

*Draft: places2040Amended_v11
November 14, 2025 2:10 PM*



places 2040

a plan for lancaster county pa

thinking beyond boundaries

As Amended (2025)

This page left intentionally blank

Acknowledgments

(November 2025)



Lancaster County Board of Commissioners

Joshua G. Parsons, *Chairman*
Ray D'Agostino, *Vice Chairman*
Alice Yoder, *Commissioner*

Planning Partners

We extend our thanks to Lancaster County's municipalities, authorities, school districts, and Partners for Place for their input and guidance during the process of recalibrating growth area boundaries and preparing this amended plan.



Lancaster County Planning Commission

Terry Martin, *Chair*
Ben Bamford, *Vice Chair*
Ed Fisher, *Secretary*

Randy Good
Ray Marvin
Jeb Musser
Gretchen Raad
John O. Yoder III
Heather Zink

Lancaster County Planning Department

Leadership Team

William T. Clark III, AICP, Executive Director
John D. Hershey, RLA, Director for Analytics & Design
Kip Van Blarcom, AICP, Director for Implementation & Outreach
Nicole Deeley, Administrative Services Manager

Planning Staff

Kristiana Barr, Principal Planner	Joella Neff, Senior Planner
Michael A. Domin, AICP, Principal Planner	Gwen E. Newell, AICP, RLA, Senior Planner
Renee Addleman, Senior Planner	Gary Jones, Planner
Sharon Cino, Senior Planner	Sam McMinn, Planner
Matt Hoyer, Senior Planner	Brian T. Reid, Planner
J. Mark Huber, AICP, RLA, Senior Planner	Mary Siu, Planner
Christine J. Le, Senior Planner	Aim Terranova, Planner
L. Rose Long, EDP, Senior Planner	Trevor West, Planner

Support Staff

Jennifer Cochran, Fiscal Technician	Faith Kelleher, Office Support III
Marie Quigg, Graphic Arts Specialist	Wren Citarella, Office Support II
Farah Eustace, Applications Coordinator	Nick Shenk, Office Support II

Prepared by

Lancaster County Planning Department
Lancaster, Pennsylvania
Draft I November 2025

Resolution from the Lancaster County Board of Commissioners (October 2018)

RESOLUTION NO. 62 OF 2018

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF LANCASTER TO ADOPT PLACES2040 – A PLAN TO PROTECT THE UNIQUE IDENTITY OF LANCASTER COUNTY – AS THE LANCASTER COUNTY COMPREHENSIVE PLAN

On motion of Commissioner Lehman, seconded by Commissioner Stuckey;

WHEREAS, county planning agencies in Pennsylvania are required to prepare a county comprehensive plan and present it to the Board of County Commissioners for possible adoption; and

WHEREAS, elements of the previous Lancaster County comprehensive plan, Envision Lancaster County, were adopted more than a decade ago, and significant social, economic, and environmental changes have occurred in the county since then; and

WHEREAS, the Lancaster County Planning Commission prepared places2040, a plan to protect the unique identity of Lancaster County's people and place; and

WHEREAS, to provide guidance and technical expertise during the planning process, the Commission established a 25-member Partners for Place advisory group of organizations and agencies representing the public, private, and nonprofit sectors; and

WHEREAS, these Partners worked with the Commission to build awareness, educate, and engage the public in an extensive outreach effort that included public meetings, workshops, focus groups, events, surveys, and social media; and

WHEREAS, during this process, Lancaster County residents highlighted what makes the county a special place, but also shared some concerns about the county's future; and

WHEREAS, places2040 identifies five big ideas, twenty-six policies, and seven catalytic tools and strategies to address these concerns and ensure that Lancaster County remains a special place; and

WHEREAS, the Commission recommended that the Lancaster County Board of Commissioners adopt places2040 as the new Lancaster County comprehensive plan; and

WHEREAS, both the Lancaster County Planning Commission and the Lancaster County Board of Commissioners provided further opportunity for public comment with the release of the final draft plan on August 14, 2018, beginning the required 45-day comment period; and

WHEREAS, the comments received during this period expressed support for the big ideas, policies, and catalytic tools and strategies contained in the final draft; and

WHEREAS, the Lancaster County Board of Commissioners held a public hearing on October 24, 2018 to provide a final opportunity for public comment on that draft.

"continued"

Resolution No. 62 of 2018
Page 2

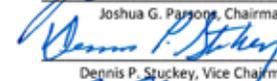
NOW THEREFORE BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF LANCASTER COUNTY, PENNSYLVANIA, That the Board adopts places2040, as presented at the public hearing, as the Lancaster County comprehensive plan.

Motion passed unanimously.

DULY ORDAINED AND ENACTED this 24th day of October, 2018 by the Board of Commissioners of the County of Lancaster, Pennsylvania, in lawful session duly assembled.

ATTEST:

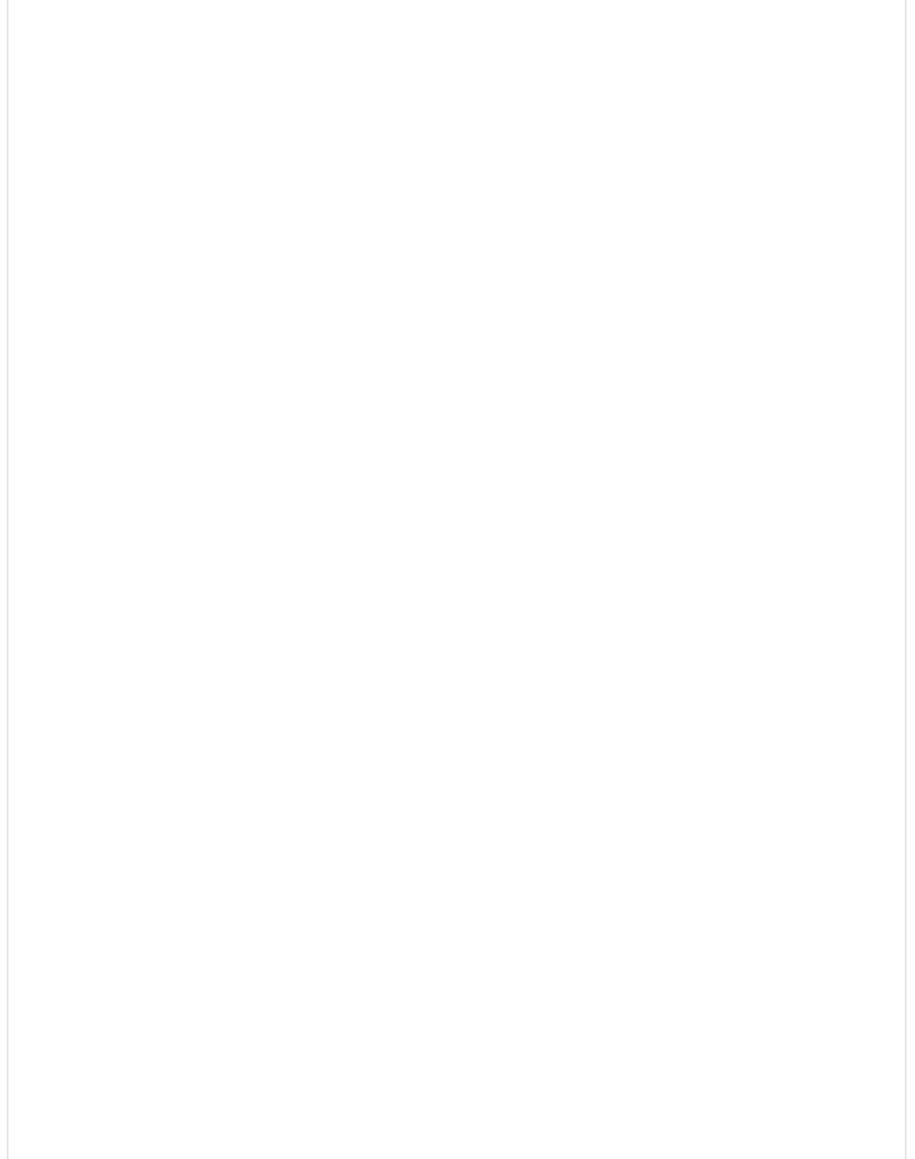

Lisa L. Johnson, Assistant Chief Clerk
County of Lancaster, Pennsylvania
Date: October 10, 2018


Joshua G. Parsons, Chairman

Dennis P. Stuckey, Vice Chairman

Craig E. Lehman
Board of Commissioners of
Lancaster County, Pennsylvania

10/24/18

Resolution from the Lancaster County Board of Commissioners (2026)



Language Access Taglines

<p>English Hello! We provide translation and interpretation services. You can leave a request by calling our inbox at 717-299-8333 and pressing “7,” or sending us an email at planning@lanastercountypa.gov. All document requests must include a return email or mailing address. For meetings, you must leave an interpretation request at least five business days before the intended meeting date.</p>	<p>Español (Spanish) ¡Hola! Ofrecemos servicios de traducción e interpretación. Puede dejar su solicitud llamando a nuestro buzón de entrada al 717-299-8333 y pulsando "7", o enviándonos un correo electrónico a planning@lanastercountypa.gov. Todas las solicitudes de documentos deben incluir una dirección de correo electrónico o postal para la devolución. Para las reuniones, debe dejar su solicitud de interpretación al menos cinco días hábiles antes de la fecha prevista de la reunión.</p>	<p>tiếng Việt (Vietnamese) Xin chào quý vị! Chúng tôi cung cấp các dịch vụ biên dịch và phiên dịch. Quý vị có thể để lại yêu cầu bằng cách gọi đến hộp thư của chúng tôi theo số 717-299-8333 và nhấn phím “7” hoặc gửi email cho chúng tôi theo địa chỉ planning@lanastercountypa.gov. Tất cả các yêu cầu về tài liệu phải bao gồm email gửi lại hoặc địa chỉ gửi thư. Đối với các cuộc họp, quý vị phải để lại yêu cầu thông dịch tối thiểu 5 ngày làm việc trước ngày họp dự kiến.</p>	<p>Українська мова (Ukrainian) Доброго дня! Ми надаємо послуги письмового та усного перекладу. Ви можете залишити запит, зателефонувавши на наш номер для вхідних дзвінків 717-299-8333 та натиснувши «7», або надішліть нам електронного листа на адресу planning@lanastercountypa.gov. Усі запити стосовно документів повинні включати зворотну адресу електронної або фізичної пошти. Стосовно зустрічей, ви можете залишити запит на усний переклад щонайменше за п'ять робочих днів до цільової дати зустрічі.</p>
<p>Deutsch (German) Hallo! Wir bieten Übersetzungs- und Dolmetscherdienste an. Sie können Ihre Anfrage telefonisch unter der Nummer 717-299-8333 stellen und die "7" drücken, oder Sie können uns eine E-Mail schicken an planning@lanastercountypa.gov. Jede Anforderung von Dokumenten muss eine Rücksende-E-Mail oder eine Postanschrift enthalten. Anträge auf Verdolmetschung für Sitzungen müssen mindestens fünf Arbeitstage vor dem geplanten Sitzungstermin eingereicht werden.</p>	<p>Français (French) Bonjour ! Nous fournissons des services de traduction et d'interprétation. Vous pouvez déposer une demande en appelant notre boîte de réception au 717-299-8333 et en appuyant sur « 7 », ou en nous envoyant un e-mail à planning@lanastercountypa.gov. Toutes les demandes de documents doivent inclure un e-mail de retour ou une adresse postale. Pour les réunions, vous devez déposer une demande d'interprétation au moins cinq jours ouvrables avant la date prévue de la réunion.</p>	<p>မြန်မာ (Burmese) မင်္ဂလာပါ။ ကျွန်ုပ်တို့သည် ဘာသာပြန်ခြင်းနှင့် စကားပြန်ခြင်းဝန်ဆောင်မှုများကို ဆောင်ရွက်ပေးပါသည်။ ကျွန်ုပ်တို့၏ 717-299-8333 သို့ခေါ်ဆိုပြီး “7” ကိုနှိပ်ခြင်းဖြင့် သို့မဟုတ် planning@lanastercountypa.gov သို့ အီးမေးလ်တစ်စောင်ပေးပို့ခြင်းဖြင့် တောင်းဆိုမှုတစ်ခုချန်ထားခဲ့နိုင်ပါသည်။ စာရွက်စာတမ်း တောင်းဆိုမှုအားလုံးတွင် ပြန်ပို့ရမည့် အီးမေးလ် သို့မဟုတ် စာပို့လိပ်စာ ပါဝင်ရပါမည်။ အစည်းအဝေးများအတွက် သင်သည် စီစဉ်ထားသည့် အစည်းအဝေးရက်မတိုင်မီ အနည်းဆုံး ရုံးဖွင့်ရက် ငါးရက်အလိုတွင် စကားပြန်တောင်းဆိုချက်ကို ချန်ထားရပါမည်။</p>	<p>Kinyarwanda (Kinyarwanda) Muraho! Dutanga serivisi zo guhindura indimi no gusemura. Niba ushaka gusoma iyi inyandiko muri rurimi runaka, nyamuneka tugezeho icyifuzo uhamagara kuri 717-299-8333 maze ukande “7,” cyangwa utwoherereze imeri kuri planning@lanastercountypa.gov. Ubusabe bwose bugomba kuba bufite imeri tuzagushyiraho. Ku nama, ugomba gusaba gusemurirwa byibuzwe iminsi itanu yakazi mbere y’itariki inama izaberaho.</p>
<p>नेपाली (Nepali) नमस्कार! हामी दोभासे तथा अनुवादन सेवा प्रदान गर्छौं। तपाईं हाम्रो फोन नम्बर 717-299-8333 मा फोन गरेर र “7” थिचेर वा हामीलाई planning@lanastercountypa.gov मा इमेल पठाएर अनुरोध छोड्न सक्नुहुन्छ। सबै कागजातहरूमा अनिवार्य रूपमा फिर्ती इमेल वा पत्राचार ठेगाना उल्लेख गर्नु पर्दछ। बैठकहरूका लागि, तपाईंले अनिवार्य रूपमा अपेक्षित बैठक मितिभन्दा कम्तीमा पाँच कारोबार दिनअघि दोभासे सेवा अनुरोध गर्नु पर्दछ।</p>	<p>한국인 (Korean) 안녕하세요! 현재 다양한 언어로 번역 및 통역 서비스를 제공하고 있습니다. 717- 299-8333번으로 전화 후 "7"을 누르거나 planning@lanastercountypa.gov로 이메일을 보내 요청을 남길 수 있습니다. 모든 서면 요청에는 회신 이메일이나 우편 주소가 포함되어야 합니다. 회의 통역의 경우, 예정된 회의 날짜로부터 근무일 기준 최소 5일 전에 통역 요청을 남겨야 합니다.</p>	<p>Kiswahili (Swahili) Hujambo! Tunatoa huduma za tafsiri na ukalimani. Unaweza kuwasilisha ombi kwa kupigia kisanduku pokezi chetu simu katika 717-299-8333 na kubonyeza "7," au kututumia barua pepe katika planning@lanastercountypa.gov Lazima maombi yote ya hati yajumuishie barua pepe ya au anwani ya kutuma barua. Kwa mikutano, ni lazima uwasilishe ombi la tafsiri angalau siku tano za kazi kabla ya tarehe ya mkutano iliyokusudiwa.</p>	<p>(Arabic) اللغة العربية مرحبًا! ونحن نقدم خدمات الترجمة التحريرية والفورية. يُرجى تقديم الطلب من خلال الاتصال بصندوق بريدنا الصوتي على الرقم 717-299-8333 واختيار الرقم "7" أو من خلال إرسال رسالة إلكترونية إلى البريد الإلكتروني planning@lanastercountypa.gov. يجب ذكر عنوان بريد إلكتروني أو عنوان مراسلات في جميع طلبات خدمة الترجمة التحريرية لاستلام النسخة المترجمة من المستند. ويجب تقديم طلبات خدمة الترجمة الفورية قبل تاريخ الاجتماع بخمسة أيام عمل على الأقل.</p>

Table of Contents

Acknowledgments (November 2025) 3

OUR VISION 8

OUR JOURNEY 10

What Is a Comprehensive Plan?..... 12

Guiding Principles 13

Planning Process: 2015–2018 14

Amendment Process: 2020–2025 16

Participants 18

Meetings and Events 19

By the Numbers 20

What the Community Said 21

What Our Partners Said 22

Priorities for Lancaster County’s Future 25

THE BIG IDEAS 26

Integrating the Silos 27

Summary of Big Ideas and Policies 28

What’s Addressed in Each Big Idea 30

Creating Great Places 32

Connecting People, Place, & Opportunity 38

Taking Care of What We Have 46

Growing Responsibly 52

Thinking Beyond Boundaries 60

ROADMAP TO THE FUTURE 66

Illustrating Our Big Ideas 67

Options for the Future 68

Preferred Scenario: Places 69

AMENDMENT 70

Background 71

Big Idea Workshops 72

Growth Areas and Buildable Land 75

Investment Areas 78

Landscape Character Sectors 79

Future Land Use and Transportation Map (2025) 82

What’s on the Map 84

Summary of Map Updates 87

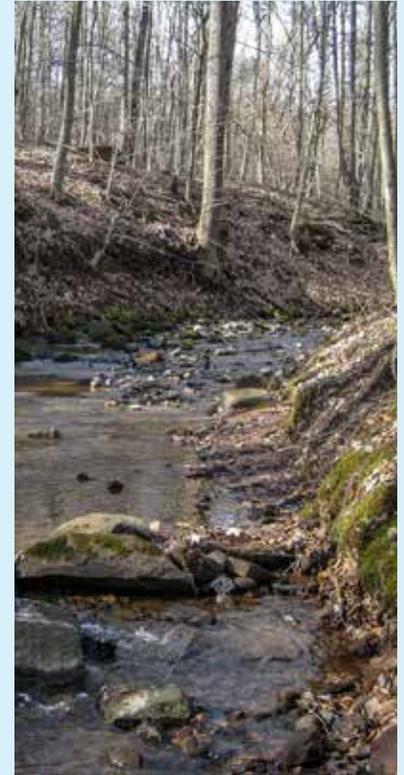
MOVING FORWARD TOGETHER 90

Focusing Our Energy 91

Catalytic Tools & Strategies 92

Implementation 100

The Importance of Place 103



OUR VISION

We prepared this plan because we want to keep Lancaster County special – to protect the unique identity of our people and place.

