former director of Downtown Ephrata, Inc. and currently a consultant, spoke about Ephrata's façade program, the mural project, Whistle Stop Plaza, and green improvements.

She said that the façade program focused on signage designs, awnings that added color and visual interest, building "facelifts," and a commitment to historical integrity. In 6½ years, 63 façade projects were completed. Ms. DiBoneventuro said "\$56,000 of public money leveraged over \$155,000 in private funds as a result of this program."

Ms. DiBoneventuro touched on the mural which was completed for \$2500 in grant funding working with 80 volunteers over a 3-month period. The project included: obtaining community input, mural design, gathering materials, and creating and installing the mural. Twenty businesses contributed materials as well.

She said that Downtown Ephrata, Inc. also administers a planter sponsorship program. Businesses support the program by placing 30-gallon planters along Main Street. Local businesses and organizations provide the plants and maintain them.

Ms. DiBoneventuro closed by stating that the public realm is multi-faceted in form and function, and it is "not necessarily based on who owns the property" as can be seen through programs administered by Downtown Ephrata, Inc. She emphasized that "the public sector needs the private sector to accomplish things in the public realm." She finished by saying that "the public realm contributes to the quality of life and encourages a sense of community cohesiveness." 🐾



2012 Envision Leadership Award Winners Announced

The Lancaster County Planning Commission held its Envision Lancaster County Leadership Awards Program on January 29 at the Manheim Township Library. This year's program featured a keynote address by Marilyn Taylor, Dean of the School of Design at the University of Pennsylvania. (See *related article*.)

Ms. Taylor spoke on "Designing for the Public Realm." She focused on how good design can be incorporated in public projects and spaces and well as at the interface of private and public property. Ms. Taylor is internationally known for her involvement in the design of urban projects and civic initiatives. She has served as president of the American Institute of Architects and chairperson of the Urban Land Institute.

The winner of this year's Leadership Award was the Ware floodplain restoration project in Lancaster Township. Project consultants were RGS Associates and LandStudies.

Three Achievement Awards were presented. The winners were Eastern Market Plaza and Renovations by Tabor Community Services, Whistle Stop Plaza by Downtown Ephrata, Inc. and Ephrata Borough, and Marietta Senior Apartments by Community Basics.

Certificates of Merit were earned by the Long Community at Highland in Manheim Township by Presbyterian Senior Living and the Willow Valley Pumping Station by Willow Valley Retirement Communities and the City of Lancaster.

The Envision Leadership Awards program recognizes the actions of municipalities, developers, consultants, and community groups that embrace smart growth concepts and highlights the advantages of good planning. Entries are evaluated for replicability, effectiveness, support for county and local plans, and community involvement and partnerships. Entries are judged in five categories: heritage resources, sustainable growth, infrastructure, community capacity, and community design and placemaking. 🐾





Congratulations

2012 Envision Lancaster County Leadership Award Winners

A Salute to Lancaster's Smart Growth Leaders



Achievement Award

Large Project / Built / Community Design-Placemaking

EASTERN MARKET PLAZA AND RENOVATION OF EASTERN MARKET

Lancaster City

Located within the Historic District of the City of Lancaster, the Eastern Market is listed in the National Register as a contributing building of historic significance. Preservation and restoration work on the Eastern Market building completed by Tabor Community Services includes exterior painting, roof replacement, installation of new gutters, roof replacement in the annex building, masonry repair, trim replacement, window replacement, upgrades to the electrical system, new lighting, and exterior electrical work. Tabor in partnership with the City of Lancaster also constructed a new triangle-shaped plaza, a grid of bricks and concrete paving stones, fronting the Eastern Market building.

Achievement Award

Small Project / Built / Community Design-Placemaking

WHISTLE STOP PLAZA

Ephrata Borough

Ephrata Borough's Whistle Stop Plaza serves as "downtown central." It has become a gathering place, and residents have already requested additional seating areas. Commerce surrounds it, the rails-to-trails goes through it, visitors gravitate to it, and residents make it their frequent stop. Bikes, cars and, sometimes, skate boards also share the space. As the Plaza is experienced and reused, the surrounding commercial district will benefit. Clean, public rest rooms are particularly appreciated. Bus service drops off and picks up directly across the street. It is a Smart Growth project championed by Downtown Ephrata, Inc.

Achievement Award

Large Project / Built / Sustainable Growth

MARIETTA SENIOR APARTMENTS

Marietta Borough

Community Basics' Marietta Senior Apartments provide 56-units of affordable permanent housing for tenants 62 and older on a property that was a severely polluted Brownfield site. The new 60,000 square foot building assimilates gracefully into the streetscape replicating the scale and features of the surrounding architecture. The building provides significant density – 37 units per acre - while not disrupting the residential neighborhood. The location of the apartments provide the tenants with access to public transportation and is within easy walking distance to downtown and the Susquehanna River.

The building is heated and cooled with an energy efficient and environmentally friendly water-source system. The apartments are priced for a wide range of incomes from 60% of the area median income to 10 of the units that are reserved to provide permanent housing for the homeless. Tabor Community Services will provide professional contract social services to all residents at no cost to the tenants.

