Civic Engagement Report

Phase 1

November 2015 – July 2016

places2040

communities • corridors • landscapes

a plan for lancaster county pa

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Acknowledgments

Introduction

Lancaster County is a special place, but it's constantly changing. We've grown a lot in the past 15 years, and we'll continue to grow in the future. It's not a question of whether we'll grow, but how. By 2040, we'll need to accommodate 130,000 new people, but we'll have to do it differently than we've done in the past. If we do it right, we can welcome new residents — and our own children — without losing the county's unique character and sense of place.

The purpose of the Lancaster County Planning Commission (LCPC) is to ensure that the county remains a special place in the future. To create the kind of future all of us want to see, LCPC has been working with residents and community leaders to update the Lancaster County Comprehensive Plan. The purpose of this updated plan — called places2040 — is to establish a vision for the community; to set goals and objectives for the future; and to educate, inspire, and inform.

Civic engagement has been a critical part of this effort, because places2040 is a plan for the entire community, not just for LCPC and its partners. As we outline where we want to go in the next 25 years, it's important to know what's on the minds of Lancaster County residents. From the beginning of this effort, we've asked local citizens for their input — and that will continue throughout the planning process.

This report summarizes the input gathered during the first phase of the plan between November 2015 and June 2016. In this phase of the process, we asked county residents what matters to them. The goal of this phase was to identify issues we face as a community, and opportunities we could pursue. Although we touched on how we might solve these issues or embrace these opportunities, those ideas will be addressed in the second phase of the planning process.

Corridors
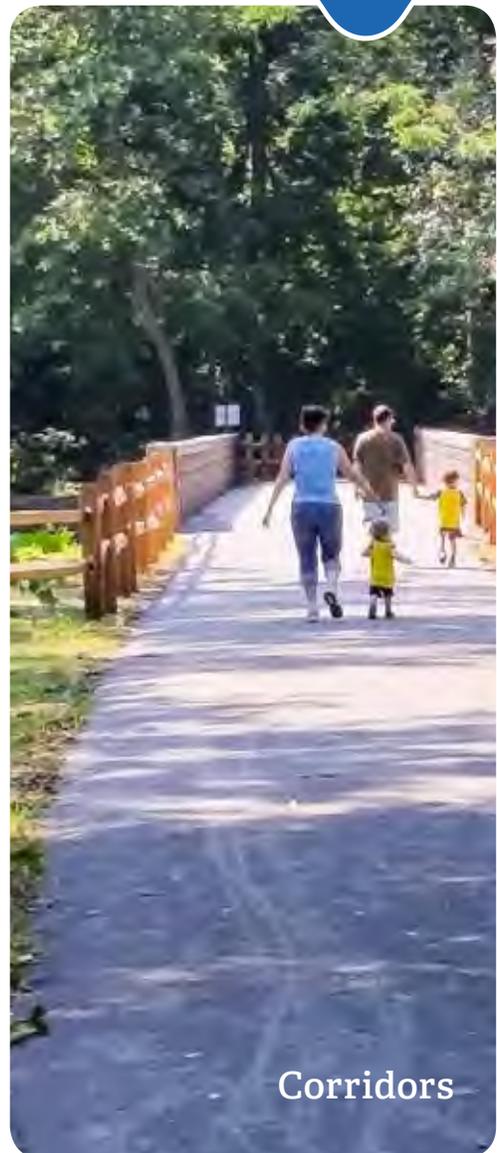
Our Approach

Before considering the results of the first round of civic engagement, it's important to understand the guiding principles of the places2040 planning process. This process seeks to:

- Emphasize a placemaking approach;
- Involve all segments of community;
- Integrate previous plans into one;
- Focus on countywide issues;

- Provide framework for regional plans;
- Build on past planning efforts & principles;
- Consider our role in region, state, and nation; and
- Articulate a 25-year vision.

The process consists of four steps: planning to plan, taking stock, framing the future, and creating the plan. The first step was largely an internal one, preparing LCPC staff for the work ahead. The second step has involved two major initiatives: the civic engagement strategy outlined in this report, and a growth tracking analysis contained in a separate report called **Growing & Conserving**. Both of these efforts set the stage for the last two steps which will result in a final plan.

Communities

Reaching Out

The civic engagement strategy for places2040 has three interrelated goals: to build awareness, educate, and engage the public.

Build Awareness

The intent of this goal is to inform the public that a planning process is underway. A graphic identity was established for the plan, including a places2040 logo. To emphasize the plan's focus on placemaking, a teardrop-shaped "place marker" icon was chosen for the logo. This symbol is a well-recognized symbol for place, because it is often used to identify locations on digital maps. The logo also includes the phrase "a plan for lancaster county pa" and three bulleted words: communities, corridors, and landscapes. These are the three types of places that will be highlighted in the plan, and in LCPC's work.

Articles and advertisements about the plan appeared in **Fig** magazine (Spring 2016 issue) and the **2016–17 Elizabethtown Community and Visitors Guide**. Many other organizations, agencies, and municipalities have also featured places2040 on their websites.

Educate

In addition to letting residents know about the planning process, LCPC's outreach efforts have included an educational component. The goal is to help the public understand the challenges and opportunities ahead of us, and why the county needs a plan for the future. The first step was to produce a short booklet explaining why it was time for a new plan and outlining the steps necessary to produce it.

LCPC staff also met with a variety of groups to discuss the places2040 process — most notably, with 17 countywide and city organizations it calls "Partners for Place." These organizations have pledged to help implement the plan.

The public launch of the planning process began with a kickoff event in November 2015. At that event, planner Ed McMahon spoke about sense of place and the value it brings to communities. Following the speaker, LCPC staff introduced a short film highlighting the changes we've seen in Lancaster County since the year 2000, and some of the challenges we'll face in the future. Concurrently, staff established a places2040 website (www.places2040.com) as a dedicated portal for the planning process, and opened social media accounts on Facebook, Twitter, and Instagram.

LCPC also released a report called **Lancaster County: A Changing Place**, which provides more detail about the topics covered in the film. This report identifies six themes: who we are, where we live, how we work, how we invest in our future, how we move people & goods, and how we protect our treasured resources. Participants at the event received a graphically oriented executive summary featuring some of the figures in that report.

Engage

Civic engagement has been a cornerstone of the planning process for places2040, because it wouldn't be a meaningful process without giving residents an opportunity to discuss what's important to them. Facts and figures only tell a part of the story, so it is just as important to consider the public's observations and opinions about the changes we're seeing in Lancaster County.

During this phase of the planning process, LCPC and its partners provided numerous opportunities for residents to attend events and meetings in person, and to participate in exercises online. LCPC sponsored a series of regional municipal meetings in April 2016, and staff met with several other organizations and agencies individually. The Coalition for Smart Growth hosted a series of "Community Conversations," and other meetings and events were held by the Lancaster Chamber, Lighten Up Lancaster County, Leadership Lancaster, and the Lancaster Housing Opportunity Partnership (LHOP).

In total, 1,200 people directly participated in events and meetings related to the plan, and 2,500 participated online – over 3,700 in total. Hundreds of additional people have visited the website or heard about places2040 in other ways. Although these numbers represent only a small fraction of the county's population, they are significantly higher than numbers seen in past comprehensive plan processes.

Engagement Tools and Exercises

One of the most important tools used to engage the public was the Comprehensive Online Survey – Phase 1. Starting with the kickoff event in November 2015, approximately 1,800 people completed this survey over a three-month period. To create the survey, LCPC worked with developers of a public involvement software tool called MetroQuest. This software uses a system of sliding screens to ask questions of participants. In addition to welcome and conclusion screens, three additional screens solicited user input. The first asked about their preferences for different types of development. The second asked them to map what they love about the county, and what they'd like to make better. The final screen asked them to identify their priorities for the future.

The results of this survey provided LCPC staff with thousands of pieces of data reflecting the issues and opportunities that are important to Lancaster County residents, and staff analyzed this data in several different ways. Staff performed the same type of careful analysis on data collected at meetings and events. On most of these occasions, participants were asked to do one of the same exercises featured in the Comprehensive Online Survey – they were presented with a map of the county, and asked to identify places they love, and places they want to make better.

At other meetings, participants did an exercise that asked them to name an issue or opportunity in the community, and the response they'd like to see. This report calls it the "Challenges/Solutions" exercise. The principle question in this exercise was asked in different ways, such as: "What's the one thing that needs to change in Lancaster County?" or "What's the primary challenge we face?" Some events also featured an icebreaker exercise called "Live/Work/Play," which asked participants to identify the places where they live and work, and a place where they like to spend their free time. The purpose of the exercise was to remind people that all of us are citizens of the county – we may live and pay taxes in one community, but all of us utilize the services of multiple communities.

What We've Heard So Far

As noted in the previous section of this chapter, public input for this phase of the planning process was gathered in person at meetings and events, and online through the Comprehensive Online Survey – Phase 1, the places2040 website, and social media outlets. At events and meetings, three primary exercises were used to gather input: Love It/Make It Better, Challenges/Solutions, and Live/Work/Play. Detailed results from these exercises are presented in separate chapters later in this report. Generally speaking, the results are first presented by exercise, then by venue – but there are some exceptions:

- The Love It/Make It Better exercise was conducted both at meetings and in the Comprehensive Online Survey, but the results were not combined. While every result received at meetings was tabulated, the high volume of responses from the Comprehensive Online Survey made it infeasible for staff to tabulate these results in the same way. Since different methods of analysis were used, online and in-person results from this exercise were kept separate.
- The Live/Work/Play exercise was meant as an icebreaker at meetings, so it was not intended to provide data for analysis. Instead, the results were considered in the aggregate.

Although the types of data collected in these exercises was different, the intent was the same: to understand how residents feel about the way Lancaster County has grown and developed in recent years. For that reason, LCPC staff studied the results of all exercises and summarized the findings in a few "key takeaways." These statements are interpretations of the data, but they are drawn from a careful reading of all the information gathered in this phase of the planning process.

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Key Takeaways

- **We've made progress in managing growth, but we're concerned about the type and pattern of development we're seeing.**

  We want to:
  - » Continue directing growth into designated areas to preserve farmland, open space, and natural resources.
  - » Curb the amount of new automobile-oriented retail and commercial development on major corridors.
  - » Build up, not out (while admitting we don't always support compact development when it's proposed in our own back yard!).
  - » Create more walkable mixed-use neighborhoods (although some recently constructed examples don't impress us, and some of us prefer to keep housing separate from other uses).
  - » Revitalize our city and boroughs, rehabilitate existing buildings, and design new ones that reflect the character of the surrounding community.
  - » Provide more multi-family housing options to rent and own – not just single-family homes.

- **We want a more efficient and flexible transportation system with more alternatives and connections.**

  We want to:
  - » Create a more integrated transportation network that encourages the use of alternative modes such as walking and bicycling.
  - » Improve public transit by increasing service and providing more amenities for riders, such as upgraded bus shelters and train stations.
  - » Focus on maintaining existing roads and bridges rather than building new ones.
  - » Reduce traffic congestion by investing in new technology, reducing demand, and providing more connections between corridors.
  - » Coordinate plans for transportation, housing, and jobs, because their needs are closely related.

- **We love our parks, trails, and natural areas – but we also care about the quality of our environment.**

  We want to:
  - » Provide additional places to hike, walk, and bike – and safe places for children to play.
  - » Connect communities with parks and trails, and build trails for transportation as well as recreation.
  - » Create opportunities to observe and interact with nature.
  - » Improve water quality, work together on stormwater management, and invest in renewable energy.

- *We're glad to see ongoing reinvestment in urban places — especially the city and a few boroughs — but there's still some room for improvement.*

  We want to:

  » Celebrate these places for their history, character, and sense of community.

  » Promote the amenities these communities offer — restaurants, markets, shopping, arts and entertainment, activities and events.

  » Focus more attention on safety, cleanliness, community character, walkability, and bikeability.

  » Make better use of what we have — make it easier to reuse existing buildings and construct appropriately designed infill.

  » Encourage local businesses and entrepreneurs, rather than chain stores.

- *We must continue to protect agriculture and farmland, because it's an essential part of the county's economy, identity, and sense of place.*

  We want to:

  » Protect rural landscapes, including the villages that contribute to their character.

  » Preserve the farmer as well as the farm, so agricultural remains viable over the long term.

  » Support farm markets that connect us to local food.

- *All of us — particularly municipalities — need think beyond boundaries. We need to promote cooperation, work together, and share resources*.

  We want to:

  » Develop more consistent and efficient zoning and permitting processes — and more flexible building codes.

  » Maintain a high level of government services (but not surprisingly, without higher taxes and fees).

  » Promote cooperation across municipal boundaries — for instance, in stormwater management and water quality.

  » Facilitate investment in 21st-century infrastructure, such as enhanced broadband.

To better understand the results of individual exercises, staff also assembled "key takeaways" for the Comprehensive Online Survey – Phase 1 and for each of the three major exercises conducted at meetings. This is a brief summary of these takeaways, which are explained in more detail later in this report.

Comprehensive Online Survey – Phase 1

- **Agriculture and farmland** remain an important resource that residents want to protect. It's vital to our economy and sense of place.
- Our **urban areas** (city and boroughs) are highly valued by our residents. While people love them, they also want to make them better.
- **Parks, open space, trails** ranked high in the survey. We want to protect, connect, and expand them.
- **Traffic congestion** was one of the top concerns of survey participants. We want to see improvements in our most congested corridors, and more and better alternatives.
- **Too much new development,** development not occurring in the right place, and urban sprawl were other key concerns. People don't want to lose farmland and other treasured resources, and want to continue guiding development into areas designated for growth.

Love It/Make It Better

Love It

- We love places that offer **outdoor recreational opportunities**. Parks, trails, nature preserves, and natural areas are important to us. We want more places for recreation, and places to observe and interact with nature.
- We love **communities of all sizes** – the city, boroughs, and villages. We love their character and amenities.
- We love places that connect us to our **agrarian heritage**. We love rural communities, but we also like places that promote local food, such as Lancaster Central Market.

Make It Better

- We want to improve the **entire transportation network**. Traffic concerns us, but we also want to see more options, alternatives, and connections.
- We see room for improvement in **many communities**. We want to address blight, crime, housing quality, access to food, and community character issues.

Participants also noted that loving a place doesn't make it perfect, and the need to make it better doesn't mean it can't be fixed. As staff discovered in their analysis, it often doesn't matter whether a comment is meant to be positive or negative – any comment is a call for community investment in that particular place or issue. The more comments there are about something, the more energy the public wants to invest in it.

Challenges/Solutions Exercise

- Our **transportation system** should be more efficient and flexible, with more alternatives and connections. We want to fix our existing infrastructure, make communities more walkable and bikeable, and invest in new technology.
- **Growth management** efforts should focus on increasing density, revitalizing urban areas, and rehabilitating existing buildings. We should build up, not out.
- Municipalities should find ways to **work together**, share resources, and promote consistent regulations. Better coordination and cooperation helps all of us.
- We want to see more **housing choice** and more **affordable housing options** that meet the needs of today's workforce. We need more options.

Live/Work/Play Exercise

- Many of us live, work, and play in different places across the county. As we move among these locations, we visit or travel through multiple municipalities.
- We like to spend our free time in Lancaster City, several boroughs, and natural landscapes.
- Many people who live in the city also work and play in close proximity, and the same is true for a many people in rural areas.
- This exercise revealed no clear patterns in where we live and work, but a concentration of "play" points is found in natural landscapes where there are few live or work points.

Landscapes

What's Next

Civic engagement for places2040 didn't end with this first phase of the planning process, but will continue until the plan is complete. The second phase of civic engagement – which began before the completion of this report – involves:

- Two to three **Partners for Place meetings** every year, to keep these organizations and agencies informed about our progress on the plan;
- A second series of **Community Conversations** sponsored by the Coalition for Smart Growth, focused on "framing the future";
- **Short surveys** on the places2040 website, asking people how they would make our communities, corridors, and landscapes better;
- **Comprehensive Online Survey – Phase 2**, which will ask participants to prioritize the key takeaways from phase 1 of the survey, choose a scenario for future development and conservation, and tell us how they'd allocate resources toward their priorities;
- A report called *Growing & Conserving*, which will explain how land has been developed and conserved in Lancaster County since 2002, and how much of it is still available for development;
- A **short film** telling the public what we heard in phase 1;
- A **spring 2017 event** highlighting the public's preferred development and conservation scenario for the county's future;
- Another set of **regional municipal meetings** sponsored by LCPC; and
- **Stakeholder meetings** with groups that may not have participated in the process so far, or may not have access to some of tools we've used for civic engagement – these groups include the Amish & Plain Sect and Spanish-speaking communities, among others.

We asked you what was important to you, and we listened! We're pleased at the response we've seen during the first phase of civic engagement, and we look forward to continuing the conversation during the next phase and beyond. We have some tough choices ahead, but your input will help us get to the future all of us want to see for Lancaster County.

Chapter 1

Online Engagement
Comprehensive Online Survey – Phase 1

Introduction

During phase 1 of the public input process for places2040, the Lancaster County Planning Commission (LCPC) used a variety of civic engagement techniques to reach stakeholders. An online component was a key part of the process, helping LCPC to reach as many people as possible, and to reach those who rely heavily on technology and digital devices. This online component complemented other more traditional forms of public outreach, such as meetings and events.

After an extensive search and evaluation of available digital civic engagement products, LCPC selected a public involvement software tool called MetroQuest. This report refers to the MetroQuest tool as the Comprehensive Online Survey.

After a three-month content development effort, LCPC staff selected five interactive screens for its Comprehensive Online Survey, including:

- Welcome
- Preferences
- Mapping
- Priorities
- Stay Involved

The Comprehensive Online Survey - Phase 1 launched on November 4, 2015 at the places2040 kickoff event held at the Lancaster County Convention Center. The survey closed three months later on February 3, 2016.

This report summarizes the data collected and identifies the public's primary concerns and major themes that emerged.

Welcome Screen

Key Takeaways

- ***Agriculture and farmland remain an important resource that residents want to protect.*** Survey participants said that preserving agriculture and farmland is vitally important to the local economy, culture, history, and our sense of place. They have concerns that farmland will be lost to new development and sprawl. Some expressed a perception that farmland is being lost at a rapid pace.

- ***Our urban areas (city and boroughs) are highly valued by our residents.*** The survey indicated that county residents love our boroughs and the City of Lancaster. They also expressed strong support to make these urban places better. Lancaster and Lititz scored high in the Love It category (combined 30.4 percent Love It rating), while Lancaster City and Columbia scored a combined 24.4 percent Make It Better rating. Downtown areas, architectural character, history and culture, shopping, markets, restaurants, and walkability are features people love about our urban areas.

- ***Parks, open space, and trails ranked high in the survey.*** People value these resources, and want to see existing parks/open space protected, as well as new ones added. Survey participants also expressed a desire for improved connectivity of parks/open space and communities, and also trails for commuting and recreation. Comments in this category included the Susquehanna River and surrounding landscape.

- ***Traffic congestion was one of the top concerns of survey participants.*** Traffic congestion as a term and concept appeared often in the Comprehensive Online Survey responses. Many corridors that experience congestion received negative comments, and were listed as needing improvement. Additionally, solutions such as improved transit service, locating businesses closer to existing housing, and making corridors more walkable and bikeable were some of the solutions offered.

- ***Too much new development, development not occurring in the right place, and urban sprawl were other key concerns.*** Participants were concerned about loss of farmland, open space and parks, natural lands and habitat, and sense of place as a result of development. Many survey respondents expressed support for guiding development into Designated Growth Areas (DGAs).

Other Key Points

- **Walkability** was mentioned often, both as a term and concept. Dense walkable places were also mentioned often, and positively. These included places like Lancaster City, Lititz, Columbia, and Strasburg.
- **Bikeability** also received many mentions, including making streets more bike friendly.
- Many think we have **too much retail/commercial development**, or feel it is located in the wrong place, or that it takes an inappropriate form (unattractive, not functional or practical).
- Participants listed adaptive reuse, **redevelopment of existing/historic buildings and infill** as a strategy to strengthen our towns/city, and to preserve farmland, open space and historic buildings.
- Need for **improved transit, and transit alternatives**. In particular, better bus and rail service and improved conditions at train stations.
- Many feel that the focus should be on **maintenance of existing roads and bridges**, rather than building new.
- **Environmental issues** were mentioned often, especially stormwater impacts and water quality.

- A need for **affordable housing**, and concern for **housing costs** was expressed. Many think there is too much "high-end housing."
- Need to consider **cost and feasibility of projects**, especially transportation projects. Generally, participants want government services, but without increased taxes and fees.
- Regarding employment, many thought **training and education** are important – but not necessarily traditional 4-year colleges. Tech schools and other workforce development programs for jobs of the future were mentioned or recommended more often.
- Participants appear open to **new services** (energy, communications & technology), and **emerging businesses**, but see it as the responsibility of the private sector, not the government to promote them. Renewable energy (wind, solar) and improved broadband (without a single carrier having a monopoly) were mentioned often.
- Some frustration was expressed about the **fractured government structure** and inefficiencies, but this was accompanied by concerns about potential loss of services with regional cooperation or consolidation.

Visits

The Comprehensive Online Survey had a total 2,827 visits, including 1,843 visits in which participants responded to questions and provided data. Sixty-five percent of the visits resulted in a participant providing some level of data.

2,827 *total visits*

1,843 *total visits with data – a 65 percent response rate*

Peak response to the survey occurred on November 9, 2015, approximately seven days after its launch. On that day, the survey had 486 visits and 367 people left survey responses. This spike approximately corresponds to the timing of several Lancaster Newspapers (LNP) articles which featured places2040 and the Comprehensive Online Survey. These articles were published in print and online on November 8, 2015.

Dates with Highest Visit Totals and Response Rate

DATE	# VISITS	# VISITS WITH DATA	% WITH DATA
2/8/15	302	264	87%
2/9/15	486	367	76

Visits by Date

Visitors with Data · Visitors without Data — Total Visitors
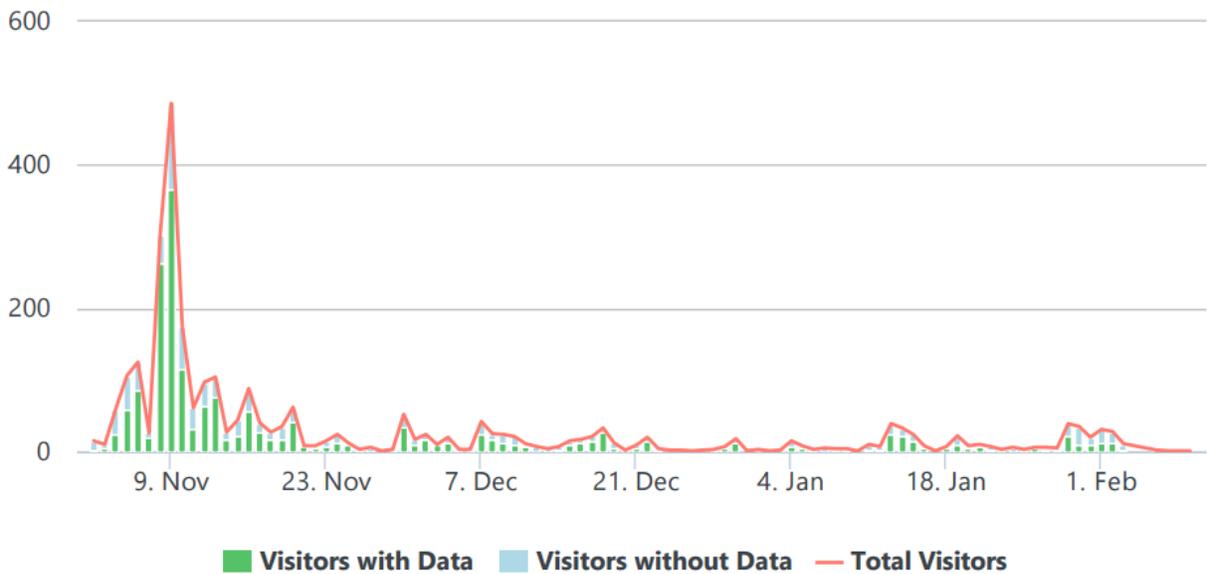
Source: MetroQuest Insight

Accumulated Visits

Visitors with Data · Visitors without Data — Total Visitors

Source: MetroQuest Insight

Who visited?

Respondents by Age

AGE	NUMBER OF RESPONDENTS	PERCENT
Under 18 years	34	2.73%
18-24 years	51	4.10
25-34 years	256	20.56
35-44 years	205	16.47
45-54 years	238	19.12
55-64 years	271	21.77
65-74 years	152	12.21
75-84 years	32	2.57
85 years & older	6	0.48

At the end of the Comprehensive Online Survey experience, participants had the opportunity to answer a few questions about themselves, including age, gender and residency by school district, in order to provide demographic information. While not everyone who took the survey answered these questions and reported data, these responses still provide useful context to the Comprehensive Online Survey. The following is a report of this demographic data including age, gender and school district.

Age

People of all ages took the Comprehensive Online Survey, however a majority of the people who took the survey ranged in ages between 25 and 64 years old. The largest age groups to participate were 18−24 year olds with 20.56 percent of the responses, and the 55−64 year olds with 21.77 percent of the responses.

Respondents by Age

NUMBER OF RESPONDENTS
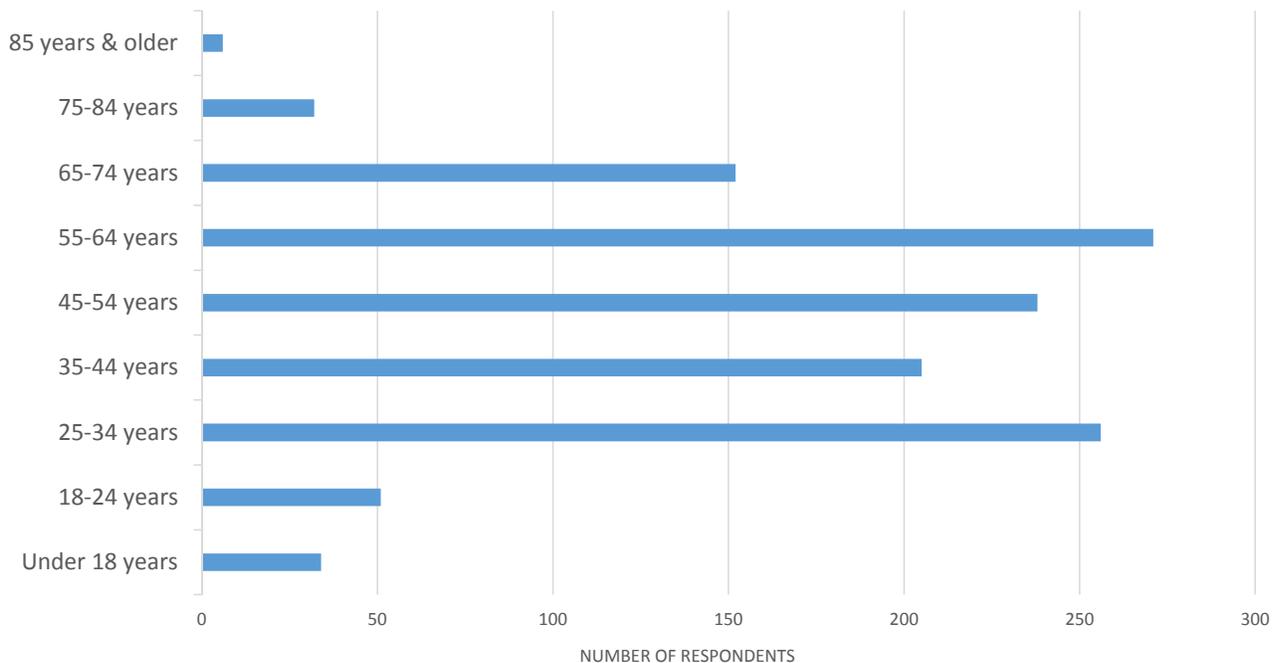
Gender

Survey responses were distributed relatively evenly among females and males, with females registering approximately 50.36 percent of the responses.
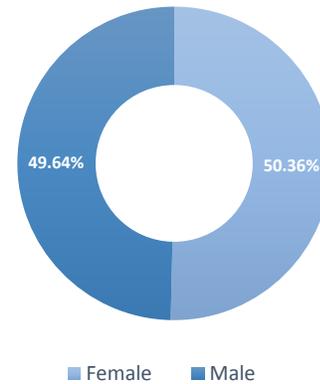
Respondents by Gender

- Female
- Male

49.64%

50.36%

School District of Residence

To determine survey participants' place of residence, the survey asked participants to identify the school district where they live. The resulting data allows for comparison of response rates in these districts. Responses were received from all 17 school districts in Lancaster County, as well as districts outside the county.

The most responses were received from the School District of Lancaster, comprising 20.32 percent of all responses. Over half of all responses, or 56.51 percent, came from four school districts: Lancaster, Manheim Township, Penn Manor, and Hempfield, all of which are located in the Central Lancaster County Designated Growth Area.

Respondents by School District

SCHOOL DISTRICT	RESPONSES	PERCENT
Lancaster	251	20.8%
Manheim Twp	163	13.5%
Penn Manor	148	12.3%
Hempfield	136	11.3%
Warwick	90	7.5%
Lampeter-Strasburg	63	5.2%
Ephrata	53	4.4%
Manheim Central	51	4.2%
Conestoga Valley	48	4.0%
Donegal	47	3.9%
Cocalico	37	3.1%
Elizabethtown	33	2.7%
Eastern Lancaster Co	27	2.2%
Solanco	23	1.9%
Columbia	17	1.4%
Pequea Valley	15	1.2%
Octorara	4	0.3%
TOTAL	**1,206**	

LCPC staff also studied response rates for each school district as they compare with the population of that district. In other words, staff considered whether each school district's percentage of total responses was similar to its percentage of total population in Lancaster County. These results show that participation was largely consistent with population. The percentage difference between population and the number of survey participants was no greater than 6 percent in any district. Eleven of 17 districts had participation rates within 3 percent of what would be expected, given their population.

Lancaster City and Manheim Township School Districts had the greatest over-representation, at 6.4 percent and 6.2 percent respectively. Donegal School District was the most underrepresented, with a participation rate 3.9 percent less than would be expected with its population. Although Octorara Area School District's participation might seem low, with only 4 participants identifying themselves as residents of that district, that number is within 1 percent of what would be expected.

Survey Participation by School District

SCHOOL DISTRICT	# OF RESPONDENTS	% TOTAL RESPONDENTS	TOTAL POPULATION	% TOTAL POPULATION	% DIFFERENCE
Lancaster	251	20.8%	75,450	14.3%	**6.5%**
Manheim Twp	163	13.5%	38,770	7.4%	**6.2%**
Penn Manor	148	12.3%	41,932	8.0%	**4.3%**
Hempfield	136	11.3%	47,451	9.0%	**2.3%**
Warwick	90	7.5%	31,174	5.9%	**1.5%**
Lampeter-Strasburg	63	5.2%	23,117	4.4%	**0.8%**
Donegal	47	3.9%	21,531	4.1%	**-0.2%**
Manheim Central	51	4.2%	24,778	4.7%	**-0.5%**
Octorara	4	0.3%	4,442	0.8%	**-0.5%**
Columbia	17	1.4%	10,399	2.0%	**-0.6%**
Cocalico	37	3.1%	23,293	4.4%	**-1.4%**
Ephrata	53	4.4%	33,831	6.4%	**-2.0%**
Conestoga Valley	48	4.0%	33,477	6.4%	**-2.4%**
Pequea Valley	15	1.2%	21,736	4.1%	**-2.9%**
Elizabethtown	33	2.7%	30,446	5.8%	**-3.0%**
Eastern Lancaster Co	27	2.2%	32,609	6.2%	**-4.0%**
Solanco	23	1.9%	32,403	6.2%	**-4.2%**
TOTAL	**1,206**		**526,839**		

Preferences

Preferences Screen


The preferences screen was a visual preference survey that provided an image of a place someone might find in Lancaster County, together with three images showing how it might be made better. Participants were asked to select one image among the three choices provided. The exercise covered five topic areas: Urban Community, Suburban Community, Rural Community, Corridor, and Landscape.