Whether you've lived in Lancaster County your entire life, or just moved here yesterday, we all feel a special connection to this place we call home. We feel a strong connection to our world-class farmland and rural way of life, vibrant urban places that include Lancaster City and our boroughs, and outstanding natural areas like the Susquehanna River gorge – a place that surprises visitors with its natural and scenic beauty.

In addition to the strong connection we feel to the land, we also feel a strong connection to the people of this place: generations that have passed down customs and traditions including distinctive foods, crafts, and a strong work ethic. We also feel a strong connection to those who have moved here more recently – whether they come from near or far. All of them contribute to our community's quality of life.

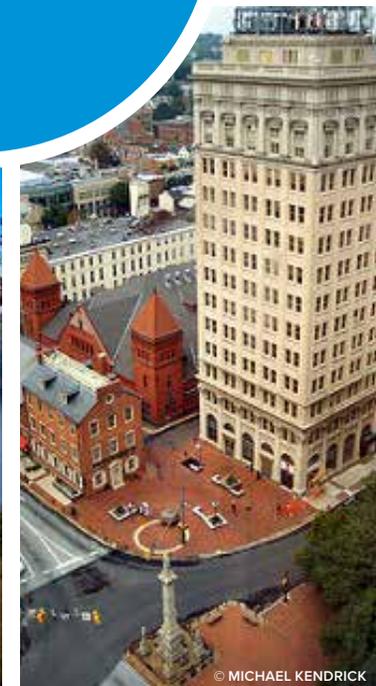
This unique combination of people and place is what makes Lancaster County like no other place in the world – a place that deserves careful planning to ensure that it remains a special place in the future.

At the same time, we're hearing a lot of concerns about the county's future. Things are changing, and people are worried that our community will lose its special character. **There's a new sense of urgency, because there seems to be a disconnect between what we say we want and what we're actually doing.**

The good news is, **trend is not destiny.** We can do things differently.

The purpose of *places2040* is to ensure that Lancaster County remains a special place in the future.

Our Identity



© MICHAEL KENDRICK



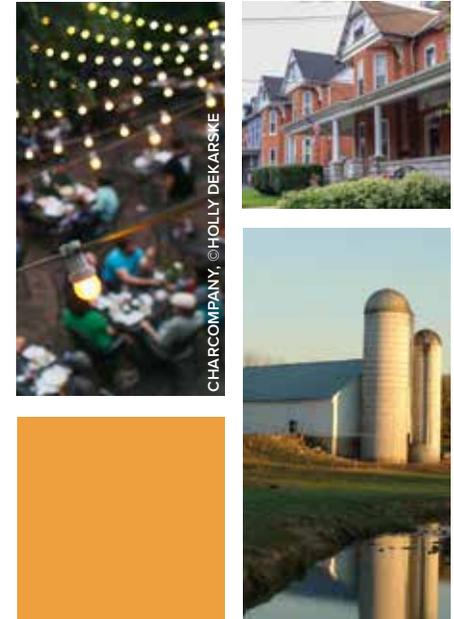
OUR JOURNEY

As a community, we embarked on a 3-year journey together, and we had only one destination in mind — a better Lancaster County in 2040.

We had no preconceived notion of how to get there, but we knew the journey was just as important as the destination. So we asked the community to help us define a path toward the future all of us want to see.

It was an amazing journey. We traveled throughout the county, from our downtowns to our rural landscapes. We reached out to thousands of people at dozens of meetings, online, and in a series of detailed surveys. In addition to those who heard our message, over 8,000 voices spoke up and offered their input – far more than any similar process the Lancaster County Planning Commission (LCPC) has coordinated over the past 60 years.

After taking all these thoughts and ideas into consideration, we can confidently say we have a clear roadmap to the county's future: *places2040*, the Lancaster County comprehensive plan.



What Is a Comprehensive Plan?

Just like businesses, communities need a plan for their future. It's typically called a comprehensive plan (or "comp" plan, in planning lingo), and its purpose is to:

- Educate people about the community's strengths, weaknesses, opportunities, and threats;
- Discuss how key resources will be protected and enhanced;
- Establish principles for growth and development;
- Recommend priorities for funding and new investment;
- Provide a rationale for future direction and policies; and
- Guide community leaders in making decisions.

The first thing you'll notice about *places2040*, however, is that it's different than a typical comp plan, and many other plans the Lancaster County Planning Commission (LCPC) has prepared in the past. It's less of an encyclopedia, and more of a guidebook.

Like past plans, it still focuses on issues that are generally within the "wheelhouse" of the planning profession: land use, transportation, and quality of life. What's different about this plan is that it doesn't try to address every aspect of these issues. Comp plans often present a laundry list of ideas, rather than a practical "to do" list. By contrast, this plan highlights just a few things that need to happen if we really want to make a difference in the next 10 to 20 years. These are the issues that concern people the most – and the things we most need to change.

The ideas in this plan reflect a consensus that emerged over the course of the planning process. It's not a statement of what county planners want to see, but what the residents of Lancaster County told us were their highest priorities. At the same time, this plan doesn't simply repeat what we heard. Instead, it presents a reasoned and thoughtful approach developed with the help of our Partners for Place (representing the business community and nonprofit groups) and other leaders in our community.

In addition to being concise, this plan tries to avoid planning jargon and technical language because it's intended to be as accessible and user friendly as

possible. If you're looking for data, research, and analysis that supports the policies in this plan, there's plenty of that – but it's outlined in a series of supplementary reports and documents we produced along the way. These items are available at <https://lancastercountyplanning.org/184/Places2040>

Role of Past Plans and Policies

This amended *places2040* plan (2025) replaces the previously adopted version of *places2040* (2018) and the earlier Lancaster County comprehensive plan known as *Envision Lancaster County*, which includes *ReVisions* (1999), the Policy Plan; *Balance* (2006), the Growth Management Element; and 6 functional elements including *Tourism* (2005), *Heritage* (2006), *Choices* (2006), *Greenscapes* (2009), *Blueprints* (2012), and *Connections* (2016).

Many of the overarching goals and policies outlined in these plans were integrated into *places2040*. These elements will not be updated in the future as components of the county comprehensive plan, but will remain as reference documents. The exception is *connects2050*, the Long-Range Transportation Plan, which Lancaster County's Metropolitan Planning Organization updates every 4 years. These updates are required by federal law.

Integration with Statewide Planning

While *places2040* is a vision for Lancaster County, it's consistent with many other plans and policies at the state level, including the Pennsylvania State Planning Board's *Recommendations on Infrastructure, Efficient Government, and Community Revitalization* (2017); *Pennsylvania's Statewide Historic Preservation Plan, 2012–2017*; *Pennsylvania's Statewide Comprehensive Outdoor Recreation Plan, 2014–2019*; *Pennsylvania State Water Plan Update of 2009*; *PA On Track: Pennsylvania's Long Range Transportation & Comprehensive Freight Movement Plan* (2016); and *Commonwealth of Pennsylvania Keystone Principles For Growth, Investment & Resource Conservation* (2005).

Guiding Principles

At the start of the process, we identified five guiding principles to help us create a more implementable plan focused on a realistic set of goals. We wanted the plan to be:

Place-Based

- Focus on the fundamentals of growth management: location, pattern, and timing;
- Use the concepts of character sectors and “whole” places (communities, corridors, and landscapes) to promote countywide and regional thinking; and
- Provide a framework for regional and place-based plans facilitated by Lancaster County Planning.

Innovative

- Integrate existing plans into one accessible document;
- Build on past planning efforts and principles, but push the envelope toward new ways of doing things; and
- Respect – but look beyond – traditional boundaries (municipal, school, political, organizational) to address the challenges our community faces.

Catalytic

- Identify 6 to 8 tools and strategies that have the greatest potential to spur broader action in the community.

Leadership-Oriented

- Involve the public, private, and nonprofit sectors; and
- Establish strong collaboration among key individuals, organizations, agencies, and local governments to accomplish the plan’s goals.

Measurable

- Identify performance measures to monitor the progress that the county and its partners are making to implement *places2040*.



Planning Process: 2015–2018



Big Ideas Workshops

2015

To prepare for the planning process, we organized Lancaster County Planning Department (LCPD) staff internally and studied best practices here in Lancaster County and in other communities.

LCPC: In House

- Organized staff into Centers of Excellence – inter-divisional teams focused on education, civic engagement, data, policy, and administration
- Met with technical advisors – “subject matter” experts with knowledge about areas related to the plan; some were involved in developing the previous county comprehensive plan
- Analyzed best practices for comprehensive plans
- Reviewed options for civic engagement (both in person and online)



Taking Stock

2015

Using Lancaster County’s previous comprehensive plan as a starting point, we collected data to document where our community has been over the past 15 years, and assess where current trends are taking us.

Awareness

- Established a *places2040* website (now at lancastercountypanning.org) and social media accounts
- *A Changing Place* video (Nov. 2015)
- *Who’s Involved?* brochure (Nov. 2015)

Education

- *What Is places2040?* booklet (2015)
- *Lancaster County: A Changing Place, 2000–2015* report and executive summary infographic (Nov. 2015)

Engagement

- CSG Community Conversations (Sept.–Oct. 2015)
- A Changing Place event with planner Ed McMahon (Nov. 2015)
- Comprehensive Online Survey – Phase 1 (Nov. 2015–Feb. 2016)



Framing Our Future

2016–2017

Here, we considered alternatives for the future. How can we bring about the kind of future that residents want to see in 2040? How can we accommodate the growth the data tells us to expect?

Awareness

- *Fig Lancaster* ads (Feb. and Nov. 2016)
- Elizabethtown Visitors Guide (2016 and 2017)
- Engle Printing and Publishing ad (Nov. 2016)
- WITF Smart Talk interview with Scott Standish (Dec. 2016)
- *What We've Heard* film (Nov. 2016) and video vignettes with Partners (Mar. 2017)

Education

- *Civic Engagement Report – Phase 1* (Sept. 2016)
- Place-based concepts and character zone analysis (2017)
- *Growing & Preserving, 2002–2015* report (Mar. 2017)
- Spanish-language materials (May 2017)
- *Buildable Lands, 2015–2040* report (Oct. 2017)

Engagement

- Regional Municipal Meetings (Apr. and Nov. 2016)
- Focus groups with Partners for Place (May–June 2016)
- CSG Targeted Stakeholder Meetings (May–June 2016 and Mar. 2017)
- CSG Community Conversations (Oct.–Nov. 2016)
- Priorities and scenarios for the future (Nov. 2016–May 2017)
- Comprehensive Online Survey – Phase 2 (Nov. 2016–Feb. 2017)
- Functional element meetings with Partners (Mar.–June 2017)
- Framing Our Future event with Gov. Parris Glendening (May 2017)



Creating the Plan

2017–2018

The last step was for LCPD staff to write the plan based on analysis and input gathered during the planning process, to give community leaders and residents a chance to review the plan, and to present it for adoption as county policy.

Awareness

- *Fig Lancaster* ad (Aug. 2017)
- *La Voz* ads (Aug. and Oct. 2017)
- Blue Ridge Cable interview with Scott Standish (2017)

Education

- *Civic Engagement Report – Phase 2* (Dec. 2017)
- Lancaster County Future Land Use and Transportation Map
- *places2040* plan drafts and final plan

Engagement

- CSG Targeted Stakeholder Meetings (Feb. 2018)
- Regional Municipal Meetings (Nov. 2017 and May 2018)
- LCPC public meeting and recommendation on the plan (Fall 2018)
- Lancaster County Board of Commissioners public hearing and adoption of the plan (Fall 2018)

Amendment Process: 2020–2025



Big Idea Workshops

2020 –2021

Following the adoption of *places2040*, Lancaster County Planning held five sets of regional workshops, each focusing on a big idea from the plan.

Taking Care of What We Have

Feb. 2020

- Identified places where it is possible to create large, contiguous areas of agricultural and natural land.
- Studied places where water quality and stormwater initiatives could complement one another.

Growing Responsibly – Urban

Oct. 2020

- Showed where the county grew between 2015 and 2019, identified areas that might be suitable for compact development and industrial use, and identified areas where it might be less efficient to build.
- Indicated where infill and redevelopment might be appropriate in Urban Growth Areas.

Growing Responsibly – Rural

Feb. 2021

- Identified potential Rural Special Districts (business clusters outside growth areas).
- Showed rural residential zoning districts, what percentage of land in these districts was undeveloped, and where this type of zoning might conflict with land preservation goals.

Connecting People, Place, & Opportunity

May 2021

- Mapped concentrations of jobs and housing that later informed the identification of investment areas.

Creating Great Places

Oct. 2021

- Mapped existing housing types and identified areas where it might be appropriate to develop more diverse housing types.
- Identified locations appropriate for placemaking – efforts to enhance places through land use, site design, and shared experiences.



Growth Area Recalibration

2023 –2025

To create the Future Land Use and Transportation Map in this amended plan, municipalities provided input on growth area boundaries and investment areas. Lancaster County Planning Department staff also updated other elements of the map based on current data.

Round 1 – Defining the Process

Mar. 2023

- Outlined a process for reviewing existing boundaries and considering possible adjustments.

Round 2 – Presenting Preliminary Findings

June 2023

- Asked municipalities to confirm buildable land in growth areas, identify sites for redevelopment, and share local knowledge about development patterns.

Round 3 – Accommodating Population Growth

Oct. 2023

- Discussed the land area needed to accommodate population growth, presented revised buildable land data, and identified “legacy areas” (development extending outside growth areas).

Round 4 – Identifying Investment Areas

May 2024

- Presented investment areas – nodes with buildable land, access to public transit, and the potential to support a variety of land uses.

Round 5 – Reviewing Potential Boundary Changes

Fall 2024–Fall 2025

- Met with municipalities and other planning partners to discuss land that might be added to or removed from growth areas.

Future Land Use and Transportation Map (2025)

Fall 2025

- Adjusted growth area boundaries based on input from municipalities and other planning partners.
- Updated character sectors to reflect development since 2018, proposed adjustments in growth area boundaries, and new terminology.
- Added investment areas.
- Asked municipalities to pass a resolution confirming growth boundary changes and identifying potential investment areas.

Participants

County Residents

The most important participants were Lancaster County residents, who were involved in all stages of the planning process. We also heard from others who care about the county's future, including those who work or go to school here and visitors. Together, they participated in public meetings and events, provided input online, and involved their local communities in the plan.

Governments

We worked closely with municipal governments and planning commissions, as well as school districts, local and regional authorities, state and county agencies, and elected officials. Lancaster County Planning Department (LCPD) staff sought their input at face-to-face meetings, regional forums, and other venues.

Targeted Stakeholders

These are specific organizations, associations, and groups whose input was critical to the plan. They were consulted at key stages in the process and will be tapped to assist in implementing the plan's goals.

Technical Advisors

These are "subject matter" experts – organizations and individuals with specific knowledge about areas relevant to the plan. Many of them were involved in developing the previous Lancaster County Comprehensive Plan, called *Envision Lancaster County*. They evaluated the data collected for *places2040* and provided some input to LCPD staff on strategies to promote public awareness, education, and engagement in the plan.



Lancaster County Planning

Lancaster County Planning Commission members served as the steering committee for the process, providing guidance and oversight to LCPD staff. One of their key roles was to provide an official recommendation to the Lancaster County Board of Commissioners regarding possible adoption of the plan. LCPD staff managed the planning process and prepared this plan in-house.