Additional density was permitted for compliance with the following categories, Brownfield remediation; Green Building practices; age restrictions (elderly) and amenities for this population as well as architectural and site aesthetics.



Envision Lancaster County Awards Committee Members

ED ARNOLD
Manager, Millersville Borough

MARK BOWEN
Senior Engineer/Ecological Engineer,
KleinschmidtUSA

CYNTHIA FUHRER
Housing with Services Support Manager,
Presbyterian Senior Living

RACHEL HAYNES
Intern Architect, Tippetts/Weaver Architects

CLARKE HESS
Board Member, Heritage Center Museum
Vice President, Hess Home Builders Inc.

RALPH HUTCHISON
Manager, East Lampeter Township

DAVID MILLER
Owner, David Miller Associates

Leadership Award

Small Project / Built / Infrastructure

WARE FLOODPLAIN RESTORATION

Lancaster Township

As part of a master plan created for Paul and Judy Ware's five-acre, 19th century home on Marietta Avenue, a holistic approach to property enhancements was proposed including removal of a conventional stormwater detention basin and restoration of the floodplain of a heavily eroded tributary to the Little Conestoga Creek. The unnamed tributary originates as a naturally occurring spring on President Buchanan's Wheatland and continues under Marietta Avenue via a stormwater pipe carrying sediment and other contaminants from the School Lane Hills community.



Prior to the Wares' restoration efforts, this tributary's narrow channel quickly carried storm run-off through linear, deeply-incised, and eroded stream banks cut through centuries of accumulated sediment. Following removal of 2,400 cubic feet of sediment, widening of the floodplain to its original size, and creating a slower, meandering channel, the formerly impaired stream has been reconnected with its pre-settlement streambed. Adjacent wetland pockets with native plantings now filter pollutants and sediment before stormwater reaches the stream.

While floodplain restorations have occurred elsewhere in Lancaster County, this project is only the second within a non-rural landscape, and the first to be completed using only private funding. The Wares, RGS Associates, Inc., and LandStudies hope that this project inspires other landowners and design professionals to better manage water resources on other properties.



Certificate of Merit

Large Project / Built / Sustainable Growth

THE LONG COMMUNITY AT HIGHLAND

Manheim Township

Presbyterian Senior Living, a non-profit provider of housing for seniors for over 85 years, partnered with ELA Group - Engineers and Landscape Architects; Noelker & Hull - Architects and Interior Design; and Benchmark Construction to plan and develop The Long Community at Highland. Throughout the design and development process, the project focus has been on sustainable, smart growth principles. Working in cooperation with Manheim Township planning staff and Highland Presbyterian Church officials, the design team created a community on East Roseville Road that demonstrates: the benefits of infill development within the urban growth boundary; compact development and building design; densities that support community infrastructure; and the integration of housing opportunities for a range of incomes.



Certificate of Merit

Large Project / Built / Infrastructure

WILLOW VALLEY PUMPING STATION

West Lampeter Township

The City of Lancaster and Willow Valley Retirement Communities worked together to provide the water capacity to meet the current demand in Willow Street, West Lampeter Township, and Pequea Township.

The pump station was designed to blend into the physical setting of the community. The overall cost premium for aesthetics that are unique to this project are less than 2% of the building costs, comprised of roof lines, windows, exterior accent lighting, upgraded exterior veneer materials, and landscaping.

Employing green technology, the Willow Valley Pump Station property uses a bio-retention areas to accommodate the stormwater runoff from the project site.

Staff Pics

Lititz-Warwick Wins Source Water Protection Award

The U.S. Environmental Protection Agency has recognized and honored the Warwick Township Municipal Authority and Lititz Borough for their work in protecting local sources of drinking water with the 2012 Regional Source Water Protection Award.

The township and authority were nominated for the award by the PA Department of Environmental Protection (DEP) for their approach to working with local farmers. One of the major components of the Source Water Protection Program was the development of precision agricultural nutrient management plans. Chris Sigmund from TeamAg, Inc. explained that the protection plan addresses two goals – improving both the economic and environmental aspects of farms. Farmers are able to maintain crop yields while at the same time saving money on fertilizer costs.

The cost of treating drinking water and removing nitrates is also reduced for the township and borough. It is a win-win situation for both the farmers and the over 20,000 residents that benefit from the water source.

Through state-of-the-art farming techniques, various watershed improvements, and a group of dedicated volunteers, the Lititz-Warwick region's drinking water is being protected. DEP South-Central Regional Director Lynn Langer said that Lititz and Warwick "have set the bar high for protecting drinking water, and hopefully other communities will follow their example."

EPA Regional Administrator Shawn M. Garvin presented the award saying "Warwick and Lititz have shown the way for more than a decade of working with farmers and others in taking responsible steps to protect drinking water supplies." LCPC congratulates Lititz Borough and the Warwick Township Municipal Authority for a well deserved award. 🌞