Urban Community

Building set back, parking in front: How would you make it better?
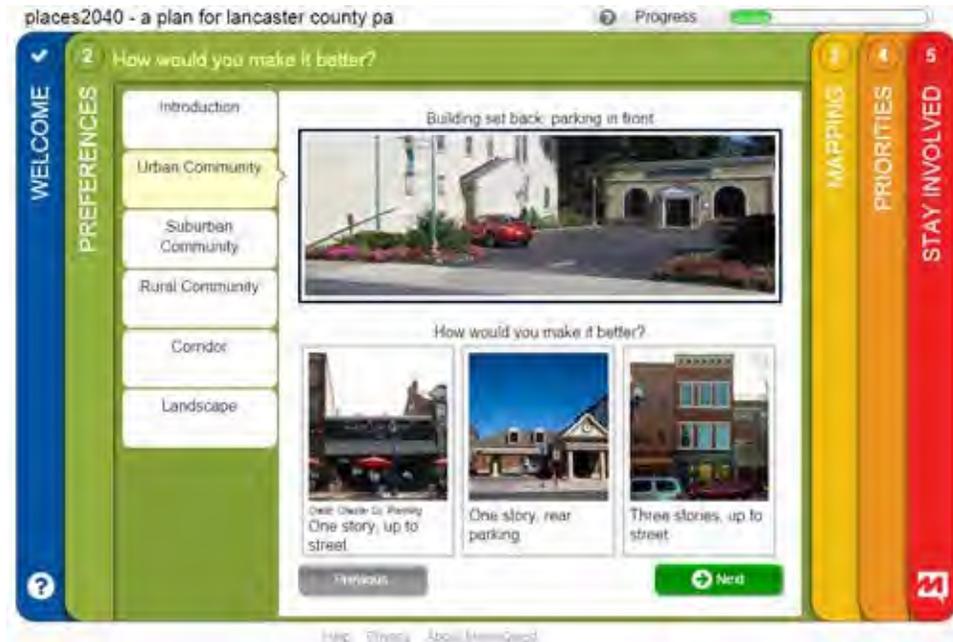
Results

Survey participants most often selected the photo showing a three-story building built up to the street, which reinforces the "street wall" and respects the traditional form of urban development. This response assumes parking would occur along the street or at the back of the building, rather than in front.

Responses to Urban Community Screen

Building set back, parking in front:
How would you make it better?

Building set back, parking in front:
How would you make it better?

Three stories, up to street — 829
One story, rear parking — 577
One story, up to street — 291

VOTES

17.15% — One story, up to street
48.85%
34.00%
One story, rear parking
Three stories, up to street
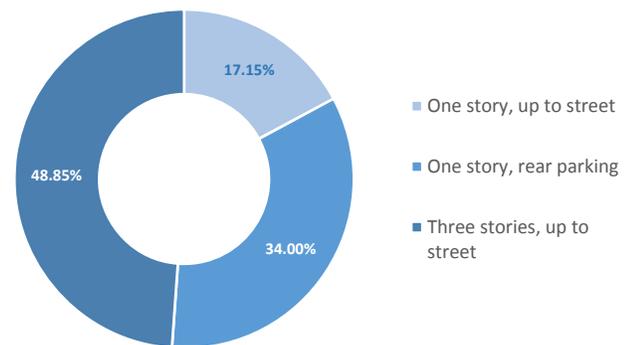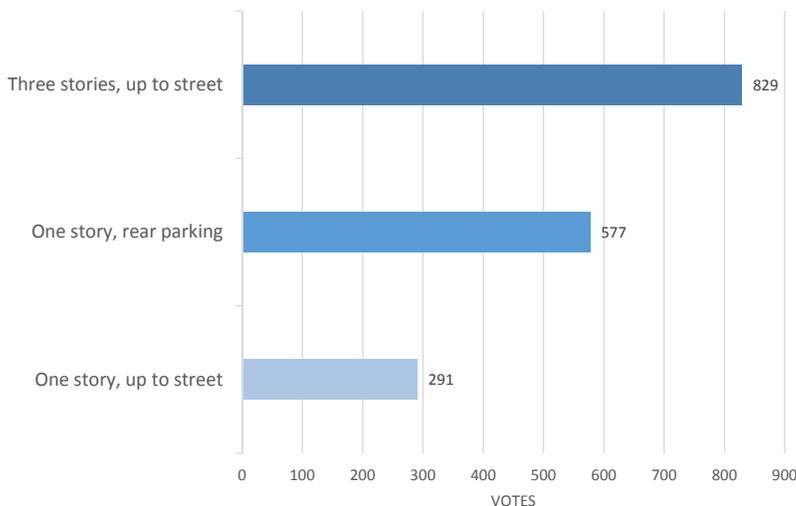
Suburban Community

Large home on a large lot: How would you make it better?

Results

While the responses were spread fairly evenly among the three choices, most participants selected the multi-family or mix of uses option.

Responses to Suburban Community Screen

Large home on a large lot:
How would you make it better?

Large home on a large lot:
How would you make it better?
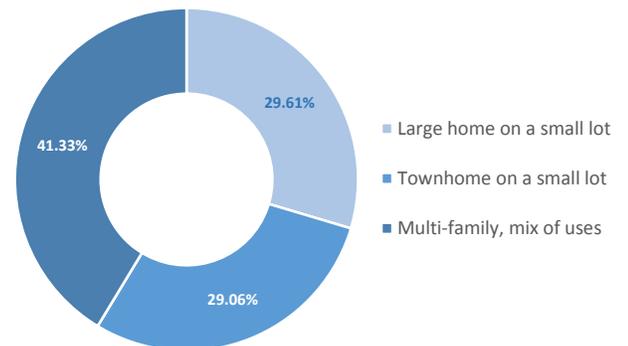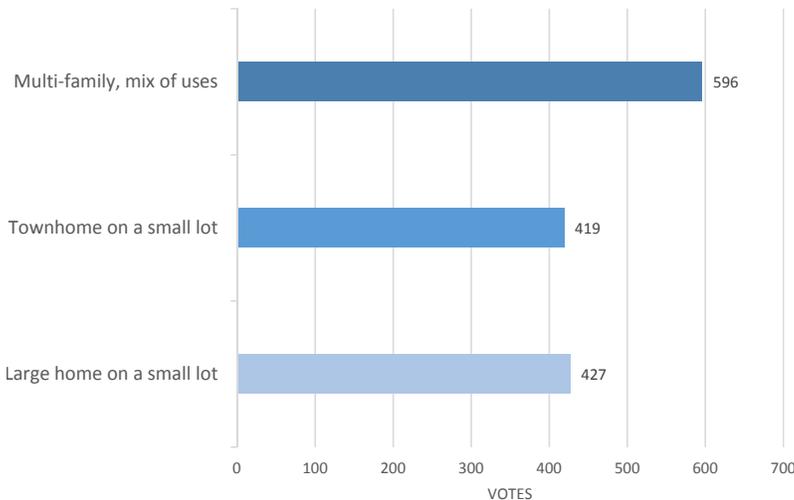
Rural Community

Building set back from the corner: How would you make it better?

Results

In response to a situation with a building set back from a corner lot, survey participants primarily chose between two options: reuse of an existing building or a corner pocket park.

Responses to Rural Community Screen

Building set back from corner:
How would you make it better?
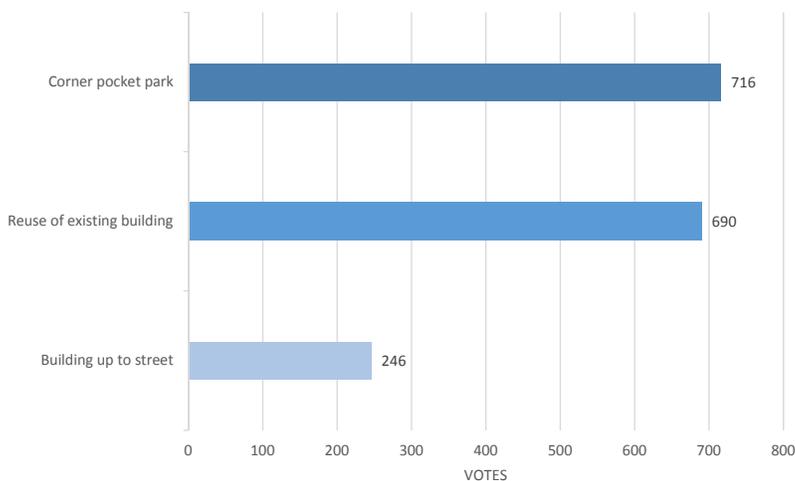
Building set back from corner:
How would you make it better?
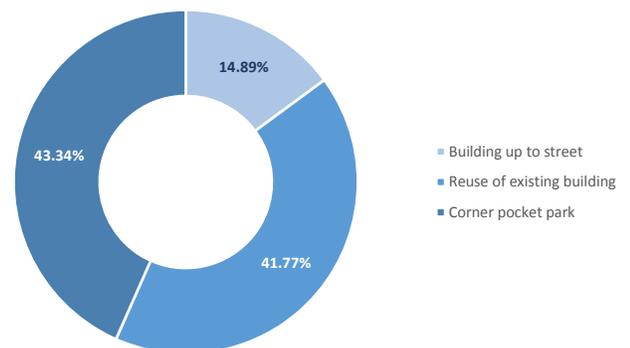
Corridor

Auto-oriented street: How would you make it better?

Results

When asked how to make an auto-oriented street better, participants overwhelmingly selected "pedestrian and bicycle friendly." Votes for this answer were two times the number for the next closest choice.

Responses to Corridor Screen

Auto-oriented street:
How would you make it better?

	VOTES
Pedstrian & bicycle friendly	1005
Pedestrian friendly, narrow street	221
With sidewalk & trees	441

Auto-oriented street:
How would you make it better?

- With sidewalk & trees — 26.45%
- Pedestrian friendly, narrow street — 13.26%
- Pedestrian & bicycle friendly — 60.29%
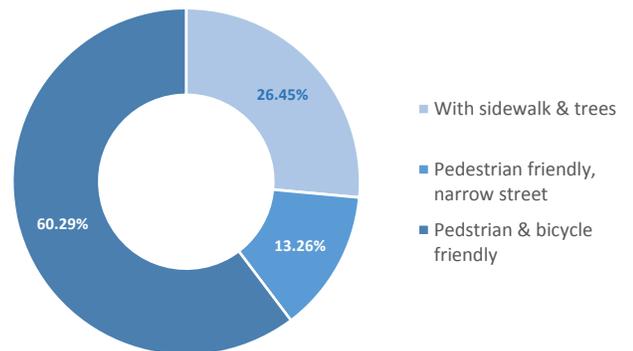
Landscape

Intrusion into the rural landscape: How would you make it better?

Results

When asked how to make an intrusion into the rural landscape better, most survey respondents selected the image which shows growth next to a village.

Responses to Landscape Screen

Intrusion into the rural landscape:
How would you make it better?

Intrusion into the rural landscape:
How would you make it better?
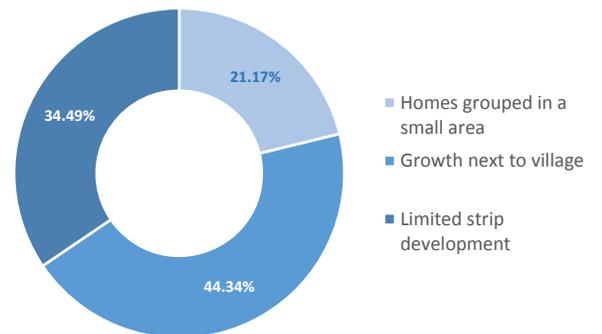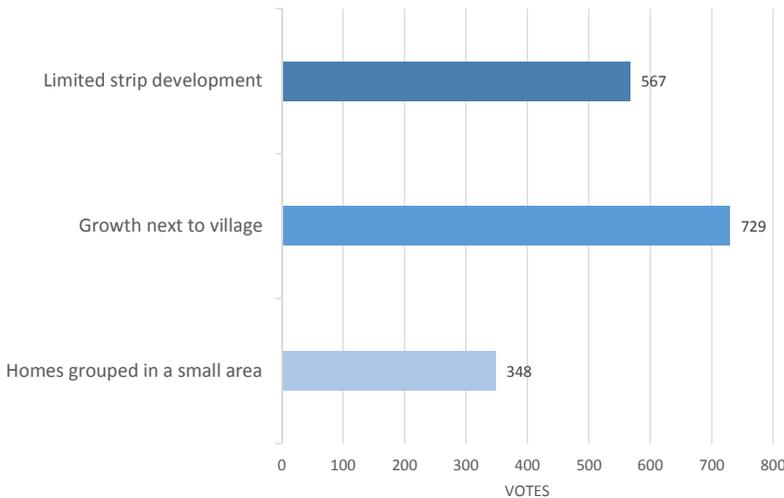
Mapping (Love It/Make It Better)

In this Comprehensive Online Survey exercise, participants were asked to drag and drop icons on a map to highlight five places they love (Love It), and five places they want to make better (Make It Better) in Lancaster County. As they marked these places, they were also asked to provide a comment for each place.

In addition to being part of the Comprehensive Online Survey - Phase 1, this exercise was also conducted at several in-person meetings and events sponsored by LCPC and its partners. The results from these meetings and events are not reported in this chapter, but in Chapter 2, which focuses exclusively on the Love It/Make It Better exercises that were conducted in person.

The data gathered in the Mapping (Love It/Make It Better) exercise was analyzed from two perspectives – where the points are located on the maps, and what places and topics are mentioned in the comments. Each type of analysis had its own specific challenges.

Introduction to Mapping Screen
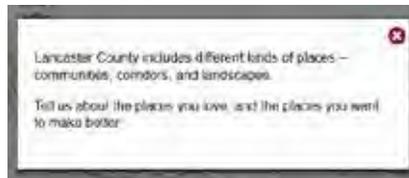
Mapping Screen

With the points, some respondents were more precise in the placement of these points than others. Some people zoomed in to drop their points; others plotted their points while zoomed out to the county's full extent. As a result, some points are located far away from the places they are intended to mark. Points also represent places that exist at completely different scales, in terms of area. Some points focus on specific locations such as Central Market; others highlight entire regions, such as Southern Lancaster County.

Despite these inconsistencies, the way the points are massed together focuses attention on places that are important to residents, and places they would like to make better. Some places received a fairly equal number of Love It and Make It Better points, showing that appreciation for a place and concern for it can be two sides of the same coin. Although population density may have resulted in a greater number of points around Lancaster City, that area also has a greater concentration of development, providing more topics and places to inspire comment.

The comments associated with these points created their own challenge for analysis. In exercises with fewer participants, staff went through each of the comments manually. This allowed them to consider the nuances of each comment to determine its focus. The Comprehensive Online Survey produced too many comments to allow for that type of analysis. Over 2,600 Love It comments were logged and over 2,000 Make It Better comments – nearly 4,700 in all.

As a result, comments were measured by counting the number of mentions of key words. Search terms included place names such as "Oregon Pike" or "Willow Street" and frequently mentioned topics like "retail" and "agriculture." Spelling variations were searched as well, and similar results were grouped under standardized headings. This approach proved difficult in some cases, because a term such as "Manheim" could refer to Manheim Pike, Manheim Borough, or Manheim Township. In these situations, terms were sorted manually. To simplify the final results, related topics were also grouped together – for instance, history and culture.

The comments reveal a pattern similar to what is seen in the point data – the most-mentioned places and topics generated a large number of results, both positive and negative. However, opinion about a few places and topics tended to favor one side. As with the point data, Love It comments focused more on agriculture, parks, and natural areas, and the Make It Better comments targeted transportation corridors and traffic.

Point Distribution

North
↑

0   3   6
Miles
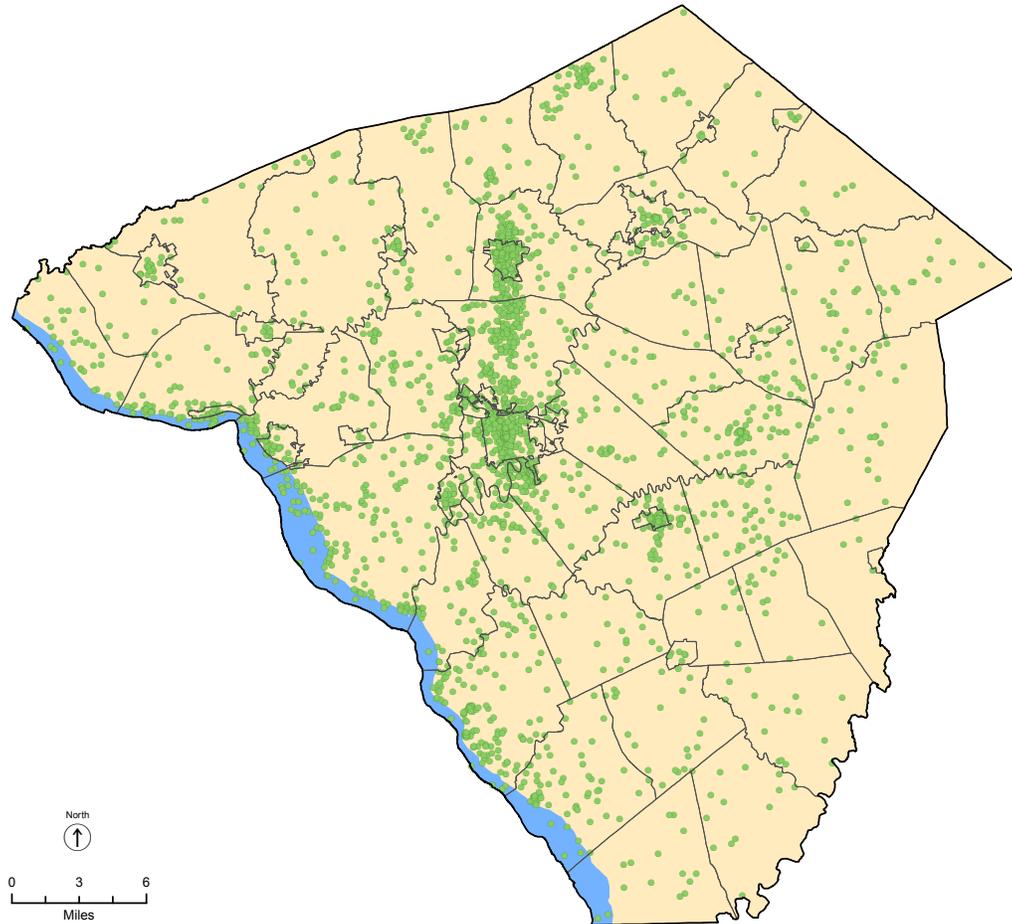
Love It

Map Points

The largest number of Love It points (by municipality) were placed in Lancaster City, which has more than double the number of points found in Lititz, which had the second-highest number. Manheim Township was third. In part, these results may be influenced by population. Within the city, northern and western areas had the most points; Lancaster County Central Park also had a high number. A significant number of points were concentrated in an area approximately one mile on either side of Lititz Pike from central Manheim Township to northern Warwick Township.

Strasburg Borough and Millersville Borough received fewer points than Lititz, but these communities are smaller in area. Columbia, Marietta, and Ephrata Borough also received a

high number of points. The other boroughs received only a few points, although many points were concentrated in their downtown areas. The village of Intercourse was highlighted as well.

Three rural townships received a significant number of points: Martic, Donegal, and Drumore. This appears to be due to a high number of points along the Susquehanna River, indicating strong interest in natural and recreational resources along the river.

Fewer points were placed in extreme eastern and northern areas of the county, possibly due to a smaller population. In

Number of Points by Municipality

MUNICIPALITY	POINTS	% OF TOTAL
Lancaster City	633	21.1%
Lititz Borough	277	9.3
Manheim Township	235	7.8
Manor Township	145	4.8
Martic Township	136	4.5
Warwick Township	114	3.8
West Lampeter Township	114	3.8
Leacock Township	73	2.4
East Hempfield Township	72	2.4
East Donegal Township	66	2.2
Drumore Township	62	2.1
Strasburg Township	57	1.9
Strasburg Borough	55	1.8
Lancaster Township	54	1.8
Clay Township	51	1.7
West Hempfield Township	49	1.6
Conestoga Township	46	1.5
Pequea Township	43	1.4
Rapho Township	43	1.4
Paradise Township	41	1.4
Conoy Township	34	1.1
East Lampeter Township	32	1.1
Penn Township	31	1.0
Elizabeth Township	30	1.0
Ephrata Township	29	1.0
Earl Township	28	0.9
Salisbury Township	28	0.9
Ephrata Borough	27	0.9
Columbia Borough	25	0.8
East Earl Township	25	0.8

MUNICIPALITY	POINTS	% OF TOTAL
Millersville Borough	24	0.8%
East Drumore Township	21	0.7
Upper Leacock Township	21	0.7
Mt. Joy Township	20	0.7
Elizabethtown Borough	19	0.6
Providence Township	18	0.6
Caernarvon Township	16	0.5
Colerain Township	15	0.5
Fulton Township	15	0.5
Bart Township	14	0.5
Little Britain Township	14	0.5
Manheim Borough	14	0.5
West Cocalico Township	14	0.5
West Earl Township	13	0.4
Marietta Borough	12	0.4
Mt. Joy Borough	12	0.4
West Donegal Township	10	0.3
Eden Township	9	0.3
Akron Borough	7	0.2
East Cocalico Township	7	0.2
East Petersburg Borough	7	0.2
Adamstown Borough	6	0.2
Brecknock Township	6	0.2
New Holland Borough	6	0.2
Quarryville Borough	6	0.2
Sadsbury Township	4	0.1
Denver Borough	3	0.1
Mountville Borough	3	0.1
Terre Hill Borough	3	0.1
Christiana Borough	0	0.0

Number of Points by Land Use/Land Cover and Designated Growth Areas

Land Use / Land Cover

CATEGORY	POINTS	% OF TOTAL
Agriculture	643	21.5%
Woodland	378	12.6
Open Land/Barren	370	12.4
Medium Density Residential	350	11.7
Mixed Urban Land	325	10.9
Commercial	235	7.8
High Density Redidential	201	6.7
Institutional	140	4.7
Open Water	123	4.1
Transportation/Utilities	73	2.4
Low Density Residential	71	2.4
Industrial	43	1.4
Industrial/Commercial	33	1.1
Miscellaneous	5	0.2
Mineral Extraction	4	0.1

Designated Growth Areas

DGA STATUS	POINTS	% OF TOTAL
In Urban Growth Area	1,734	58%
Outside Growth Area	1,197	40
In Village Growth Area	63	2

general, about 60 percent of the points are found in designated growth areas, and 40 percent outside.

In terms of land use, approximately 46 percent of the points were placed in the least developed parts of the county: agricultural areas, woodlands, and open land/barren areas. The most mentioned agricultural areas were in the Amish and Mennonite heartland east of Strasburg and south of New Holland; Manor Township; and the Southern End. Popular natural areas included Middle Creek, Speedwell Forge, and Safe Harbor.

Comments

Respondents strongly emphasized the importance of parks, trails, open space, and recreation. Together, these topics garnered over 500 comments – more than any other category. In addition, nature/wildlife is mentioned 124 times. In order, the most-mentioned places in this category were the Susquehanna River, Middle Creek, Tucquan Glen, Lancaster County Central Park, Pinnacle Overlook, Kelly's Run, Chickies Rock/Chiques Creek, and Overlook Community Campus. In general, rivers and creeks received 222 comments.

Communities and community character also scored high. Taken as a whole, community character was the second-most popular topic of discussion, resulting in 373 comments focused on history and culture, architecture/character, and adaptive reuse/infill.

In terms of specific communities, Lititz Borough was the most-often mentioned (328 comments), followed by Lancaster City (273). The next-highest community has considerably fewer points – the Strasburg area, with 69. Columbia, Ephrata, and Southern Lancaster County rounded out the top six communities. Two-hundred twenty-five comments mentioned the word "downtown," and 135 mentioned the phrase "small town." Together, these two terms were found 360 times, which shows that the core of our existing communities is important to many respondents.

Across the board, topics with more than 200 Love It comments were retail/shopping, history and culture, walkability, downtowns, agriculture, and trails. Many of the retail/shopping comments focused on specialty retail shops in communities such as Lancaster and Lititz. Another frequently mentioned subject area was markets/food and restaurants, which together received 322 comments.

Top 20 Comments Categorized by All Terms, Concepts and Places

ALL TERMS	TOTAL
Lititz Borough	328
retail/shopping	276
Lancaster City	273
history and culture	253
walkability	239
downtowns	225
agriculture	211
trails	205
parks	189
markets/food	176
rivers	161
roads/streets	148
restaurants	146
small town	135
community	128
nature/wildlife	124
architecture/character	109
development	101
rural	93
bikeability	84

CONCEPTS	TOTAL
retail/shopping	276
history and culture	253
walkability	239
downtowns	225
agriculture	211
trails	205
parks	189
markets/food	176
rivers	161
roads/streets	148
restaurants	146
small town	135
community	128
nature/wildlife	124
architecture/character	109
development	101
rural	93
bikeability	84
housing	80
creeks	61

PLACES	TOTAL
Lititz Borough	328
Lancaster City	273
Strasburg area	69
Susquehanna River	47
Columbia Borough	43
Elizabethtown Borough	42
Ephrata Borough	42
Southern Lancaster County	40
Intercourse	37
Marietta Borough	36
Middle Creek WMA	34
Tucquan Glen	30
Manor Township	29
Millersville Borough	23
Lancaster County Central Park	22
New Holland Borough	19
Pinnacle Overlook	17
Kelly's Run Nature Preserve	16
Chickies Rock/Chiques Creek	15
Overlook Community Campus	15

Point Distribution

North
↑

```
0        3        6
├────────┼────────┤
       Miles
```
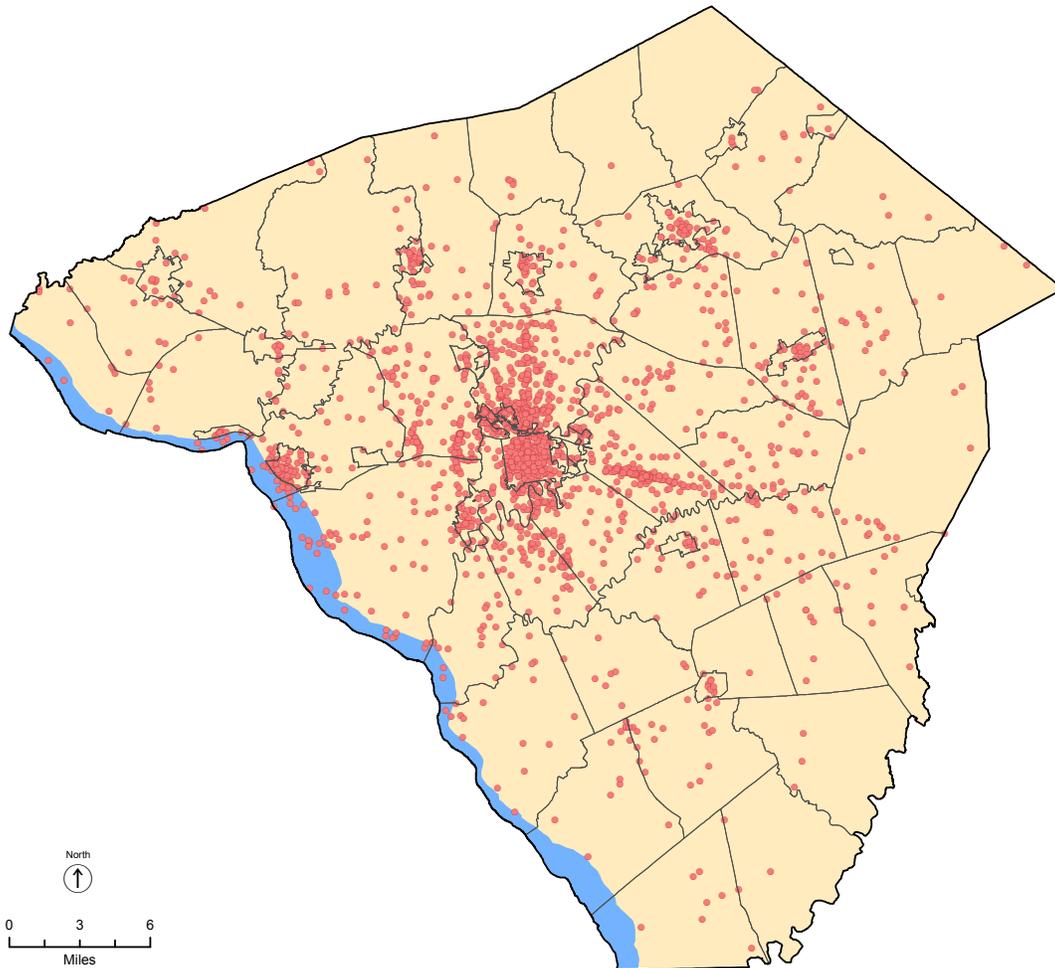
Make It Better

Map Points

The municipalities that received the most Make It Better points are concentrated in the central part of the county. The top two communities far outpaced the others: Lancaster City, with 21 percent of all points, and Manheim Township with 16 percent. Next in line were East Lampeter, East Hempfield, Manor, and West Lampeter. In total, these top six municipalities accounted for nearly 60 percent of all points. Columbia also received a significant number.

Nearly all of Lancaster City is covered with points, although it is important to note that it is the most densely populated municipality in the county. Manheim, Ephrata, and New Holland Borough also have a high concentration of points. About 73 percent of the points were placed in designated growth areas, and 26 percent outside.

Outside the city and boroughs, the most points were found just north of Lancaster City, particularly where the pikes north of Lancaster City cross the Route 30 bypass. A high number of points was also found throughout Manheim Township.

Some corridors stand out as places that survey respondents would like to make better. These include the Route 30 tourism corridor, Lititz Pike, Route 741 west and south of Lancaster City, Centerville Road between Routes 30 and 462, and New Holland Pike from the city to Earl Township.

While the Love It map includes points throughout the rural areas of the county, fewer Make It Better points were found in these areas. As with the Love It map, this map has few points in the extreme eastern and northern parts of the county, where population density is low. On the Make It Better map, the Southern End received only a few points; small concentrations are found in Quarryville and the Buck.

Number of Points by Municipality

MUNICIPALITY	POINTS	% OF TOTAL
Lancaster City	475	21.0%
Manheim Township	367	16.2
East Lampeter Township	189	8.3
East Hempfield Township	128	5.7
Manor Township	85	3.8
West Lampeter Township	83	3.7
Columbia Borough	78	3.4
Pequea Township	57	2.5
Lancaster Township	46	2.0
West Hempfield Township	42	1.9
Leacock Township	38	1.7
Ephrata Borough	36	1.6
Manheim Borough	36	1.6
Millersville Borough	35	1.5
Earl Township	31	1.4
Paradise Township	30	1.3
Conestoga Township	27	1.2
Lititz Borough	27	1.2
Penn Township	27	1.2
Warwick Township	27	1.2
Upper Leacock Township	26	1.1
West Earl Township	26	1.1
Rapho Township	23	1.0
Ephrata Township	22	1.0
Strasburg Township	22	1.0
East Drumore Township	19	0.8
East Donegal Township	18	0.8
Salisbury Township	18	0.8
Martic Township	17	0.8
New Holland Borough	16	0.7

MUNICIPALITY	POINTS	% OF TOTAL
East Earl Township	15	0.7%
Mt. Joy Township	14	0.6
Bart Township	12	0.5
Drumore Township	12	0.5
Elizabethtown Borough	11	0.5
Conoy Township	10	0.4
Marietta Borough	10	0.4
East Petersburg Borough	9	0.4
Mt. Joy Borough	9	0.4
Providence Township	9	0.4
Quarryville Borough	9	0.4
Sadsbury Township	9	0.4
West Donegal Township	9	0.4
Strasburg Borough	8	0.4
East Cocalico Township	7	0.3
Fulton Township	7	0.3
Akron Borough	5	0.2
Elizabeth Township	5	0.2
Brecknock Township	4	0.2
Caernarvon Township	4	0.2
Adamstown Borough	3	0.1
Colerain Township	3	0.1
Denver Borough	3	0.1
Little Britain Township	3	0.1
West Cocalico Township	2	0.1
Clay Township	1	0.0
Eden Township	1	0.0
Christiana Borough	0	0.0
Mountville Borough	0	0.0
Terre Hill Borough	0	0.0

Number of Points by Land Use/Land Cover and Designated Growth Areas

Land Use / Land Cover

CATEGORY	POINTS	% OF TOTAL
Agriculture	463	20.4%
Medium Density Residential	369	16.3
Commercial	293	12.9
Mixed Urban Land	219	9.7
Open Land/Barren	211	9.3
High Density Redidential	137	6.0
Woodland	121	5.3
Transportation/Utilities	113	5.0
Industrial/Commercial	89	3.9
Institutional	79	3.5
Open Water	75	3.3
Low Density Residential	54	2.4
Industrial	28	1.2
Miscellaneous	12	0.5
Mineral Extraction	2	0.1

Designated Growth Areas

DGA STATUS	POINTS	% OF TOTAL
In Urban Growth Area	1,616	71%
Outside Growth Area	600	26
In Village Growth Area	49	2

Comments

A key takeaway from this exercise is that transportation-related issues are by far the most concerning to respondents. The top comments related to transportation were: traffic/congestion (453), roads/streets (406), walkability (197), bikeability (123), parking (88), Amtrak (57), transit (41), and trucks (24). In total, there were nearly 1,400 comments on these topics. Safety was also a commonly mentioned topic, although some of those comments related to crime.