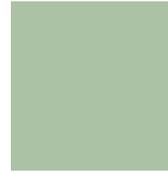


Partners for Place

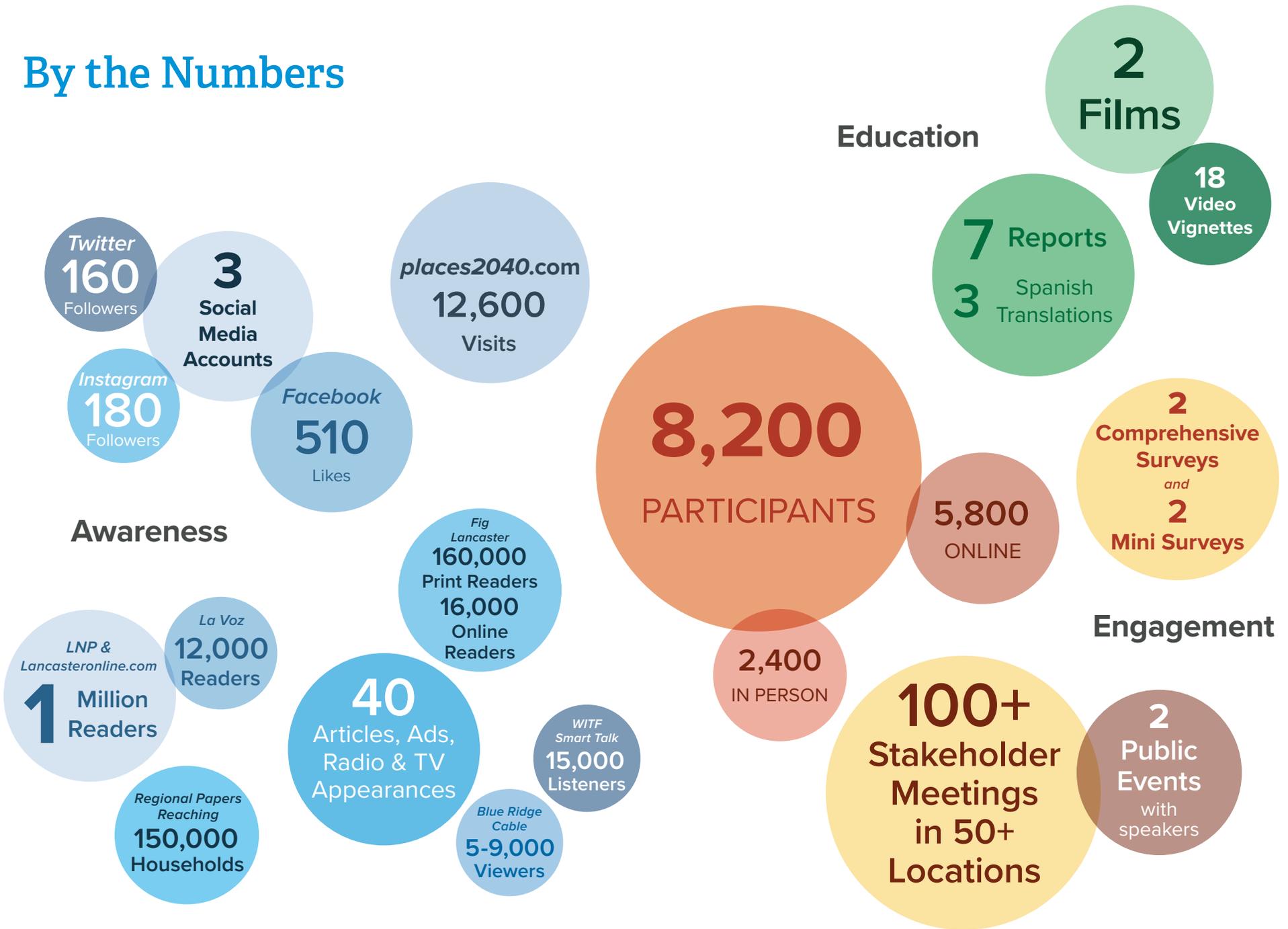
These are nearly 30 regional, countywide, and city organizations and agencies that played a leadership role in guiding the plan. They were asked to participate in the plan because their work was closely related to the topics addressed in the plan, and because they had the staff and financial resources to contribute directly to the process. They generally met on a quarterly basis to advise LCPD staff in preparing the plan and to review strategies for public awareness, education, and engagement.

Meetings and Events

Over the course of 3 years, Lancaster County Planning Department (LCPD) staff made *places2040* presentations to over 100 groups in at least 50 different locations throughout the county. LCPC also sponsored two events featuring invited speakers: Ed McMahon of the Urban Land Institute and Gov. Parris Glendening of Smart Growth America.



By the Numbers



What the Community Said

Input from Lancaster County residents, our partners, and other stakeholders guided the *places2040* process. To gather this input, the Lancaster County Planning Commission (LCPC) organized or participated in more than 100 meetings over 3 years. We also reached out online through *places2040.com*, social media, and interactive surveys.

During the process, we asked: “What do you love about Lancaster County?” and “What would you make better?” Surprisingly, we found that it doesn’t always matter whether

a comment is positive or negative, because any comment is a call for investment in a particular place or issue. The more comments there are on a topic, the more energy residents want to invest in it.

The “word clouds” below highlight some of the written comments that residents submitted at meetings throughout the process.

Love It



Make It Better



What Our Partners Said

To help guide the development of *places2040*, the Lancaster County Planning Department (LCPD) established Partners for Place – nearly 30 regional, countywide, and city organizations whose work is closely related to the topics addressed in this plan. We asked representatives of these organizations to tell us what *places2040* means to them, and here's what they told us.



"The job can't be done just through our organization alone... And if we think just in terms of preserving buildings, we lose so much. It's not just about that. Growth and preservation and conservation are all in the same vein with one another."

Gary Klinger
Historic Preservation Trust of Lancaster County



"The more I think that we can get residents appreciating the fact that we're a county of one, the better off I think we'll all be, and the easier it will be to plan our collective future."

Tom Baldrige
The Lancaster Chamber of Commerce & Industry

"Lancaster County is thriving because people have the energy and ambition to make things happen. A clear, well-articulated plan provides the unifying vision that makes the whole larger than the sum of the parts. The more people buy into the planning, the better the results. The Lancaster County Redevelopment Authority and Land Bank Authority are committed to this process."

Matthew Sternberg
Lancaster County Housing and Redevelopment Authorities

*"It's important for the Coalition for Smart Growth of Lancaster County to be part of *places2040* because what we're trying to do is to educate people, to advocate for Lancaster County – for a place that we all love, a place that we all know, that we all want to keep."*

Bob Shenk
Coalition for Smart Growth



*"The *places2040* process is really important to the long-term economic vitality of Lancaster County. That's really core to our business and mission at EDC, which is to train and attract businesses here. We need to have great quality of life, we need to have a trained workforce... and all that requires thought and planning."*

Lisa Riggs
Economic Development Company of Lancaster County

"I've been very, very impressed with the job that the Lancaster County Planning Commission has done in engaging the entire community, and helping to develop this plan."

Carol Phillips
Hourglass Foundation



*"Lancaster draws people here because of its beauty. We want to preserve that and we want to build on it – that's the essence of *places2040*. This really is a beautiful place. How do we keep that going and not mess it up and how do we really reinvigorate and keep building within our urban places?"*

Joel Cliff
Discover Lancaster

“Good planning requires us to create higher density housing and development and then to set aside land and protect it for the animals... and for the humans to go experience nature.”

Phil Wenger
Lancaster County Conservancy

“Lancaster wants to be the success story for clean and clear water. That requires a collaborative plan like places2040, which represents and encourages the collective effort among all partners working to improve the quality of streams across the county.”

Allyson Ladley Gibson
Lancaster Clean Water Partners

“Lancaster County will not remain the great place it is to live and work unless we are willing to plan for change and to embrace that change as a necessary part of our social, economic, and cultural well-being. The lawyers of the Lancaster Bar Association are pleased to be a partner in planning and managing that change.”

Matt Creme
Lancaster Bar Association

“Places2040 does a wonderful job highlighting the sense of place we find throughout the county’s boroughs; illustrating the strong connection between these urban areas and the surrounding rural areas and farmlands; and emphasizing the vital role that these areas will have in helping Lancaster County grow responsibly; connect people, places, and opportunities; and take care of what we have in this special place we call ‘here.’”

Lisa Boyd
Lancaster County Boroughs Association

“I am extremely impressed with the condensed size of the plan compared to other comprehensive plans I have worked with in the last 40 years. I appreciate the excellent job the staff did in preparing this plan!”

Les Houck
Lancaster County Association of Township Supervisors

“All of our vital systems, from housing to transportation to law enforcement, depend on collaboration and working together. Those needs need to transcend any boundaries if we’re going to continue to be a thriving community.”

Shelby Nauman
Lancaster City Alliance

“The Lancaster County Community Foundation really works toward enhancing and ensuring that all Lancaster County residents enjoy an extraordinary life... As a Latina professional in Lancaster County, I really feel that we are evolving, and moving in the right direction in terms of embracing diversity.”

Fran Rodriguez
Lancaster County Community Foundation



“People are becoming more concerned about where their food comes from, and it gives us an opportunity as farmers to showcase where it does come from, so that there’s a true understanding and a closer dialogue between consumers and producers.”

Rob Barley
Lancaster County Agriculture Council



“One of the things we look at from our perspective in our industry is how we’re going to meet housing needs in the future. When we look at that, we’re going to look for higher density developments in particular areas, so that we don’t sprawl and spread out.”

Jay Provanzo
Building Industry Association of Lancaster County

“We need to address the issue of affordable housing and really get together to get affordable housing across all price points, to give options to all consumers when they come to live in Lancaster County.”

Gretchen Karr
Lancaster County Association of Realtors®



“We’re a regional organization and, being focused on quality of life and economic development through heritage and outdoor tourism, we want to ensure that our goals are reflected in places2040... We would be an implementer of initiatives to advance the goals of the plan.”

Mark Platts
Susquehanna Heritage

“We need to continue to have a diverse business community and a place where everyone is welcome. When you think about the success of places2040, I think we really need to look at those things that make us great, but don’t stop there – let’s continue to look for ways to be greater than we are today.”

Cathy Rychalsky
Lancaster County Workforce Development Board

“Places2040 is all about the future. It’s all about what we as the community aspire to be. So when we’re talking about housing, we’re talking about the foundation of a great community.”

Ray D’Agostino
Lancaster Housing Opportunity Partnership

“Farmland is what we know about Lancaster County. It provides the quality of life that we all cherish and enjoy. Ensuring that our farms and our farmers remain viable is going to be critical to the overall economic aspect of Lancaster County, as well as the quality of life.”

Jeff Swinehart
Lancaster Farmland Trust

“Places2040 is key to fulfilling our mission of creating a healthy environment for the long-term sustainability of the agricultural economy and farming as a way of life. The Agricultural Preserve Board is excited so many people share the same vision, and we look forward to working together to preserve what we love about Lancaster County.”

Matt Knepper
Lancaster County Agricultural Preserve Board



“We need to think about building places people live, work, play, go to school, all in the same area, and then making sure we have the infrastructure so that people feel safe walking around.”

Brenda Buescher
Penn Medicine Lancaster General Health

“We view housing as essential infrastructure – essential to a child’s educational attainment, to the stability of an employer’s workforce, to an older person’s ability to age in the place of their choosing. To the extent that places2040 can move our community closer to removing barriers to housing affordability, we’re pleased to be a collaborative partner.”

Rick Jackson
Coalition for Sustainable Housing

“LCSWMA works hard provide a ‘best in class’ waste management system that protects the physical environment while enhancing community sustainability. Places2040 is similar in that it promotes concepts that, if followed, will help ensure a sustainable future so the Lancaster County we know and love today will be there for future generations.”

Jim Warner
Lancaster County
Solid Waste Management Authority

Priorities for Lancaster County's Future

The first phase of civic engagement for *places2040* identified eight issues and opportunities as the focus for the plan. These priorities reflect all the input gathered in person and online during that phase, and also serve as the basis for the 5 big ideas presented in the next chapter.



MANAGING GROWTH

Create compact, walkable communities

We've made progress, but we're concerned about the type and pattern of development we're seeing.



URBAN PLACES

Promote reinvestment through rehab and infill

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.



HOUSING CHOICE

Ensure safe, quality housing options for everyone

We'd like people at every income level to have safe, quality housing options they can afford.



EMPLOYMENT

Support 21st-century industries and jobs

We want to strengthen existing industries, invest in emerging ones, and prepare our workforce for the future.



TRANSPORTATION

Build a network with more alternatives and connections

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



PARKS, TRAILS, AND NATURAL AREAS

Provide more places to hike, bike, and enjoy nature

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



AGRICULTURE AND FARMLAND

Protect both the farm and the farmer

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



THINKING BEYOND BOUNDARIES

Promote cooperation, work together, and share resources

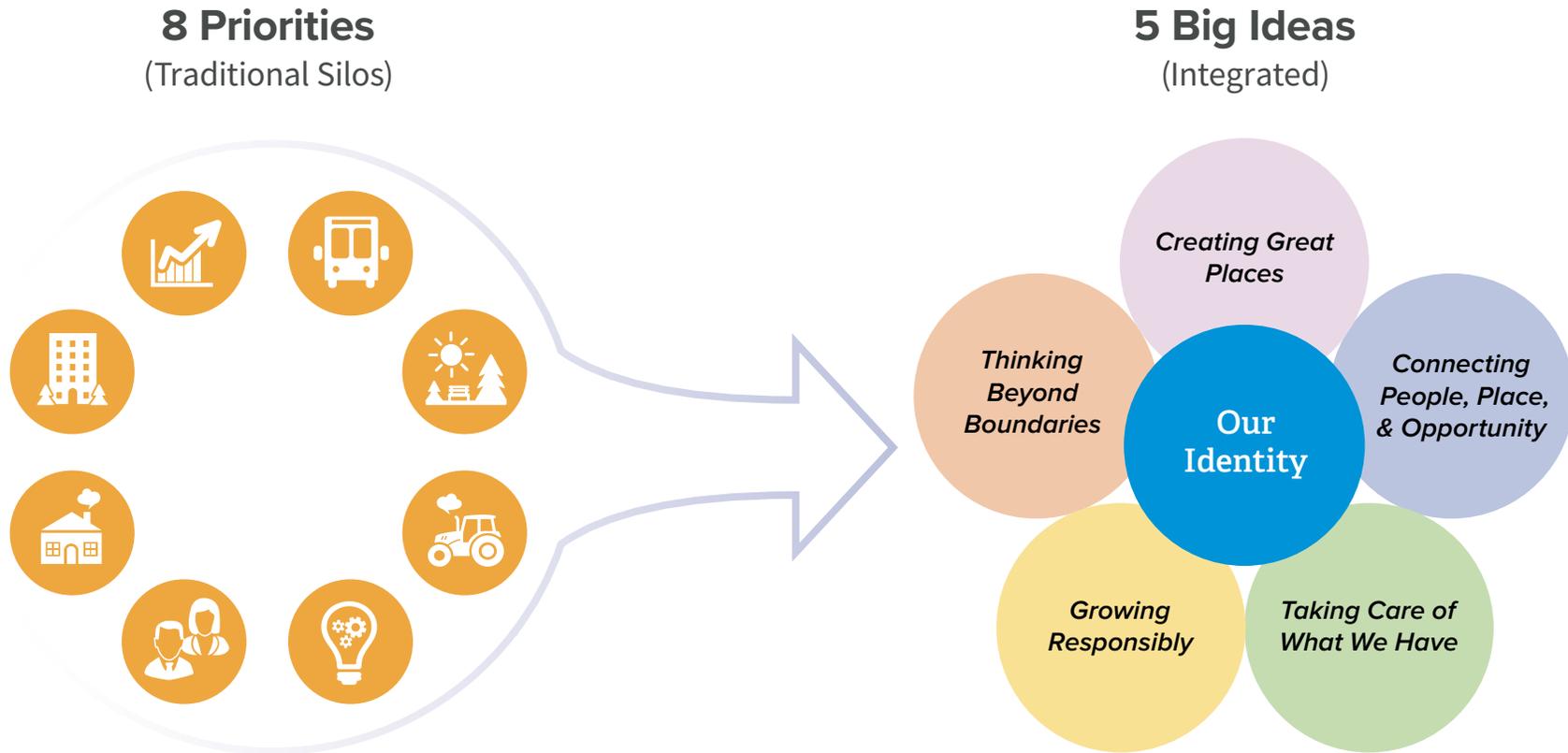
All of us – particularly municipalities – need to look past traditional boundaries. We need to promote cooperation, work together, and share resources.



THE BIG IDEAS

Integrating the Silos

Traditionally, comprehensive plans address topics one by one, focusing on separate “silos” of information. Previous Lancaster County comprehensive plans followed that same pattern. This time around, we took a fresh look at the usual topics. We integrated the 8 priorities into 5 “big ideas” that cut across traditional silos. These ideas help us think more holistically about the challenges and opportunities ahead of us and about the policies that will guide us in creating the kind of future we all want to see.



Summary of Big Ideas and Policies

This plan is summed up in its 5 big ideas, 26 policies, and 7 catalytic tools & strategies. Rather than including a laundry list of hundreds of potential actions, *places2040* boils everything down to a handful of actions that are most likely to move the needle in the next 10 to 15 years.

The thoughts expressed here might seem simple, but they were carefully crafted from thousands of comments we heard from residents, and refined in countless meetings and discussions with local leaders over a 3-year period.

In standard planning terms, the 5 big ideas are the goals of this plan, and the statements called “What We Need to Do Differently” are the policies. While the public didn’t articulate these goals and policies word for word, their input told us what was important to them.

Keep in mind, the public includes everyone from residents who aren’t familiar with planning but care about their community, to municipal officials who’ve dedicated themselves to improving their communities, to leaders who represent the Partners for Place. Together, these widely varied groups of people made *places2040* what it is.



Creating Great Places

Great places are places where we’re proud to live, work, learn, play, and visit. They’re safe and attractive environments that improve our quality of life – and ensure the success and sustainability of our economy. When we create great places, we make it easier to achieve many of our other goals.

What We Need to Do Differently

- Make our downtowns more vibrant, safe, and attractive
- Design communities that put people first
- Create a mix of uses in our communities and corridors
- Provide a greater supply and diversity of housing types to own and rent
- Find new and innovative ways to reduce congestion



Connecting People, Place, & Opportunity

We need to work harder to connect people with each other and the places around them – students with schools, workers with jobs, and jobs with housing. Simply put, it should be easier for residents and visitors to get around. By maximizing connections, we make everything more efficient, and create more opportunities for interaction.

What We Need to Do Differently

- Make our downtowns into regional hubs
- Create more places to hike, bike, play, and enjoy nature
- Make it easier for residents and visitors to get around without a car
- Connect housing, jobs, schools, transportation, and other destinations
- Intentionally cultivate, retain, and expand industry
- Maintain, attract, and retain a skilled workforce that earns a competitive wage
- Facilitate business partnerships



Taking Care of What We Have

Our world-class farmland, urban places, and natural areas provide a strong foundation for our quality of life, and distinguish this place from any other. Stewardship of our heritage should be a priority, not just because we like the view, but because it makes the county more attractive to investment – particularly from visitors and prospective employers.

What We Need to Do Differently

- Preserve large, contiguous areas of agricultural and natural land
- Preserve the farmer as well as the farm
- Improve water quality and work together on stormwater management
- Use existing buildings and maintain public infrastructure
- Promote entrepreneurship and help local businesses grow



Growing Responsibly

We need to consider where development happens, when it happens, and what form it takes. By 2040, the data tells us we can expect about 100,000 new people to live here. To accommodate them, we need to improve the pattern of growth and ensure that we develop in a more compact, efficient, and fiscally responsible way.