Specific road and highway corridors are the most-mentioned places in the Make It Better comments. Route 30 – including the tourism corridor and the bypass north of the city – received over 200 comments. This number was more than four times the number for the next-highest corridor, Lititz Pike, which received just over 50. In order by number of comments, other mentioned corridors include Rohrerstown Road, Route 222 (primarily the bypass between Lancaster and Reading), Route 23, Fruitville Pike, Centerville Road, Harrisburg Avenue/Pike and Columbia Avenue.

While road-related comments were generally negative, some of the topics mentioned in Make It Better were more of a call to action. The need for walkable places is mentioned nearly 200 times, and topics related to bikeability were mentioned 123 times. If the two are added together, they would be the third-most mentioned topic.

In terms of communities, Lancaster City was mentioned the most, with over 200 comments. The next-highest community, Ephrata Borough, had only one-quarter that number (fewer than 50). Other communities with at least 30 comments include Manheim Township, Elizabethtown, and Millersville.

Comments about development patterns were also common. Retail/shopping is mentioned over 200 times – the third highest number among all Make It Better comments. Many of these comments were negative statements about retail centers in suburban and rural areas. One hundred sixty-five comments mentioned development in general; many of them questioned the need for new construction, especially residential and commercial construction.

Top 20 Comments Categorized by All Terms, Concepts and Places

ALL TERMS	TOTAL
traffic/congestion	453
roads/streets	406
Route 30	224
retail/shopping	216
Lancaster City	208
walkability	197
development	165
housing	138
downtowns	125
bikeability	123
safety	97
agriculture	93
parking	88
architecture/character	85
tourism	80
crime	71
rivers	70
history and culture	69
parks	68
trails	66

CONCEPTS	TOTAL
traffic/congestion	453
roads/streets	406
retail/shopping	216
walkability	197
development	165
housing	138
downtowns	125
bikeability	123
safety	97
agriculture	93
parking	88
architecture/character	85
tourism	80
crime	71
rivers	70
history and culture	69
parks	68
trails	66
restaurants/food	62
Amtrak	57

PLACES	TOTAL
Route 30	224
Lancaster City	208
Lititz Pike	52
Rohrerstown Road	49
Route 222	48
Ephrata Borough	47
Route 23	37
Fruitville Pike	35
Manheim Township	33
Centerville Road	31
Elizabethtown Borough	30
Millersville Borough	30
Harrisburg Ave/Pike	29
Columbia Ave/Pike	28
Willow Street	21
East Petersburg Borough	20
Marietta Borough	20
Mount Joy Borough	20
Oregon Pike	19
Manor Township	17

Love It/Make It Better Exercise: Comparison between Online and In-Person Results

Staff compared the point data collected from the Love It/Make It Better online exercise and from in-person meetings/events held between November 2015 and June 2016. To do this, staff separated the Love It/Make It Better points from each format and toggled the layers in GIS in an attempt to spot differences. Staff zoomed in and out to various areas of the county and read some of the comments from the points placed in the Comprehensive Online Survey.

Generally, there was no significant difference between the results garnered from the two formats. While the points were essentially concentrated in the same areas, the Comprehensive Online Survey points had a more scattered pattern than the in-person points. Staff read the comments for some of these scattered points and found that many of them were referring to a place far from where they were placed. For example, several points around the Lancaster Airport actually referred to Lititz. Many of the scattered points were around the Lancaster City region, so staff looked at another spot in Pequea Township. Again, many of the points were actually referring to Lancaster City. So it is apparent that users struggled to accurately place their points using the mapping tool. It may have been that they did not zoom in, or that they had issues dragging the icon.

While a significant amount of the Comprehensive Online Survey points were inaccurately placed, the comments revealed that some were very accurately placed. So for users who were familiar with interactive maps, the ability to zoom and have access to more geographic detail may explain some of that scattered pattern.

Overall though, staff did not find any significant differences between the results of the Comprehensive Online Survey and in-person data.

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Priorities

In the future, Lancaster County will have many opportunities and challenges. This survey screen was developed to find out which ones are a priority to residents. This survey exercise took participants through a series of screens. Each screen provided a list of strategies that could make Lancaster County a better place. Participants were asked to rate each strategy from one star (lowest priority) to five stars (highest priority). Participants also had the opportunity to comment on each strategy. There were five main categories, including: Livable Communities, Employment, Public Facilities & Services, Transportation and Natural & Historic Resources.

Priorities Screen
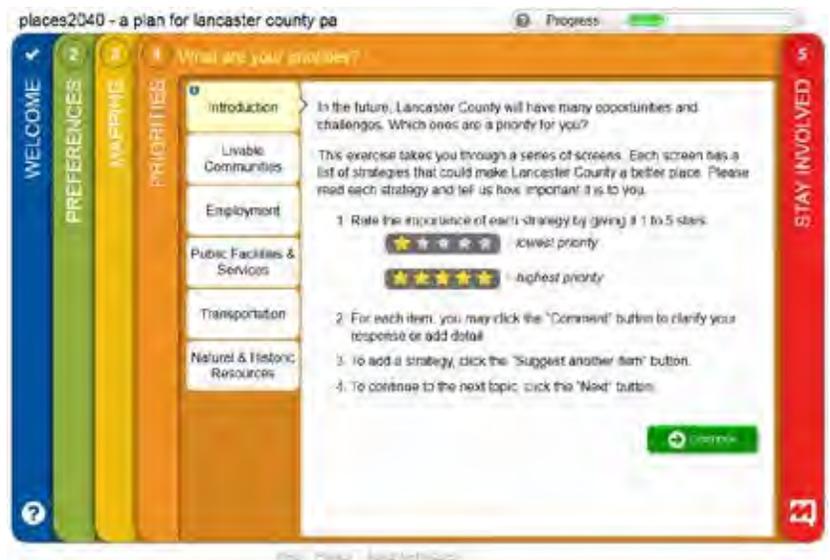
Summary of Priorities Comments

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Maintain existing roads/bridges	52
Protect farmland to ensure that agriculture remains an integral part of our local economy & culture.	48
Adaptive reuse/rehab	48
Redevelopment/infill development	43
Preservation/preserve county's identity & history	40
Farmland preservation	39
Develop in DGAs/growth management	35
Affordable housing	34
Bikeability	34
Renewable energy - wind, solar, etc.	34

Top Ten Negative Comments
[want less of]

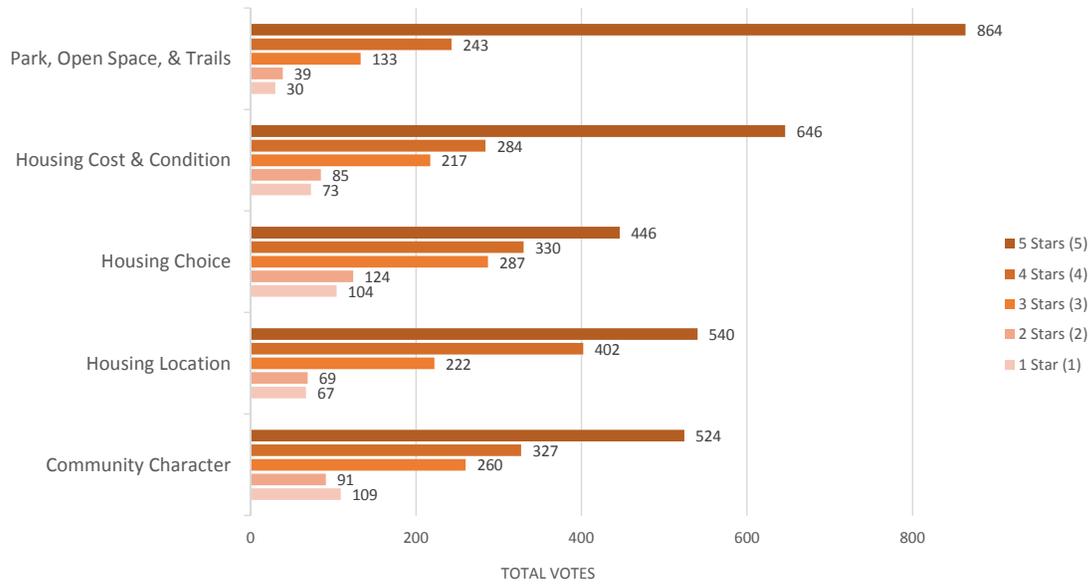| TAGS	TOTAL
Farmland development	51
Development/new construction	34
Traffic congestion	31
Sprawl/urban sprawl	30
Commercial/retail development	20
Density/compact development	16
Mixed use development	14
Traditional College/Liberal Arts	14
Cost - housing, general	13
New housing	13
Consider cost/feasibility - transportation	13
Taxes/tax policy - social	13

Participants were asked to rate and comment on the following strategies related to livable communities:

- **COMMUNITY CHARACTER:** *Build compact, mixed-use, walkable communities reflecting traditional design & development patterns.*

- **HOUSING LOCATION:** *Locate new housing near existing communities, jobs, and transportation.*

- **HOUSING CHOICE:** *Offer diverse housing options to rent and own, including single and multi-family units.*

- **HOUSING COST AND CONDITION:** *Ensure that people at every income level have safe, quality housing options they can afford.*

- **PARKS, OPEN SPACE, & TRAILS:** *Provide neighborhood and community parks, open space and trails in designated growth areas.*

Participant Ranking

TOTAL VOTES

Park, Open Space, & Trails: 864, 243, 133, 39, 30
Housing Cost & Condition: 646, 284, 217, 85, 73
Housing Choice: 446, 330, 287, 124, 104
Housing Location: 540, 402, 222, 69, 67
Community Character: 524, 327, 260, 91, 109

Legend:
- 5 Stars (5)
- 4 Stars (4)
- 3 Stars (3)
- 2 Stars (2)
- 1 Star (1)

Weighted Ranking
[five points for a five-star ranking, four points for four stars, etc.]

LIVABLE COMMUNITIES	# RESPONSES	WEIGHTED RANKING	AVG. POINTS/ RESPONSE
Parks, Open Space & Trails	1,309	5,799	4.43
Housing Cost & Condition	1,305	5,280	4.05
Housing Location	1,300	5,179	3.98
Community Character	1,311	5,051	3.85
Housing Choice	1,290	4,763	3.69

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Affordable housing	32
Redevelopment/infill development	27
Build compact, mixed-use, walkable communities reflecting traditional design & development patterns	26
Locate new housing near existing communities, jobs, and transportation options.	25
Develop in DGAs/growth management	20
Property maintenance/housing inspections	19
Increase access/connectivity to parks/trails/open space	18
Ensure that people at every income level have safe, quality housing options they can afford.	17
Free market/no government interference - housing	16
Parks/trails/open space important	16

Top Ten Negative Comments
[want less of]

TAGS	TOTAL
Farmland development	26
Development/new construction	22
Density/compact development	15
Traffic congestion	14
Cost - housing, general	13
Sprawl/urban sprawl	13
Mixed use development	13
New housing	12
High-end housing	11
Consider cost/feasibility - design	10

COMMUNITY CHARACTER: *Build compact, mixed-use, walkable communities reflecting traditional design & development patterns.*

People wanted to protect the Lancaster County's traditional character, particularly in rural areas.

Some respondents preferred not to see any new development. If it has to happen, new growth should be directed to existing communities rather than farmland, greenfields, and natural areas. Respondents disagreed, however, about whether increased density and compact development make sense.

People wanted to reduce traffic and slow the pace of new construction, especially retail development. If new retail is built, it should be focused on everyday needs (grocery, health care, etc.). There was disagreement about the value of new mixed-use development – some preferred it, some think it doesn't work. Others said these developments feel "artificial."

It's important for communities to be walkable; trails and open space are an important part of community character. Our communities should be designed to promote social interaction. Professional designers should play a greater role in shaping what we build.

Respondents said that housing choice is important, but they still prefer single-family units. They noted that adaptive reuse is one of the most important tools in protecting community character, but it should happen through private investment, not government subsidy.

Sample Comments

- "Build by infilling before developing farmland."

- "[Development] should be located adjacent to existing villages and towns and they should be connected by pedestrian/biking trails. Avoid these types of artificial mixed use village centers in rural areas."

- "Make use of existing small towns - expand those with town centers and residential development on the outskirts within walking distance to town centers."

- "I dislike suburban 'fake towns' that combine housing and 'downtown retail/dining.' It is not enough of a destination to draw people (except those living in the development)."

- "Critical to attracting tourists and future residents."

- "Very difficult with each municipality dictating their own zoning laws."

- "Fix what is already here to make it more appealing."

HOUSING LOCATION: *Locate new housing near existing communities, jobs, and transportation.*

Most respondents agreed with the concept of locating new housing near existing communities, jobs, and transportation options. Some respondents took the concept a step further, suggesting that development should be focused *within* existing communities in the form of redevelopment and infill, rather than as greenfield development *near* existing communities — "redevelopment/infill" was one of the most common comments.

Many respondents commented about the importance of preserving farmland and preventing development on existing farmland or open spaces. Some even said that no new housing or development was needed or should be permitted in Lancaster County. Others specified that sprawl should be prevented.

Some respondents commented that transportation infrastructure and alternatives would need to improve in order to accommodate more growth.

Most of those who did not agree with the statement presented disagreed on the basis that it would cause too much traffic and congestion, or a belief that the market rather than the government should determine where to build new housing.

Sample Comments

- "Fill in existing urban areas, especially in the boroughs and villages before encroaching further into agricultural or natural areas."

- "More and more people want to live near their work. It is important to continue to strategize how to maximize this. Plus, it improves the walkability of the community, which in turn, provides residents with health benefits and reduces the environmental impact."

- "We shouldn't be allowing housing to be built anywhere else."

HOUSING CHOICE: *Offer diverse housing options to rent and own, including single and multi-family units.*

The housing choice statement was somewhat controversial. While many respondents agreed with the statement, a bit more than half as many disagreed. Many respondents also emphasized the need for inclusionary housing – mixing housing types, costs, and tenure together in the same area – though again, about half as many disagreed with this concept.

The most common comment dealt with affordable housing, with many people citing the need for more affordable housing or indicating that housing costs were too expensive. Other common comments focused on the need for improved housing quality & condition and property maintenance/housing inspections to ensure housing quality.

Other common comments were about rental vs. owner-occupied housing. Roughly equal numbers of respondents commented in favor of and against rental and multi-family housing. Many commented that they were in favor of more owner-occupied housing/homeownership opportunities.

Many of those who disagreed were concerned about crime; others believed that the market rather than the government should determine the available housing choices.

Sample Comments

- "We need to focus on affordable housing options and multifamily units. That's where the need is. We need to stop building the 2400 plus sq. ft. single family homes."

- "The market will do a far better job of determining housing mix than community leaders. The Millennials are arriving in the housing market with totally different financial situations and interests, employment prospects and aspirations than their parents did - their housing choices are going to be equally different - let them sort it out through the market rather than ordinances to preserve our preferences."

- "Everyone has a different situation, therefore different living options are needed." "This is disaster waiting to happen."

HOUSING COST AND CONDITION: *Ensure that people at every income level have safe, quality housing options they can afford.*

Many respondents agreed with this statement, though it incited some level of disagreement.

The most common responses to this statement were about the need for affordable housing and concerns about rising housing costs. Housing quality/condition issues were also a common concern, particularly the need for property maintenance/housing inspections.

Some respondents chose to focus on the income side of the housing affordability equation, indicating that job opportunities and fair wages were necessary so that people could afford housing.

Respondents also expressed concern about the amount of high-end housing and the fact that new housing is often unaffordable for working people.

Many of those who disagreed with the statement viewed it as an issue of fairness or of personal responsibility. Commenters in this vein believe that working hard will enable individuals to improve their housing conditions, and those who are not willing to work hard do not deserve quality housing. Some were concerned that affordable housing would lower property values or increase crime in a community. Many felt that the government should not interfere in housing cost & condition issues, but leave it to the free market.

Sample Comments

- "What comment can anyone make to this one except AMEN! Everyone deserves the opportunity to make a home and become a productive member of the community at every income level."

- "Sounds fair and politically correct. Real world, never going to happen nor should it. Why would someone who has no work ethic deserve the same as someone working their butt off?   No way. There is too much grand housing going on, that working families, families with young children can't afford."

- "The majority of rental properties I looked at have major cosmetic or structural problems. Landlords hold or refuse to return deposits but don't make repairs! It really is appalling what Landlords can get away with renting. Sub-standard electric, ripped, stained flooring, outside door/ window frames rotted. That's just part of what is wrong where I currently live/ rent."

PARKS, OPEN SPACE, AND TRAILS: *Provide neighborhood and community parks, open space and trails in designated growth areas.*

Respondents were very supportive of this strategy, and stated that parks, trails and open space are important. People expressed a desire to add more parks and expand existing parks – in particular, neighborhood and community parks, open space and trails in designated growth areas. They also want parks to be required in new developments. People seemed focused on the idea of connecting existing parks and communities. Some commented that they wanted to see trails developed for commuting purposes in addition to recreational purposes.

There were some who felt that there are enough parks already, and money should be spent on better maintenance of the parks or on other items, like sewer, water and storm sewer improvements.

People also expressed concerns that new development and urban sprawl could negatively impact parks, open space and trails.

Sample Comments

- "Green space is vital to a livable community."

- "Protect what we already have!!! Stop eating up farm and forest for housing and industrial parks!"

- "Infrastructure that improves quality of life increases the desirability and competitiveness of the region in attracting quality industry/ employment. Development of Quality of life/ lifestyle should be a Govt. priority."

- "Trails not just for recreation, but for commuting."

- "Improving connectivity of parks and trails in addition to new parks/trails."

- "I think it is vitally important that these trails actually connect to communities. As much as I love the Manor Rail Trail, I have to drive to access this. I much prefer to have active transportation alternatives that sit right outside my doorstep. So, if there are protected bike lanes with trees and other green spaces, this is preferable to starting new parks that I have to drive to."

- "Again, first spend our money on fixing the water/ sewer/stormsewer infrastructure."

- "Need to be maintained. Some communities cannot handle the properties they have but built more."

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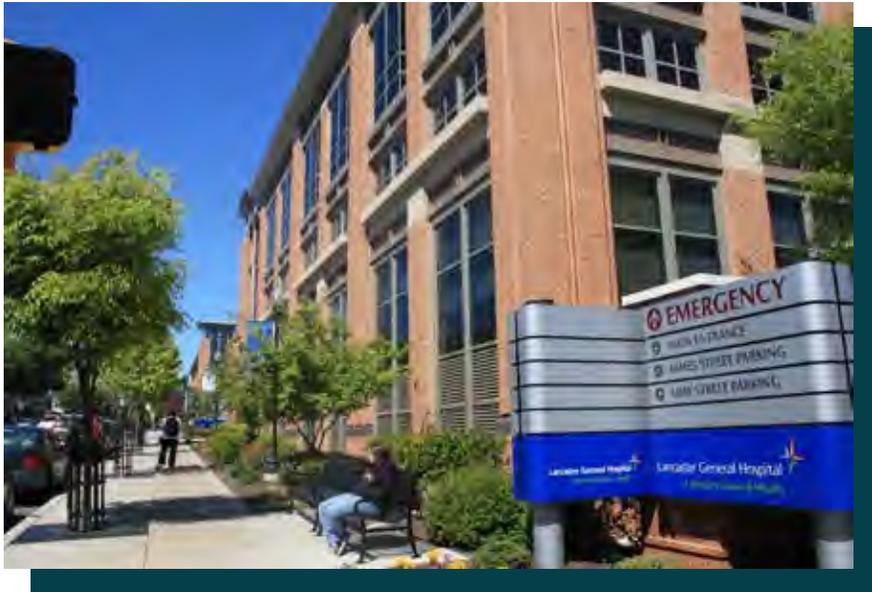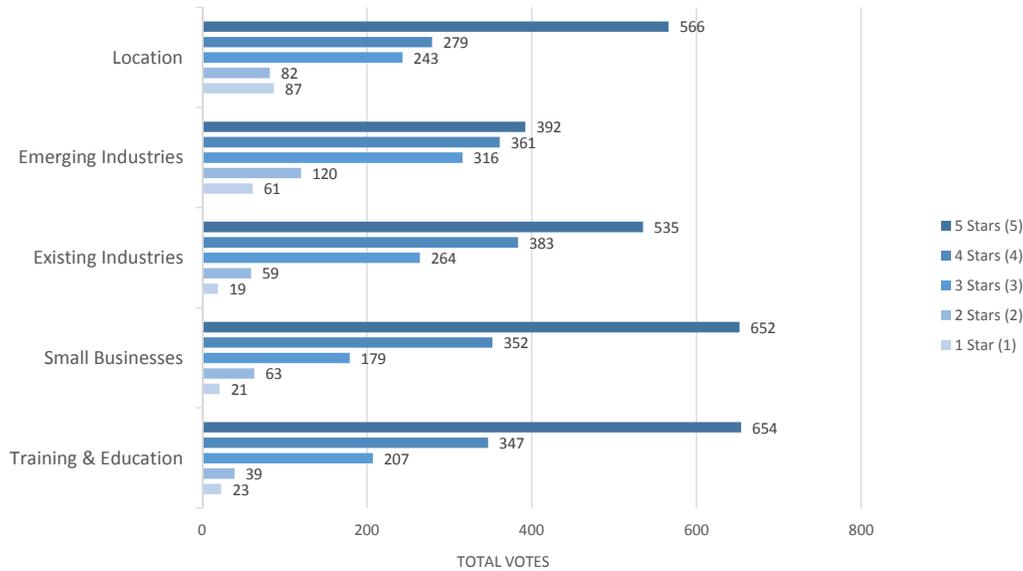
EMPLOYMENT

Participants were asked to rate and comment on the following strategies related to employment:

- **TRAINING & EDUCATION:** *Develop a skilled, knowledgeable, and experienced workforce for the jobs available in the future.*

- **SMALL BUSINESSES:** *Promote entrepreneurship and the growth of small businesses.*

- **EXISTING INDUSTRIES:** *Strengthen existing industries such as agriculture, tourism, and manufacturing.*

- **EMERGING INDUSTRIES:** *Invest in emerging industries: food processing, pharmaceuticals, live events, and financial services.*

- **LOCATION:** *Reduce commuting distances and traffic congestion by locating jobs and housing in close proximity.*

Participant Ranking

Weighted Ranking
[five points for a five-star ranking, four points for four stars, etc.]

EMPLOYMENT	# RESPONSES	WEIGHTED RANKING	AVG. POINTS/ RESPONSE
Training & Education	1,270	5,380	4.24
Small Businesses	1,267	5,352	4.22
Existing Industries	1,260	5,136	4.08
Employment Location	1,257	4,926	3.92
Emerging Industries	1,250	4,653	3.72

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Consider cost/feasibility - economic	31
Promote entrepreneurship and the growth of small businesses.	26
Environmental concerns - economic	19
Free market/no government interference - economic	19
Other - economic	18
Trade/Tech./Vocational	17
Reduce commuting distances and traffic congestion by locating jobs and housing in close proximity.	16
Fair/livable wages	16
Strengthen existing industries such as agriculture, tourism, and manufacturing.	15
Agriculture	14

Top Ten Negative Comments
[want less of]

TAGS	TOTAL
Traditional College/Liberal Arts	14
Traffic congestion	8
Farmland development	8
Tourism/heritage tourism	8
Taxes/tax policy - economic	8
Chains/corporations	7
Public solutions - economic	5
Invest in emerging industries: food processing, pharmaceuticals, live events, & financial services.	4
Reduce commuting distances and traffic congestion by locating jobs and housing in close proximity.	4
Sprawl/urban sprawl	4

Comments

TRAINING AND EDUCATION: *Develop a skilled, knowledgeable, and experienced workforce for the jobs available in the future.*

Most comments conveyed that this is a very important area because training and education leads to good paying jobs and overall prosperity. However, there was overwhelming sentiment that the traditional four-year college trajectory is not only too expensive, but not as beneficial as many think. Emphasis on better access to vocational/trade/technical schools was mentioned most among this set of comments. Further, many comments reflect the opinion that college is simply not for everyone whether it be due to aptitude or financial limitations. Millersville University and Franklin & Marshall College were rarely mentioned. Thaddeus Stevens College of Technology and Lancaster County Career & Technology Center were often cited as success stories.

Sample Comments

- "We should be training our community members to thrive in the 21st century. What skills do our community need in order to move forward? What skills do they already possess that we could build on?"

- "Yes, but there needs to be more encouragement for technical school education over college education."

- "This is important but if we can't provide people with jobs what is it worth training them. We need manufacturing jobs!"

- "We have to be developing our human capital, both because it is best for the future viability of the community, but also because developing as people is what is most important."

- "Meet the demand for STEM jobs to attract smart, young talent to Lancaster businesses."

SMALL BUSINESS: *Promote entrepreneurship and the growth of small businesses.*

Most comments in this section were very positive towards small businesses, recognizing them to be the backbone of our economy. Many participants believe they should be promoted and supported through incentives and information sharing. Cottage industries (in-home jobs) should be allowed and supported. Conversely, some participants felt that small businesses are not providing enough compensation and that government can't do much about it anyway. Finally, several participants highlighted this topic as an area Lancaster County is already doing well in.

Sample Comments

- "Small businesses are the backbone of the local economy and downtown areas of our towns."

- "Local businesses are more important for a community than chain businesses located out of the community."

- "Limit regulations to spur entrepreneurship and especially do so in the small farming sphere. Allow the cottage industry to thrive without too much government regulation."

- "Promote small business that actually produces a product. We already have too many restaurants, clothing stores, convenience stores etc."

- "Reduce zoning restrictions to allow greater uses of existing space, lower startup overhead." "This will take care of itself with the strong history of family businesses in LC."

EXISTING INDUSTRIES: *Strengthen existing industries such as agriculture, tourism, and manufacturing.*

Many people voiced support for this strategy. Support for agriculture, especially family farms, and a call to preserve farmland received the most responses, with respondents acknowledging that agriculture is the foundation of the county. While people were generally supportive of tourism, they expressed concerns about tourism negatively impacting our community and changing the character of the area.

People wanted to retain and grow existing industries, especially manufacturing, providing incentives for businesses to expand and create more working class jobs, and fair living wages. Solutions to help support these industries included incentives for industries to create well-paying jobs in major industries, forming partnerships, and the creation of an industry think tank. Conversely, some respondents felt this issue should be left to the free market, with no government interference.

People also expressed concerns about environmental impacts and traffic congestion that industry expansion could bring.

Sample Comments

- "Agriculture should be supported. It is the backbone of this community."

- "Real family farms need the most support--over corporate agriculture and hobby farms; in Lanc Co farm size does not always correlate family to small..."

- "Let's work to keep manufacturing and other industries here."

- "I'm sorry, but I think the local tourism industry has hurt the character of Lancaster. Shopping outlets, fast food chains and cheesy amusement parks do not promote Amish culture, country living or historical aspects of any local communities."

- "Our agriculture and tourism are linked. Protection of our counties farmland, culture etc will benefit everyone."

- "We need these businesses for jobs but they need to be required to create jobs with adequate benefits and buildings that don't blight our landscape."

EMERGING INDUSTRIES: *Invest in emerging industries: food processing, pharmaceuticals, live events, & financial services.*

The majority of respondents who noted a geographical preference for emerging industries confirmed the need to direct them to existing growth areas. The three most prominent themes mentioned by respondents were a need for private industry to initiate industry development, use the unique beauty of Lancaster County as a recruiting tool to attract industry, and pay close attention to the environmental impacts of new industrial development.

Sample Comments

- "Only if they don't sprawl onto open space. Infill, please."

- "Use existing building space for these ventures. Do not use agricultural space for this." "Not for govt to invest in private industries."

- "No if they get tax breaks to do it."

- "Rock Lititz was a brilliant investment. Most government investments are not. Private capital is clamoring for good investment ideas - they'll provide all the money needed for emerging industries - I speak here from a decade in private equity - the best way to invest in emerging industries is through realistic policy, not cash."

- "Need to create a balance between existing industries and emerging industries."

- "Promote Lancaster County as centrally located to large-metropolitan areas, beautiful countryside, historic character - great place to start or expand a business."

- "Bring the high-tech programmers to Lancaster. Seriously. Go fish for them. Show them our historic buildings, our lands owned by redevelopment authorities, sell them on our community."

- "As long as it doesn't negatively affect our farmland and the environment."

- "We need to make sure emerging industries respect the existing character of this place."

EMPLOYMENT LOCATION: *Reduce commuting distances and traffic congestion by locating jobs and housing in close proximity.*

Comments in this section revolved around several major themes. First, many participants thought development should be focused in existing towns and communities so that farm-land and open space can be preserved. Alternative/public transportation was thought to be equally important in reducing commute times and lowering traffic congestion. There were also many participants who preferred to see road infrastructure improved and expanded, although participants indicated they wanted to see cost and feasibility considered. Finally, there were questions regarding how we can get employment located closer to where we live, as well as concern that we don't have much control over it.

Sample Comments

- "Business and industry should be encouraged to locate in or near existing population centers instead of in suburban business/industrial parks that facilitate sprawl."

- "Expand existing small towns and create town centers."

- "People would take buses if there was a decent schedule and ability to get to a bus. Would love to read the paper on the way to work!"

- "Could be hard to do. existing zoning for commercial and industrial parks at a distance by miles...heavy industrial away from residential."

- "Promote true mixed use zoning, with different residential and nonresidential uses on the same block and in the same building, subject to certain impact criteria."

- "Concentrate jobs in the city and towns so public transit, biking, and walking work."

- "We should no longer permit housing development anywhere else but in good proximity to employment and schools."

- "Reduce commuting time by improving roads."

Participants were asked to rate and comment on the following strategies related to public facilities & services:

- **GOVERNMENT BUILDINGS:** *Locate government and community buildings in the core of the city, boroughs, and villages.*

- **STORMWATER:** *Manage stormwater with a natural approach that improves water quality and reduces flooding.*

- **POLICE, FIRE, AND EMS:** *Coordinate police, fire, and emergency medical services (EMS) on a more regional basis.*

- **COMMUNICATIONS & TECHNOLOGY:** *Ensure that the public has adequate and reliable access to the internet and new communications tools.*

- **ENERGY:** *Reduce customer demand for energy and make greater use of alternate sources of energy.*

Participant Ranking
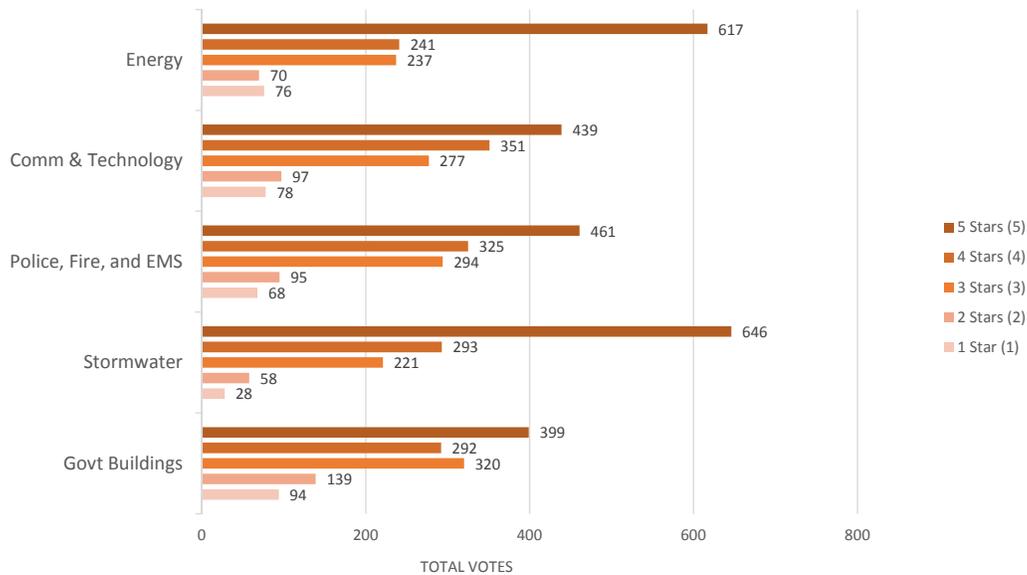
Weighted Ranking
[five points for a five-star ranking, four points for four stars, etc.]

PUBLIC FACILITIES & SERVICES	# RESPONSES	WEIGHTED RANKING	AVG. POINTS/ RESPONSE
Stormwater	1,246	5,209	4.18
Energy	1,241	4,976	4.01
Police, Fire & EMS	1,243	4,745	3.82
Communications & Tech	1,242	4,702	3.79
Government Buildings	1,244	4,495	3.61

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Renewable energy - wind, solar, etc.	31
Consolidate on a regional basis	21
Consider cost/feasibility - police	17
Use natural approach/green infrastructure	16
Manage stormwater with a natural approach that improves water quality & reduces flooding.	15
Government buildings - accessible location	13
Municipal cooperation/consolidation/revenue sharing - social	12
Locate government and community buildings in the core of the city, boroughs, and villages.	11
Reduce consumer demand for energy and make greater use of alternate sources of energy.	11
Consider cost/feasibility - energy	10

Top Ten Negative Comments
[want less of]

TAGS	TOTAL
Taxes/tax policy - social	13
Consolidate on a regional basis	11
Public solutions - communications	11
Communications competition	9
High cost, personal - energy	7
Free market/no government interference - energy	7
Public solutions - energy	6
Stormwater runoff	6
Consider cost/feasibility - water	6
Free market/no government interference - communications	6

Comments

GOVERNMENT BUILDINGS: *Locate government and community buildings in the core of the city, boroughs, and villages.*

Most people agreed that new government buildings (municipal buildings, libraries, etc.) should be built in the core of existing communities. Whenever possible, existing buildings should be utilized. In deciding where to locate government buildings, the most important factor is how accessible they are to residents and transportation options. Some felt that these buildings should be located on campuses where key services can be provided in one place. Beyond the issue of government buildings, there was strong support for increased municipal cooperation. The size of government should be reduced, and opportunities for regionalization should be explored.