What We Need to Do Differently

- Grow where we're already growing
- Prioritize redevelopment and infill in Urban Growth Areas
- Manage the use of large tracts of vacant land in Urban Growth Areas
- Limit large-lot suburban development in rural areas
- Build more compactly and efficiently



Thinking Beyond Boundaries

We need to think and act differently. We need to see places as they are, rather than dividing them up in traditional ways. Many of the issues we face aren't limited to municipal and school district boundaries. We need to approach challenges more collaboratively, cultivate leadership, and take our partnerships to the next level.

What We Need to Do Differently

- Integrate place-based thinking into all future planning initiatives
- Break down the traditional silos that limit our effectiveness
- Make planning and regulation more efficient, consistent, and regional
- Keep ourselves accountable for the goals we've set

What's Addressed in Each Big Idea

Each big idea resulted from a step-by-step process. First, we listened to residents' hopes and concerns for the county's future. Then we compared their observations with the data we collected – were their perceptions about Lancaster County the same as what the data was telling us? We also talked with local leaders and consulted with experts. The 5 big ideas were generated with all of this input and analysis in mind. Although these ideas challenge us to think and act differently, it's a prescription for a healthier community!



What We Heard

Here, we included a small sample of the comments that residents shared with us on topics related to each big idea. The quotes printed in this plan barely scratch the surface of the thousands of statements collected during the planning process. These particular statements were chosen because they are typical of the issues and opportunities that residents shared with us.



What the Data Tells Us

The data included in this section was gathered from three background reports that form a part of this plan: *Lancaster County: A Changing Place, 2000–2015* (report and executive summary infographic, Nov. 2015); *Growing & Preserving, 2002–2015* (Mar. 2017); and *Buildable Lands, 2015–2040* (Oct. 2017).



What We Need to Do Differently

These are the policies associated with each big idea. Residents said these things are crucial in moving us forward to the future we all want to see – but they admitted we haven't always had the courage to do them. These policies are meant to be specific enough to be measured, but broad enough to apply to a range of potential actions.



How We'll Measure Our Progress

Under this heading, we've presented a series of indicators that might be used to determine our effectiveness in implementing *places2040*. Rather than listing everything that would be helpful to know, we tried to be realistic about the data that's actually available to measure our success. Implementation teams will determine which measurements are used.

This page left intentionally blank

*Creating
Great Places*



Placemaking is turning a place you can't wait to get through into one you never want to leave.

Fred Kent

Great places are places we brag about – where we're proud to live, work, learn, play, and visit. They're safe and attractive environments that improve the quality of life for those who live and work there – while also ensuring the success and sustainability of our economy.

These are places that encourage interaction, promote healthy lifestyles, create a sense of belonging, and spark creativity and investment. They provide choices in housing, jobs, and transportation. They capitalize on new technologies and other assets that are unique to the community, like its location and culture. In other words, they're "complete" communities with a unique identity.

When we create great places, we make it easier to achieve many of our other goals. Places where people want to live are places that people want to visit – and where businesses want to be. Our goal is not just to celebrate the special places in our community, but to transform ordinary places into extraordinary ones.

Creating Great Places



What We Heard

Here's a small sample of the comments that Lancaster County residents shared with us on this topic, quoted as submitted:

"We need housing options, and affordable ones, especially near city / town centers where people can live and work."

"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. Also, I need more shops that are close to me, so concentrating development into the already developed land is preferable."



"Make the city, boroughs, and villages more appealing and pressure would be relieved from farmland."



"Proper location of housing with a mix of types, both owned and rented, at various prices, including workforce housing are essential to a healthy economy."

"Create better modes of transportation to move away from reliance on the automobile in our town centers and between towns."

"I think communities should do everything possible to make areas more walkable. Building small, building high, and allowing for mixed-use buildings are great ways to encourage that ... along with convenient and easily accessible transportation."





Creating Great Places



What the Data Tells Us (2018)

Housing Supply and Demand

Both owner- and renter-occupied housing is in short supply. New home construction slowed significantly following the 2008 recession, but demand has continued to grow. As a result, housing vacancy rates have fallen.

Household Size, Choice, and Tenure (Owning vs. Renting)

Households are getting smaller, and both younger and older people are looking for more housing choice. Lancaster County is still a great place to buy a home, but a growing number of people prefer to rent.

Housing Costs

These are high, especially compared with income. Many households – including a majority of renter households – are “housing cost burdened,” meaning they spend more than 30% of monthly income on housing costs.

Health Impact

The way we’ve developed our communities has contributed to growing health concerns such as obesity and asthma.

Commuting

More people are driving alone to work, and average commute times continue to grow longer.

Road Crashes

Though the number of motor vehicle crashes is trending down, we still average 15 crashes a day in Lancaster County. Between 50 and 80 crashes in Lancaster County each year involve bicycles, and between 120 and 150 involve pedestrians.

*Creating
Great Places*

What We Need to Do Differently

Make our downtowns more vibrant, safe, and attractive

Retain the character of our downtowns, which makes them unique and attractive to both residents and visitors. Develop amenities that make them more livable and exciting places to be. Create more “Third Places” where people can socialize and network away from home and work.

Design communities that put people first

Rather than designing only with cars in mind, ensure that communities are designed to improve our health and safety. Create places that are welcoming to people of all ages and abilities, encourage interaction, and enhance community character. Integrate new development into surrounding neighborhoods.

Create a mix of uses in our communities and corridors

Don't isolate housing from other uses – and whenever possible, mix different housing types together. Retrofit existing retail and commercial areas to accommodate more housing and transportation options.

Provide a greater supply and diversity of housing types to own and rent

Increase the overall supply of housing in the county to meet the needs of a growing population. Don't focus exclusively on single-family homes, but recognize the increasing demand for apartments, condos, townhomes, and other types of housing. Provide quality housing choices for all ages and incomes, and for our expanding workforce. Reduce regulatory barriers that unnecessarily increase the cost of housing.

Find new and innovative ways to reduce congestion

Before building or widening roads, seek other cost-effective solutions for managing traffic flow. Improve air quality and our health by integrating our transportation networks and systems, adopting new technology, and encouraging walking, bicycling, and transit use.



Creating Great Places



How We'll Measure Our Progress

Here, we've suggested some of the ways we could quantify our efforts to implement this big idea. We'll work with our partners to choose a set of indicators consistent with available data and analysis capacity.

Borough Growth and Vitality

Population	▲	Increase population in city and boroughs
Businesses	▲	Increase # of businesses in city and boroughs
Employees	▲	Increase # of employees working in city and boroughs
Property values	▲	Increase assessed property value per capita in city and boroughs
Tax-exempt property	▼	Reduce % of total assessed property value that is tax-exempt

Housing Type, Supply, and Affordability

Mix of types	▲	Increase % of semi-detached, townhouse, or multi-family types
New housing supply	▲	Increase # of building permits
Housing cost burden	▼	Reduce incidence of housing cost burden (30%+ income on housing)

Urban Growth Areas and New Communities

Mixed-use land	▲	Increase amount of new development that is mixed-use
Third places / social gathering places	▲	Increase # of third places in boroughs and Urban Growth Areas (UGAs)
Commercial / industrial vacancy	▼	Reduce vacancy rate for retail, office, and manufacturing

Health and Safety

Obesity	▼	Reduce % of people who are obese
Asthma	▼	Reduce % of people with asthma
Fatalities due to crashes	▼	Reduce # of fatalities due to crashes
Bicycle / pedestrian fatalities	▼	Reduce # of bicycle / pedestrian fatalities due to crashes

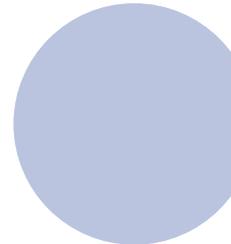
This page left intentionally blank

Connecting People, Place, & Opportunity



For years, we've focused less attention on this idea than we should. We need to work harder to connect people with each other and the places around them. It's also important to connect students with schools, workers with jobs, and jobs with housing. It should be easier for residents and visitors to get around and connect with the places they care about – our natural, historic, and cultural attractions.

The more connections we create between people and places, the more successful the county will be in retaining and attracting a skilled workforce. That's a critical component of a strategy to build community wealth – to develop Lancaster County's home-grown assets to their fullest potential, and keep that money in the local area. By maximizing connections, we make everything more efficient, and create more opportunities for interaction.



**Connecting
People, Place,
& Opportunity**



What We Heard

Here's a small sample of the comments that Lancaster County residents shared with us on this topic, quoted as submitted:



"We rely on our cars everywhere, and many people in lower paying jobs cannot afford to drive to work. We need better transportation options, perhaps with smaller buses, to enable everyone the opportunity to get to work."



"Need to create a balance between existing industries and emerging industries... If we create the correct atmosphere, Lancaster County could be relatively insulated from downturns in the economy."

"More walking and biking trails that are purposeful (not just for exercise) so we can let the car at home to run errands."



"I'm a big fan of having some parks within biking distance of all developments. Kids need a place to play safely."

"More and more people want to live near their work... Plus, it improves the walkability of the community, which in turn, provides residents with health benefits and reduces the environmental impact."

"Parks and trails are infrastructure that improves quality of life and increases the desirability and competitiveness of the region in attracting quality industry / employment. Development of quality of life / lifestyle should be a government priority."





Connecting People, Place, & Opportunity



What the Data Tells Us (2018)

Traffic Congestion

Daily Vehicle Miles Traveled (DVMT) continues to increase, causing traffic congestion.

Park Land

Lancaster County residents have access to about 5,000 acres of municipally-owned park land and 2,000 acres of county-owned park land. Municipalities are generally meeting locally adopted parks and recreation standards, while the County of Lancaster is falling behind.

Regional Trails

Lancaster County has nearly 150 miles of regional recreation trails – up from about 100 miles in 2002.

Household Income

The median household income in Lancaster County continues to increase, but may not be keeping up with inflation.

Poverty

A growing number of individuals in Lancaster County live in poverty. Poverty rates are disproportionately high among some of the populations that are growing the fastest – including children, women, and some racial and ethnic minority populations.

Workforce

Lancaster County's workforce has grown to over 270,000 people. Our unemployment rate is very low – lower than both state and national rates, potentially indicating a shortage of workers with the right skills.

Education

Our education levels have improved. More of us are pursuing educational opportunities beyond a high school diploma.

Industrial and Retail Space

Vacancy rates for both industrial and retail space have fallen, and are much lower than national rates. Data from 2015 appeared to indicate a potential shortage of this space, although the recent construction of several regional shopping centers may negate this figure.

Industrial Mix

Our traditional industries – agriculture, tourism, and manufacturing – remain strong. Health care, construction, and retail trade are making a larger contribution to our economy. Other emerging industries include food processing, pharmaceuticals, entertainment, and financial and professional services.

**Connecting
People, Place,
& Opportunity**



What We Need to Do Differently

Make our downtowns into regional hubs

Maintain their traditional role as the places with the highest density and the highest level of public services – and the best location for institutions and organizations with a regional focus. Promote our downtowns as hubs of employment, culture, sports, and entertainment for the regions around them. Define the city and neighboring townships as the Lancaster metro area.

Create more places to hike, bike, play, and enjoy nature

Establish a well-connected countywide network of trails and natural areas accessible to all county residents. Inside growth areas – particularly Urban Growth Areas (UGAs) – ensure that sufficient open space and natural areas are provided to meet the needs of a growing population, and that these amenities are within walking distance for most residents.

Make it easier for residents and visitors to get around without a car

Reduce our reliance on cars by increasing the use of other forms of transportation. Improve our health by redesigning and investing in a transportation network that better accommodates pedestrians, bicycles, and transit. Invest in making public transportation more flexible and responsive.

Connect housing, jobs, schools, transportation, and other destinations

Recognize how these uses affect each other – not just in terms of land use, but as it relates to our quality of life and how we do business. Integrate these uses rather than developing them separately. Create more road, transit, trail, and sidewalk connections.

Intentionally cultivate, retain, and expand industry

Continue to nurture and grow our widely diversified economy, from traditional industries (manufacturing, agriculture, tourism, health care, retail trade, and wholesale distribution) to emerging industries (food processing, pharmaceuticals, live entertainment, and financial and professional services). Make sure that the availability of commercial, industrial, and institutional land keeps pace with population growth. Identify the right places for this land, and provide the necessary infrastructure to service it. Recognize that some industries focus on natural resources that exist only in certain locations, and that sufficient land must be made available for the future growth and expansion of these industries.

Continued on the next page



Connecting People, Place, & Opportunity

Continued from the previous page

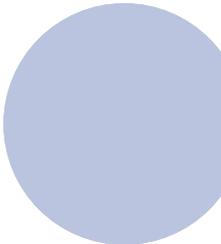
Maintain, attract, and retain a skilled workforce that earns a competitive wage

Make Lancaster County an inviting place to live, work, learn, and play so we can attract and retain a skilled workforce. Foster coordination between educators, workforce organizations, employers, and government to remain competitive in a 21st-century economy.

Facilitate business partnerships

Nurture and support industry clusters – groups of businesses, suppliers, and institutions that share common markets, technologies, and a need for certain skills. Recognize that the economy extends beyond the county line.

**Connecting
People, Place,
& Opportunity**



Roadway and Sidewalk Network Connectivity

Walkability	▲	Increase walkability of boroughs and new communities (Walk Score®)
Sidewalk coverage	▲	Increase % of roads with sidewalks in Urban Growth Areas (UGAs)
On-road bicycle facilities	▲	Increase miles of on-road bike facilities (bike lanes and sharrows) in UGAs
Intersection density	▲	Increase # of intersections per mile of roadway in UGAs
New development connections	▲	Increase connectivity between new and existing development

Commuting and Transportation Choices

Commute mode split	▲	Increase % of people walking, biking, or taking transit to work
Time spent commuting	▼	Reduce length of avg. commute
Daily Vehicle Miles Traveled (DVMT)	▼	Reduce Daily Vehicle Miles Traveled
RRTA / SCTA ridership	▲	Increase RRTA (SCTA) ridership
Amtrak ridership	▲	Increase Amtrak ridership
Commuter Services of PA programs	▲	Increase participation in Commuter Services programs

Access to Parks and Trails

Miles of regional trails	▲	Increase miles of regional trails
Parks per capita	▲	Increase acreage of parks per 1,000 people
Park and trail access	▲	Increase % of UGA land within ½ mile of park or trail



**How We'll Measure
Our Progress**

Here, we've suggested some of the ways we could quantify our efforts to implement this big idea. We'll work with our partners to choose a set of indicators consistent with available data and analysis capacity.

Continued on the next page



**Connecting
People, Place,
& Opportunity**

Continued from the previous page

City / Boroughs as Urban Growth Area (UGA) Hubs

Population density	▲	Increase city / borough population density relative to adjacent municipalities
UGA jobs in city / boroughs	▲	Increase % of UGA jobs in city / boroughs
UGA population in city / boroughs	▲	Increase % of UGA population in city / boroughs
Institutional, educational, civic facilities	▲	Increase % of UGA facilities of these types located in city / boroughs

Economy and Opportunity

Business establishments	▲	Increase # of business establishments
Industry mix	▲	Increase industry mix
Patents	▲	Increase # of patents granted
Minority-owned businesses	▲	Increase # of minority-owned businesses
Unemployment rate	▽	Reduce unemployment rate
Educational attainment	▲	Increase educational attainment of all types (high school, vocational, college)

Income and Poverty

Poverty	▽	Reduce rate of poverty among individuals
Median household income	▲	Increase median household income
Avg. hourly wage	▲	Increase real hourly wage by wage percentile (low / middle / high income)

This page left intentionally blank

*Taking Care of
What We Have*



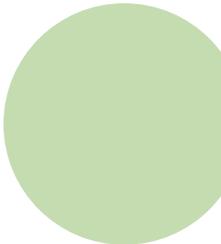
Good stewardship of the environment is not just a personal responsibility, it is a public value... Our duty is to use the land well, and sometimes not to use it at all. This is our responsibility as citizens, but more than that, it is our calling as stewards of the earth.

George W. Bush

Lancaster County's unique identity and sense of place are closely tied to the land, and what our forebears have built and preserved. For generations, we've nurtured its world-renowned farmland, vibrant urban places, and outstanding natural areas. These resources provide a strong foundation for our quality of life, and distinguish this county from any other place in the world.

Stewardship of our heritage should be a priority for all of us, not just because we like the view outside our window, but because it makes the county more attractive to investment – particularly from visitors and prospective employers. Retaining community character depends on cultivating a careful balance between what the land provides, what others have done to shape it, and what we want to build in the future.

If we lay the proper groundwork, we can leverage our existing resources to pay even bigger dividends down the road. For one thing, we need to maintain and strengthen our infrastructure – water and sewer, stormwater, transportation, and technology. We also need to look for opportunities to reuse what we've built in the past, and reinvest in our own community by making, growing, and buying local.



*Taking Care of
What We Have*

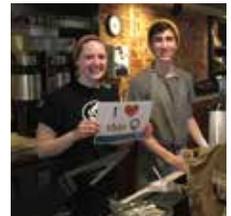


What We Heard

Here's a small sample of the comments that Lancaster County residents shared with us on this topic, quoted as submitted:

"Lancaster's historic resources are imperative to our identity as Lancasterians. In the past we have not prioritized our historic resources, and we need strong voices from the public and the planning community to keep our historic treasures viable places for residential, commercial, or industrial uses."

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



"Water quality is going to become a more critical issue over the next 10 years. We need to act now to make a difference."



"It's so important that we maintain our existing infrastructure, which has suffered deferred maintenance for too long."

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

"The most important thing for Lancaster County is its farms. Lancaster County is the Garden Spot of the World! Let's keep it that way – help the farmers help themselves."