Sample Comments

- "They should be located in a central location that is easily accessible to those who must or choose to use alternative methods of transportation. This includes making library easily accessible to children so that they can walk from home."

- "These buildings should be accessible (from public transport standpoint as well as with parking nearby). Keeping them in central area could help to foster development in that area."

- "So many community buildings require a car to access. For example Gap's new library was built outside of the town."

- "Repurpose existing buildings."

- "As long as existing structures are adaptively reused or repurposed and not destroyed."

- "We don't need 60+ municipal governments. What a waste. If this were a business, consolidation would be the first order of business."

STORMWATER: *Manage stormwater with a natural approach that improves water quality and reduces flooding.*

Many survey participants supported this strategy for stormwater management. The most common response to this statement was that a natural approach/green infrastructure should be used.

Respondents expressed a need for better education and advocacy to promote a more natural approach. Comments suggested that improving surface water quality was important to them and that they had concerns about how stormwater runoff impacts the environment, particularly the Chesapeake Bay. Some expressed support for allowing stormwater to infiltrate and recharge the aquifer, while being concerned for protecting groundwater and sinkholes. Some respondents suggested that more stormwater best management practices (BMPs) need to be utilized, and that it would be a good idea to retrofit existing, older stormwater management facilities using a natural/green infrastructure approach.

Interestingly, some participants commented that the location and pattern/form of new land development could have either a positive or negative impact on stormwater runoff and water quality (e.g., density/compact development, urban sprawl, impervious areas). While the comments supported this strategy, people indicated that cost and feasibility need to be considered, and that in some cases government interference should be reduced or eliminated.

Sample Comments

- "Strongly support! Provide education, incentives, etc. (e.g. working with landscape design interns) to help landowners understand the importance of keeping the rainwater on their property (or slowing down its release)."

- "Every community should be required to meet these standards as Lancaster city is doing."

- "We have to do it, but be careful of putting all the cost on new construction, otherwise, nothing will be affordable."

- "Planting of native species vs. continuing to build the ugly spacious retention ponds. We need to push planting native plants."

- "Utilize more BMP structures to capture stormwater and slowly infiltrate to replenish aquifers."

- "Stop the pollution of the Bay."

- "Agree, but the continued costs of addressing the Chesapeake Bay Initiative may become unbearable by taxpayers and rate payers."

POLICE, FIRE, AND EMS: *Coordinate police, fire, and emergency medical services (EMS) on a more regional basis.*

A large majority of the comments urged coordination and con-solidation of these services at the regional or countywide level. A caveat found in some of these comments was that it needs to save money without impacting effectiveness. Some of those affirmative statements said it needs to occur now, not in 2040. In addition, a supporting statement was that volunteers can be maximized if there are more regional services, increasing the pool of people to draw from. There were some comments indicating that these services should remain local, for better services, response time and efficiency.

Sample Comments

- "County-wide police force is much more efficient and cost-effective."

- "This will save tax payers a lot of money and would be a start to reducing pension obligations." "How long will volunteer fire companies be viable? Link agencies for areas not a specific town or borough."

- "I understand the consolidating expense part of it, but police need to [be] local, recognizable, and present."

- "Not only fire, police and EMS, but also school district and municipal consolidation would be important-- there are too many small entities--a kind of Balkanization of government and services that is grossly inefficient. Should be a single admin district for education, police and fire countywide."

- "The county needs to take charge form a county wide fire and emergency department conduct studies for future fire and ems stations and plan for new locations to provide these services to the growing areas."

- "Coordination here can lead to cost-efficiencies, but can also lead to reduced response times." "Only if it cuts cost and not service."

- "Yes, if this truly does save money without impacting effectiveness."

COMMUNICATIONS & TECHNOLOGY: *Ensure that the public has adequate and reliable access to the internet and new communications tools.*

People felt this strategy was important or a priority. Some respondents indicated that existing service is good, but some suggested that we need more competition amongst private companies providing communications & technology services (i.e. Comcast and Verizon). They also indicated we need more communication choices, and were very supportive of the idea of offering public WiFi, improving broadband service, and adding fiber optic infrastructure and/or Google Fiber. Some indicated that the availability of this technology would be help-ful in supporting existing businesses, and attracting new ones.

There was a wide range of support for providing internet and new communications tools at schools and libraries.

People submitted comments suggesting that it is important to consider cost and feasibility for this strategy. There were differ-ing opinions about whose responsibility it is to offer improved access to the internet and new communications tools. Some felt that private solutions are most appropriate, and it should be based on the free market with no government interference. About as many people expressed that government involvement would be welcome in supporting these efforts.

Sample Comments

- "Comcast and Verizon have a stranglehold over this area, and both provide pretty lousy service. I've heard of cities investing in fiber optic infrastructure and offering a municipal Internet service option."

- "Existing access to technology is sufficient at current level. Govt should not be involved and interfere with free market enterprise."

- "Municipal broadband should be examined as an alternative to single provider monopoly."

- "Who's going to pay for it? Taxes are already high."

- "The future is now on this issue yet much of our community is using outdated infrastructure."

- "Local libraries must be supported and encouraged in this area."

ENERGY: *Reduce customer demand for energy and make greater use of alternate sources of energy.*

Survey participants voiced great support for renewable energy sources (wind, solar, geothermal, etc.), reducing reliance on fossil fuels, as well as reducing consumer energy demand. While many thought this was an important strategy and should be a priority, they also indicated that cost and feasibility need to be considered, and that the solutions should come from the private sector, with no government interference and should be market driven. Some expressed that all sources of energy should be embraced, and that the state already has abundant coal and natural gas.

People expressed concerns about the high cost of energy for personal use. There was also some discussion of incentives to make older homes more energy efficient and to use alternative energy sources.

Sample Comments

- "Yes. REDUCTION is more important. However, we need to also push R&D and implementation for alternative energy very forcefully! Education is an important part of this."

- "More incentives needed to add more energy efficient updates to our houses."

- "Any newly planned development should be required to investigate and utilize alternative means such as solar and geothermal sources."

- "Should be accommodated in planning policy but not a direct priority of Govt. to execute/enforce."

- "The free marketplace will determine demand and the viability of alternative resources."

- "Until alternatives are efficient and financially reasonable existing energy sources are adequate."

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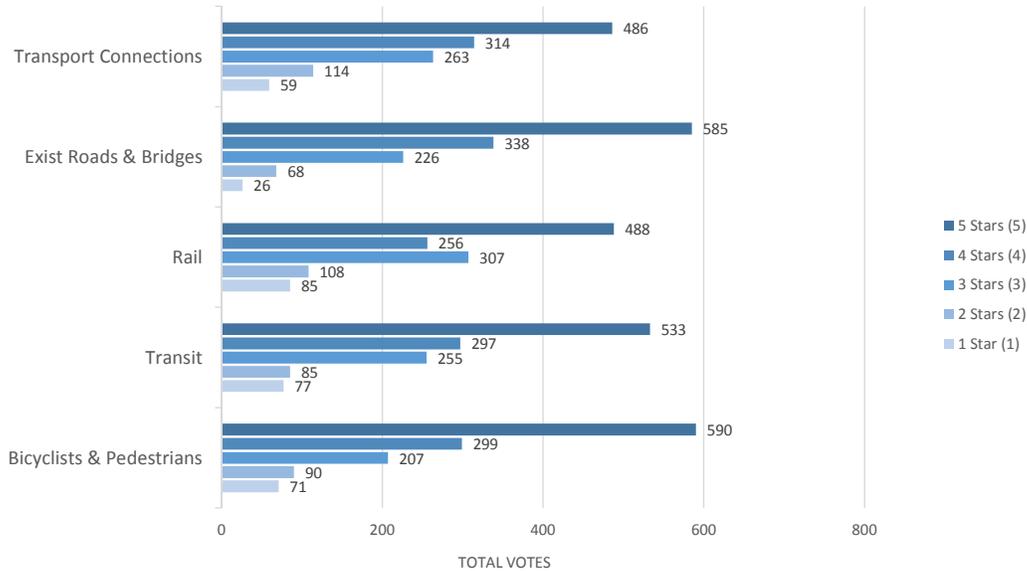
TRANSPORTATION

Participants were asked to rate and comment on the following strategies related to transportation:

- **BICYCLISTS & PEDESTRIANS:** *Design the road network to safely accommodate all users, including bicyclists and pedestrians.*

- **TRANSIT:** *Expand and improve public transit to connect more communities and provide more frequent service.*

- **RAIL:** *Upgrade and expand rail facilities for passengers and freight, and provide more frequent service.*

- **EXISTING ROADS AND BRIDGES:** *Focus transportation investment on maintaining existing roads and bridges.*

- **TRANSPORTATION CONNECTIONS:** *Create a more interconnected transportation network that integrates different modes.*

Participant Ranking

Legend:
- ■ 5 Stars (5)
- ■ 4 Stars (4)
- ■ 3 Stars (3)
- ■ 2 Stars (2)
- ■ 1 Star (1)

Transport Connections
- 486
- 314
- 263
- 114
- 59

Exist Roads & Bridges
- 585
- 338
- 226
- 68
- 26

Rail
- 488
- 256
- 307
- 108
- 85

Transit
- 533
- 297
- 255
- 85
- 77

Bicyclists & Pedestrians
- 590
- 299
- 207
- 90
- 71

TOTAL VOTES

Weighted Ranking
[five points for a five-star ranking, four points for four stars, etc.]

TRANSPORTATION	# RESPONSES	WEIGHTED RANKING	AVG. POINTS/ RESPONSE
Existing Roads & Bridges	1,236	5,117	4.14
Bicycles & Pedestrians	1,257	5,018	3.99
Transit	1,247	4,865	3.90
Transportation Connections	1,236	4,762	3.85
Rail	1,244	4,686	3.77

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Maintain existing roads/bridges	48
Bikeability	29
Commuter rail/Amtrak	23
Public transit	17
Consider cost/feasibility - transportation	17
Intermodal connections	15
Buggy infrastructure	14
Links to/parking for Amtrak	13
Public transit frequency/timing/consistency	11
Transportation alternatives	11

Top Ten Negative Comments
[want less of]

TAGS	TOTAL
Consider cost/feasibility - transportation	12
Population considerations - transportation	8
Bikeability	7
New roads/more capacity	5
Traffic congestion	5
Public transit	4
Public solutions - transportation	3
Rural roads	2
Walkability	1
Bicycle lanes/protected bicycle lanes	1

Comments

BICYCLISTS & PEDESTRIANS: *Design the road network to safely accommodate all users, including bicyclists and pedestrians.*

Most respondents agreed that roads should safely accommodate all users, including bicyclists and pedestrians. Many specifically cited the need for on-road lanes or off-road trails. Many respondents also expressed their desire to do more bicycling and walking, but thought it was too unsafe to do so. The need for pedestrian infrastructure such as crosswalks and sidewalks were also among the most-cited comments. Respondents were also very concerned about buggy safety, particularly on rural roads, often expressing the need to widen shoulders.

Some respondents were concerned about the cost of bicycle and pedestrian amenities. Some thought that the projects should only be paid for with private funds, while others thought the public sector should fund them. Some respondents also questioned the demand for bicycle infrastructure, and whether cyclists were following traffic laws.

Sample Comments

- "Very important. We're way behind both in terms of infrastructure and driver education."

- "Lancaster is long over due for safe bike lanes. Educate drivers on safety when driving near bike riders."

- "To me, this is the most important thing. Right now, we are mostly required to drive everywhere. If I have access to safe, protected bike lanes on major thoroughfares, I am much more likely to run my errands on my bike rather than drive."

- "This is important to city roads, obviously, but also to the near city arteries: Columbia pike and [r]t 30 east, for instance. Many would walk or bike on those roads if possible. There are often people walking along Columbia ave to the giant, for instance, but do so without sidewalks or shoulders."

- "Retrofit existing suburbs with bike and walking paths to interconnect housing developments. Also add pedestrian space to existing roads. Running/walking when there is no shoulder on the road is dangerous."

- "Provide at least 4-foot shoulders along rural roads in Amish countryside so that safety is improved for people walking and using scooters along rural roads."

- "Drive Rt. 23 daily, need improved shoulders to accommodate buggies."

- "Low priority. Must demonstrate a need and public desire. Cannot afford to do this ahead of work to insure safety and viability of infrastructure."

TRANSIT: *Expand and improve public transit to connect more communities and provide more frequent service.*

Most respondents expressed the need for public transit to be more reliable and consistent for it to be truly viable. Many respondents requested more frequent bus service, including later service to other cities such as New York. Some commented on the need for housing and jobs to be located closer together. Many expressed the need for public transit to be affordable, yet economically sustainable long-term. Multiple comments mentioned the need for more effective bus routes, such as circular bus routes rather than in-and-out routes. Some called for better bus stop amenities, such as bus shelters.

Respondents that disagreed with the statement questioned the demand for and cost of public transportation. Many also wrote that Lancaster County's development pattern is too spread out for public transportation to be feasible.

Sample Comments

- "Reliability and consistency of the bus system is so needed!"

- "We are totally dependent on our cars which clog the roadways, create short-cuts through residential neighborhoods. Create and encourage use of public transit or shared rides."

- "All bus riding involves coming into Lancaster before going back out. Figure out how to get people by bus from, say, Lititz to Mountville without going into the city."

- "It must be used, allow competition and funds other than gov't run services. Increase ridership and effort by employers, employees and providers."

- "Please, please, add shelters to every bus stop."

- "Public transit is a waste of money. People should be able to make their own decisions on where to live and how to get where they are going."

- "Too many people cannot get to work because of lack of affordable transportation."

- "Bus service is woefully sparse and unreliable, and not that cheap. Both for environmental reasons and to support lower-income people (and possibly to help traffic congestion), bus service should be more subsidized."

RAIL: *Upgrade and expand rail facilities for passengers and freight, and provide more frequent service.*

A commonality in a majority of the comments was the need to provide more direct rail service to major east coast cities such as Philadelphia, Baltimore, New York, and Washington, D.C. In addition, respondents wanted direct links to airports in Harrisburg, Philadelphia, Baltimore, and Washington, DC. Some comments stated that the county should explore light rail, monorail, and trolleys as additional modes of transportation for Lancaster County residents.

Some commented that the Lancaster Amtrak Station is valuable, but its potential needs to be maximized by adding dense housing around it, making it a better community space, and providing more parking.

Some favored the upgrade and expansion of freight services to potentially lessen the number of trucks on our roadways. Finally, a thread in numerous comments was that the expansion of rail facilities should remain a demand-based private enterprise and not on the taxpayers' dime.

Sample Comments

- "This is a vital component, given the rail connection to Harrisburg, Philadelphia, and New York City. Enables commuters the ability to get to their jobs without the added cars on the road."

- "Prioritize direct links to airport in Philly, Baltimore, BWI, DC. Commuter rail with more frequent stops between Lancaster and Harrisburg would also be ideal."

- "Lanc city station is #2 in the state for ridership and has potential for more growth. Could be a better community space. Must be surrounded by dense housing, NOT PARKING."

- "Building of a parking garage at the Lancaster train station is imperative to improve usage."

- "What ever happened to the rail station at Harrisburg airport? Provide direct rail service to PHL airport, without change of trains."

- "This will help to reduce the investment in roads and reduce congestion."

- "Explore light rail / monorail concepts."

- "This should remain demand based, private enterprise."

- "Not on the taxpayers dime."

EXISTING ROADS AND BRIDGES: *Focus transportation investment on maintaining existing roads and bridges.*

In this category there was widespread support for maintaining existing roads and bridges. People commented about this considerably more than anything else. Many people felt that roads and bridges in the county are in poor condition and have been neglected by our leaders. A fair number of respondents indicated that transportation investments should focus on maintaining our existing roads and bridges before new roads and/or more capacity is added. Some called for retrofitting our existing roads to accommodate bikes and pedestrians. Some responses indicated that roads are too congested, traffic signalization needs to be addressed, and a few suggested increased road capacity (new projects or widening).

Sample Comments

- "It is so important that we maintain our infrastructure, which has suffered "deferred maintenance" for too long. The county cannot continue to build more routes without addressing the problems of the existing ones which are enduring use beyond their capability. We're crumbling from below."

- "Maintenance should come before expansion of the highway system."

- "If this is … 'instead of building more new roads and bridges,' then I think that is a big priority and in line with state and national policy."

- "Do it now. Has been pushed off too long. This is long term and attracts investment long term."

- "The state and local governments have failed to fund infrastructure to maintain transportation systems."

- "Must include bicycle and pedestrian friendly needs."

- "Developers should bear a significant part of the cost of upgrading existing roads to handle the increased traffic their projects will bring. EG: The development planned for Fruitville Pike."

TRANSPORTATION CONNECTIONS: *Create a more interconnected transportation network that integrates different modes.*

Respondents said the best way to improve transportation connections is to provide more and better links between different modes, especially alternative modes such as walking, bicycling, public transit, and passenger rail. The county's Amtrak stations should be more integrated with other forms of transportation. The highest priority should be to provide additional connections within existing communities, and to a lesser extent in new communities. Some people, however, felt that linking modes is a wasted effort, especially when so much of our existing infrastructure is in disrepair.

Sample Comments

- "Top priority, transportation is critical, build with this as a top priority for funds."

- "We should have pervasive connecting public transit to link our smaller towns to the Lanc Train Station. RRTA needs to be MUCH more effective. It is inadequate."

- "Provide adequate parking at the Amtrak station!"

- "We have that, except that when people get off trains, they have no way to get to downtown, and many times do not know which direction to walk."

- "Need more 'hubs' of transportation outside of downtown Lancaster."

- "We need more transportation options between communities."

- "Very important in locating and designing new communities, as well as redeveloping old ones."

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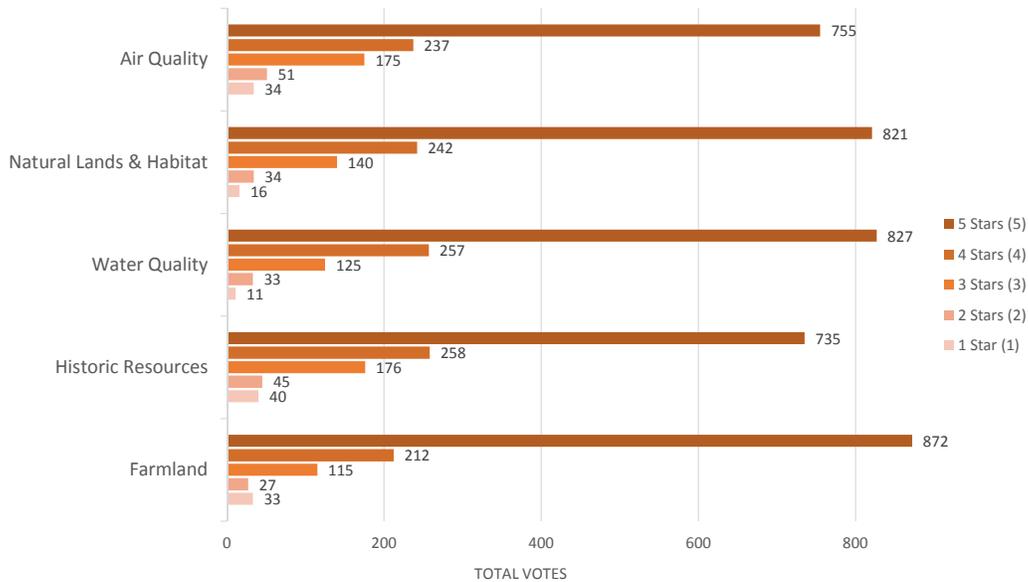# NATURAL & HISTORIC RESOURCES

Participants were asked to rate and comment on the following strategies related to natural & historic resources:

- **FARMLAND:** *Protect farmland to ensure that agriculture remains an integral part of our local economy and culture.*

- **HISTORIC RESOURCES:** *Retain, maintain, and rehabilitate existing buildings and structures for viable economic use.*

- **WATER QUALITY:** *Protect, conserve, and improve water quality for drinking and recreation.*

- **NATURAL LANDS & HABITAT:** *Protect, restore, and link fragmented natural lands and limit damage caused by new infrastructure.*

- **AIR QUALITY:** *Improve air quality to reduce asthma, cardiovascular disease and other health problems.*

Participant Ranking

Legend:
- 5 Stars (5)
- 4 Stars (4)
- 3 Stars (3)
- 2 Stars (2)
- 1 Star (1)

Air Quality: 755, 237, 175, 51, 34
Natural Lands & Habitat: 821, 242, 140, 34, 16
Water Quality: 827, 257, 125, 33, 11
Historic Resources: 735, 258, 176, 45, 40
Farmland: 872, 212, 115, 27, 33

TOTAL VOTES

Weighted Ranking
[five points for a five-star ranking, four points for four stars, etc.]

NATURAL & HISTORIC RESOURCES	# RESPONSES	WEIGHTED RANKING	AVG. POINTS/ RESPONSE
Farmland	1,259	5,640	4.48
Water Quality	1,253	5,615	4.48
Natural Lands & Habitat	1,253	5,577	4.45
Air Quality	1,252	5,384	4.30
Historic Resources	1,254	5,365	4.28

Top Ten Positive Comments
[want more of]

TAGS	TOTAL
Protect farmland to ensure that agriculture remains an integral part of our local economy & culture.	48
Preservation/preserve county's identity & history	34
Adaptive reuse/rehab	25
Water quality essential/important	18
Important/priority - preservation	15
Retain, maintain, and rehabilitate existing buildings and structures for viable economic use.	14
Farmland preservation	13
Preserve only when feasible/key buildings	12
Incentives - preservation	11
Mitigate environmental impacts	11

Top Ten Negative Comments
[want less of]

TAGS	TOTAL
Farmland development	15
Commercial/retail development	12
Development/new construction	11
Air quality	10
Consider cost/feasibility - preservation	9
Pollutants	8
Poor air quality causes health issues	7
Reduce traffic/congestion/private auto use	7
Pipelines	6
Agriculture is source of poor air quality	6

Comments

FARMLAND: *Protect farmland to ensure that agriculture remains an integral part of our local economy and culture.*

There was an overwhelmingly positive response to this question. Many responses simply said yes, absolutely, or number one priority. There were a few respondents who said that ship has sailed or that we shouldn't be spending any more government money on preserving farmland. Related to these responses, others said that we should protect farmland by reinvesting in urban areas,and building more compactly.

Another group of responses stated that farming has to better protect natural resources, farming has to be done more cleanly, and we need sustainable energy and resource-efficient farming. The fourth general group of responses discussed how we could better protect farmland through better/different land use patterns. Comments included too many strip malls, reuse abandoned strip malls, and no more big-box stores or motels.

Sample Comments

- "This is one of the most important things we can do to keep the character of Lancaster County unique. It is what the county is known for, and we shouldn't giving up our biggest industry for housing sprawl."

- "Priority NUMBER 1. This is a must!"

- "Lancaster County is home to some of the most fertile farmland on earth. Please protect it and our agricultural heritage."

- "Tighter and smaller community planning allows for more open farmland which provides the views, produce and environment that makes Lancaster special."

- "Way too much money is given to farmers for Preservation/Farmland Trust."

- "Agriculture should bear the full costs of its business just as any other business without government resources being utilized to ensure its viable."

- "TDR's purchased with developers dollars. No tax dollars."

- "The best way to do that is to reinvest in the county's urban areas in order to make those areas more attractive...The Urban Enhancement Program should have been reauthorized."

- "That ship has sailed. Forget it."

HISTORIC RESOURCES: *Retain, maintain, and rehabilitate existing buildings and structures for viable economic use.*

By a wide margin, adaptive reuse was the most frequently mentioned topic in this section – it's not only important to the economy, but to our identity, history, and sense of place. We should try to avoid demolition. Preservation should be primarily a private-sector responsibility, but public incentives would help. Cost is a key factor in making decisions about historic preservation; it's not always feasible to preserve older buildings. Perhaps only the most recognizable, iconic buildings should be the focus of these efforts. For some respondents, retaining the traditional character of our communities was more important than preserving existing buildings. New construction was fine, as long as it respected the surrounding context.

Sample Comments

- "The character of the county is dependent on its historical landmarks. Re-use of what we have is the best plan for the future."

- "Without them we will be the same as every other destination."

- "I'm a firm believer in rehab/reuse of existing structures for homes and businesses in our area. Why do we build brand new when we have stock that could be renewed and reused in our city and towns' cores?"

- "We need very clear and strong policies and incentives that will encourage and support the retention and high-quality adaptive use of all older structures. We should encourage reuse rather than demolition and building new at every possible opportunity. We should not be covering up more of this fertile land with new construction unless existing buildings can demonstrably not satisfy new needs."

- "Amend zoning ordinances to permit multifamily and nonresidential uses in historic buildings to promote adaptive reuse."

- "Once you knock it down it is gone forever. Can't believe we allow developers of housing tracks to knock down the original farm house to put up a bunch of vinyl boxes in its place. Shame on us!"

- "Deference must be given to property owners so that they are not saddled with costs of upkeep that they cannot afford."

- "With private dollars not public dollars."

- "This is fine as long as government/tax monies are not being used to do this."

- "Historic building are great, but for the average person to fix one up, zoning and building code are not cost effective. Its better to tear it down."

- "Need to offer some incentives to encourage the reuse of historic buildings."

- "New buildings often lack character."

WATER QUALITY: *Protect, conserve, and improve water quality for drinking and recreation.*

Water quality was seen as a very important issue in most comments found in this section. Most respondents viewed water quality as of utmost importance to the health of the community. Additionally, it was mentioned that there is a need for municipalities to participate in source water and wellhead protection plans as implementation strategies to protect the water resources.

Furthermore, numerous comments were made that we must keep the cows and other livestock out of the streams. Finally, comments were made that we must prohibit or limit the use of herbicides and insecticides by both agricultural and residential landowners as they are poison and ultimately drain or infiltrate our water resources.

Sample Comments

- "Critical to our viability and the future of the Chesapeake Bay."

- "Drinking water is key, for both humans, and the habitat we share with all the animals in our environment."

- "Water quality/quantity is going to become a huge issue in the future. we need to protect the water sources we have."

- "Fence in the cows in along streams, stop the pollution of the Bay. PA is the worst polluter of the Bay and Lancaster County is most likely the biggest villain."

- "Sustainable farming with less reliance on petroleum-based fertilizers and on chemical pesticides will automatically improve water quality."

- "Reduce the use of pesticides/herbicides/fertilizers on all campuses and properties."

- "WE need to be buying land around wells and reservoirs to protect them. I am concerned about what New Holland did recently. That was very short sighted. In Adamstown we are purchasing woodland around the wells in order to protect them long term. That is the least we can do for future generations. Pay it forward!!"

- "Water is a valuable resources that sustains all living things, but the new MS4 regulations are a bit over the top. We have to find a balance without being 'over governmented.'"

NATURAL LANDS & HABITAT: *Protect, restore, and link fragmented natural lands and limit damage caused by new infrastructure.*

Survey participants strongly supported this strategy. They indicated they would like to protect natural lands, establish conservation easements, protect habitat and link natural lands/habitats. Many voiced concerns about development in natural areas, especially the impact on natural lands/habitat from pipelines. Some respondents mentioned that conservation easements are great tools to preserve land (and protect water quality).

Sample Comments

- "Too much of the natural habitat is being destroyed. It must be protected!"

- "New infrastructure should not be allowed to "fragment" any more of our natural lands and resources."

- "This is very important. While agricultural open space is economically important, it exacts a very harsh toll on the natural environment. We must counter this by fostering connected habitat and celebrating other types of open space."

- "We are limited on natural lands in Lancaster. We need to preserve and develop more parks and recreational areas for natural habitat preservation."

- "Significantly improve connectivity between natural spaces to allow wildlife to migrate."

- "Stop the pipeline and protect our resources."

- "Spread the word about conservation easements. Conservation easements can be great tools to preserve land (and protect water quality!)"

AIR QUALITY: *Improve air quality to reduce asthma, cardiovascular disease and other health problems.*

Survey participants indicated that this is an important strategy, and that air quality must improve because it contributes to health problems like asthma and cardiovascular disease, and reduces our quality of life. Many indicated that they would like to see more regulation to improve air quality. Some suggested planting more trees (reforestation), using Smart Growth principles in development, and reducing traffic/congestion/private auto use. Many suggested that agriculture is a source of poor air quality, as well as burning trash and fireworks. A fair number of respondents felt that residents of Lancaster County don't have much control over the air quality here, because most air pollution emanates from outside the county.

Sample Comments

- "Very important!! Air quality here is an emergency situation - this needs immediate attention!"

- "Significant problem for such a great place."

- "This is by far one of the worst places for someone with a breathing condition to live. People with severe asthma move away for this reason."

- "As someone with asthma, this is important."

- "Reduce private vehicle use and necessity of ownership, by promoting better transit, proximate living, and protection of open landscapes and farmland."

- "Plant more trees."

- "It's the cars. Cut back on cars!"

- "Most of our air quality problems originate in other states."

- "Not easy to do when much of our air pollution comes from elsewhere, and when private cars are the dominant transportation mode."

- "Most of these problems drift into our community-we are not causing them"

In-Person Meetings/Events

Love It/Make It Better Exercise

Introduction

Actively engaging and seeking input from planning partners, key stakeholders and the general public is a vital part of any comprehensive planning effort. The following information was gathered as part of the initial public input phase of places2040 – a comprehensive plan update for Lancaster County, Pennsylvania. Beginning in September 2015, the Lancaster County Planning Commission organized or attended several events and meetings of the public and key partners in order to gather public input. The Love It/Make It Better exercise was used as a civic engagement tool between November 2015 and May 2016. This chapter summarizes the results of that exercise.

Key Takeaways

- **LOVE IT**

  We love places that offer outdoor recreational opportunities.
  Parks & trails and nature preserves/natural areas were among the most commonly listed places we love. Some of the most loved parks & trails included the Lancaster County Central Park, Northwest River Trail, Chickies Rock County Park, Enola Low Grade Trail, and Overlook Community Campus. Some of the most loved nature preserves/natural areas include the Middle Creek Wildlife Management Area, Tucquan Glen Nature Preserve, and Kelly's Run Nature Preserve. Though participants did not typically indicate why they loved these places, some cited opportunities for hiking, walking, or biking; opportunities to observe or interact with nature; fishing; safe places for children to play; and natural beauty as reasons to love these places.

  We love communities of all sizes – the city, boroughs, and villages.
  Lancaster County's city, boroughs, and villages were among the most commonly listed places we love. Some of the most commonly listed communities included Lancaster City, Lititz Borough, the Strasburg area, the Village of Intercourse, the Village of Bird-in-Hand, and Columbia Borough. Though many participants named particular communities, some focused on the reasons they love them – such as history; architecture and character; sense of community; proximity of restaurants, nightlife, shops, arts & entertainment; activities and events; and walkability.

  We love places that connect us to our agrarian heritage.
  In addition to rural communities like Intercourse and Bird-in-Hand, participants also showed a strong love for places like Lancaster Central Market and farmland – places that grow or connect us to local food. Central Market was the most commonly listed site/building that we love, while farmland was the most commonly listed landscape that we love.

- **MAKE IT BETTER**

  We want to improve the entire transportation network.
  Corridors were common features that participants want to improve. Frequently cited county thoroughfares include Route 501, Route 30, Manor Street, Route 23, and Route 222. Though participants did not always specify what feature of the road they wanted to improve, traffic was a commonly listed concern. Parking was also commonly cited. In addition to motor vehicle issues, participants also wanted to improve the availability and viability of options like walking, public transit, and train service, as well make connections between various modes of transportation that would create a more integrated transportation network.

  We see room for improvement in many communities.
  Lancaster City, Columbia Borough, Ephrata Borough, Manheim Borough, and Gap were some of the most commonly listed communities that participants wanted to improve. A variety of issues were cited, including blight; big box stores; crime and safety; walkability and bikeability; cleanliness; lack of business and investment; housing quality; food access; need for redevelopment and infill; and aesthetics and community character.

- **LOVE IT ENOUGH TO MAKE IT BETTER**

  Loving a place doesn't make it perfect – acknowledging the need to make it better doesn't mean it can't be fixed.
  Places like Lancaster City; Columbia, Ephrata, and Marietta Boroughs; and the outlets (on Route 30 East) ranked relatively high on both the Love It and Make It Better lists. Lancaster City was the most-mentioned place on both lists.