"Quarries are an important resource, but existing sites in Lancaster County have a limited lifespan. Having local sources of raw materials reduces infrastructure costs and the amount of truck traffic on our roads."

Taking Care of What We Have



What the Data Tells Us (2018)

Agricultural Preservation and Conservation

As of 2015, we had preserved the most farmland of any county in the United States, with almost 102,000 acres preserved by the Lancaster County Agricultural Preserve Board, Lancaster Farmland Trust, and Brandywine Conservancy. In addition, almost 374,000 acres are protected through “effective agricultural zoning.” This type of zoning limits residential development, often restricts non-agricultural uses, and sometimes sets a minimum farm size.

Agricultural Economy

It’s diverse. Related fields such as agribusiness and food processing account for \$1 billion in sales. In the Mid-Atlantic and Northeast, Lancaster County is also a leader in farm equipment manufacturing and sales, farm supplies, financing, and construction services.

Natural Lands Preservation and Conservation

As of 2015, nearly 17,000 acres of natural lands had been preserved by state agencies in Pennsylvania, the County of Lancaster, and the Lancaster County Conservancy – but close to 71,000 acres of high-quality natural areas remain unprotected. Only four municipalities have adopted “effective conservation zoning.” This type of zoning limits residential development and encourages conservation of natural resources.

Water Quality

Water quality is generally improving in monitored watersheds, with nitrogen levels decreasing over the past 10 years. Over that same period phosphorus and sediment

levels varied in Lancaster County streams, with some improving and some degrading; however, 673 miles (43%) of streams were found to be impaired in 2012, a slight increase from 42% in 2002.

Air Quality

Though air quality improved in some respects over the last decade, Lancaster County still received a grade of F in both ozone and short-term particle (average level over 24 hours) pollution in 2015. Poor air quality puts those most vulnerable at risk for more serious health problems.

Existing Buildings

More than half of our housing stock (55%) was built before 1980; these structures are at higher risk for containing hazardous materials such as lead and asbestos. As a result, they require continual maintenance and reinvestment to avoid blight, deterioration, and unsafe or unhealthy conditions.

Taking Care of What We Have



What We Need to Do Differently

Preserve large, contiguous areas of agricultural and natural land

Preserve the county's high-quality agricultural lands and its remaining woodlands. Link fragmented natural lands together into an interconnected network of greenways and open spaces. Where possible, add to existing parks and nature preserves to create links, provide ecological benefits, and protect important plant and animal habitat. Adopt consistent and effective agricultural protection measures at the county level, but recognize and plan for the unique environmental and cultural characteristics of each of our large rural landscapes.

Preserve the farmer as well as the farm

Enhance access to local food. Allow for small on-farm businesses while keeping agricultural production the primary use. Minimize the fragmentation of farms to ensure the long-term viability of agriculture. Provide resources to help farmers remain competitive by transitioning and adapting to new markets and opportunities. Ensure that existing agricultural support services remain in the county and create additional opportunities for value-added processing of local produce and products.

Improve water quality and work together on stormwater management

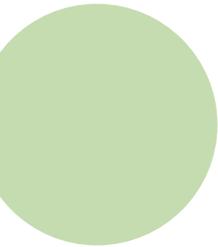
Make our rivers and streams healthier by protecting and restoring the natural systems (such as floodplains, wetlands, native plants, wildlife habitat, and streams) along these waterways. Ensure a sustainable supply of clean water to support a growing population and a strong economy, recreational uses, and ecological needs. Address stormwater issues on a regional basis.

Use existing buildings and maintain public infrastructure

Maintain, rehabilitate, and reuse existing buildings, not only because it's more sustainable, but because it protects community character. Keep up with needed maintenance and improvements to roads and bridges, water and sewer lines, and technology. Manage and preserve quarrying as an essential industry that provides locally available raw materials – and plan for new and expanded operations in appropriate areas.

Promote entrepreneurship and help local businesses grow

Inspire more residents to buy locally produced products and services. Strengthen the “maker economy,” where people produce their own products to sell. Mentor new and existing businesses.



**Taking Care of
What We Have**



**How We'll Measure
Our Progress**

Here, we've suggested some of the ways we could quantify our efforts to implement this big idea. We'll work with our partners to choose a set of indicators consistent with available data and analysis capacity.

Air Quality

Days with unhealthy air quality	▼	Reduce % of days with unhealthy air quality
Ozone	▼	Reduce ozone levels
Short-term particle pollution	▼	Reduce short-term levels of particle pollution (24-hr. avg.)
Long-term particle pollution	▼	Reduce long-term levels of particle pollution (year-round avg.)

Water Quality

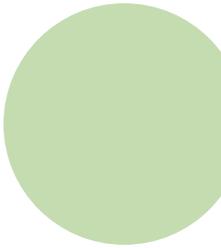
Impaired streams	▼	Reduce % of impaired streams
Nitrogen / phosphorus / suspended sediment	▼	Reduce total levels of nitrogen, phosphorus, and suspended sediment
Riparian buffers	▲	Increase miles of riparian buffers
Tree canopy	▲	Increase % of land covered in tree canopy

Protected Agricultural Land

Agricultural (ag.) land preserved	▲	Increase total acres of ag. land preserved
Contiguous ag. land preserved	▲	Increase % of contiguous farmland preserved
Ag. land in effective ag. zoning	▲	Increase total acres of ag. land in effective ag. zoning

Continued on the next page

*Taking Care of
What We Have*



Continued from the previous page

Protected Natural Land

Natural land preserved	▲	Increase total acres of natural land preserved
Contiguous natural land preserved	▲	Increase % of contiguous natural land preserved
Nat. land in effective cons. zoning	▲	Increase total acres of natural land in effective conservation zoning

Building Condition and Protection

Property maintenance codes	▲	Increase # of municipalities with property maintenance codes
Demolition review ordinances	▲	Increase # of munis. with strong demolition review ordinances

Agricultural Economy

Total value of ag. products sold	▲	Increase value of ag. products sold
Value of ag. products sold directly	▲	Increase value of ag. products sold directly (buy local)

Growing Responsibly



Growing responsibly is about managing the location, pattern, and timing of growth. To accomplish this goal, we need to consider where development happens, when it happens, and what form it takes.

Lancaster County will continue to grow and change between now and 2040. Within that time, the data tells us we can expect as many as 100,000 new people to live here. To accommodate that population – to find places for them to live, work, shop, and play – we need to build on past planning efforts and direct growth to appropriate places. Most critically, we need to improve the pattern of growth and ensure that we develop in a more compact, efficient, and fiscally responsible way.

Land within Urban Growth Areas (UGAs) is limited. Remaining vacant buildable land should be treated as a critical resource, and managed appropriately for residential, commercial, industrial, and institutional needs. Infill and redevelopment should be a priority, and we should build up where it fits with surrounding character.

It's also important to ensure that this growth doesn't detract from the things we value the most. Outside UGAs, large-lot suburban development should be restricted to protect agriculture, natural resources, and the character of rural communities.



Growing Responsibly



What We Heard

Here's a small sample of the comments that Lancaster County residents shared with us on this topic, quoted as submitted:

"We should reuse existing building and lots rather than building new ones... Density is important to eliminate sprawl."



"Reverse the sprawl. Build up not out. Loads of empty properties and poorly used space in urban areas."



"Need to encourage communities, especially townships, to plan development in compact areas, near existing development to minimize the impact."

"Locate new housing on previously used or abandoned sites to minimize urban sprawl."



"We shouldn't develop new land when we have previously developed land available for development."



"Don't encroach on farmland. Use already-existing structures / locations."



Growing Responsibly



What the Data Tells Us (2018)

Population Increase

Between 2000 and 2015, our population grew by approximately 4,200 people per year. Based on this trend, we can expect our population to increase by about 100,000 people between 2015 and 2040.

New Homes Built in Urban Growth Areas

About 78% of new homes were built in UGAs between 2002 and 2015. That's an improvement over the 72% we saw between 1994 and 2001 – but less than the 85% target established in *Balance* (2006), the growth management element of the previous Lancaster County comprehensive plan.

Urban Residential Density

We're consuming more land than necessary, because we're building at lower densities than we should. From 2002–2015, average residential density in UGAs was 4.4 dwelling units per acre – significantly lower than the 7.5 units per acre target set in *Balance*. As a result, we're consuming 70% more land than we would at the target density.

Buildable Land in Urban Growth Areas

We have about 28,000 buildable acres remaining within our UGAs to accommodate future residential and non-residential development. However, it's important to note that within UGAs, we have only about 140 parcels of vacant buildable land that are 40 acres and above.

Water and Sewer Service in Urban Growth Areas

A majority of land and buildings in UGAs have access to water and sewer – but not all. About 95% of new dwelling units in UGAs are served by public sewer, and 93% are served by public water. Public water service is available (or in proximity to) 81% of land in UGAs, while public sewer service is available (or in proximity to) 84% of land in UGAs.

Large-Lot Suburban Development in Rural Areas

About 17,000 acres of land are zoned for large-lot suburban development outside UGAs. To accommodate estimated rural population growth, only about 8,400 acres are needed.

Growing Responsibly



What We Need to Do Differently

Grow where we're already growing

Continue to direct most of our growth into urban areas. Keep growth area boundaries generally as they are, and ensure that the total amount of land within these areas (as a whole) remains the same. Use our remaining 28,000 acres of buildable land wisely to accommodate residential and non-residential (commercial, industrial, and institutional) needs for the next 25 years and beyond. Build at least 85% of new dwelling units inside Urban Growth Areas (UGAs). Require that infrastructure facilities and services be provided before new development can occur, and ensure that these facilities and services keep pace with residential and non-residential needs.

Prioritize redevelopment and infill in Urban Growth Areas

Leverage previous investment by building in areas already served by sewer, water, and transportation. Create incentives for developers to convert underutilized properties to new uses and make efficient use of smaller vacant lots in urban areas.

Manage the use of large tracts of vacant land in Urban Growth Areas

Recognize that these tracts – prime locations over 40 acres with infrastructure, highway access, and transit service – are a limited resource. Define these areas as “growth opportunity areas” and reserve them for mixed-use and non-residential needs (commercial, industrial, and institutional). Ensure that they're developed in a way that provides long-term economic and social benefits to the community.

Limit large-lot suburban development in rural areas

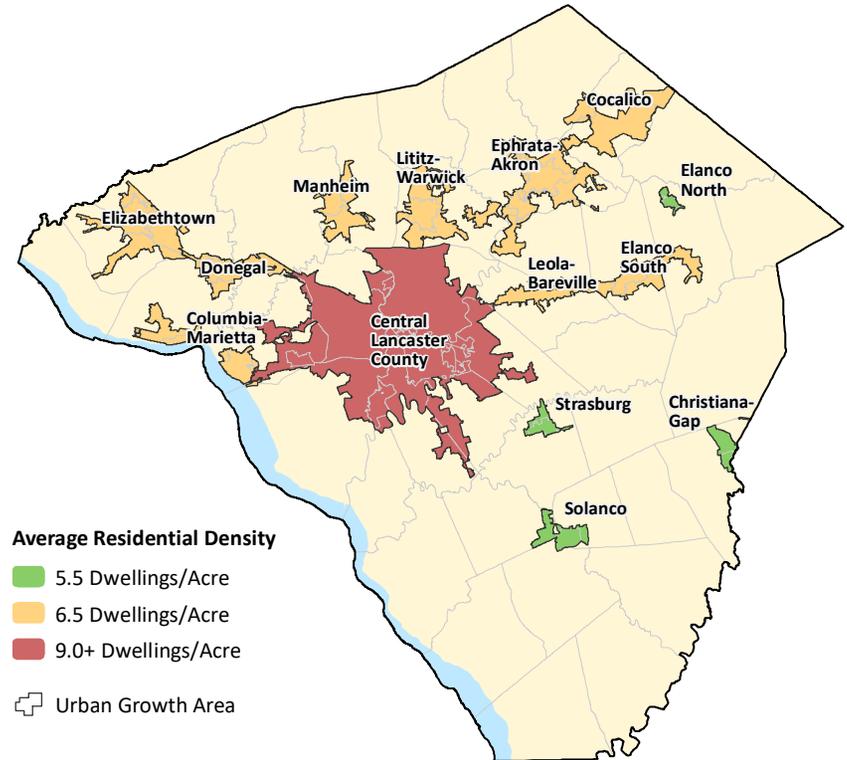
Reduce the amount of land where large lots are allowed. Don't provide more land than needed to accommodate expected rural population growth. Build no more than 15% of new dwelling units outside UGAs. Reduce the rural portion of the county's total population growth by 3%, and redirect that growth into UGAs. Ensure that development in these areas results in minimal loss of high-quality farmland and natural lands.

Continued on the next page



Growing Responsibly

Target Densities for Lancaster County Urban Growth Areas (2018)



Continued from the previous page

Build more compactly and efficiently

Build up, not out. Increase housing density in urban areas as a whole, but vary that density on a regional basis, based on development patterns and growth trends. Achieve a countywide average residential density of 7.5 dwelling units / acre inside UGAs, with each UGA falling within one of three tiers (5.5, 6.5, and 9.0+ units / acre). In urban areas, make sure that infrastructure (water and sewer) keeps pace with our growing population, both in terms of residential and non-residential needs.



**Growing
Responsibly**

Growth Countywide

New dwelling units	▲	Increase # of new dwelling units to accommodate projected pop.
New non-residential square footage	▲	Increase new non-resid. building sq. footage to accommodate projected pop.
Total acres developed	▼	Reduce acres developed per year

Growth Inside / Outside Urban Growth Areas

Inside UGAs:

New dwelling units	▲	Increase % of new dwelling units in UGAs to accommodate projected pop.
New non-residential square footage	▲	Increase % of new non-residential square footage in UGAs
Total acres developed	▼	Reduce acres developed per year

Outside UGAs:

New dwelling units	▼	Reduce % of new dwelling units outside of UGAs
New non-residential square footage	▼	Reduce new non-residential square footage outside of UGAs
Total acres developed	▼	Reduce acres developed per year

Residential Density

Countywide UGA net density	▲	Increase overall net density to 7.5 dwelling units per acre in all UGAs
By UGA:	▲	Increase net density to target density for each UGA
High		9.0+ dwelling units per acre
Mid		6.5 dwelling units per acre
Low		5.5 dwelling units per acre
Single- vs. multi-family density	▲	Increase avg. single- and multi-family density

Employment Location

Jobs in UGAs	▲	Increase % of jobs in UGAs
Jobs in employment centers	▲	Increase % of jobs in employment centers

Building Height

Avg. height of new buildings.	▲	Increase avg. height of new buildings in urban character sectors
-------------------------------	---	--



**How We'll Measure
Our Progress**

Here, we've suggested some of the ways we could quantify our efforts to implement this big idea. We'll work with our partners to choose a set of indicators consistent with available data and analysis capacity.

Continued on the next page



**Growing
Responsibly**

Continued from the previous page

Water and Sewer Infrastructure

Inside UGAs:

- Parcels with water service ▲ Increase % of UGA parcels with water service
- Parcels with sewer service ▲ Increase % of UGA parcels with sewer service

Outside UGAs:

- Parcels with water service - Water service extensions only where a threat to community health exists
- Parcels with sewer service - Sewer service extensions only where a threat to community health exists

Impervious Surface

- Total impervious surface cover - Monitor impervious surface cover by UGA and watershed
- Parking cover ▼ Reduce % of land covered in parking

New Development Connectivity and Mixed Use

- New intersection density ▲ Increase intersection density of new development
- Connections to neighbors ▲ Increase avg. # of connections to adjacent developments
- Mixed-use plans ▲ Increase # of new plans that include mixed use

Redevelopment / Infill

- New development on redevelopment land ▲ Increase in % of new development on sites identified as redevelopment land
- New development on infill land ▲ Increase in % of new development on sites identified as infill land
- Redevelopment density ▲ Increase redevelopment density to meet UGA net density target
- Infill density ▲ Increase infill density to meet UGA net density target

This page left intentionally blank

Thinking Beyond Boundaries



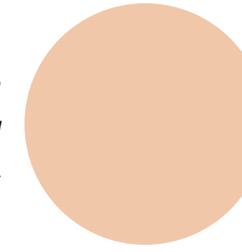
To get to the future we want to see, we need to think and act differently. We need to change how we approach the places that are important to us, and how we work with each other to accomplish common goals.

We need to see places as they really are, rather than dividing them up in traditional ways. Economic markets, infrastructure networks, and the natural world aren't limited to municipal, school, or political boundaries. Neither are people.

Despite this fact, most of the decisions we make as a community are made strictly within the boundaries of individual municipalities and school districts. Every year, hundreds of land-use decisions made at the local level add up to much larger regional and county impacts.

Rather than working in isolation, we need to reorient ourselves to the Lancaster County that businesses, customers, and visitors see. They don't see municipalities or boundary lines – they just see communities, corridors, and landscapes.

Thinking beyond boundaries is about approaching our challenges and opportunities more collaboratively. It's also about cultivating leadership and taking public, private, and nonprofit partnerships to the next level – especially the ones that were formed and strengthened during the *places2040* planning process.



Thinking Beyond Boundaries



What We Heard

Here's a small sample of the comments that Lancaster County residents shared with us on this topic, quoted as submitted:

"More regionalization needed. Reduces cost and duplication of service."



"Close cooperation among the Chamber, EDC, government, and higher education is essential."



"Need to break down boundaries and consolidate services and planning."

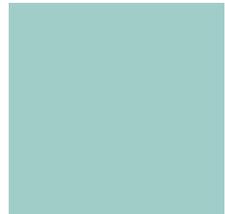
"I think zoning should be done in coordination with neighboring municipalities so each does not have to provide for all uses. This would help with infill and rehabilitation."

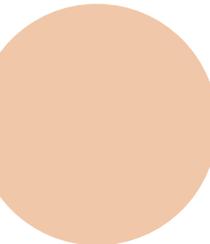


"I think intermunicipal cooperation and consistent governing and regulations across the county is important."