Communities, Corridors and Landscapes

Communities

We love them more than anything else, but recognize they could be improved.

- We love our communities – more than landscapes, corridors, or specific sites/buildings.
  - » Some of the most loved-communities include Lancaster City, Lititz Borough, the Strasburg area, Village of Intercourse, and Columbia Borough.

- But we also acknowledge that our communities – the city, boroughs, and villages alike – have room for improvement.
  - » Some of the communities we want to make better include Lancaster City, Columbia Borough, Ephrata Borough, Manheim Borough, and Gap.

Corridors

There aren't too many corridors we love – but there are many we want to make better.

- Our most-loved corridors tend to be recreational trails – not transportation corridors.
  - » Some of the most-loved corridors include the Northwest River Trail, the Enola Low Grade Trail, the Warwick to Ephrata Rail Trail, Gallery Row, and the Conewago Trail.

- More than communities, landscapes, or sites/buildings, we want to make our corridors better.
  - » Some of the specific corridors we want to make better include Route 501, Route 30, Route 23, Route 222, and the Route 30/222 interchange.
  - » We also are interested in general improvements that would address issues like traffic, walkability, transit/transportation, and bikeability.

Landscapes

We love Lancaster County landscapes, and we're happy with them just the way they are.

- After communities, we love landscapes the most.
  - » Some of the landscapes we love include farmland, Lancaster County Central Park, the Susquehanna River, Middle Creek, and Chickies Rock County Park.

- There aren't many landscapes we would improve.
  - » Some of the landscapes we would make better are sprawling landscapes, Lancaster County Central Park and southern Lancaster County. Farmland loss was also mentioned as an issue.

Sites/Buildings

Though we love communities and landscapes the most, there are still many sites/buildings that we love and a few we want to make better.

- We love many specific sites/buildings, including cultural and historic sites, institutions, and shopping locations.
  - » Some of the sites/buildings we love include Central Market, Fulton Theater, Penn Square, Park City, and Franklin & Marshall College. In general, we also love restaurants, shops, church, and home.

- There aren't as many specific sites/buildings that we want to improve as there are corridors or communities.
  - » We want to improve the outlets, Lancaster Square/Bulova building, the Amtrak Station area in Lancaster, the Stehli Silk Mill, and the Lancaster Airport.

Methodology

The Love It/Make It Better exercise encouraged people to think about the concept of place and what makes a great place. A large map of Lancaster County was displayed at each event. Participants were provided with 10 dot stickers – five each of red and green. Green dots were to be placed on places they loved, and red dots on places they wanted to make better. Green and red note cards were also provided, and participants were directed to write the place and provide any additional information about why they chose it. This chapter summarizes the information written on green and red cards.

All of the data from cards was entered into a large Excel spreadsheet, and standardized and categorized in various ways to allow for easier reporting and comparison. This work involved some level of interpretation, as the meaning/location of entries was not always clear. Entries did not always fit neatly into designated categories. The following information explains the various ways in which data was categorized and reported for this exercise.

Standardized Name

Similar names were standardized for ease of searching; for example, changing "Lanc Amtrak St." or "Lancaster Train Station" to "Amtrak Station – Lancaster" or "Central Mkt" to "Central Market." Key phrases could then be searched or sorted to determine, in general, how frequently a specific place or concept was named. The listings of "Top Places We Love" and "Top Places We Want to Make Better" were derived by searching common terms from the standardized name category. This method led to some entries being counted twice – for example, entries for "traffic – Lancaster City" were counted once in "traffic" and once in "Lancaster City". For this reason, the "Top Places" listing use numbers rather than percentages.

Municipal Location

Each entry was categorized by its municipal location; for example, Central Market is located in Lancaster City. Entries could be assigned up to two municipalities if they crossed municipal boundaries, but any entry located in three or more municipalities was indicated as being in "multiple" municipalities. Corridors such as trails and roads most commonly fell into the "multiple" category. In some cases, there was no way to know in what municipality a place was located; for example, general entries such as "home" or "farmland" – these entries were called "non-specific."

General Category

Each place was assigned a "general category."

- **Communities:** city, borough, village, neighborhood, etc.
- **Corridors:** roads, trails, waterways used for transportation purposes, etc.
- **Landscapes:** agricultural areas, natural areas, views/vistas, etc.
- **Sites/Buildings:** specific restaurant, market, church, etc.
- **Other:** events, concepts, policies, etc.

Specific Category

Each entry was assigned a "specific category." These categories were created by staff and adjusted continuously to fit the data.

- **Agriculture/Farmland:** agricultural land, agricultural conservation, farms
- **Borough**
- **Business/Economic Development:** "needs more businesses"
- **City/Downtown**
- **Civic issues:** crime, taxes, policing, cleanliness, poverty, safety
- **Commercial Recreation/Sporting Events:** golf courses, fields, Spooky Nook, Clipper Magazine Stadium
- **Community Character:** architecture, aesthetics, historic preservation, maintenance
- **Development Pattern:** sprawl, infill, location of development
- **Education:** colleges, libraries, schools
- **Entertainment/Art:** music venues, theaters, art galleries, activities
- **Environmental Issues:** greening, pollution, air & water quality, pipeline issues, sewer, stormwater
- **Events:** First Friday, community activities, Lititz Walk, auctions

- **Food & Drink:** restaurants, bars
- **History/Culture:** cultural diversity, heritage
- **Home/Private Residence:** "my home", "cousin's house"
- **Housing:** affordable housing, bad housing, housing stock
- **Markets & Farmstands:** Central Market, farmstands
- **Nature Preserves/Natural Areas:** Conservancy-owned (not regular parks & trails)
- **Neighborhood:** Northwest Lancaster City, Cabbage Hill
- **Other:** hospital, personal service providers, activities, construction, development costs, etc.
- **Parking:** not enough parking
- **Parks & Trails:** parks and trails that are NOT nature preserves
- **Road/Bridge**
- **Region:** Solanco, Eastern Lancaster County
- **Religion:** church
- **Shopping:** mall, outlets
- **Social Interaction/Social Services:** volunteerism, community
- **Tourism/Attractions:** Dutch Wonderland, "tourism areas", hotels
- **Township**
- **Traffic**
- **Transportation Options (Biking, Transit, Walking):** "make this walkable", "improve public transportation"
- **Views & Vistas:** farmland view, river view
- **Village:** Hinkletown, Willow Street, Buck
- **Water Features:** rivers, lakes, creeks

Who Participated?

Roughly 925 individuals attended events where the Love It/Make it Better exercise was available. However, only about half of those or 450 individuals participated by filling out red & green cards. Participants included members of the public, local organizations and our Partners for Place.

Event Summary

EVENT	DATE	LOCATION	LOVE IT	MAKE IT BETTER	TOTAL ESTIMATED ATTENDANCE
Coalition for Smart Growth – Community Conversations: 5 Events	Sep 10, 2015	Elizabethtown Library, Elizabethtown Borough	40	40	120
	Sep 20, 2015	Quarryville Library, Quarryville Borough			
	Oct 8, 2015	Tellus360, Lancaster City			
	Oct 22, 2015	Ephrata Public Library, Ephrata Borough			
	Oct 29, 2015	Caernarvon Fire Company, Caernarvon Township			
Kickoff Event	Nov 4, 2015	Lancaster County Convention Center, Lancaster, PA	40	39	150
Leadership Lancaster	Jan 8, 2016	Lancaster County Public Safety Training Center, East Hempfield Township	51	50	75
LCAR - Government Affairs Committee	Jan 16, 2016	LCAR Office, Manheim Township	9	10	30
Lancaster Chamber: Young Professionals Network	Jan 22, 2016	Tellus360, Lancaster City	33	30	130
Lighten Up Lancaster County (LULC)	Feb 18, 2016	Burle Business Park, Lancaster City	22	20	40
Lancaster Farmland Trust	Mar 17, 2016	Greenfield Corporate Center, East Lampeter Township	8	8	25
LHOP Southwest Lancaster Neighborhood Revitalization Strategy	Mar 30, 2016	St. Joseph's Church, Lancaster City	36	40	100
Regional Municipal Meetings: 4 Events	Apr 13, 2016	Quarryville Library, Quarryville	19	18	28
	Apr 15, 2016	Bird-in-Hand Family Restaurant, East Lampeter Township	18	17	28
	Apr 14, 2016	Lancaster County Government Center, Lancaster City	19	17	20
	Apr 12, 2016	Yoder's Restaurant, New Holland Borough	25	25	34
Elizabethtown College	Apr 14, 2016	Elizabethtown College, Elizabethtown Borough	8	7	8
Millersville University	Apr 22, 2016	Millersville University, Millersville Borough	25	25	60
HACC	Apr 26, 2016	HACC, East Lampeter Township	17	15	17
Discover Lancaster	May 11, 2016	Heritage Hotel, East Hempfield Township	80	78	95
TOTAL			**450**	**439**	**960**

Total Responses

Roughly 450 people participated in this exercise. They provided a total of 889 response cards. Each individual could submit both a Love It and a Make It Better card. Each card could contain up to five entries.
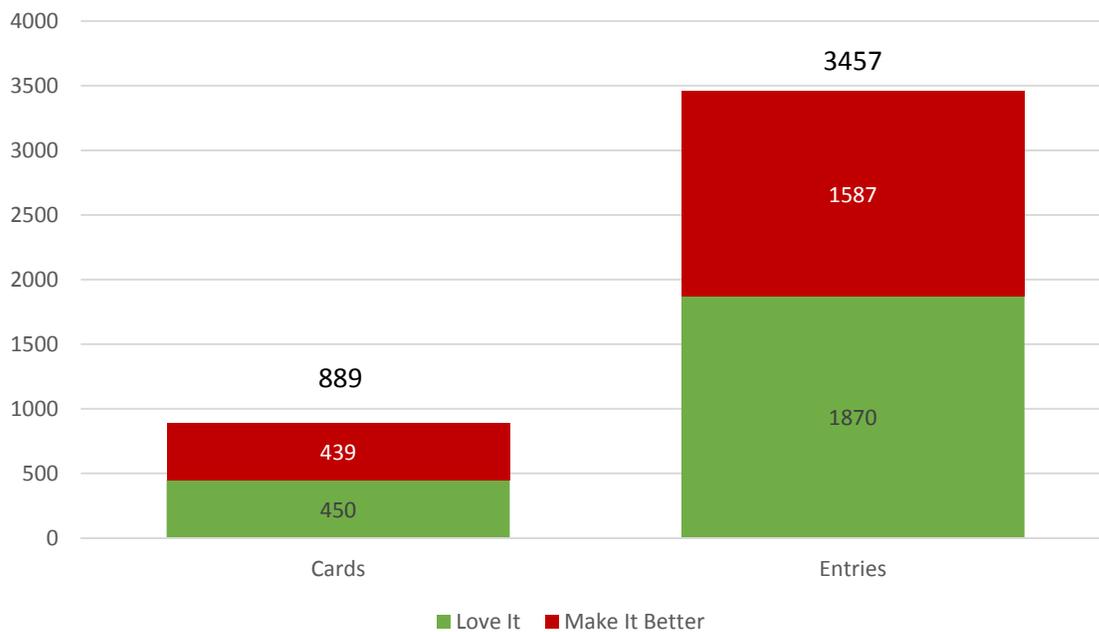
Love It

A total of 450 Love It cards were returned. These cards included 1,870 individual entries.

Make It Better

A total of 439 Make It Better cards were returned. These cards included a total of 1,587 individual entries.

Love It/Make It Better

General Category

Love It/Make It Better

Communities were the type of place that people love the most, with about 41 percent of all Love It entries. Landscapes had the second most Love It entries at 27 percent, followed by specific sites/buildings at 19 percent. Corridors had the lowest percentage of Love It entries apart from "other", at 12 percent.

Corridors were the type of place that people most want to improve, with 44 percent of Make It Better entries referring to corridors. Communities were the second most commonly selected places to "make better" with 38 percent of all Make It Better entries. Relatively few landscapes or sites/buildings – less than 15 percent altogether – were listed.

Communities had relatively high percentages of both Love It and Make It Better entries. Corridors, on the other hand, had very different Love It and Make It Better entries. Forty-four percent of all Make It Better responses mentioned corridors while only 12 percent of Love it responses mentioned them.

Love It/Make It Better
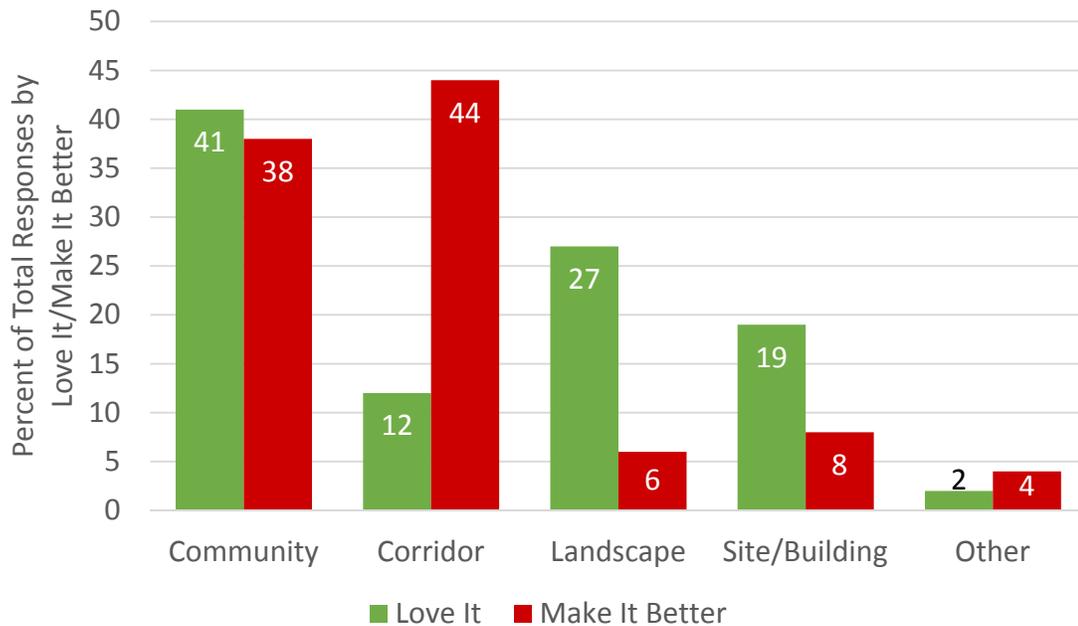
Specific Category

Love It

The top specific types of places that people loved were parks & trails, boroughs, city/downtown, natural areas, and villages. All five of these specific categories fit broadly into outdoors/recreational opportunities and communities.

Top Five Love It Responses
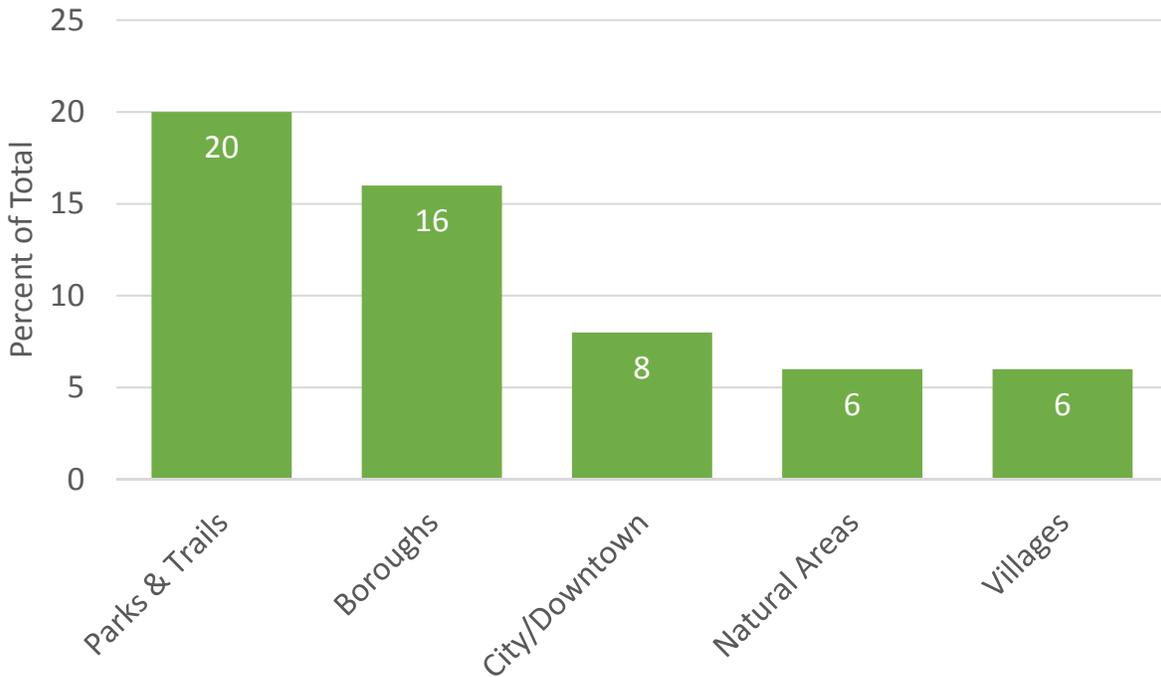
Love It

SPECIFIC CATEGORY	% OF LOVE IT ENTRIES
Parks & Trails	20%
Borough	16
City/Downtown	8
Nature Preserves/Natural Areas	6
Village	6
Region	5
Food & Drink	5
Markets & Farmstands	4
Entertainment/Art	4
Shopping	3
Road/Bridge	3
Agriculture/Farmland	3
Water Features	2
Commercial Recreation/Sporting Events	2
Township	2
Education	1
Neighborhood	1

SPECIFIC CATEGORY	% OF LOVE IT ENTRIES
Tourism/Attractions	1%
History/Culture	1
Community Character	1
Transportation Options: Biking, Transit, Walking	1
Events	1
Views & Vistas	1
Religion	1
Social Interaction/Social Services	1
Business/Economic Development	1
Housing	0
Home/Private Residence	0
Other	0
Parking	0
Development Pattern	0
Environmental Issues	0
Civic issues	0
Traffic	0

Make It Better

Of the Make It Better responses, transportation issues generally rose to the top. Three out of the top five issues related to transportation: specific roads/bridges were by far the most common category (27), followed by traffic (8) and transportation options (8). Transportation options was a relatively broad category that included walkability, bikeability, bus and train service. Many comments in this category related to connecting various types of transportation and improving the availability and feasibility of alternative transportation modes.

Other top issues included boroughs (14) and parks & trails (5). Parks and trails comments often referred to improvement of specific parks, better access to and connection between parks, and suggestions for new trails or more open space. Borough comments were largely non-specific in nature — referring only to the place name, or stating that the place has potential.

Top Five Make It Better Responses

Make It Better

SPECIFIC CATEGORY`	% OF MAKE BETTER ENTRIES
Road/Bridge	26%
Borough	14
Traffic	8
Transportation Options: Biking, Transit, Walking	8
Parks & Trails	5
Village	4
Community Character	4
Neighborhood	4
City/Downtown	3
Region	3
Development Pattern	2
Civic issues	2

SPECIFIC CATEGORY`	% OF MAKE BETTER ENTRIES
Housing	2%
Business/Economic Development	1
Parking	1
Shopping	1
Environmental Issues	1
Other	1
Tourism/Attractions	1
Township	1
Water Features	1
History/Culture	1
Education	1
Food & Drink	1

SPECIFIC CATEGORY`	% OF MAKE BETTER ENTRIES
Nature Preserves/Natural Areas	1%
Entertainment/Art	1
Agriculture/Farmland	0
Commercial Recreation/ Sporting Events	0
Markets & Farmstands	0
Social Interaction/Social Services	0
Events	0
Religion	0
Home/Private Residence	0
Views & Vistas	0

Municipal Location

Love It

This data shows the municipal location of Love It responses. Lancaster City was by far the most common municipal location of places we love, at 28 percent. Multiple municipalities and non-specific municipalities were the next most common, followed by Lititz Borough and the Strasburg area.

The specific category and municipal location fields may at first be somewhat confusing. "Lancaster City" was both a specific category and a municipal category, but only 8 percent of responses were categorized as Lancaster City for their specific category, while 28 percent were categorized as Lancaster City for their municipal location. As an example of why this would be, entries like "Fulton Theatre" or "Gallery Row" fell under "entertainment/art" as their specific category, though they were located within Lancaster City as their municipal location.

The location of Love It responses tended to include major population centers, tourism destinations, and areas with high concentrations of natural resources. It is also important to note that many Love It responses crossed municipal boundaries; 10 percent of responses were located in three or more municipalities.

Each entry could list up to two municipalities. While there were 1,869 Love It entries, there were 2,036 municipal locations associated with those entries. Entries located in more than two municipalities were listed as "multiple."

Make It Better

The municipal location of Make It Better responses included major population centers, but also included a few more boroughs than Love It responses. Lancaster City, multiple municipalities, and non-specific locations were at the top of the Make It Better list, as they were on the Love It list. Manheim Township, East Lampeter Township, and West Lampeter Township also made appearances on both lists.

Each entry could list up to two municipalities. While there were 1,587 Make It Better entries, there were 1,670 municipal locations associated with those entries. The percentage shows the percent of total municipal locations associated with entries. Entries located in more than two municipalities were listed as "multiple."

Love It

Bar chart (Percent) with values:
- Lancaster City: 28
- Multiple: 10
- Non-Specific: 8
- Lititz Borough: 8
- Strasburg area: 3
- Leacock Twp: 3
- East Lampeter Twp: 3
- Martic Twp: 3
- West Lampeter Twp: 3
- Manheim Township: 2

Make It Better

Bar chart (Percent) with values:
- Lancaster City: 24
- Multiple: 19
- Non-Specific: 14
- Columbia Borough: 6
- Manheim Twp: 5
- East Lampeter Twp: 4
- Ephrata Borough: 3
- East Hempfield Twp: 2
- West Lampeter Twp: 2
- Elizabethtown Borough: 2

Note: Since some places were located in multiple municipalities, percentage may exceed 100.

Standardized Name

Staff searched the "standardized name" column for some of the most commonly listed terms and places.

Lancaster City achieved the number one spot on both the Love It and Make It Better lists. On the Make It Better list, people listed the city as a whole, the downtown, the southeast neighborhood, the southwest neighborhood (Cabbage Hill/Manor Street area), and the southern half of the city. The eastern and northwestern parts of the city were less commonly listed. When issues were specified, they included beautification, road conditions, safety, parking, and traffic. On the Love It list, the city as a whole and the downtown were the most commonly listed areas, with a few for the northwest and southwest neighborhood (Cabbage Hill). When issues were specified, they included arts, culture, architecture & history, restaurants, and shopping.

	LOVE IT	
1.	Lancaster City	200
2.	Lititz Borough	144
3.	Central Market	65
4.	Strasburg Area	56
5.	Farmland	48
6.	Lancaster County Central Park	43
7.	Intercourse Village	37
8.	Northwest River Trail	35
9.	Susquehanna River	34
10	Middle Creek Wildlife Management Area	28
11.	Chickies Rock County Park	27
12.	Bird-In-Hand	24
13.	Columbia Borough	23
14.	Tucquan Glenn Nature Preserve	23
15.	Enola Low Grade Trail	22
16.	Mount Joy Borough	21
17.	Marietta Borough	20
18.	Restaurants	20
19.	Shops (shop, shopping)	20
20.	Elizabethtown Borough	19
20	Fulton Theater	19
21.	Ephrata Borough	17
22.	Overlook Community Campus	17
23.	Parks	17
24.	Penn Square	15

	MAKE IT BETTER	
1.	Lancaster City	169
2.	Traffic	121
3.	Columbia Borough	88
4.	Route 501	50
5.	Transit/Transportation	41
6.	Walkability	41
7.	Bikeability	40
8.	Route 30	38
9.	Manor Street/Avenue	33
10.	Ephrata Borough	30
11.	Housing	30
12.	Roads	30
13.	Route 23	27
14.	Outlets	26
15.	Manheim Borough	25
16.	Gap	23
17.	Parking	23
18.	Route 222	23
19.	Harrisburg Pike	21
20.	Elizabethtown Borough	20
21.	Route 30/222 Interchange	20
22.	New Holland Borough	19
23.	Fruitville Pike	18
24.	King Street	18
25.	Marietta Borough	18
26.	Millersville Borough	18
27.	Willow Street	18

Mapping at In-Person Meetings/Events

At each in-person event, participants were invited to place five Love It and five Make It Better stickers on a large, printed map. This map was then scanned, converted into Geographic Information Systems (GIS) data, and mapped digitally. The map below shows the location of dots placed at all events where this exercise was conducted.

Love It responses show some clear clustering patterns, which should mirror the responses found in the written data. Lancaster City and many of the boroughs were among the more popular locations, along with natural and recreational areas along the Susquehanna River, Middle Creek/State Game Lands in the northern part of the county, and the Welsh Mountains/Money Rocks County Park. Parks like Overlook Community Campus and the Lancaster County Central Park are also visible. Tourism hotspots and Amish communities in the eastern part of the county make a strong showing, particularly in villages like Intercourse and Bird-in-Hand, as well as the Strasburg area.

Love It

North

0   3   6
Miles
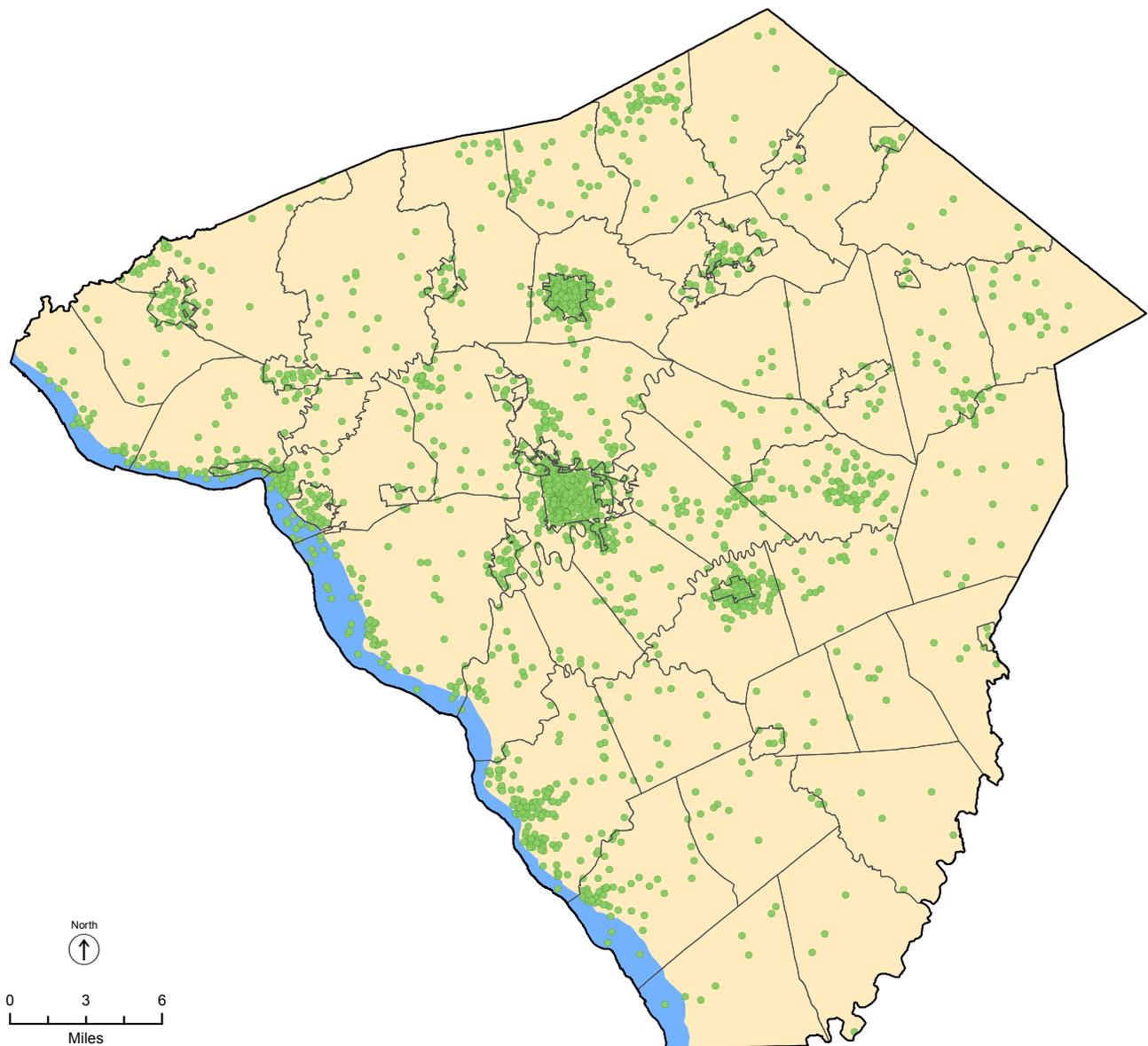
Whereas the Love It map highlights landscapes like natural and agricultural lands, the Make It Better map shows major transportation corridors. Corridors such as Route 30, Route 23, Route 501, Route 222, and Route 283 are clearly visible thanks to the long lines of red dots. The Route 30 East corridor near the outlets has a particularly high concentration of Make It Better stickers.

When it comes to the city and boroughs, Make It Better responses show some clustering patterns similar to the Love It map, but even these patterns differ. The city, Columbia Borough, and Millersville Borough are among the communities that show up strongly on both maps. Lititz and Strasburg are much-loved communities with apparently little to improve, while New Holland, Quarryville, and Gap show up much more strongly on the Make It Better map.

Make It Better

North

↑

0   3   6

Miles
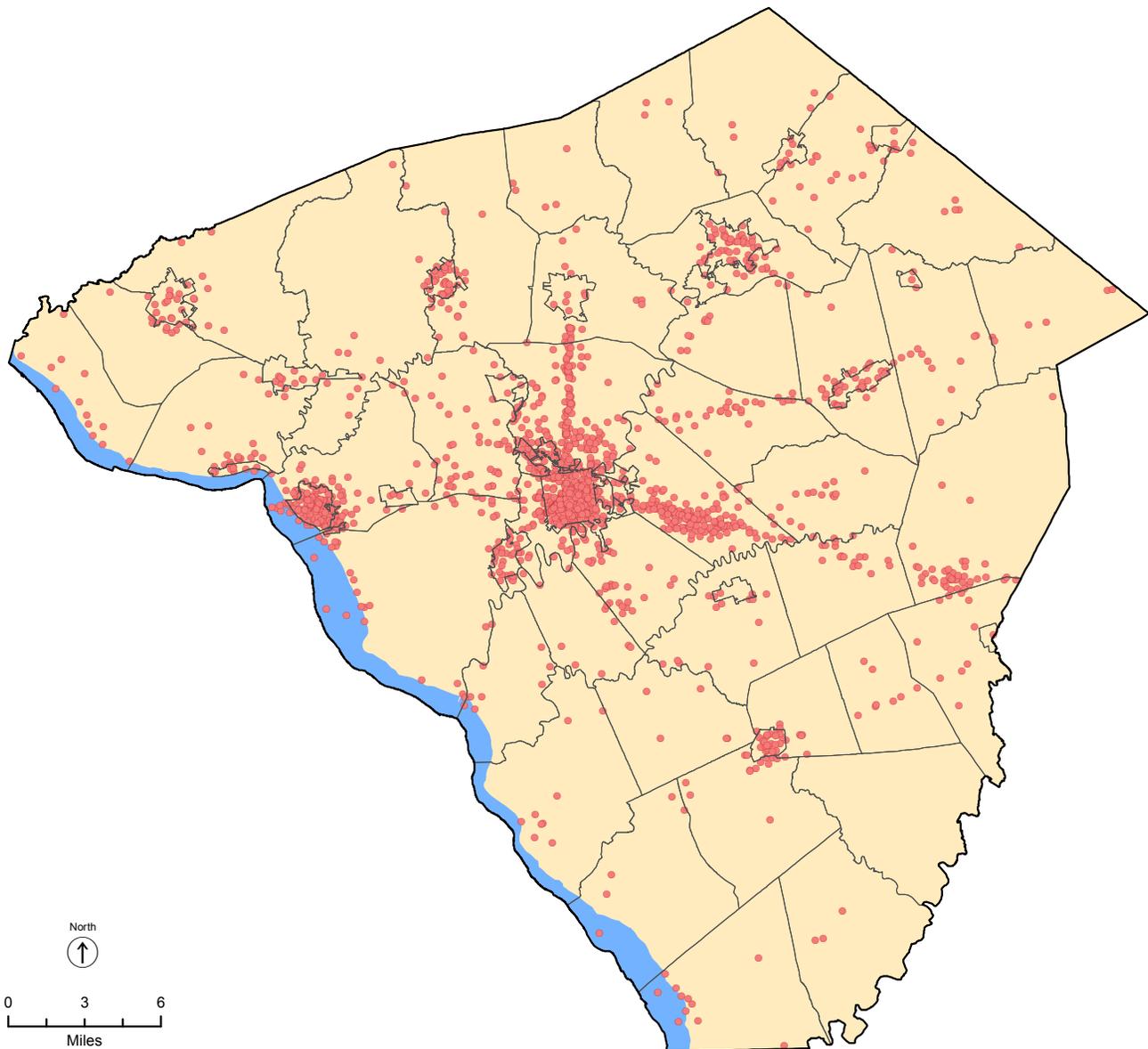
Results by Event

Event Summary

EVENT	DATE
Coalition for Smart Growth – Community Conversations: 5 Events	Sep 10, 2015
	Sep 20, 2015
	Oct 8, 2015
	Oct 22, 2015
	Oct 29, 2015
Kickoff Event	Nov 4, 2015
Leadership Lancaster	Jan 8, 2016
LCAR - Government Affairs Committee	Jan 16, 2016
Lancaster Chamber: Young Professionals Network	Jan 22, 2016
Lighten Up Lancaster County (LULC)	Feb 18, 2016
Lancaster Farmland Trust	Mar 17, 2016
LHOP Southwest Lancaster Neighborhood Revitalization Strategy	Mar 30, 2016
Regional Municipal Meetings: 4 Events	Apr 13, 2016
	Apr 15, 2016
	Apr 14, 2016
	Apr 12, 2016
Elizabethtown College	Apr 14, 2016
Millersville University	Apr 22, 2016
HACC	Apr 26, 2016
Discover Lancaster	May 11, 2016

Coalition for Smart Growth: Community Conversations

Oct & Nov 2015

Description: Community Conversations were five public events hosted by the Coalition for Smart Growth at locations around Lancaster County, including Elizabethtown Library, Quarryville Library, Tellus 360, Ephrata Public Library, and the Caernarvon Fire Company.

Communities, Corridors and Landscapes

Category	Love It	Make It Better
Community	33	32
Corridor	10	23
Landscape	26	11
Site/Building	24	9
Other	7	25

Love It

Category	Percent
Agriculture/Farmland	10
Parks & Trails	10
Boroughs	8
City/Downtown	7
Education	7
Markets & Farmstands	7

Make It Better

Category	Percent
Transportation Options	21
Community Character	13
Traffic	12
Housing	11
Development Pattern	10
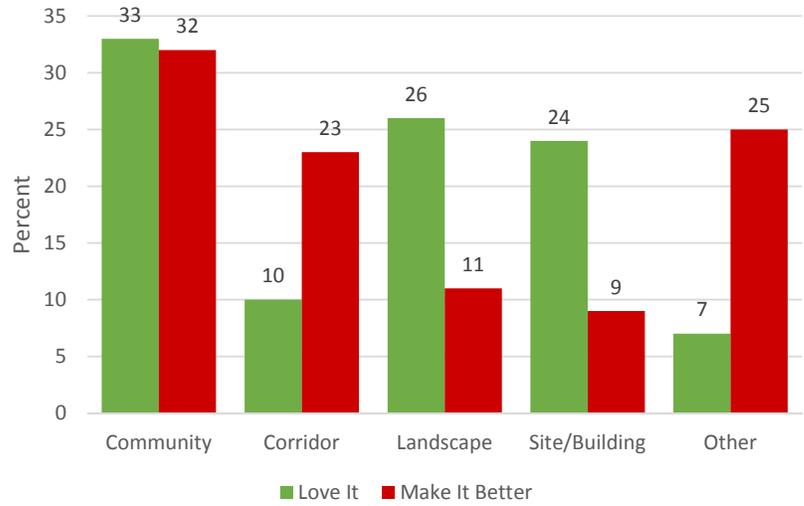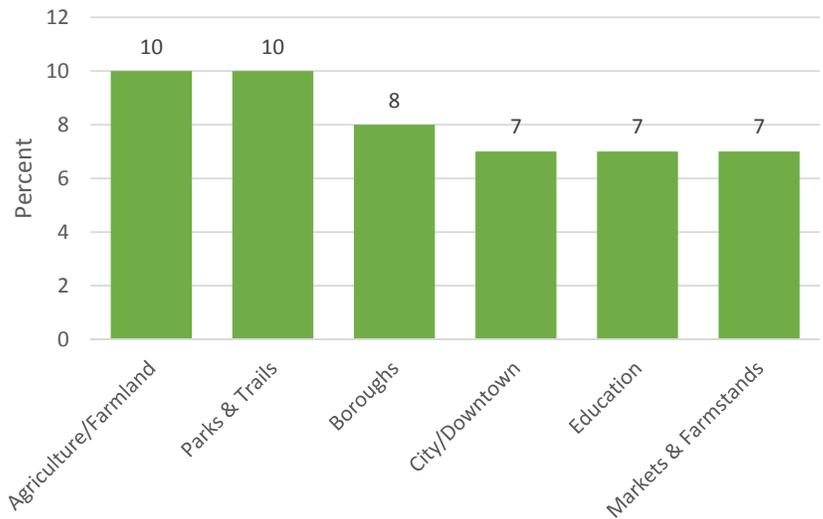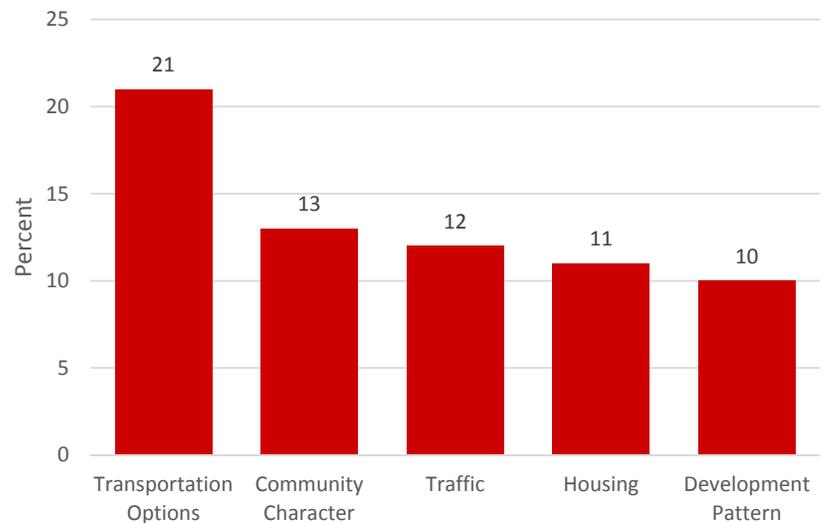
Kickoff Event

Nov 4, 2015

Description: A large gathering that served as the rollout for the places2040 plan. The event took place at the Lancaster County Convention Center and was attended by Partners for Place and members of the public.

Communities, Corridors and Landscapes
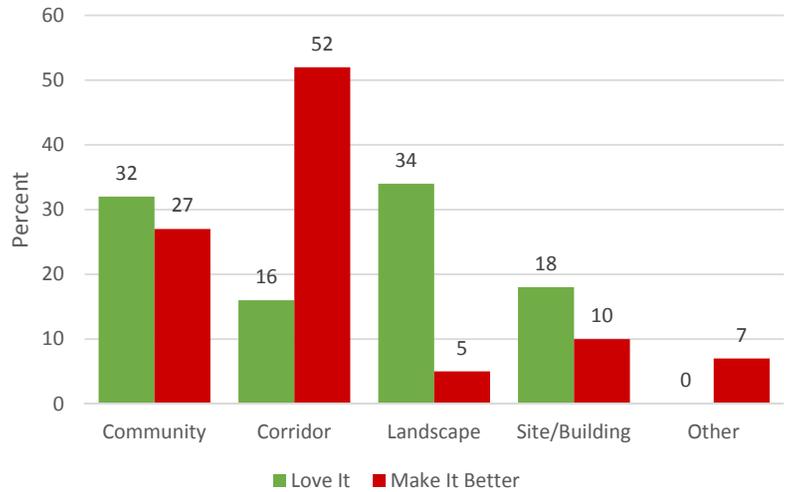
Love It
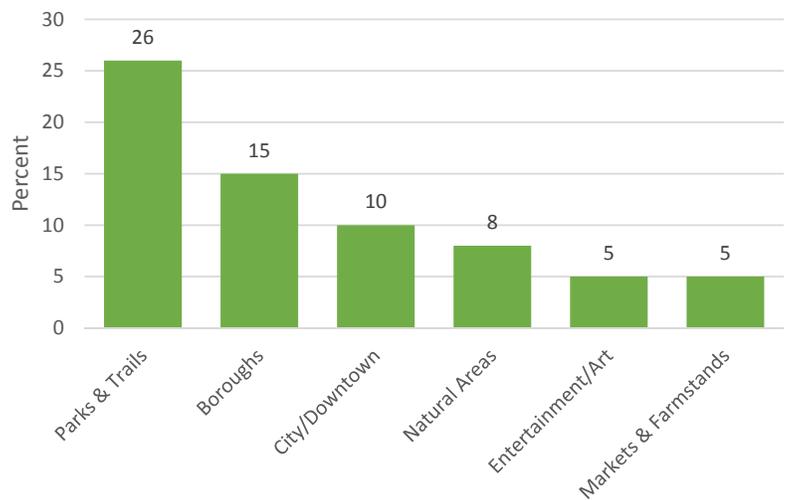
Make It Better
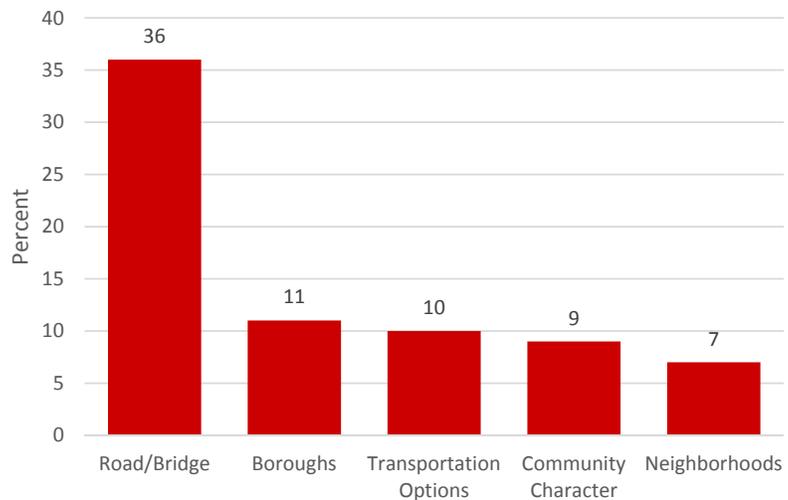
Leadership Lancaster

Jan 8, 2016

Description: A regularly scheduled meeting with participants in Leadership Lancaster's leadership training program. This event took place at the Lancaster County Public Safety Training Center in East Hempfield Township.

Communities, Corridors and Landscapes

	Community	Corridor	Landscape	Site/Building	Other
Love It	32	14	28	24	2
Make It Better	41	48	2	8	1

Love It

Parks & Trails	Boroughs	Natural Areas	City/Downtown	Food & Drink
22	13	8	8	8

Make It Better

Road/Bridge	Borough	Traffic	Neighborhoods	Community Character
25	17	17	8	6
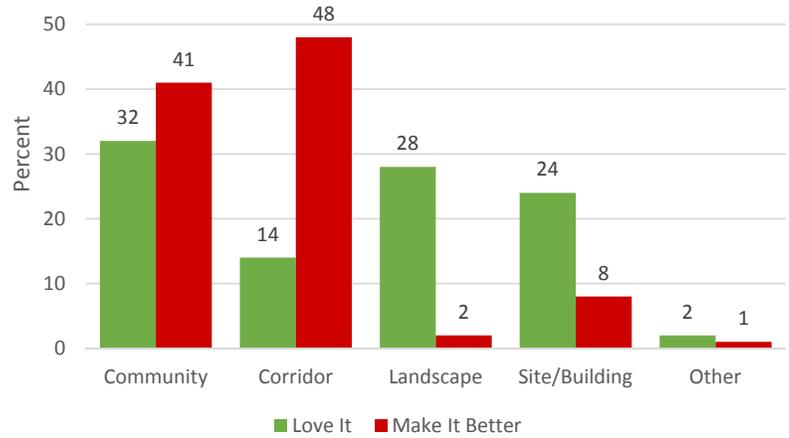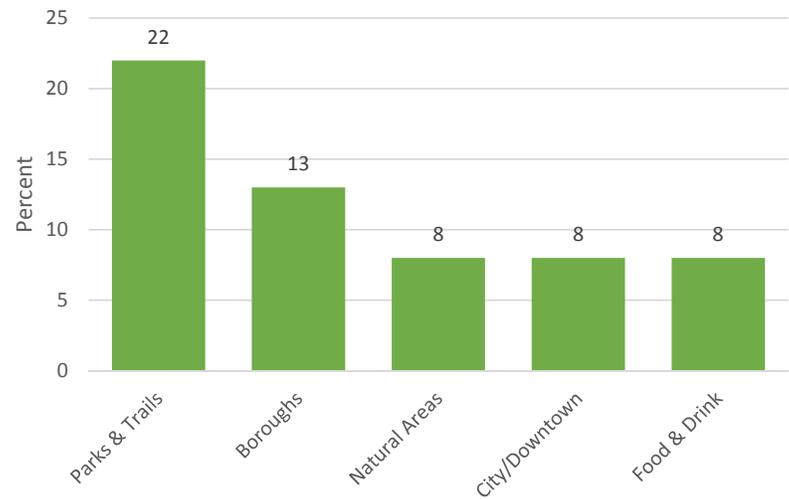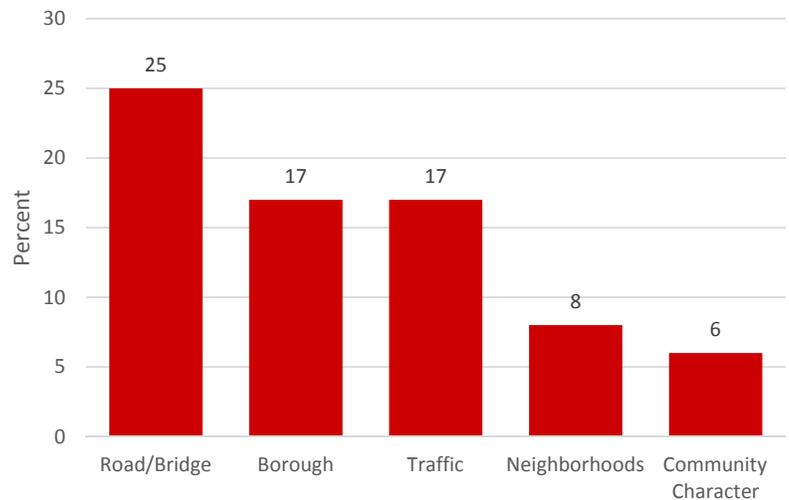
LCAR Government Affairs Committee

Jan 16, 2016

Description: A meeting of the Lancaster County Association of Realtors® Government Affairs Committee.

Communities, Corridors and Landscapes

	Love It	Make It Better
Community	57	74
Corridor	5	26
Landscape	27	0
Site/Building	11	0
Other	0	0

Love It

	Percent
Boroughs	27
Parks & Trails	19
City/Downtown	14
Natural Areas	11
Regions	8

Make It Better

	Percent
Boroughs	52
Road/Bridge	26
City/Downtown	4
Civic Issues	4
Neighborhoods	4
Townships	4
Villages	4
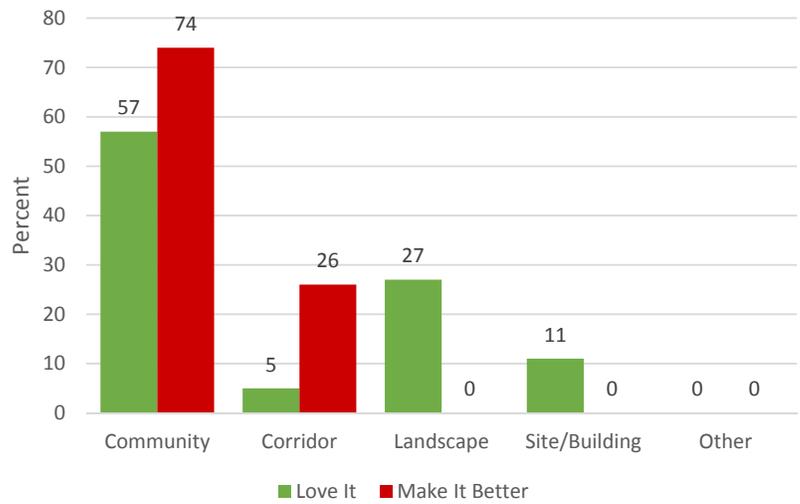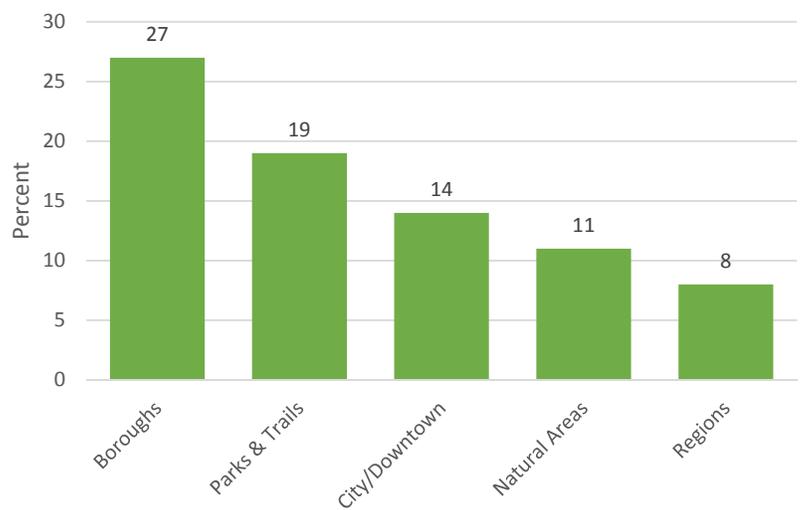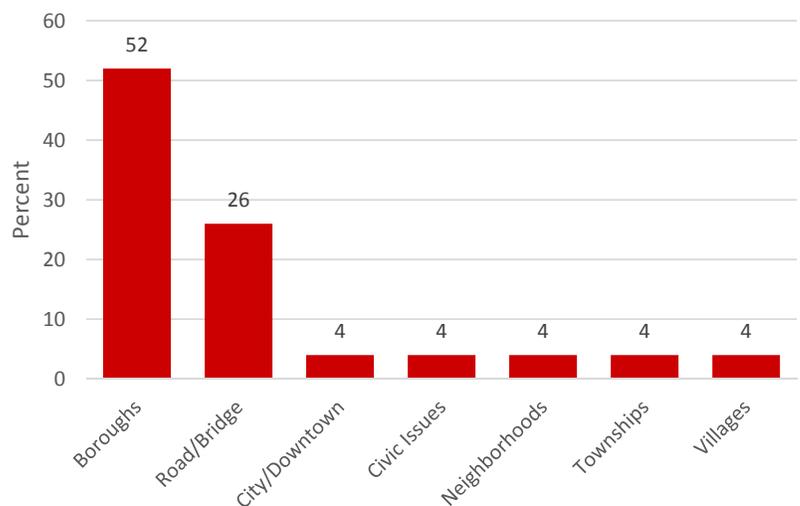
Lancaster Chamber: Young Professionals Network

Jan 22, 2016

Description: Young Professionals Network is a program of the Lancaster Chamber of Commerce & Industry that focuses on connecting and engaging business people and professionals under the age of 40. This event took place at Tellus360 in Lancaster City.

Communities, Corridors and Landscapes

Legend: Love It (green), Make It Better (red)

Category	Love It	Make It Better
Community	41.4	56.3
Corridor	13.2	28.6
Landscape	23.7	5.6
Site/Building	21.7	8.7
Other		0.8

Love It

Category	Percent
Boroughs	19.1
Parks & Trails	17.8
Food & Drink	9.9
City/Downtown	8.6
Villages	7.2

Make It Better

Category	Percent
Boroughs	31
Road/Bridge	19.8
Villages	10.3
Neighborhoods	9.5
Community Character	7.1
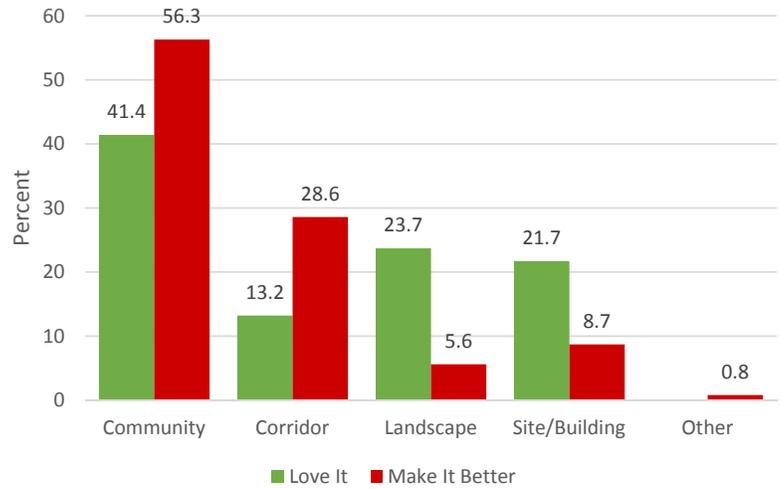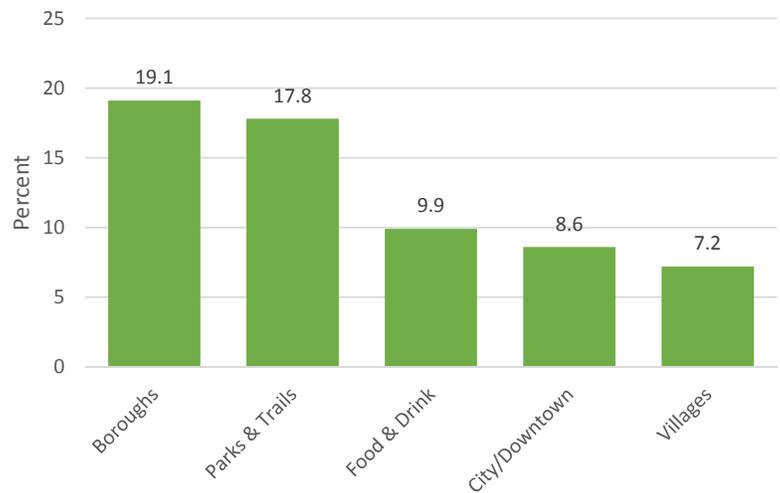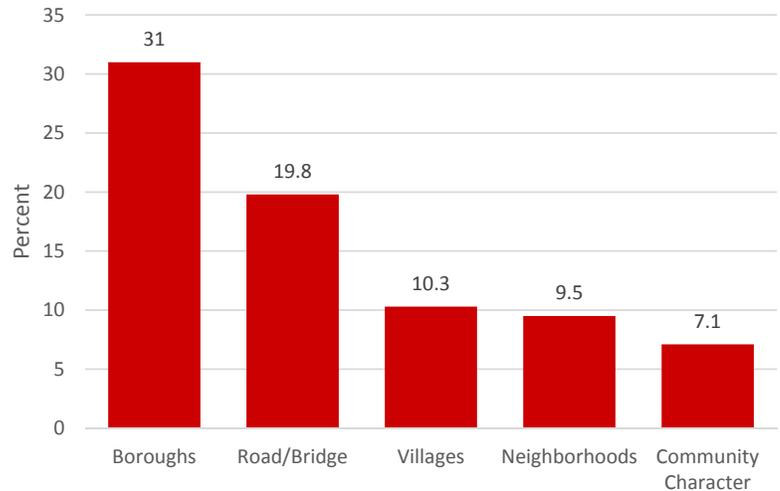
Lighten Up Lancaster County

Feb 18, 2016

Description: A meeting of Lighten Up Lancaster County, a coalition of individuals and organizations dedicated to increasing the number of people at a healthy weight. This event took place at Burle Business Park in Manheim Township.

Communities, Corridors and Landscapes

Category	Love It	Make It Better
Community	19	34
Corridor	17	41
Landscape	43	14
Site/Building	21	6
Other	0	6

Love It

Category	Percent
Parks & Trails	45
Boroughs	6
Markets & Farmstands	6
Food & Drink	5
Natural Areas	5

Make It Better

Category	Percent
Transportation Options	23
Parks & Trails	22
Boroughs	14
Road/Bridge	11
Commercial Recreation	7
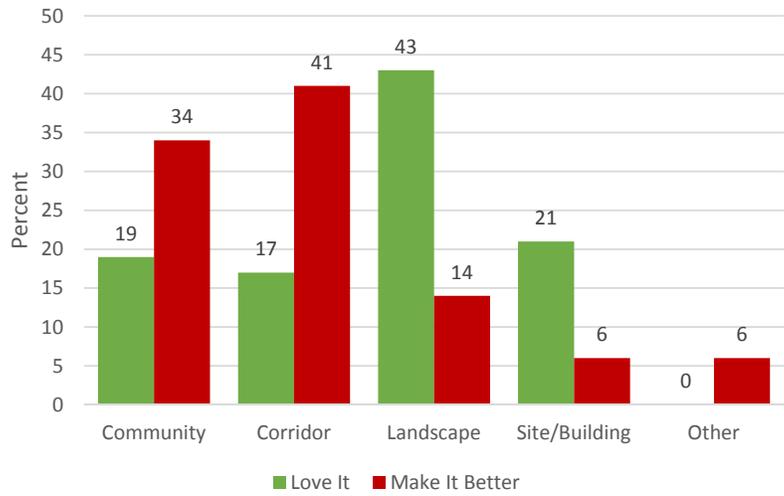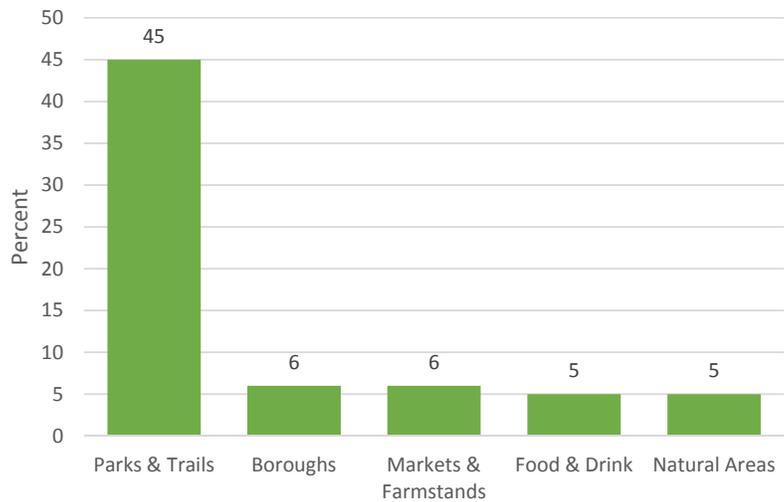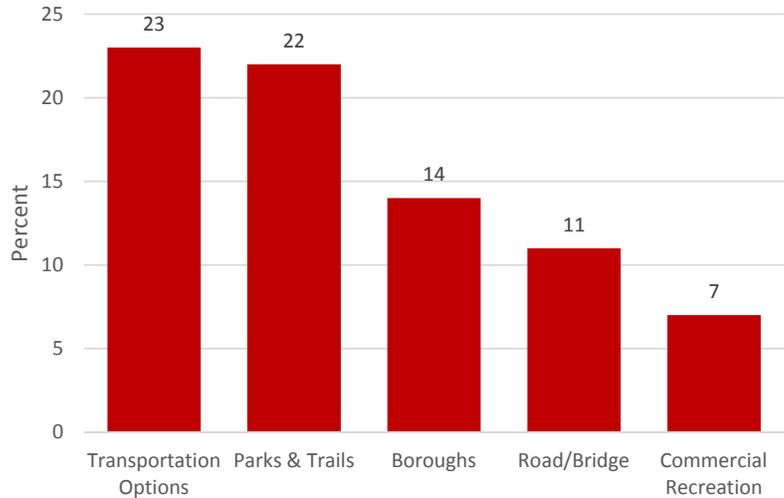
Lancaster Farmland Trust

Mar 17, 2016

Description: A regular meeting of a nonprofit board committed to protecting farmland. This meeting was held at Greenfield Corporate Center in East Lampeter Township.

Communities, Corridors and Landscapes

Love It ■ Make It Better ■
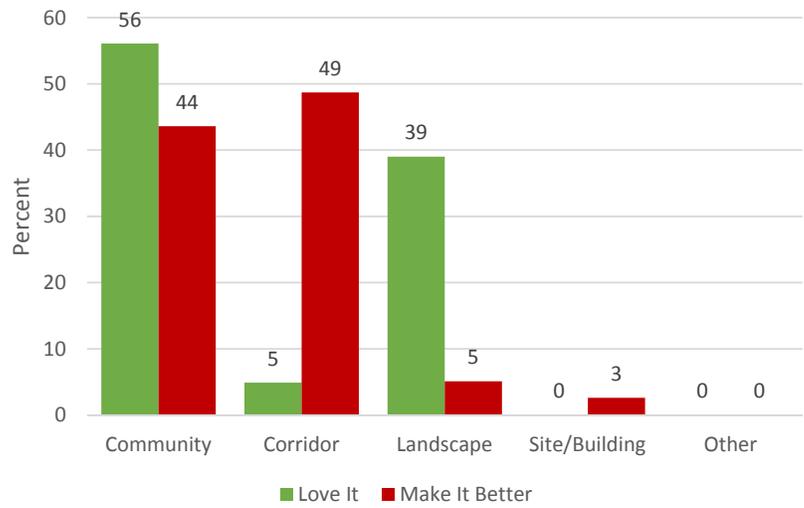
Love It
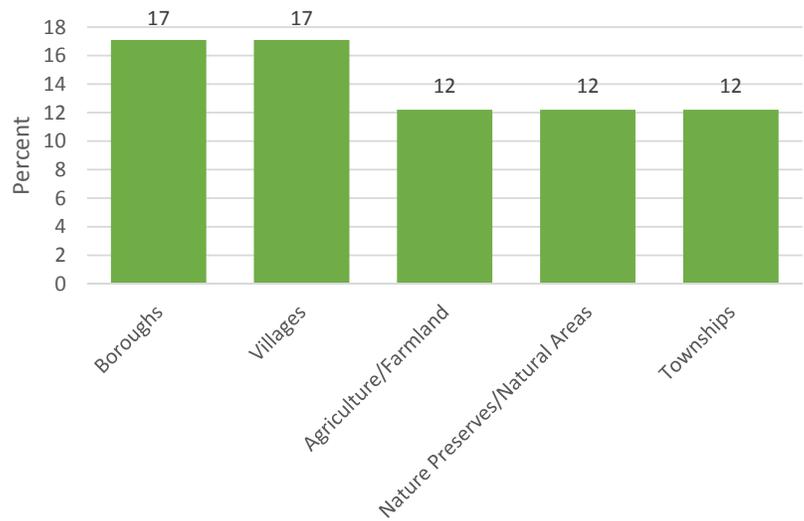
Make It Better
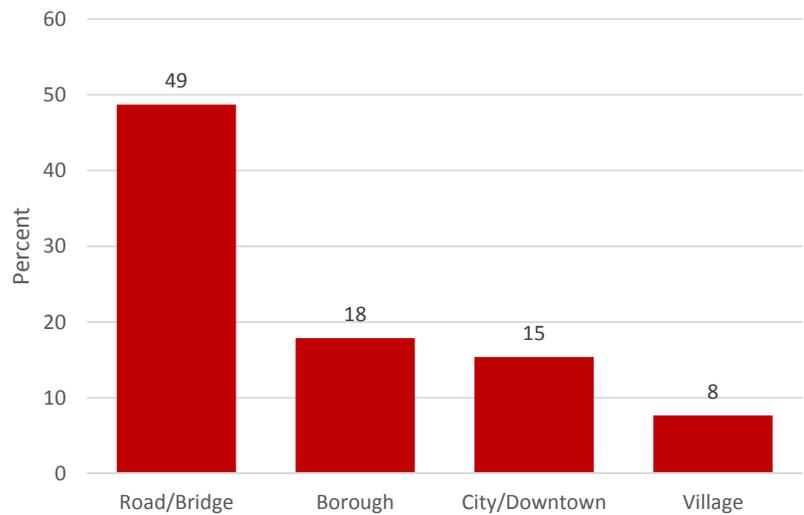
LHOP Southwest Lancaster Neighborhood Revitalization Plan Meeting

Mar 30, 2016

Description: A meeting in the southwest neighborhood of Lancaster City (Cabbage Hill), held at St. Joseph Church. This meeting was part of a neighborhood planning process led by LHOP and its consultant, Urban Partners.