"Need more regional planning. Focus on retrofitting aging, auto-oriented corridors (major pikes) into the city."





Thinking Beyond Boundaries



What the Data Tells Us (2018)

Local Government

Lancaster County is comprised of 60 separate municipalities, including one city, 18 boroughs, and 41 townships. Each municipality is responsible for making its own land-use decisions, so there are also 60 municipal planning commissions and 60 separate zoning ordinances containing over 500 zoning districts.

School Districts

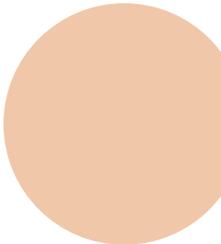
Lancaster County contains 17 school districts, as well as a small piece of one additional district. Some school district boundaries are generally aligned with municipal boundaries (Columbia Borough and Manheim Township), while others include as many as 9 municipalities (Solanco).

Water and Sewer Infrastructure

Water and sewer infrastructure is provided through authorities, municipalities, private companies, and some private systems in Lancaster County. This includes approximately 37 municipal water, sewer, and combined water and sewer authorities.

Police, Fire, and Emergency Services

In Lancaster County, we have 26 local police departments that serve a total of 43 municipalities and 85% of the county's population. This number includes 4 regional police departments that serve 10 municipalities as well as 8 local departments providing contract services to 11 municipalities. Pennsylvania State Police serve 17 municipalities that are generally smaller in population and more rural. Lancaster County has 70 volunteer fire companies – down from 85 companies in the year 2000, reflecting a dwindling pool of volunteer firefighters across Pennsylvania. Lancaster City and Manheim Township are the only municipalities with full-time paid firefighters, though several other fire departments use part-time career personnel to supplement their volunteer force.



*Thinking
Beyond
Boundaries*



What We Need to Do Differently

Integrate place-based thinking into all future planning initiatives

Think about places in a new way – one that isn't limited by existing political and organizational boundaries. Focus on communities, corridors, and landscapes as the framework for future land use and transportation planning.

Break down the traditional silos that limit our effectiveness

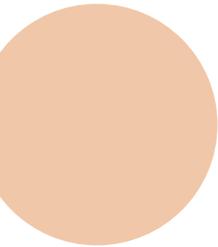
To achieve planning goals, create stronger links between the public, private, and non-profit sectors – and between different levels of government. Cultivate a diverse array of skilled leaders who can be champions for place-based planning. Educate these leaders and other county residents about planning issues and how they affect our health, quality of life, environment, and economy. Build broader constituencies – everyone from school children to retired adults – and provide more opportunities for engagement.

Make planning and regulation more efficient, consistent, and regional

Show greater fiscal responsibility by simplifying our approach to land use. Create incentives to encourage the types of land uses we want to see, and discourage the ones we don't. Plan regionally and implement locally. Ensure that governments, organizations, and businesses throughout the community are working toward the same goals.

Keep ourselves accountable for the goals we've set

Set targets on a regional basis, but provide feedback to individual municipalities and other partners to ensure they're doing their part to achieve regional goals. Measure outcomes, not tasks or outputs. Use data to track our progress, and report back to the community how well we are achieving goals.



**Thinking
Beyond
Boundaries**



**How We'll Measure
Our Progress**

Here, we've suggested some of the ways we could quantify our efforts to implement this big idea. We'll work with our partners to choose a set of indicators consistent with available data and analysis capacity.

Regional Municipal Planning and Cooperation

Regional comprehensive plans	▲ Increase # of municipalities with regional comprehensive plans
Regional place-based plans	▲ Increase # of munis. participating in regional place-based plans
Municipalities in a COG	▲ Increase # of munis. participating in a Council of Governments (COG)
Municipalities cooperating formally	▲ Increase # of munis. using Intergovernmental Coop. Agreements
Municipalities cooperating informally	▲ Increase # of munis. meeting together on a regular basis
Regional official maps	▲ Increase # of munis. participating in regional official maps

Simplified, Regional Zoning

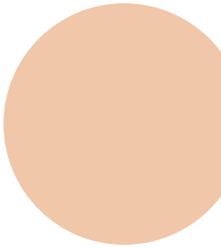
Zoning based on regional comp plans	▲ Increase # of munis. with zoning ordinances based on a regional comp plan
Zoning based on character sectors	▲ Increase # of munis. with zoning ordinances based on character sectors
Zoning districts	▼ Reduce total # of zoning districts in Lancaster County
Ordinances to implement <i>places2040</i>	▲ Increase # of munis. with ordinances that implement <i>places2040</i>

Complete Streets

Regional complete streets policies	▲ Increase # of munis. participating in regional complete streets policies
Complete streets amendments	▲ Increase # of munis. amending codes based on complete streets concepts

Continued on the next page

**Thinking
Beyond
Boundaries**



Continued from the previous page

Aligning Community Resources

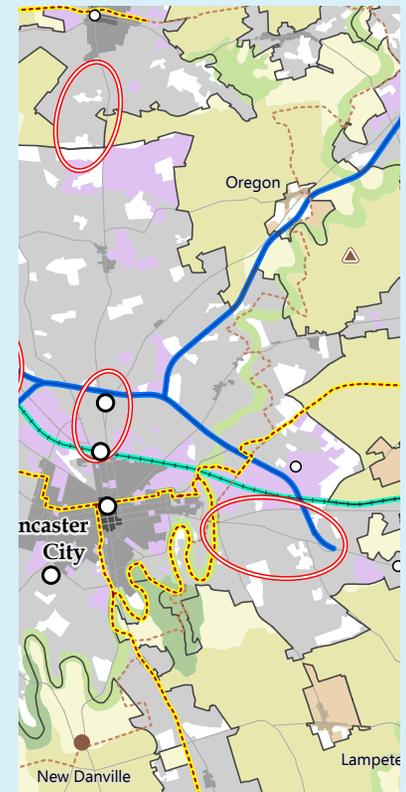
Public / private / nonprofit partners	▲	Increase # of partners aligning available resources with <i>places2040</i> policies
Funding linked to <i>places2040</i>	▲	Increase internal and external funding sources linked to <i>places2040</i>

Leadership

Participation in leadership programs	▲	Increase participation in leadership programs such as Leadership Lancaster
Education for new officials	▲	Increase education / orientation opportunities for new officials
Champions for Place	▲	Increase # of certified Champions for Place

Regional Infrastructure and Services

Regional stormwater initiatives	▲	Increase # of municipalities participating in regional stormwater initiatives
Regional emergency services	▲	Increase # of providers coordinating regionally to provide emergency services
Regional water and sewer infrastructure	▲	Increase # of providers coordinating regionally to provide these services



ROADMAP TO THE FUTURE

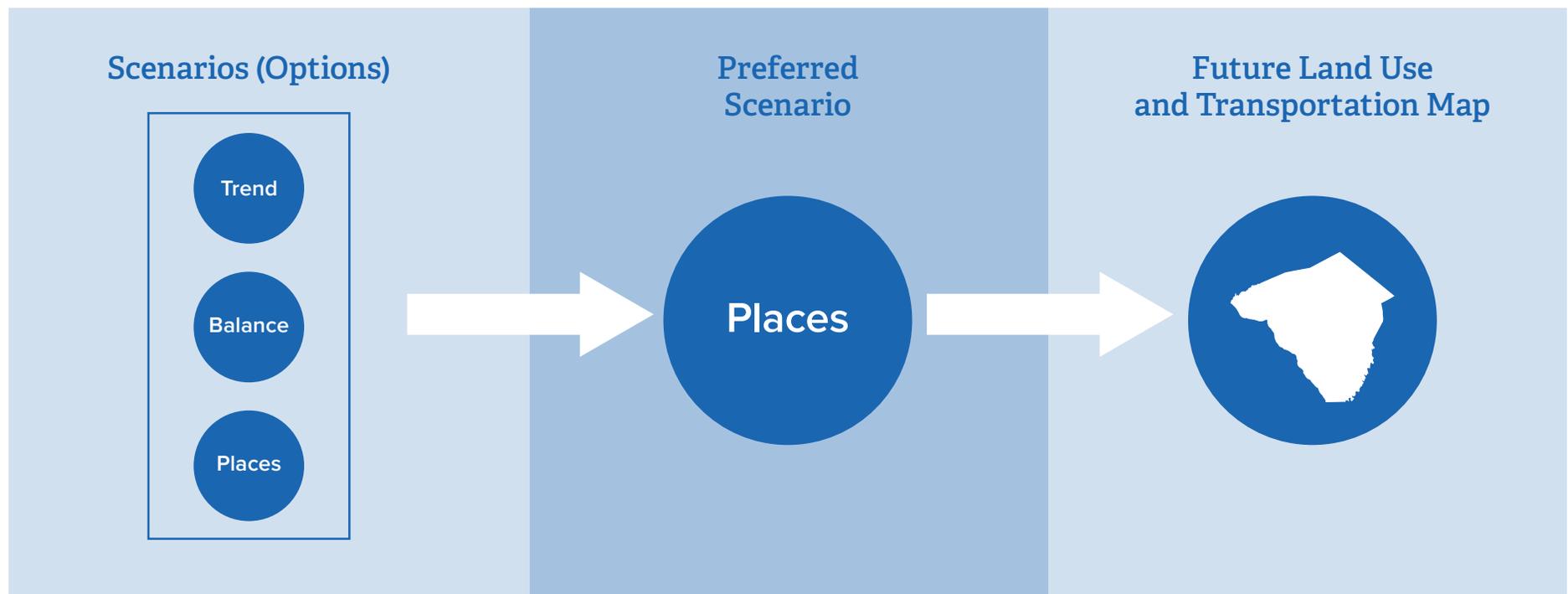
Illustrating Our Big Ideas

Now that we've identified the big ideas that will lead us to the future we all want to see, we need to show how these ideas can be applied "on the ground." Comprehensive plans (like this one) often include what's known as a future land use map. This map is intended to graphically illustrate the goals of the plan.

Developing this map, however, is not simply a matter of choosing a few elements to display. If it's done right, it's a carefully constructed reflection of the priorities identified by

local residents. At the same time, it's also meant to stretch the community a bit, showing residents what it will take to get to their desired future.

To create the Lancaster County Future Land Use and Transportation Map, we went through a process of scenario planning. In a general sense, we asked residents, "If we do things right, what will the future look like?" This effort had three basic steps, which are illustrated below and explained in more detail on the pages that follow.



Options for the Future

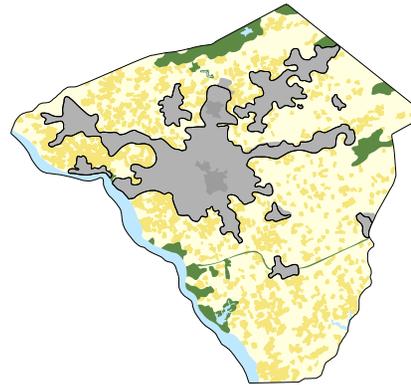
Over the next 25 years, there are different ways we could manage growth. Based on public input, Lancaster County Planning Commission (LCPC) staff developed three alternative scenarios for the county’s future – three different approaches for creating the Lancaster County we want to see in 2040. These scenarios were first presented to the public in an online survey released in November 2016. Each of these scenarios was designed to:

- Accommodate a projected population increase of 100,000 new residents, including the dwelling units, jobs, infrastructure, and non-residential land uses needed to support this increase;
- Reflect the preferences expressed by county residents during the *places2040* civic engagement process; and
- Complement the Lancaster County Future Land Use and Transportation Map, which highlights several “character sectors” across the county.

The three scenarios were:

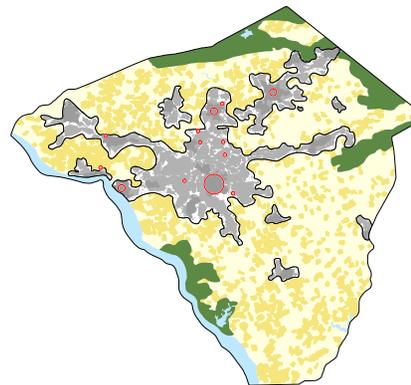
- **Trend:** *Business as Usual*
- **Balance:** *Staying the Course*
- **Places:** *Thinking Beyond Boundaries*

The first considered what would happen if we left things the way they are; the second focused on meeting some of the goals we’ve set in the past; and the third set some more ambitious goals that would protect more of what Lancaster County residents value – and create more livable, walkable communities. Each approach had its pros and cons.



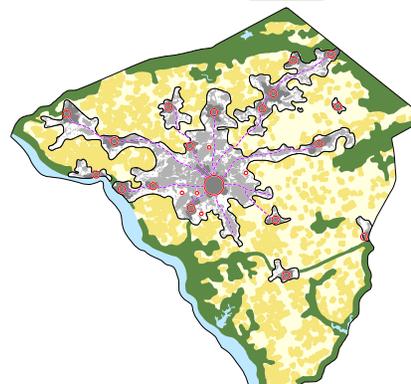
Trend *Business as Usual*

The Trend scenario continued the development trend we saw in Lancaster County between 2002 and 2015. It was based on existing development patterns; residential densities; and land use, development, and infrastructure ratios.



Balance *Staying the Course*

The Balance scenario represented full implementation of adopted county policy and targets outlined in *Balance* (2006), the growth management element of the previous Lancaster County comprehensive plan – and in the growth management framework map that forms a part of that element.



Places *Thinking Beyond Boundaries*

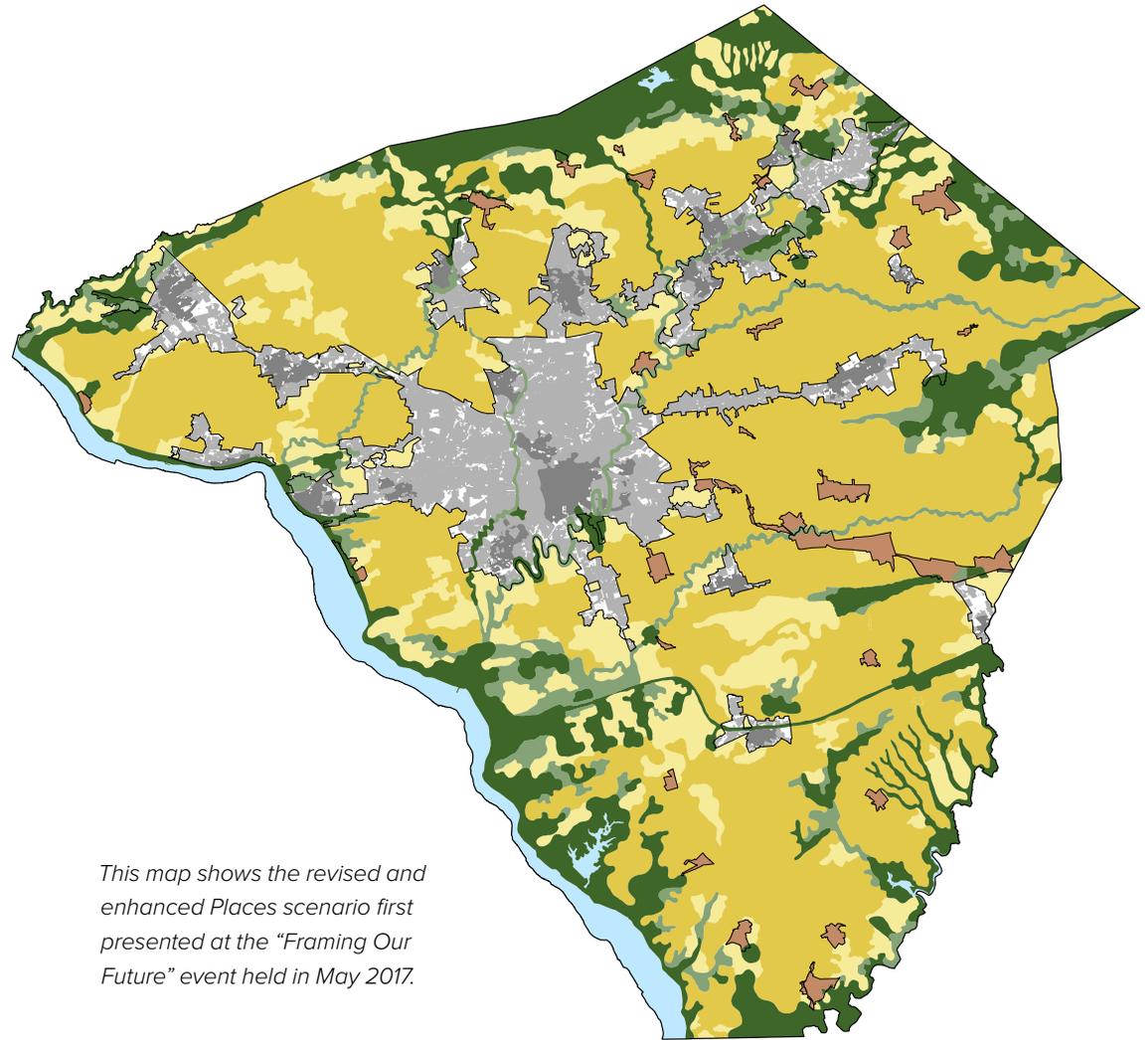
The Places scenario was based on more effective and efficient development and preservation incorporating infill, redevelopment, and reuse; effective agricultural zoning and land protection; and maximum natural resource and landscape protection.