Communities, Corridors and Landscapes

	Love It	Make It Better
Community	31	25
Corridor	13	52
Landscape	34	10
Site/Building	20	13
Other	2	0

Love It

	Percent
Parks & Trails	34
Religion	7
Food & Drink	6
Neighborhood	6
Entertainment/Art	5
Village	5
Road/Bridge	5

Make It Better

	Percent
Road/Bridge	31
Parks & Trails	14
Civic Issues	10
Neighborhood	8
Housing	7
Transportation Options	7
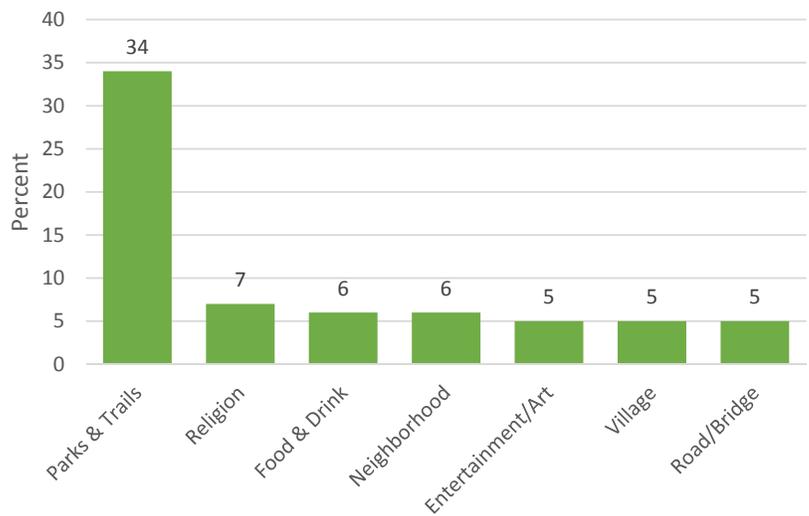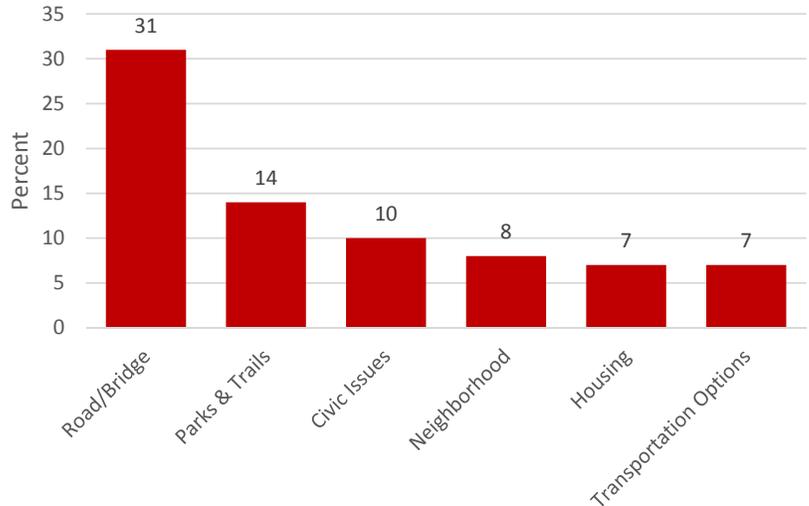
Regional Municipal Meeting: Quarryville

Apr 13, 2016

Description: A regional municipal meeting for the Southern End, organized by LCPC, held at the Quarryville Library.

Communities, Corridors and Landscapes

Love It

Make It Better
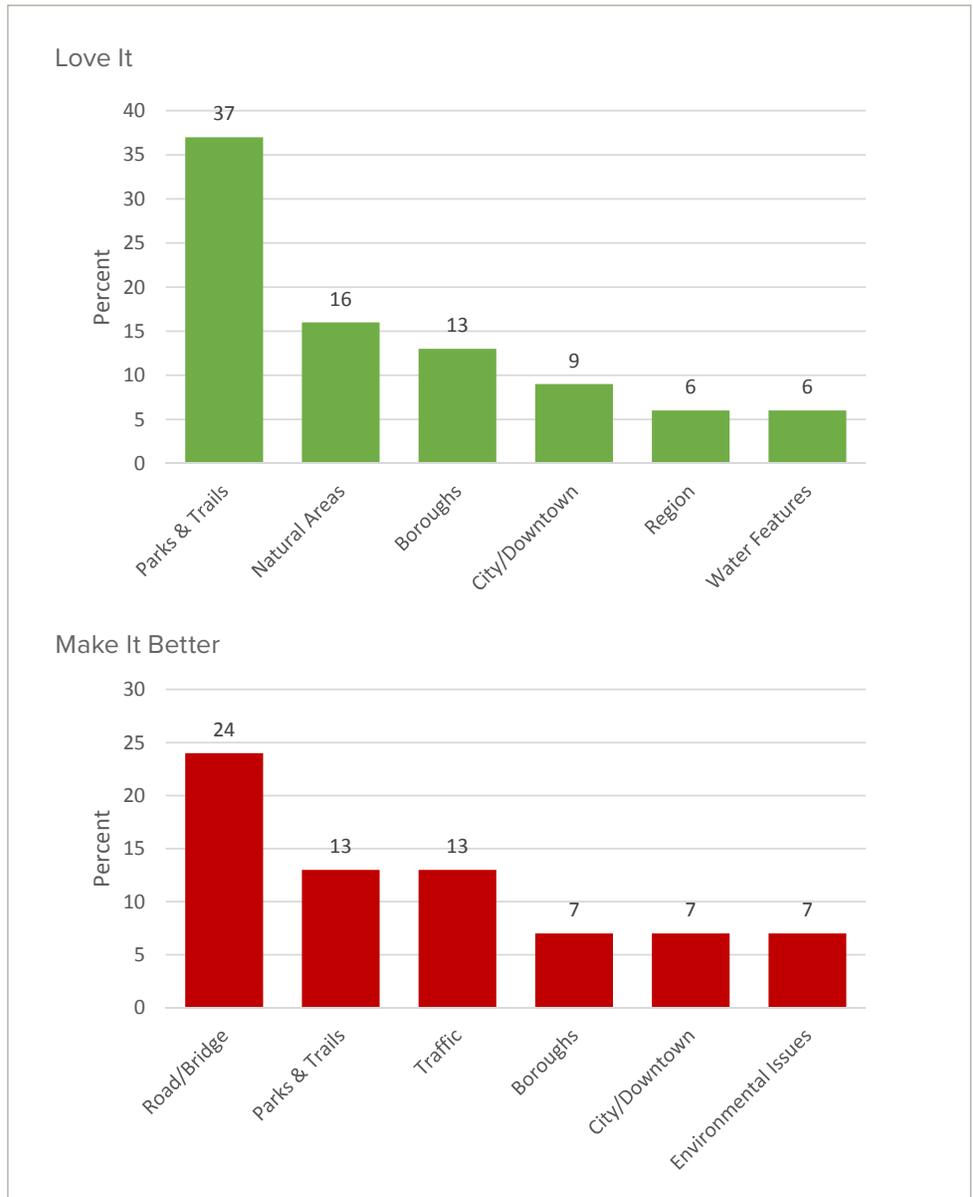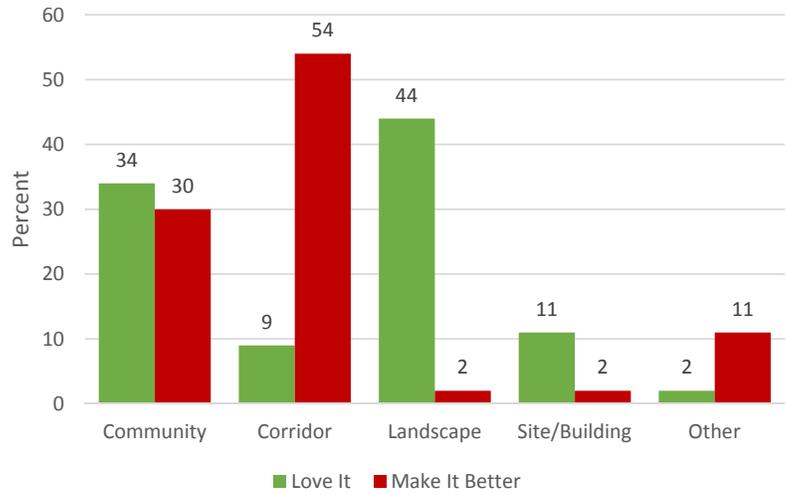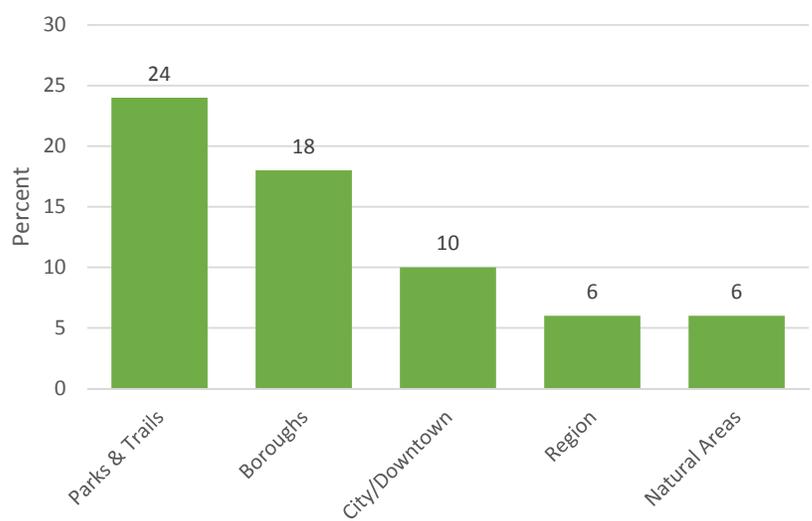
Regional Municipal Meeting: Bird-in-Hand

Apr 15, 2016

Description: A regional municipal meeting for the central part of Lancaster County, organized by LCPC, held at the Bird-in-Hand Family Restaurant.
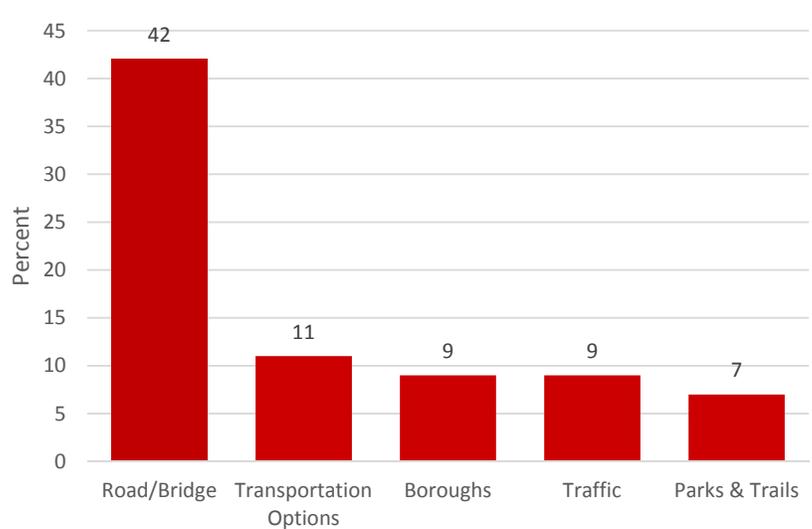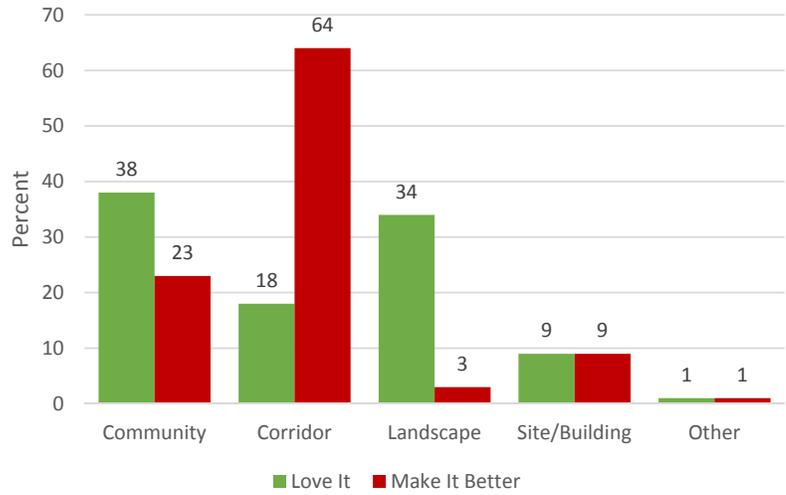
Communities, Corridors and Landscapes

Legend: ■ Love It ■ Make It Better

Category	Love It	Make It Better
Community	44	29
Corridor	14	62
Landscape	27	2
Site/Building	14	4
Other	1	2

Love It

Category	Percent
Parks & Trails	24
Boroughs	18
City/Downtown	10
Region	6
Natural Areas	6

Make It Better

Category	Percent
Road/Bridge	42
Transportation Options	11
Boroughs	9
Traffic	9
Parks & Trails	7
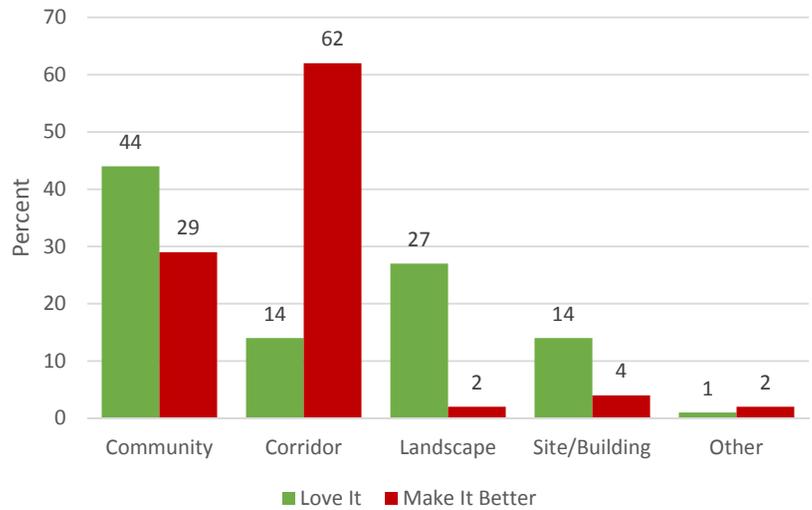
Regional Municipal Meeting: Lancaster City

Apr 14, 2016

Description: A regional municipal meeting for the Lancaster City area, organized by LCPC, held at the Lancaster County Government Center.
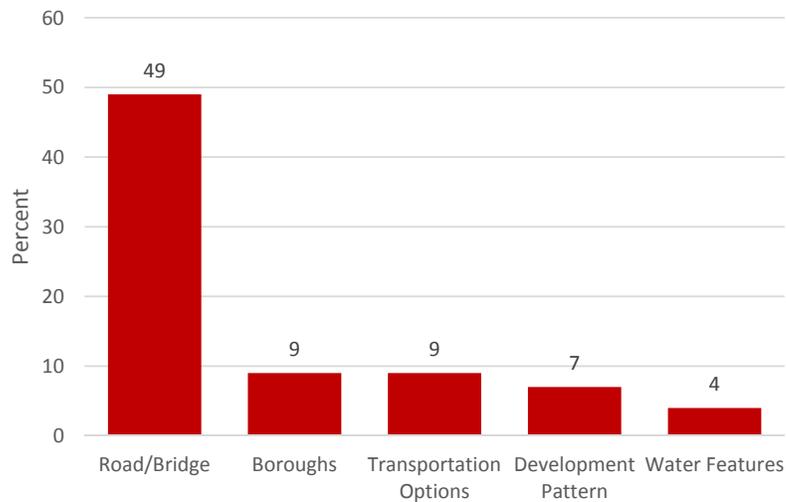
Communities, Corridors and Landscapes

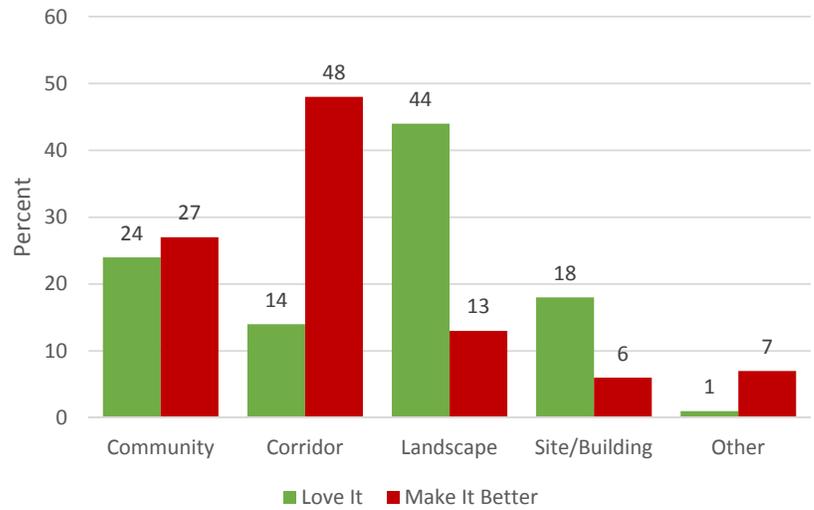Love It ■ Make It Better
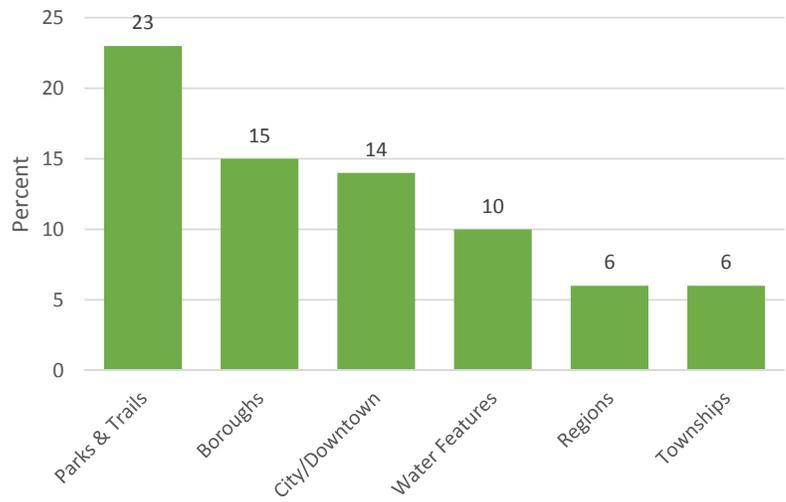
Love It

Make It Better

Regional Municipal Meeting: New Holland

Apr 12, 2016

Description: A regional municipal meeting for eastern Lancaster County, organized by LCPC, held at Yoder's Restaurant.
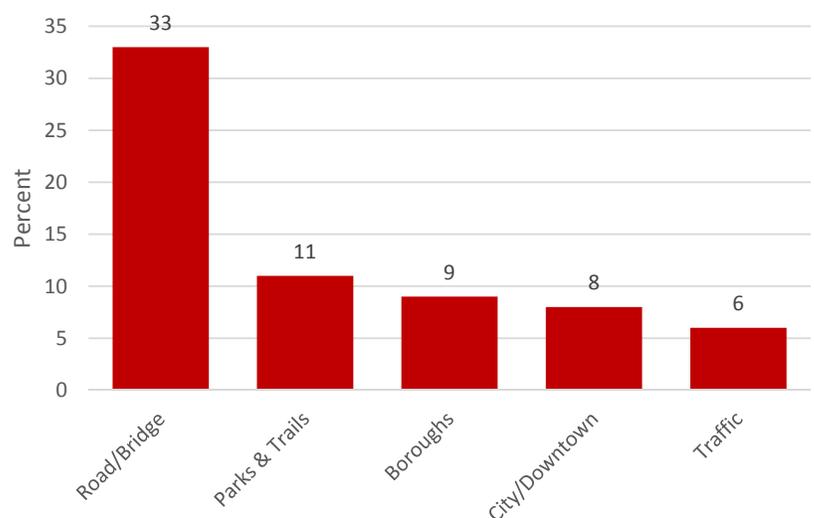
Communities, Corridors and Landscapes

	Love It	Make It Better
Community	24	27
Corridor	14	48
Landscape	44	13
Site/Building	18	6
Other	1	7

Love It

	Percent
Parks & Trails	27
Natural Areas	16
Boroughs	15
Commercial Recreation	6
Food & Drink	6

Make It Better

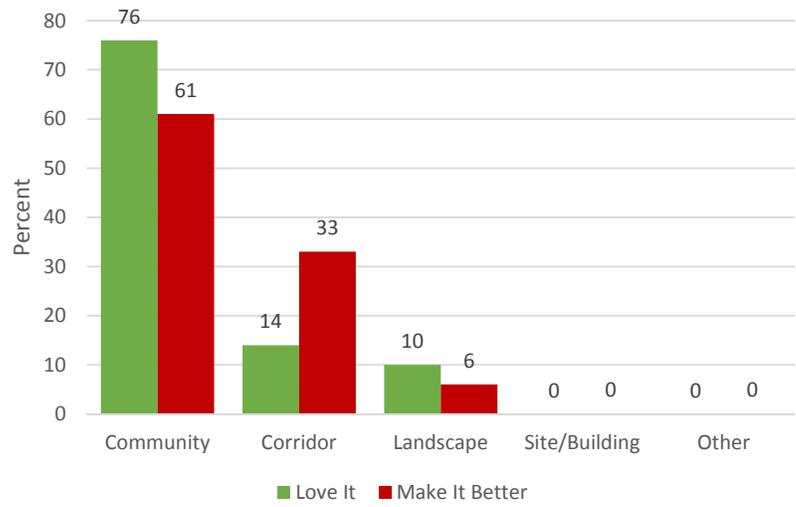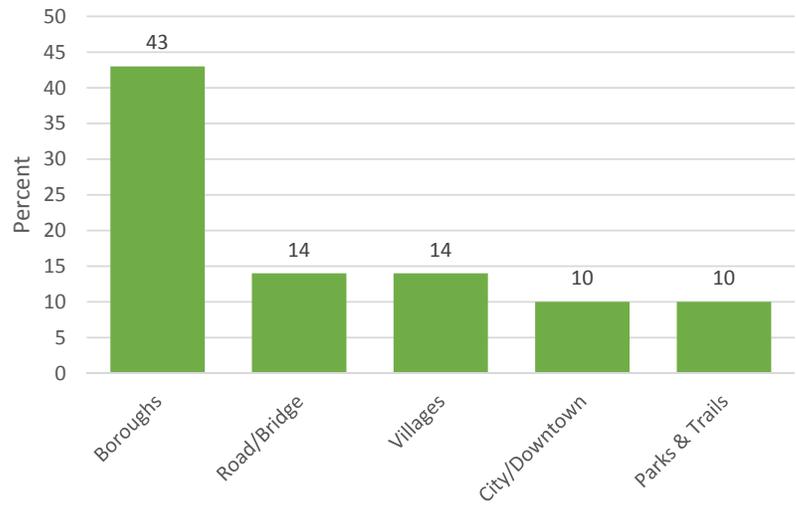|	Percent
Road/Bridge	33
Parks & Trails	11
Boroughs	9
City/Downtown	8
Traffic	6
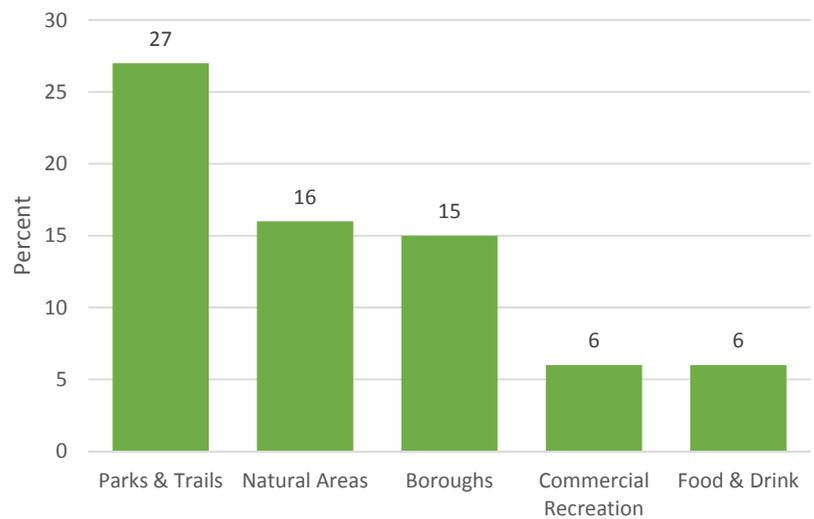
Elizabethtown College

Apr 14, 2016

Description: LCPC staff set up an information table on the Elizabethtown College campus.

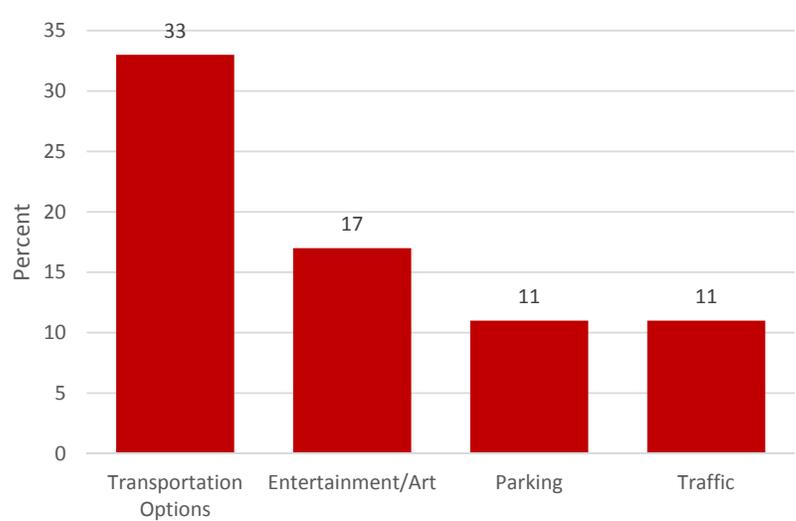## Communities, Corridors and Landscapes

Legend: Love It (green), Make It Better (red)

Community: 76 (Love It), 61 (Make It Better)
Corridor: 14 (Love It), 33 (Make It Better)
Landscape: 10 (Love It), 6 (Make It Better)
Site/Building: 0 (Love It), 0 (Make It Better)
Other: 0 (Love It), 0 (Make It Better)

Love It

Boroughs: 43
Road/Bridge: 14
Villages: 14
City/Downtown: 10
Parks & Trails: 10

Make It Better

Transportation Options: 33
Entertainment/Art: 17
Parking: 11
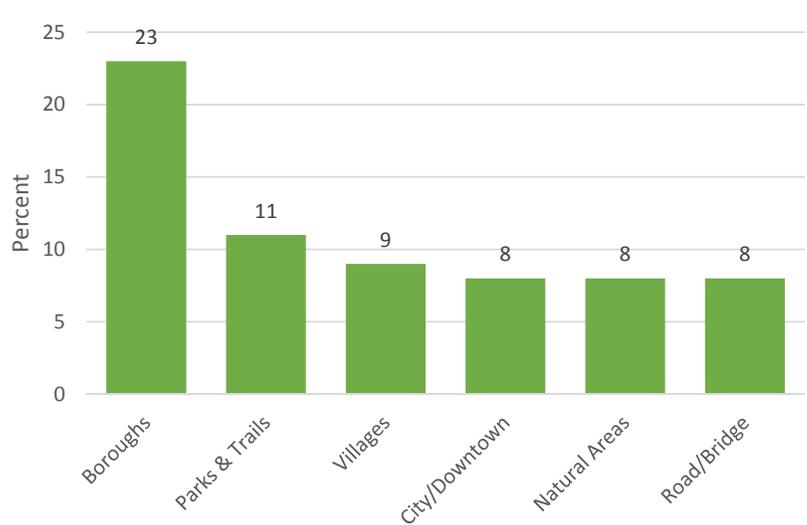Traffic: 11

Millersville University

Apr 22, 2016

Description: LCPC staff gathered student input at the Student Memorial Activity Center on the Millersville University campus for about 2½ hours over a busy lunchtime period. Two Millersville students assisted with the effort.
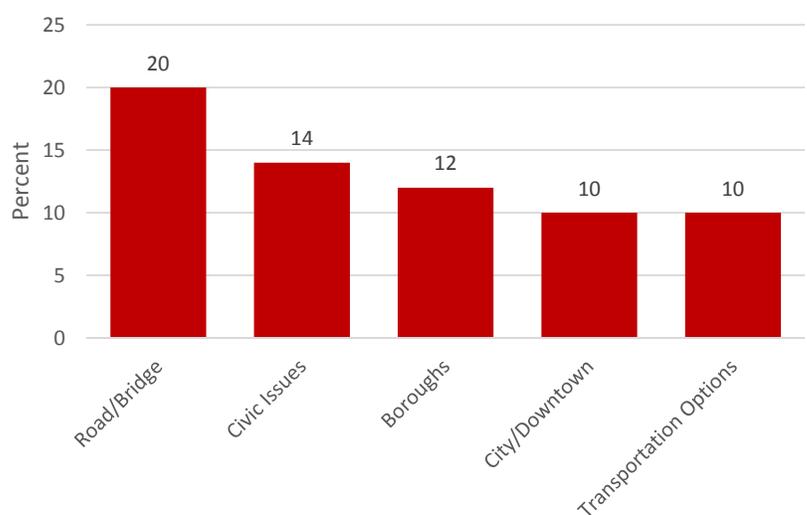
Communities, Corridors and Landscapes

Love It ▮ Make It Better ▮
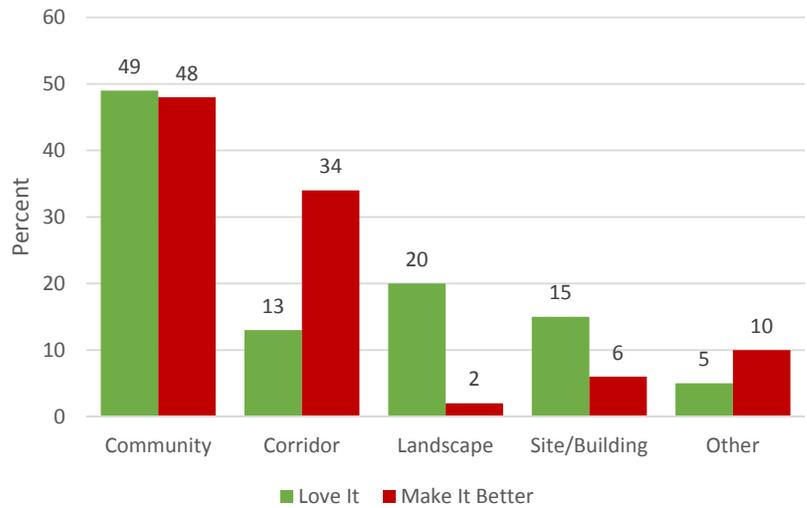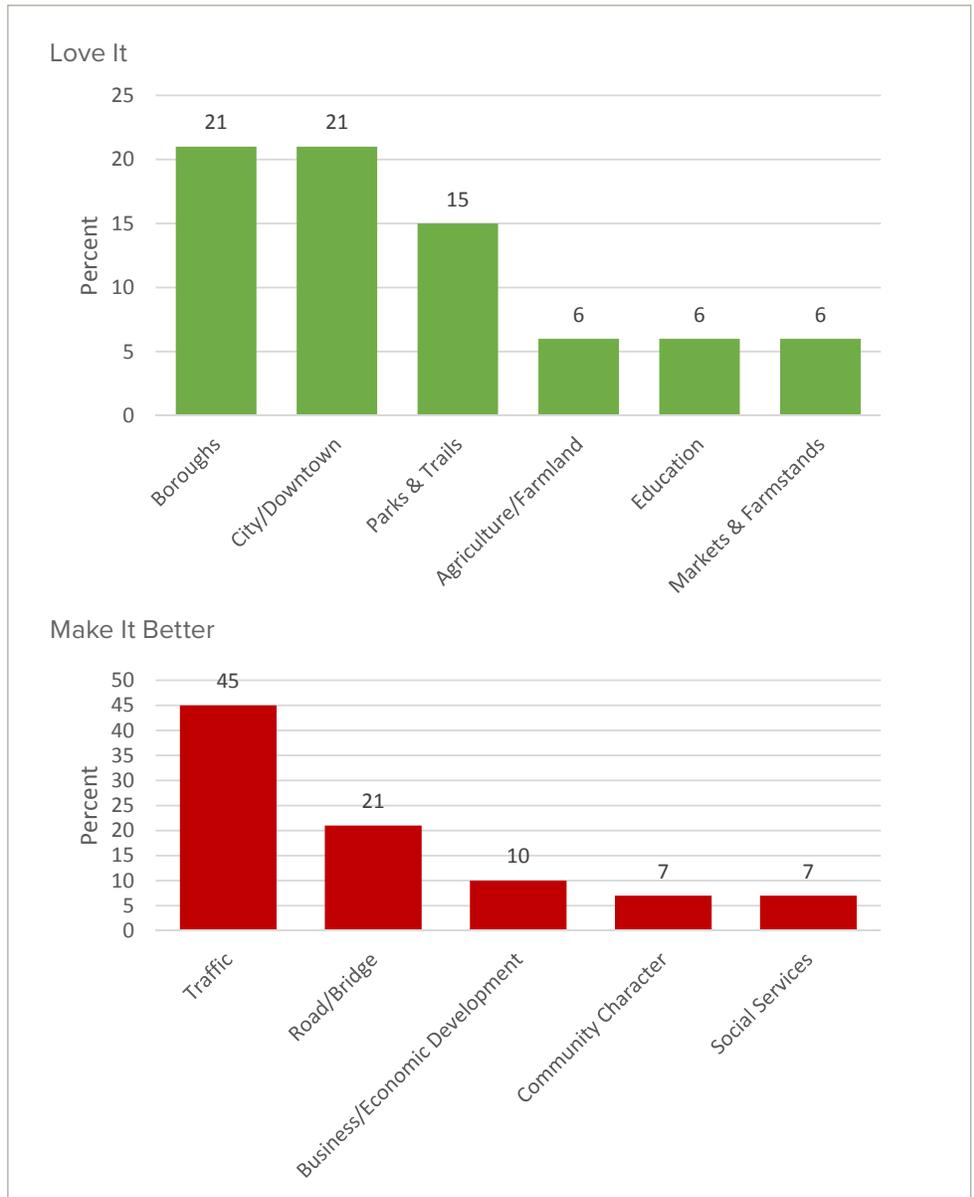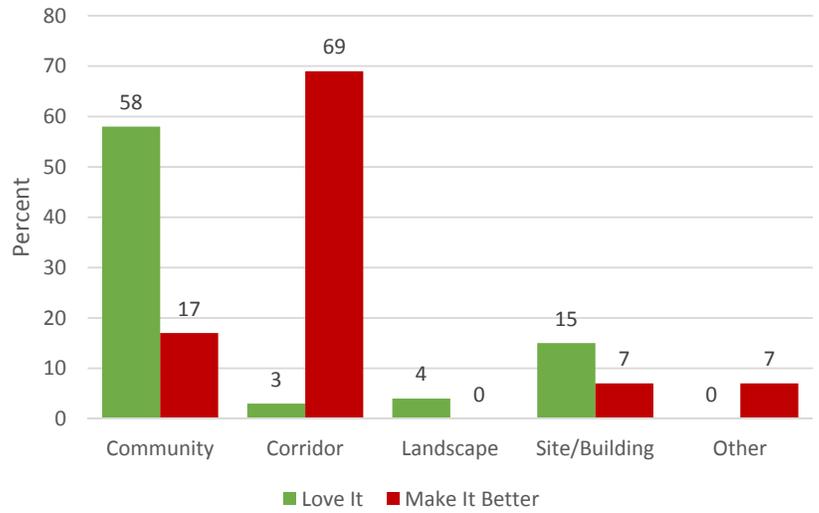
Love It

Make It Better

Harrisburg Area Community College

Apr 26, 2016

Description: LCPC staff set up a table in the central lobby of the East Building on HACC's Lancaster Campus. Staff accepted input for about 2½ hours.
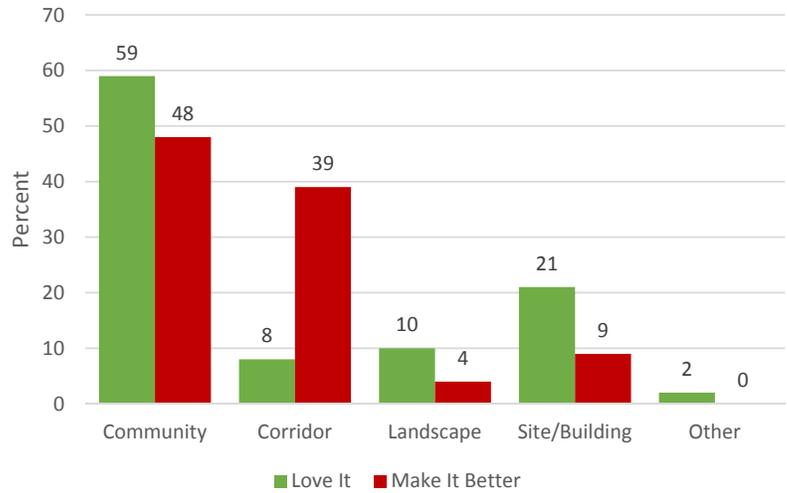
Communities, Corridors and Landscapes

Legend: ■ Love It ■ Make It Better

- Community: Love It 58, Make It Better 17
- Corridor: Love It 3, Make It Better 69
- Landscape: Love It 4, Make It Better 0
- Site/Building: Love It 15, Make It Better 7
- Other: Love It 0, Make It Better 7

Love It

- Boroughs: 21
- City/Downtown: 21
- Parks & Trails: 15
- Agriculture/Farmland: 6
- Education: 6
- Markets & Farmstands: 6

Make It Better

- Traffic: 45
- Road/Bridge: 21
- Business/Economic Development: 10
- Community Character: 7
- Social Services: 7
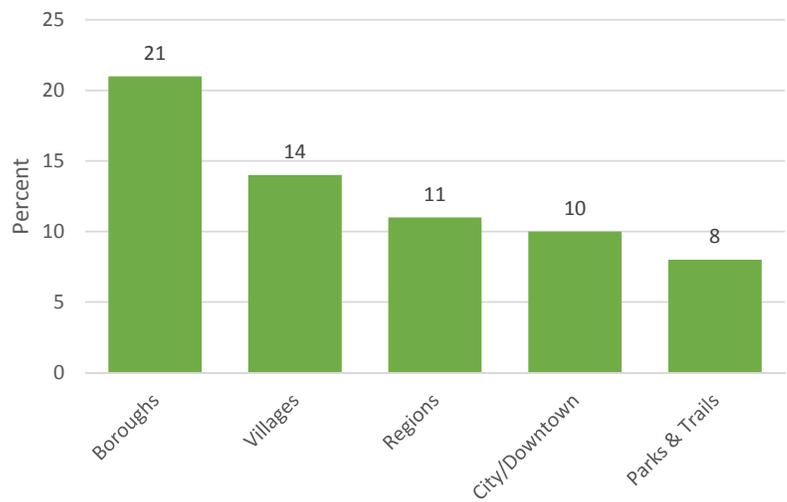
Discover Lancaster

May 11, 2016

Description: A regularly scheduled Discover Lancaster membership meeting. The event was held at the Heritage Hotel, East Hempfield Township.
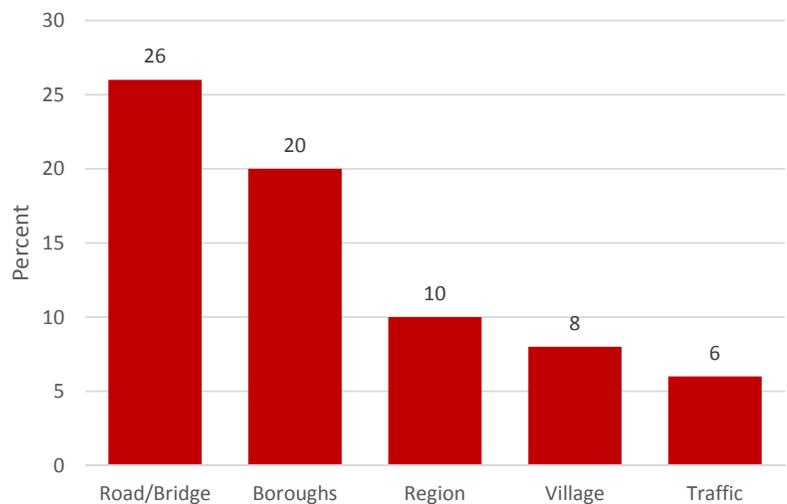
Communities, Corridors and Landscapes

Percent

	Love It	Make It Better
Community	59	48
Corridor	8	39
Landscape	10	4
Site/Building	21	9
Other	2	0

■ Love It ■ Make It Better

Love It

Percent

Boroughs	Villages	Regions	City/Downtown	Parks & Trails
21	14	11	10	8

Make It Better

Percent

Road/Bridge	Boroughs	Region	Village	Traffic
26	20	10	8	6

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Chapter 3

In-Person Meetings/Events
Challenges/Solutions Exercise

Introduction

This is a summary of questions that some groups were asked during phase 1 of the public input process for places2040. Participants were asked to describe a challenge in the community – something they wanted to change – and what it would take to overcome it. The question was asked in several different ways, depending on the group.

Approximately thirteen different groups were asked these questions at meetings held from March through July 2016. Four of these meetings were regional municipal meetings sponsored by LCPC. Four of them were sponsored by the Lancaster Chamber – three consortium meetings and a "Wake Up to the Issues" meeting. Two meetings – one each with planning professionals and development professionals – were sponsored by the Coalition for Smart Growth. The others were meetings with individual agencies and organizations: the Lancaster County Agricultural Preserve Board and the Lancaster Farmland Trust.

At some meetings and events, participants were asked, "What's the one thing that needs to change in Lancaster County?" and "What's the challenge to implementing that change?" For other groups, the questions were rephrased. The first question was, "What's the primary challenge facing Lancaster County?" and the follow-up was, "What's the solution?"

At meetings sponsored by the Chamber, the first question participants were asked was: "What's the one thing that needs to stay the same to ensure that Lancaster County remains a special place?" The second question was: "What's the one thing that needs to change?" Finally, they were asked about the challenges and opportunities they see in the local business community: "What one thing needs to stay the same [or change] in order for business to thrive and be successful in Lancaster County?"

Although the questions asked of each group were slightly different, the main focus of the exercise was the same. For ease of reporting, this chapter summarizes each group's results the same way. The issues that were identified are called "challenges," and the possible responses to these issues are called "solutions." The only results that couldn't be categorized this way were the responses to the Chamber's question, "What would you keep the same?" Those results were reported separately.

Key Takeaways

- ***Our transportation system should be more efficient and flexible, with more alternatives and connections.*** Communities should be more walkable and bikeable. Maintain and improve existing infrastructure. Invest in technology that can help us meet increased demand.

- ***Growth management efforts should focus on increasing density, revitalizing urban areas, and rehabilitating existing buildings.*** The public should be educated about the benefits of mixed use and "building up, not out." Investing in the city and boroughs not only increases our quality of life, but helps to preserve agricultural land, as well.

- ***Municipalities should find ways to work together, share resources, and promote consistent regulations.*** Governments should look for opportunities to save money and streamline the zoning and permitting process. Coordination and cooperation across municipal boundaries is good for residents as well as businesses.

- ***We want to see more housing choice and more affordable housing options that meet the needs of today's workforce.*** Promote rental housing and mixed-use development, not just single-family homes. Create more flexible building codes. Provide higher-wage jobs that enable more residents to afford quality housing.

Results

Partners for Place

MEETING	LOCATION	DATE
Partners for Place	Lancaster City	March 2

CHALLENGES	SOLUTIONS
Transportation alternatives; walking and biking; public transportation	Make connections; educate public that lack of alternatives hurts the community
Housing choice; affordable housing	Income is an issue; addressing housing choice and affordable housing is crucial to our economy
Preservation and conservation (natural and historic)	Commitment to pay for it; educate people on how to do it
Citizen involvement, fiefdom mentality	Work with elected officials
Awareness of race and ethnicity	Plans need images of diversity

The Lancaster Chamber of Commerce & Industry

MEETING	LOCATION	DATE
Lancaster City-Twp. Consortium	Lancaster City	April 6
Solanco Consortium	Strasburg Twp.	April 26
Wake Up to the Issues	Lancaster	May 11
Cocalico-Ephrata Consortium	Ephrata Borough	July 13

Stay the Same

- Farmland and open space preservation
- Sense of community and belonging; community service; charitable giving; local nonprofits
- Pride in our traditions; commitment to our heritage; historic buildings
- Strong values; work ethic
- Quality of life; great place to raise a family
- Public involvement
- City revitalization
- The arts
- Entrepreneurship; small/local businesses; buying local
- Pro-business environment; business friendly leadership (Chamber, Alliance, etc.); collaboration among businesses; corporate commitment to local area

CHALLENGES	SOLUTIONS
Transportation; traffic and aging infrastructure	System should be more efficient, accessible, and flexible, with more alternatives; walkability and bikeability
Youth and diversity	Promote openness to new people and ideas; retain youth after graduation
Balancing growth with quality of life	Build up, not out
Lack of municipal cooperation; emphasis on boundaries; NIMBY attitude	Streamlined permitting and tax structure; sharing community resources – fire, police, school
Housing affordability	Workforce housing; change negative perceptions about affordable housing
Difficulty reusing/rehabilitating older buildings	Streamlined permitting
Technology	Need to keep pace and invest in new technology
Poverty, income, and wages	
Healthy lifestyles; healthy communities; well-being	

Regional Municipal Meetings

MEETING	LOCATION	DATE
New Holland	New Holland	April 12
Quarryville	Quarryville	April 13
Lancaster	Lancaster	April 14
Bird-in-Hand	Bird-in-Hand	April 15

CHALLENGES	SOLUTIONS
Transportation; traffic congestion	Need more connections and coordination across municipalities; better maintenance; access management; walkability and bikeability; invest in rail; north-south bypass
Growth; sprawl	Teach public benefits of density; revitalize boroughs; focus development on Lancaster metro region
Farmland preservation	Restrict development in areas vital for agriculture; brownfield development; rehab existing housing; preserve rural character
Agricultural economy	More processing facilities; use ag land for crops, not factories
Workforce development; jobs for young people; education	Make connections between education, jobs, and housing
Municipal cooperation	Countywide or regional zoning ordinances; more consistent zoning; intergovernmental agreements
Housing choice	Streamline building codes and promote mixed use
Crumbling infrastructure; increased cost	Comprehensive study of capacity; highlight link between development, cost of infrastructure; consolidate, combine services
Rehabilitation/reuse of existing buildings	Convert older homes into rentals or affordable mixed-use housing; flexible codes

Individual Agencies and Organizations

MEETING	LOCATION	DATE
Lancaster Farmland Trust	Strasburg	March 17
Lanc. Co. Agricultural Preserve Board	Lancaster City	May 9

CHALLENGES	SOLUTIONS
Preserve more farms; prevent conversion of farms to other uses	Educate public that farmland is a "highest & best" use; maintain ag zoning; dedicated tax for ag preservation or increase existing allocation; continue to provide loans to farmers
Agricultural infrastructure	Ensure that ag support businesses remain in county; develop plan to market Lancaster County ag products
Manage, limit growth	Direct growth to urban areas and increase density; revitalize urban areas; need municipal leadership; regional zoning to take pressure off each municipality to provide for every use; reuse existing housing and redevelop brownfields
Transportation; traffic congestion	Reduce reliance on automobiles; use adaptive technology; incentivize alternatives; impact fees; north-south bypass

Coalition for Smart Growth Planning and Development Professionals

MEETING	LOCATION	DATE
Planning professionals	Manor Twp.	May 25
Development professionals	Lancaster City	June 28

CHALLENGES	SOLUTIONS
Zoning requirements too prescriptive; municipal officials ask for more than ordinances demand	Curb discretionary approvals; "fast track" good design; provide consistency in language and interpretation
Public opposition to density and mixed-use	Illustrate how underutilized sites could be redeveloped; stick to guns on higher density; allow for taller buildings and addition of housing to existing retail; emergency services need to be educated about working with narrow streets, taller buildings
Transportation; traffic congestion	Access management; walkability and bikeability
Housing options	Don't just build single-family homes; provide options for people who move here to work
Housing affordability	Reduce cost burden of other regulations, so developers can provide more affordable units
Stormwater management; on-site solutions too expensive	Regional or countywide authority; county should facilitate; balance wastewater treatment with stream restoration
Too many municipalities	County should take lead in bringing LIMC back together
Reliance on developers to make needed infrastructure improvements	Impact fees
Low wages	Higher wages to attract workers we want; attract outside investment
Technology	Invest in fiber optics
Rising cost of construction; rents not high enough to justify rehabilitation of older buildings	

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Chapter 4

In-Person Meetings/Events
Live/Work/Play Exercise

The Live/Work/Play exercise, like the Love It/Make It Better exercise, was designed to get people thinking and talking about how they spend their time in Lancaster County. Its purpose was to demonstrate that all of us are citizens of the county as a whole. Although we may pay our taxes in only one municipality, most of us regularly spend time in other communities – we live in one community, shop in another, and work somewhere else. As residents or workers in Lancaster County, our impact frequently extends beyond the boundaries of a single municipality.

This exercise was conducted at several events sponsored by the Lancaster County Planning Commission and its partners. After each event, LCPC staff recorded the data and did some basic analysis. This chapter summarizes that information.

Key Takeaways

- *Many of us live, work, and play in different places across the county.* As we move among these locations, we visit or travel through multiple municipalities.

- *We like to spend our free time in Lancaster City, several boroughs, and natural landscapes.*

- *Many people who live in the city also work and play in close proximity, and the same is true for many people in rural areas.*

- *This exercise revealed no clear patterns in where we live and work, but a concentration of "play" points was found in natural landscapes where there were few live or work points.*

Methodology

The Live/Work/Play exercise was conducted as an icebreaker. As participants entered an event venue, they were given three stickers – one each of red, blue, and green. Participants were shown a map of Lancaster County and asked to place the red sticker where they live, the blue sticker where they work, and the green sticker where they play – a place they go to relax or have fun. Each set of stickers had a common number so each participant's set could be identified.

If participants lived or worked outside the county, they were asked to place stickers in the vicinity of the actual location. If that location was off the map, they were asked to put the stickers in the general direction of that location. For instance, those who work in Harrisburg placed the stickers northwest of Lancaster County.

Although it was intended that participants would place their Play stickers within the boundaries of Lancaster County, some placed them outside the county. To protect participants' privacy, they were not asked to state exactly where they live or work. However, they were given a note card and asked to write the location where they placed their Play sticker. Although staff initially intended to tabulate the results of these cards, they quickly discovered that the results were quite similar to the results of the Love It exercise. As a result, these cards were not analyzed any further.

Each time the Live/Work/Play exercise was undertaken, LCPC staff scanned the maps, georeferenced them in GIS, and captured all the points as separate point files so that they could be displayed and analyzed in aggregate or for separate events.

Who Participated

The Live/Work/Play exercise was conducted at 9 meetings/events, as indicated below.

Events Where Live/Work/Play Exercise Was Conducted

EVENT	DATE	LOCATION	EXERCISE PARTICIPANTS	ESTIMATED ATTENDANCE
Kickoff Event	Nov 4, 2015	Lancaster County Convention Center, Lancaster City	90	150
Leadership Lancaster	Jan 8, 2016	Lancaster County Public Safety Training Center, East Hempfield	56	75
Lancaster County Association of Realtors	Jan 16, 2016	LCAR Office, Manheim Township	18	30
Lancaster Chamber: Young Professionals Network	Jan 22, 2016	Tellus360, Lancaster City	69	130
Lighten Up Lancaster County	Feb 18, 2016	Burle Business Park, Manheim Township	31	40
Regional Municipal Meetings	Apr 12, 2016	Yoder's Restaurant, New Holland	32	34
	Apr 13, 2016	Quarryville Library, Quarryville	27	28
	Apr 14, 2016	Lancaster County Government Center, Lancaster City	20	20
	Apr 15, 2016	Bird-in-Hand Family Restaurant, Leacock Township	27	28
TOTAL			**370**	**535**

Attendees included the general public, Partners for Place, and municipal officials. The point data captured in GIS showed that 370 total attendees participated in the exercise by placing at least one of the three stickers. All three stickers were placed by 344 attendees.

Results

Live Points
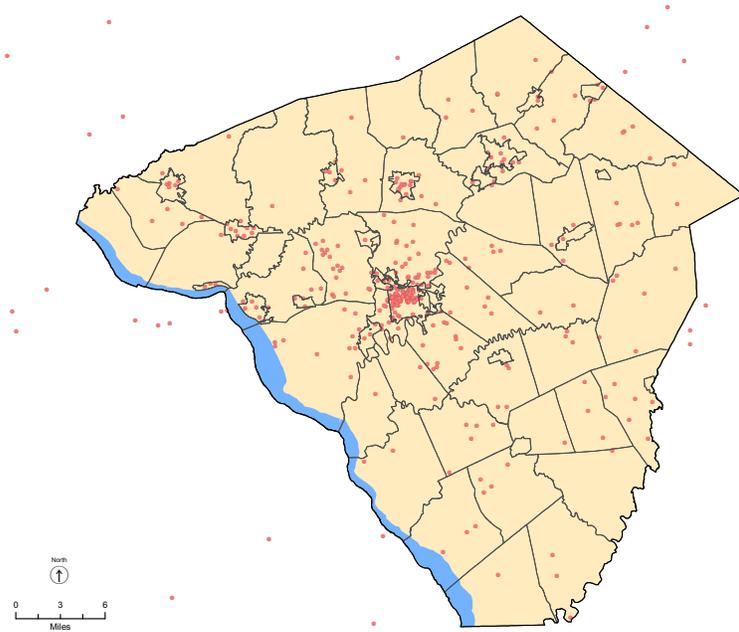
The three figures on this page show each of the three sticker categories in isolation. On each map, the points show a degree of dispersion around the county and surrounding region. The Live and Play maps show a more even distribution, with some concentration in the city and boroughs. The Work map is the least evenly dispersed, with significant concentrations in the city and several boroughs, and along major transportation corridors. The Play map shows concentration in the city and several boroughs but also in the county's natural landscapes, such as State Game Lands and the Susquehanna Riverlands. Few Live and Work points were placed in natural areas.
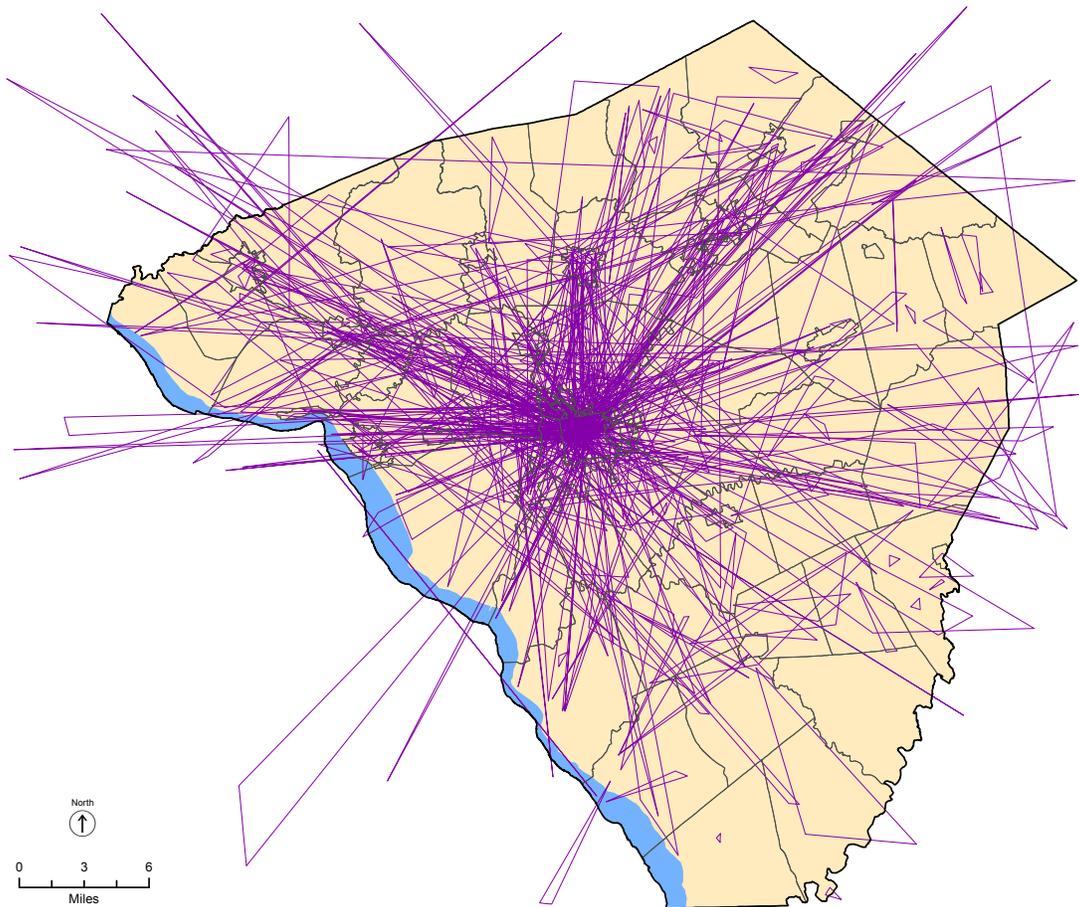
Work Points
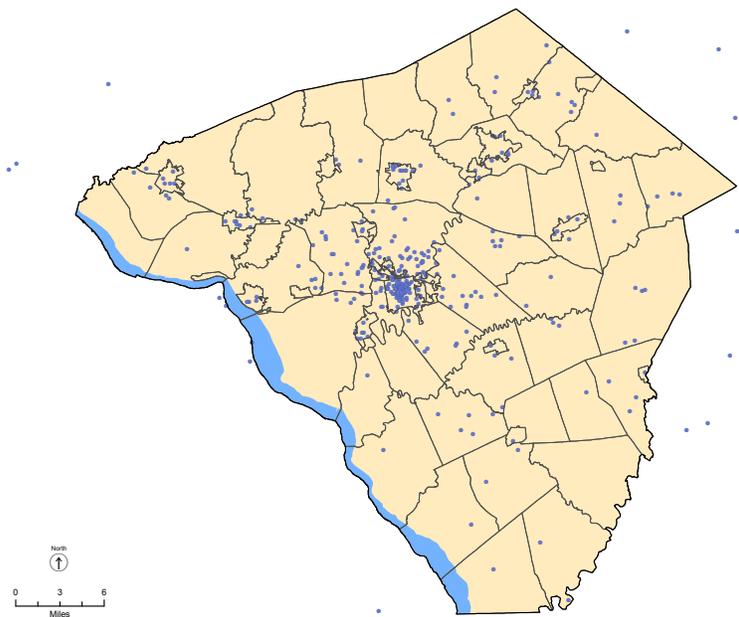
Play Points
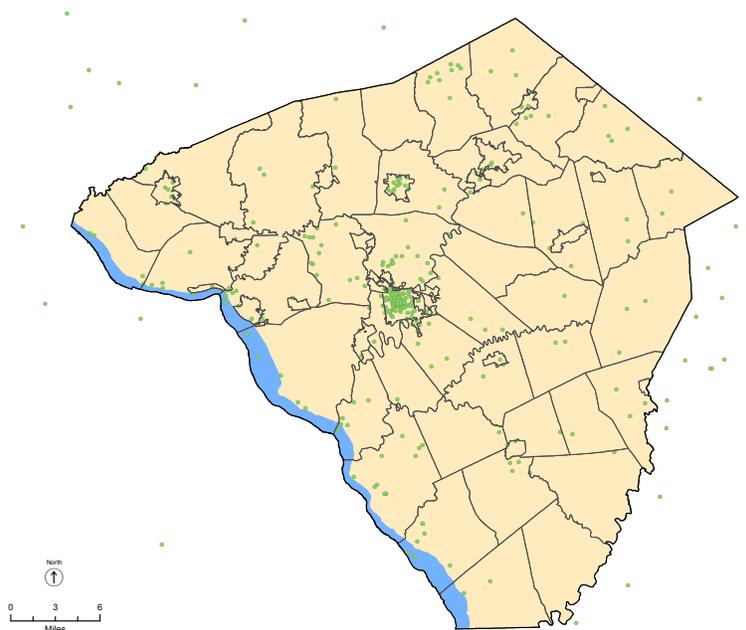
All Triangles
(Each triangle represents one set of Live, Work, and Play points)

North

0   3   6
Miles

In addition to plotting these three maps, staff experimented with ways to show the links between participants' Live, Work, and Play points – in other words, to show each person's set of three locations. To do this, staff used a tool in GIS to connect each participant's set of points based on the unique numbers assigned to these sets. The result was a triangle representing each participant's travels throughout the county. While these triangles do not provide a perfect understanding of all the places people go, they offer a basic sense of magnitude – how far do people typically travel between the places where they live, work, and play? The figure above shows all of the triangles plotted on the same map.

Staff noted that this map is difficult to read, because the number of triangles resulted in numerous overlapping lines. It does, however, provide a basic sense of movement consistent with other data collected in the civic engagement process. A concentration of activity is visible in the city, several boroughs, and along major transportation corridors.

Sample Triangles – Small, Medium, and Large

North

0   3   6
Miles
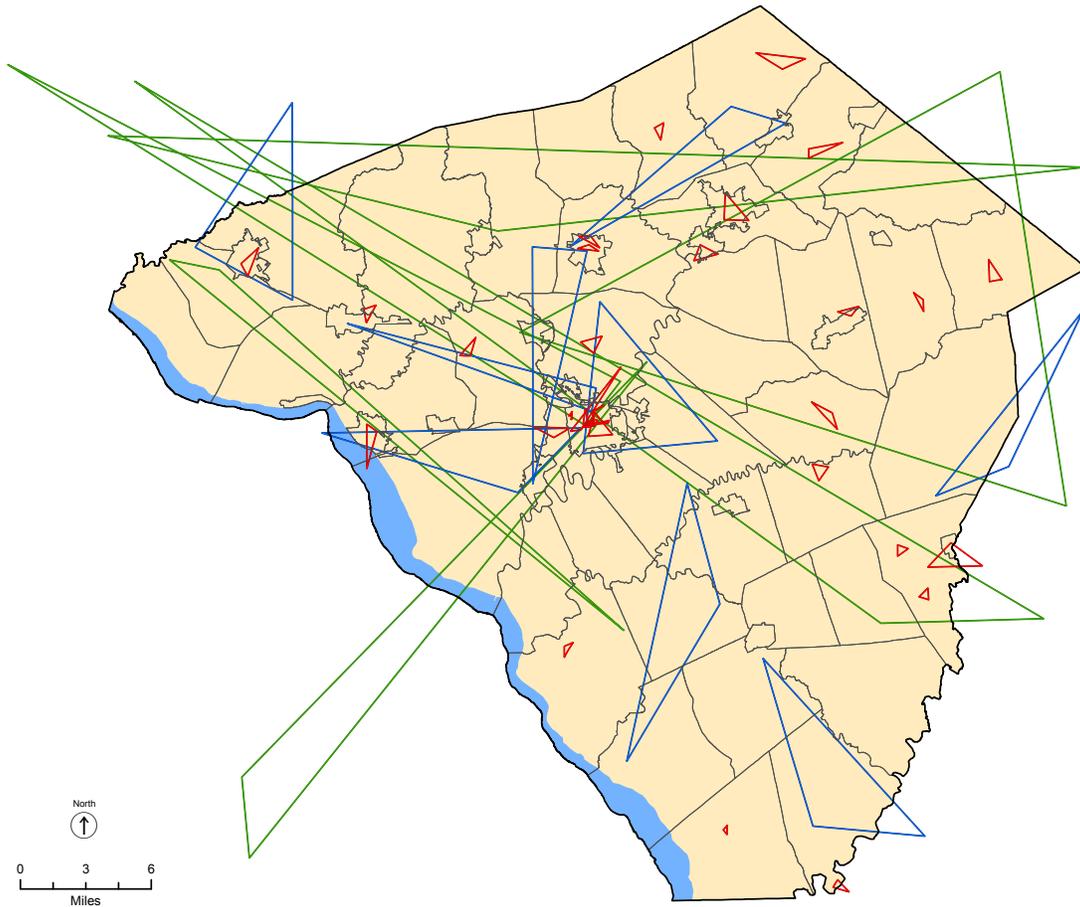
To provide a clearer picture of the types of results generated by this analysis, staff pulled a few samples of triangles to display: small, medium, and large.

In the above map, large triangles are green, medium triangles are blue, and small triangles are red. While staff tried to select a relatively even distribution, the process was not scientific. The goal was to display a sample of the information provided by participants.

Finally, staff analyzed each individual set of Live, Work, and Play points to see how many different municipalities are represented in the placement of each set of points. Since participants placed no more than three stickers, the result for each set is either one, two, or three municipalities.

About a quarter of the participants placed their set of stickers in one municipality, while three quarters placed their stickers in two or three municipalities. This result indicates that most people travel through several municipalities on a regular basis. As they move between communities, they use services provided by several different municipalities – such as transportation infrastructure. Again, although we may live and pay taxes in a single municipality, we have a regional impact.

Number of Municipalities per Set of 3 Points

	PARTICIPANTS	PERCENTAGE
One Municipality	87	24%
Two Municipalities	160	43%
Three Municipalities	123	33%

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places 2040

• communities • corridors • landscapes

a plan for lancaster county pa

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Lancaster County Planning Commission
www.lancastercountyplanning.org

NOVEMBER 2015 – JULY 2016