Preferred Scenario: Places

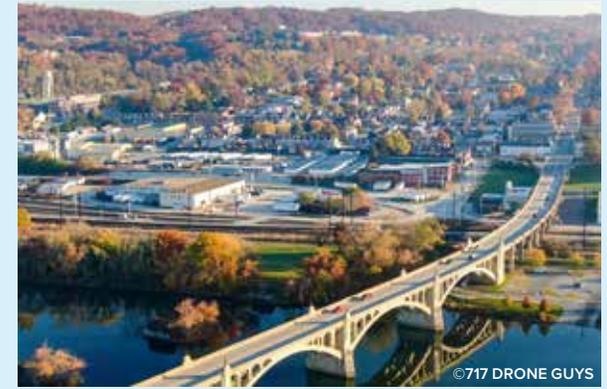
Given the choice of three scenarios, Lancaster County residents overwhelmingly supported this option, called “Places.” As they saw it, this scenario would best address the 8 priorities they identified for the future. Here’s what we said would happen under the Places scenario:

- **Managing Growth** – Most new growth is directed to existing growth areas. Average residential density is 7.5+ dwelling units per acre.
- **Urban Places** – Emphasis on rehabilitation and infill. City and boroughs are hubs, and city and surrounding townships are recognized as a metro area.
- **Housing Choice** – People at every income level have a range of options to own and rent.
- **Employment** – Economy is more diversified; workforce is competitive. Sufficient land is available for non-residential needs.
- **Transportation** – More connections between jobs, housing, and transportation. Bicycling, walking, and transit usage increase.
- **Parks, Trails, and Natural Areas** – More places to hike, bike, and play. Forested land is protected. Water quality and storm-water are priorities.
- **Agriculture and Farmland** – Rural land zoned for large-lot suburban development is reduced. Focused effort to preserve large blocks of agricultural land.
- **Thinking Beyond Boundaries** – Regional cooperation and coordination are standard practice.

Once Lancaster County residents agreed on this scenario, it became the basis for the development of the Lancaster County Future Land Use and Transportation Map that appears later in this plan.



This map shows the revised and enhanced Places scenario first presented at the “Framing Our Future” event held in May 2017.



AMENDMENT

DRAFT | November 2025

Background

In 2018, the Lancaster County Board of Commissioners adopted *places2040* as the Lancaster County comprehensive plan. Since that time, planning partners in Lancaster County have made progress in protecting what residents love about the county. More than ever, people recognize that the decisions we make about land use and transportation are interconnected.

Lancaster County residents want to keep things as they are, and that's understandable. Population growth and development can be concerning, but they contribute to a healthy economy. Although people moving into the county contribute to population growth, about half of the increase is home grown. Children who grew up here want to stay, and they need places to live and work.

New workers create a need for new housing, but like many places, Lancaster County is facing a housing shortage. In addition, most new and existing units are single-family homes at a time when changing demographics call for a greater mix of housing types including townhomes, condominiums, and apartments. Another challenge is the scarcity of land for industrial use. Without room to grow, existing businesses in Lancaster County have trouble expanding.

In response to challenges like these, LCPD staff and the Lancaster County Planning Commission began thinking about amending *places2040* to include an updated Lancaster County Future Land Use and Transportation Map. That's the primary purpose of this chapter – to present that map, outline the process we followed to create it, and explain what it illustrates.



©717 DRONE GUYS



©RGS ASSOCIATES





Big Idea Workshops

This amendment to *places2040* began with initiatives to implement the big ideas in *places2040*. LCPD staff wanted to explore how the policies listed under these big ideas could be applied on the ground.

In 2020 and 2021, LCPD held five sets of regional workshops around Lancaster County. Each workshop series focused on a big idea from *places2040*. Working with our planning partners, we prioritized a few of these policies – the ones we felt would make the biggest impact.

At these meetings, we did some countywide analysis and broke it down by region. This analysis helped county and municipal staff understand the issues and opportunities facing communities across Lancaster County, both urban and rural. What we learned set the stage for modifying growth area boundaries – and eventually for preparing the updated Future Land Use and Transportation Map in this chapter.

TAKING CARE OF WHAT WE HAVE

FEBRUARY 2020

This workshop series focused on two policies under one of *places2040*'s big ideas, Taking Care of What We Have:

Preserve large, contiguous areas of agricultural and natural land

For this policy, LCPD staff identified parts of the county where it would be advantageous to create large, contiguous areas of protected agricultural and natural land.

Improve water quality and work together on stormwater management

We studied places where water quality and stormwater initiatives could work together to increase their effectiveness.

GROWING RESPONSIBLY – URBAN

OCTOBER 2020

This workshop series focused on the urban side of Growing Responsibly – buildable land, reuse and redevelopment, and growth area boundaries.

Land Within and Adjacent to Growth Areas

Lancaster County's growth management strategy identifies the land within growth areas as appropriate for development, so this plan calls for these areas to have public water and sewer. The purpose of this analysis was to 1) show where Lancaster County grew between 2015 and 2019 and 2) identify areas that are potentially suitable for compact development and 3) identify areas where it might be less efficient to build. Our analysis indicated where proposed growth area expansions might conflict with agricultural and natural land preservation.

Infill and Redevelopment in Urban Growth Areas

A portion of future development in growth areas will occur through reuse and redevelopment. By encouraging this type of investment, we can lessen the demand for buildable land.

GROWING RESPONSIBLY – RURAL

FEBRUARY 2021

In this series of workshops, we identified clusters of commercial and industrial businesses outside growth areas. A separate analysis showed where rural residential development and zoning might conflict with priority agricultural and natural preservation areas highlighted in earlier workshops.

Rural Special Districts

The Special District character sector describes industrial parks, school campuses, and other places with a different scale, land pattern, and building forms from other character sectors. Lancaster County Planning Department staff looked at business clusters on 10 or more acres outside growth areas.

Rural Residential Development

Rural residential zoning typically allows for development at densities from 1 dwelling per 2 acres to 1 dwelling per 10 acres. When LCPD staff did this analysis, about 17,000 acres were zoned for large-lot suburban development outside Urban Growth Areas.

The purpose of the analysis was to indicate 1) where rural residential zoning existed at that time, 2) what percentage of land within these districts was undeveloped, and 3) where rural residential zoning might conflict with the goal of preserving large, contiguous areas of agricultural and natural land. The more undeveloped land is zoned this way, the more impact its development would have on the surrounding area.

CONNECTING PEOPLE, PLACE, & OPPORTUNITY

MAY 2021

This workshop series focused on jobs, housing, and transportation – and the connections between them.

Jobs, Housing, and Transportation Analysis

For this analysis, LCPD staff:

- Prepared heat maps showing concentrations of jobs and housing. They also identified investment areas where the concentrations were highest. These concentrations later informed the location of investment areas shown on the 2025 Lancaster County Future Land Use and Transportation Map.
- Noted where these concentrations coincided – and where jobs outnumbered housing or vice versa.
- Outlined how the policies in *places2040* and other countywide plans could be implemented to improve connections between jobs and housing.

CREATING GREAT PLACES

OCTOBER 2021

This round of workshops focused on increasing housing choice and using “placemaking” to transform ordinary places into extraordinary ones.

Housing Choice

Regulatory barriers often discourage the development of compact housing types such as apartments, condominiums, and townhomes – but there’s a strong demand for these types in the county’s housing market. Changing demographics plays a role in generating this demand. People are living longer than they did in the past, and households are smaller.

The purpose of this analysis was to show: 1) where different types of housing units exist in Lancaster County, 2) how the cost of living impacts housing affordability, and 3) where it may be appropriate to develop new semi-detached, townhouse, and multi-family housing.

Placemaking

Places where people want to live are places they want to visit – and where businesses want to be. For this topic, we pointed out some locations that could benefit from placemaking, the art of connecting people and places through land use, site design, and shared experiences.

Growth Areas and Buildable Land

At the conclusion of the Lancaster County Planning Department’s big idea workshops, LCPD staff moved to the next stage: using the workshop analyses to draft a new county-wide Future Land Use and Transportation Map. Key aspects of that effort were updates to growth area boundaries, buildable land, and landscape character sectors. LCPD staff also removed a few features to simplify the map and replaced highlighted transportation corridors with investment areas.

What Are Growth Areas?

In the early 1990s, concern about development in Lancaster County led municipalities to establish growth areas in cooperation with the Lancaster County Planning Commission (now Department). The purpose of these areas was to accommodate population growth, housing, and jobs within and adjacent to historical centers of development – Lancaster City, the county’s boroughs, and larger villages.

Although growth areas have no inherent regulatory power, municipalities typically zone the land within them for residential, commercial, mixed-use, or industrial development.

Places2040 recognizes two types of growth areas: Urban Growth Areas (UGAs) and Village Growth Areas (VGAs). The primary difference between UGAs and VGAs is the intensity of development – UGAs are encouraged to meet higher residential density standards than VGAs. As originally defined, both types of growth areas had public sewer or plans to provide it. Most growth areas also had public water.

It’s important to note that LCPD provided these definitions only as guidance to municipalities. Designating any growth area is a municipal decision, so not every growth area has the same characteristics. For example, not all villages with public sewer are designated as VGAs, and not every designated VGA has immediate plans to provide that service.

Growth Area Recalibration

Until the 2020s, the Lancaster County Planning Department had not comprehensively reviewed growth area boundaries since they were first established. The big idea workshops held between 2020 and 2021 set the stage for the growth area review process by exploring land use and transportation issues affecting these areas.

The next step was to study the potential impacts of changes in growth area boundaries. LCPD staff worked with municipal staff and elected officials to agree on boundaries informed by county policy but responsive to local conditions.

ROUND 1 – DEFINING THE PROCESS

MARCH 2023

At the first round of regional meetings on growth area recalibration, LCPD staff outlined a process for working with municipalities to review existing boundaries and consider possible changes.

The process is described below. The first steps focused on documenting existing conditions. The next steps focused on determining the amount of land needed to accommodate expected population growth. Finally, LCPD staff provided recommendations about land that might be appropriate to add or remove from growth areas.

The goals of this effort were to:

- Identify buildable land in and around growth areas, as well as land that could be redeveloped.
- Determine if there was enough buildable land in growth areas to accommodate expected population growth.
- Reduce the fragmentation of growth area boundaries (holes inside and islands outside growth areas).
- Identify places where the development pattern inside growth areas extends outside existing growth area boundaries.
- Consider infrastructure opportunities and constraints – water, sewer, and transportation access.
- Identify “investment areas” with the greatest opportunity for growth – especially areas with access to a variety of transportation options including public transit.
- Consider whether existing zoning in growth areas facilitates efficient land use.
- Update character sectors to reflect changes in development patterns and zoning districts since *places2040* was first adopted in 2018.
- Study the mix of housing types in growth areas.

ROUND 2 – PRESENTING PRELIMINARY FINDINGS

JUNE 2023

In this round, LCPD staff updated the process for reviewing existing growth area boundaries. We also asked municipal officials and staff to confirm remaining buildable land in growth areas, identify sites for redevelopment, and share local knowledge about development patterns. We brought together local housing experts to help us interpret data, discuss the residential mix in growth areas, and address common myths about housing.

ROUND 3 – ACCOMMODATING POPULATION GROWTH

OCTOBER 2023

At the fall 2023 regional meetings on growth area boundaries, LCPD staff discussed the land area needed to accommodate population growth, presented revised buildable land data, and identified “legacy areas” adjacent to existing growth areas. In general terms, these are places where one or both of these statements were true:

- The development pattern inside growth areas extended outside growth area boundaries, or
- The boundaries of an urban/village zoning district extended outside a growth area.

ROUND 4 – IDENTIFYING INVESTMENT AREAS

MAY 2024

Round 4 of LCPD’s regional meetings focused on improving the development pattern in growth areas. More specifically, county and municipal planning staff looked at investment areas – nodes with the potential to support more compact development and diverse housing types, especially in locations near transit. We also considered areas that might be appropriate for industrial use.

Our discussions focused on making these locations better places to live, work, play, and visit. We drilled down on a few locations to explore potential zoning changes, transportation connections, and infrastructure investments. [For more information on investment areas, please see the section of this chapter that discusses them in more detail.]

ROUND 5 – REVIEWING POTENTIAL BOUNDARY CHANGES

FALL 2024 – FALL 2025

Beginning in the fall of 2024, LCPD staff met with local decision makers to discuss potential adjustments to growth area boundaries. To facilitate the process, LCPD staff produced maps highlighting land that might be added or removed from growth areas.

Areas Considered for Inclusion

- Legacy areas
 - Where the development pattern inside growth areas extends outside existing boundaries
 - Where land zoned for development (residential, commercial, industrial, etc.) extended outside growth areas
- Areas requested by municipal officials and staff
- Areas that regional and local comprehensive plans identify as potential areas for growth
- Investment areas with buildable land, proximity to transportation options, and characteristics that lend themselves to residential and industrial use

Areas Considered for Removal

- Areas that municipal officials and staff identified as unlikely to develop or have public sewer
- Preserved farms inside a growth area and adjacent to a growth area boundary

Although LCPD staff analyzed existing growth area boundaries and provided recommendations on potential changes, municipalities made the decisions about what to add or remove. At this stage, nothing was proposed for adoption. Instead, LCPD staff created a series of maps for municipal review. These maps reflected the input that municipal officials and staff shared with us.

A couple of municipalities proposed more extensive additions to growth areas. In these communities, we held some additional conversations with municipal officials and staff, farmland preservation advocates, and business leaders.

MUNICIPAL RESOLUTIONS

LCPD staff knew it would take time for municipalities to adopt changes in growth area boundaries. To allow us to move forward with a new countywide Future Land Use and Transportation Map, we asked municipal governing bodies to confirm the changes they discussed with us.

In response, most affected municipalities – about half of those in Lancaster County – passed a resolution acknowledging proposed growth area changes. Where applicable, they also listed the investment areas that county staff identified in their municipality or region. By mentioning investment areas, municipalities did not commit to any future action in these locations but showed a willingness to study their potential.

Investment Areas

The 2018 Future Land Use and Transportation Map highlighted several roadways as priority transportation corridors. That map highlighted many of the pikes connecting Lancaster City and surrounding boroughs, primarily due to residents' concerns over traffic congestion. It also included road segments designated as county or state byways, such as PA 23 in northeastern Lancaster County.

The sheer number of corridors identified on that map made it difficult to prioritize one corridor over another. In many cases, entire routes were shown rather than the segments needing attention. When LCPD staff considered how to prioritize transportation needs on the new map, they took another look at the investment areas identified in LCPD's May 2024 series of regional meetings.

The purpose of investment areas is to concentrate resources where they have the most potential to benefit the surrounding community. Rather than spreading limited resources across entire regions or corridors, county and municipal staff will prioritize a few of these areas for future study and possible funding opportunities.

With the right kinds of investment, these areas could serve as nodes of activity along existing transportation routes, creating opportunities for compact housing, mixed-use development, or industrial use. Available land for these uses is in short supply throughout Lancaster County. To identify investment areas, LCPD staff looked at places with these characteristics:

- Buildable land (unbuilt land within growth areas)
- Proximity (within ½ mile) to transit routes and/or regional trails
- Connections to jobs, schools, and existing housing – Near traffic generators identified in an analysis for the Red Rose Transit Authority

- Opportunities for multi-municipal cooperation
- Ability to accommodate compact housing and mixed-use development
- Places for existing businesses (often industrial uses) to expand

After some initial GIS analysis, LCPD staff identified 25 areas and shared their recommendations with our planning partners. We asked municipalities to review any investment areas in their region and tell us if they wanted to 1) add or remove any of these areas from consideration or 2) change their size or placement.

As noted earlier, municipalities reviewed proposed investment areas at the same time they considered proposed changes in growth area boundaries. Municipalities agreed that the following locations were worthy of consideration as possible investment areas:

- **Metro** – Bridgeport, Lancaster Train Station/Golden Triangle, Park City/Manheim Pike, Columbia Gateway
- **Northwest** – Manheim Gateway, Mount Joy Train Station, Elizabethtown Train Station
- **Northeast** – Lancaster Airport/Kissel Hill, Turnpike/Colonel Howard Boulevard
- **East** – Intercourse Village, New Holland Industrial Area
- **South** – Quarryville Borough

Two investment areas in the Metro region are the subject of past and current studies: Bridgeport and the Lancaster Train Station. While LCPD and municipalities have made no immediate plans to study the other investment areas listed here, they will seek opportunities to prioritize them in future studies, plans, and programs.

Landscape Character Sectors

The Lancaster County Future Land Use and Transportation Map utilizes a planning tool called a transect, a framework that organizes the land in Lancaster County into seven sectors. These sectors range from natural and rural areas on one end of the transect to urban cores on the other.

In February 2025, LCPD released a *Guide to the Landscape Character Sectors of Lancaster County*. This document provides maps and an overview of each sector, including a description of its land use patterns, building types, streetscapes & parking, and parks & outdoor gathering spaces. Recommendations for each sector follow these descriptions.

Character Sectors vs. Zoning

Lancaster County has 60 municipalities, each with its own zoning ordinance. Across the county, over 500 zoning districts form complex and often inconsistent regulations. This plan recommends a shift from conventional zoning districts to places that share similar characteristics, such as character sectors. When *places2040* was first adopted in 2018, it used the term “character zone.” The Lancaster County Planning Department now uses the term “character sector” to avoid confusion with zoning practices.

Economic markets, natural systems, and infrastructure networks do not follow traditional boundaries – and neither do many of the places we recognize! Visitors and many residents don’t know where one municipality ends and another begins. They only notice when they have entered a different type of landscape.

Regardless of its location within the county, each character sector could have similar zoning requirements. For example, all rural communities could apply consistent policies to effectively manage different types of housing, building setbacks, and streetscape requirements.

Overview of Landscape Character Sectors

The seven sectors shown on the 2025 Future Land Use and Transportation Map are the same sectors illustrated on the earlier map, with a few updates. Most importantly, the names of the sectors have been changed to describe their characteristics more precisely.

The matrix on the following pages introduces the patterns found in each of Lancaster County’s seven character sectors.

- Natural Spaces and Agricultural Areas are divided into Preservation and Conservation sectors.
- Rural Communities are separated into Traditional Cores and Other Developed Lands.
- The Urban Core sector is split into one sector for Lancaster City and another for the county’s 18 boroughs.
- An additional sector – Special District – applies to industrial, institutional, and airport uses in growth areas.

The Future Land Use and Transportation Map shows where different character sectors exist in Lancaster County. At this scale, it serves as more of an illustration than a map for planning purposes. We know the county’s landscape is more fine-grained than it appears on this map, but as an illustration, this map helps us understand the predominant landscape characteristics throughout the county.

OVERVIEW OF ALL LANDSCAPE CHARACTER SECTORS

This matrix introduces basic patterns found in each of Lancaster County’s seven Character Sectors, while more specific information is provided on the following pages of this guide.

Natural Spaces and Agricultural Areas include sub-sections due to their slightly different preservation and conservation components. Similarly, Rural Communities are separated by their traditional core areas and other developed lands surrounding them. Lastly, Urban Core sub-sections separate Lancaster City from the county’s 18 boroughs.

Natural Spaces

Preservation Areas:

- Encompass large contiguous areas of exceptional natural lands, including woodlands and wetlands. They also include natural resource-based industries such as quarries and sustainable timbering.
- Provide ecological benefits such as improved air and water quality and habitat protection. They may also provide scenic and recreational value.

Conservation Areas:

- Comprised of important natural lands that are smaller and more fragmented than those within Natural Preservation sectors. They include some low-density uses and natural resource-based industries such as quarries and sustainable timbering.
- Buffer and enhance the ecological benefits of Natural Preservation Areas. May also provide scenic and recreational value.



Agricultural Areas

Preservation Areas:

- Made up of large contiguous areas of farmland with fewer incompatible land-use and utility intrusions. Include natural resource-based industries such as quarries and sustainable timbering.
- Contain the best combination of prime soils, aquifer recharge areas, and other physical characteristics that produce economically sustainable yields.

Conservation Areas:

- Consist of smaller, more fragmented areas of farmland with some incompatible land-use and utility intrusions. They include some other low-density uses and natural resource-based industries such as quarries and sustainable timbering.
- Contain a patchwork of prime soils combined with lesser quality soils that are vital to sustaining the rural economy.



Rural Communities

Core Areas:

- Identified by moderate to higher density uses with traditional village scale and character.
- Often comprised of detached residential dwelling units on smaller lots, mixed with small-scale commercial, industrial, and institutional uses.

Other Developed Lands:

- Typically, defined by low to moderate density uses with automobile-oriented patterns. They often lack traditional village scale and character.
- Characterized by single-family detached residential dwelling units on larger lots, sometimes mixed with small-scale commercial, industrial, and institutional uses.



Suburban Communities

- Typically identified by low to moderate density and automobile-oriented land uses separated from one another.
- Primarily comprised of single-family detached residential dwellings on larger lots, with commercial uses typically located in strip centers, big-box stores, and shopping malls.
- Have transportation networks with minimal street connectivity and limited pedestrian and bicycle infrastructure.



Urban Perimeters

- Often have higher density and traditional urban patterns within walking distance of Urban Cores. They may include some villages and Traditional Neighborhood Developments (TNDs).
- Comprised of attached and detached residential dwellings on smaller lots, mixed with small-scale commercial, industrial, and institutional uses.
- Include a more connected transportation network with some pedestrian and bicycle infrastructure.



Urban Cores

City:

- Include the Central Business District and adjacent areas of downtown Lancaster City with the highest density and traditional urban scale.
- Primarily made up of mixed-use 3- to 5-story buildings, with a few structures approaching 20 stories. Residential dwellings often exist above commercial uses.
- Has a highly connected transportation network and includes extensive pedestrian and bicycle infrastructure.

Boroughs:

- Include Central Business Districts and adjacent areas of borough downtowns with higher densities and traditional urban scale.
- Primarily comprised of mixed-use 2- to 3-story buildings, with a few structures approaching 10 stories. Some residential dwellings exist above ground-floor commercial uses.
- Have highly connected transportation networks and include some pedestrian and bicycle infrastructure.



Special Districts

- Typically contain a single large-scale commercial, office, industrial, or institutional use, often in a campus-like setting. Uses may include, but are not limited to, business parks, airports, school campuses, municipal facilities, and natural resource-based industries such as quarries.
- With the exception of college campuses, transportation networks typically have limited pedestrian and bicycle infrastructure along with minimal street connectivity.

Notes:

1. *Special Districts are also found in rural areas, but these were not identified as part of the places2040 planning process. In the future, the Lancaster County Planning Department will identify these areas in the context of place-based planning and analysis to implement places2040.*
2. *In this plan, the term "Special District" does not refer to a governing or taxing entity. Instead, it applies to certain land uses and patterns that do not fit easily into other Landscape Character Sectors. It's a term commonly used in transect-based planning.*



Future Land Use and Transportation Map (2025)

Future land use maps are a key component of most comprehensive plans. The same is true of *places2040*, the Lancaster County comprehensive plan. In the case of *places2040*, the map also highlights transportation priorities. The purpose of this map is to illustrate the principles and policies in the plan.

While the Future Land Use and Transportation Map in *places2040* is still relevant, changes in the development pattern since the plan's adoption in 2018 warranted an update. The Lancaster County Planning Department (LCPD) also undertook extensive analysis to determine if policy elements such as growth area boundaries needed adjustment.

Although this updated map retains many features of the map adopted in 2018, it reflects new aerial imagery and a stronger emphasis on linking land use and transportation. Changes to the map were informed by the big idea workshops that LCPD held in 2020–21 and the growth area recalibration process from 2023–25. Updates to the map include:

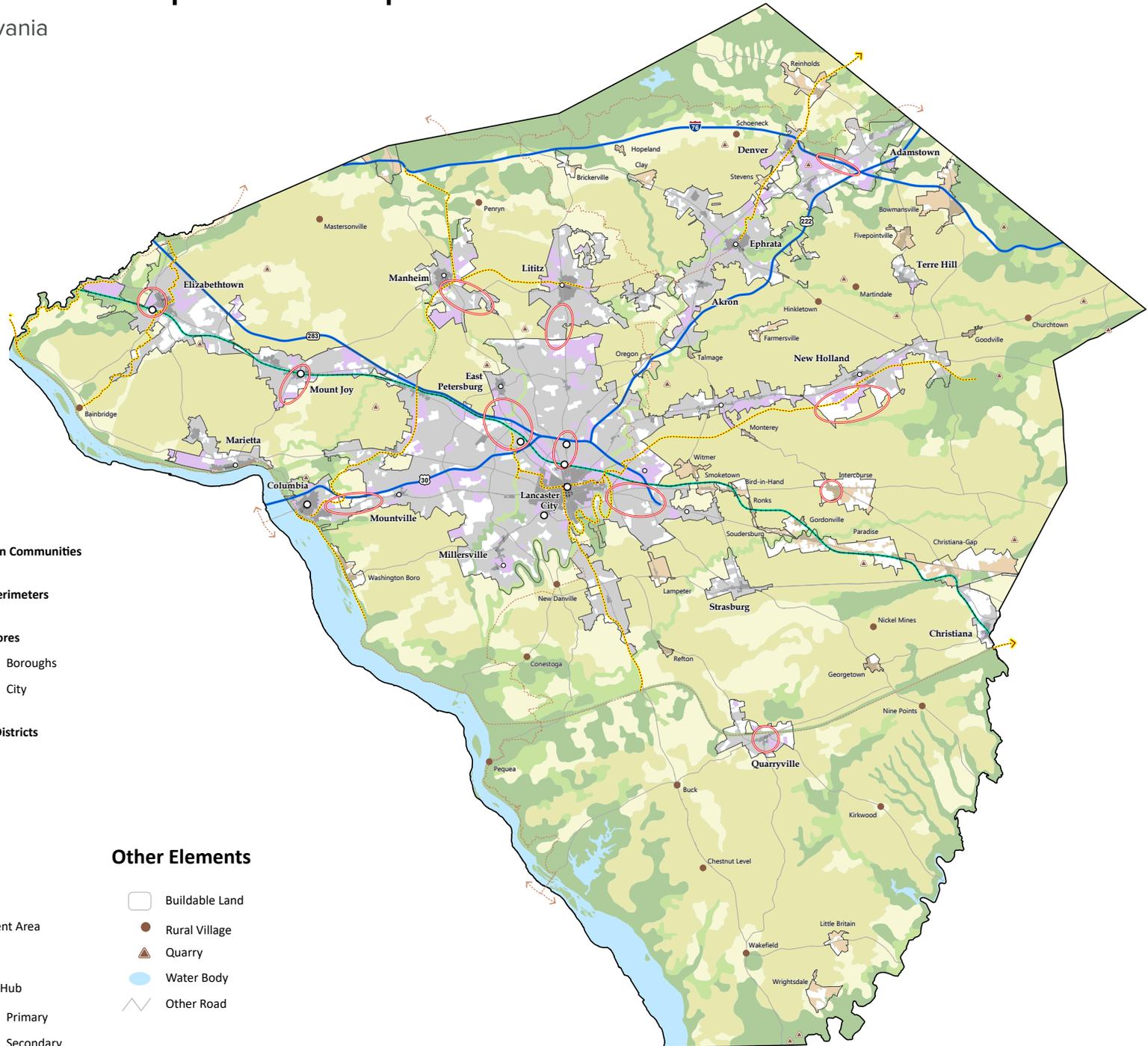
- Landscape Character Sectors – Character sectors inside growth areas were updated based on 2024 aerial imagery. Updates to Natural Spaces and Agricultural Areas largely focused on adjustments to accommodate changes in growth area boundaries.
- Growth Areas – The map shows updated growth area boundaries that LCPD staff discussed with our planning partners, particularly municipalities.
- Investment Areas – LCPD staff worked with municipalities to highlight locations with buildable land, nearby access to public transit, and the potential to support a variety of land uses.

This amendment presents the updated Lancaster County Future Land Use and Transportation Map, explains what's shown on the map, and outlines the process that LCPD staff followed to create it. As always, our planning partners – particularly municipal officials and staff – played a central role in this update. While LCPD often sets the stage for countywide planning initiatives, our partners do most of the heavy lifting.

Future Land Use and Transportation Map

Lancaster County, Pennsylvania

Draft | November 2025



Landscape Character Sectors

- Natural Spaces**
 - Preservation
 - Conservation
- Agricultural Areas**
 - Preservation
 - Conservation
- Rural Communities**
 - Core Areas
 - Other Developed Lands
- Suburban Communities** ■
- Urban Perimeters** ■
- Urban Cores**
 - Boroughs
 - City
- Special Districts** ■

Priority Places

- Communities**
 - + Growth Area
- Investment Area

- Corridors**
 - Limited Access Highway
 - Proposed Trail
 - Existing Trail
 - Amtrak Line

Other Elements

- Buildable Land
- Rural Village
- ▲ Quarry
- Water Body
- Other Road
- Mobility Hub**
 - Primary
 - Secondary

What's on the Map

Landscape Character Sectors

This plan identifies seven landscape character sectors in Lancaster County. Six sectors classify land from rural to urban, while the “Special District” sector applies to industrial, institutional, and airport uses in Urban Growth Areas. For a more detailed explanation, please refer to the Landscape Character Sectors section of this chapter or to the Lancaster County Planning Department’s *Guide to the Landscape Character Sectors of Lancaster County, Pennsylvania* (2025). This guide also provides recommendations for each sector.

Inside growth areas, character sectors reflect conditions on the ground based on 2024 aerial imagery. Referencing this data, Lancaster County Planning Department (LCPD) staff used their professional judgment to assign appropriate character sectors to all built land in growth areas.

Outside growth areas, rural character sectors remain largely the same as they appeared in the 2018 Future Land Use and Transportation Map, except where affected by changes in growth area boundaries. Natural Spaces and Agricultural Areas have not changed significantly since 2018, so these sectors approximate agricultural and natural land cover as it existed at that time.

Priority Places

The places shown on the map reflect public input during the planning process for this amendment and relevant objectives in countywide plans such as *connects2050* and the *Lancaster Active Transportation Plan*.

COMMUNITIES



Growth Area

These include Urban Growth Areas (UGAs) and Village Growth Areas (VGAs). These areas have existing public infrastructure (sewer service, and sometimes water) to support growth – or plans to provide public sewer.

UGA

- *Location* – Surrounding or adjacent to the city or a borough (in some cases, more than one borough).
- *Character Sectors* – Developed land generally is classified as Suburban Communities, Urban Perimeters, Urban Cores (City and Boroughs), or Special Districts.
- *Adoption Status/Boundaries* – Map shows boundary changes that municipalities discussed with LCPD staff in 2024–25.

VGA

- *Location* – Generally surrounding or adjacent to a village outside UGAs.
- *Character Sectors* – Developed land generally is classified as Rural Community (Core or Other Developed).
- *Adoption Status/Boundaries* – Map shows boundary changes that municipalities discussed with LCPD staff in 2024–25. A few municipalities requested changes in the status of VGAs and Rural Villages shown on the 2018 Future Land Use and Transportation Map. These changes are explained later in this chapter.



Investment Area

These areas could serve as nodes of activity along existing transportation routes, creating opportunities for compact housing, mixed-use development, or industrial use. Through redevelopment and new construction, these areas could be transformed into places that accommodate future growth. Rather than spreading limited resources across entire regions or corridors, county and municipal staff will prioritize a few of these areas for future study and possible funding opportunities.

CORRIDORS



Limited Access Highway

These highways are designed for high-speed through traffic. To prevent potential conflicts with local traffic, they have controlled entry/exit ramps and no at-grade intersections, traffic signals, or direct access from adjacent properties. They are an important part of the transportation network, particularly for industrial uses. In Lancaster County, these highways include:

- Pennsylvania Turnpike across the northern part of the county
- US 30 from Lincoln Highway west to the Susquehanna River
- US 222 northeast from US 30 to the Berks County line
- PA 283 from US 30 northwest to the Dauphin County line



Proposed Trail

Trail segments highlighted on this map are high-priority connections that would link existing regional (multi-municipal) trails to form a more complete countywide network. In some cases, these connections would connect with multi-county trails extending outside Lancaster County.



Existing Trail

The map shows regional (multi-municipal) trails that were open to the public in 2025. They serve as the foundation of a network that could become an integrated countywide system for both recreation and transportation.



Amtrak Line

This line is part of the Keystone Corridor that provides passenger rail services at three stops in Lancaster County (Lancaster City, Mount Joy, and Elizabethtown). This corridor also links the county to destinations including Harrisburg and Pittsburgh to the west and Philadelphia and New York to the east.

Mobility Hub

These places serve as focal points on the transportation network. They're multimodal – they integrate different forms of transportation. They also function as gateways and create opportunities for placemaking. Two types of mobility hubs are shown, and they are distinguished by different levels of investment in bicycle and pedestrian infrastructure.



Primary

These hubs provide the most transportation options and connections between modes (automobile, transit, bicycle, pedestrian), especially for trips outside the county. They have the most transit riders, making them prime locations for transit-oriented, compact, mixed-use development as well as employment and leisure. Facilities generally include a climate-controlled building. Vehicle sharing (bicycles, scooters, etc.) and commuter parking is available. The primary hubs shown on the map include the county's Amtrak rail stations as well as transfer centers identified in the South Central Transit Authority's *Transit Development Plan Update: Final Report* (2018).



Secondary

These hubs are important transit stops designed to make transit more accessible to other modes (automobile, bicycle, pedestrian). Their locations are meant to encourage investment in places that are walkable and bikeable. Facilities at these hubs rise above typical transit stops and include shelters with adequate seating. Parking is available nearby. The secondary hubs shown on the map are those identified during the planning process for the Lancaster Active Transportation Plan (2019). They are found in the city, boroughs, larger villages, and at other high-activity transit locations.

Other Elements



Buildable Land

Vacant land in growth areas is classified as buildable land based on analysis undertaken by LCPD staff in 2025. It does not necessarily mean that this land is currently for sale or rent, or that every type of development is appropriate or feasible in these locations.



Rural Village

This term applies to smaller villages with these characteristics:

- 50 or more dwelling units
- Located outside Urban Growth Areas (UGAs)
- Not intended to accommodate any significant rural population growth
- May serve as commercial hubs in their municipality and/or region



Quarry

Mining is an industry focused on extracting natural resources (such as limestone, shale, and clay) that can only exist in certain locations. The quarries shown on this map are those with active permits issued by the Pennsylvania Department of Environmental Protection (DEP). Inside UGAs, quarries are shown as Special Districts. Outside UGAs, they form a part of Natural Spaces or Agricultural Areas. In the future, they may be classified as Rural Special Districts as part of the Lancaster County Planning Department’s rural strategy



Water Body

For clarity, this map only shows the largest and most significant water bodies in Lancaster County, including the Susquehanna River and three reservoirs: Middle Creek, Octoraro, and Muddy Creek.



Other Road

A selection of major roads in Lancaster County is shown as a point of reference – a visual aid in locating places on the map.

Summary of Map Updates

Landscape Character Sectors

- Character zones were renamed landscape character sectors, and character sector names were changed to match terminology in LCPD's *Guide to the Landscape Character Sectors of Lancaster County, Pennsylvania* (2025).
- Using 2024 aerial imagery, character sectors in growth areas were updated to reflect development that has occurred since 2018. Some Natural Spaces, notably stream corridors and forested areas, were adjusted so they don't obscure adjacent character sectors.
- Land in new growth areas or added to existing ones was assigned urban/village character sectors or shown as buildable land. Land removed from growth areas was assigned to Natural Spaces or Agricultural Areas. Land unaffected by growth area boundary changes remains as it was in the 2018 Future Land Use and Transportation Map.

Priority Places

COMMUNITIES



Growth Area

Urban Growth Areas (UGAs) and Village Growth Areas (VGAs) – Map shows boundary changes requested by municipalities and (in most cases) confirmed by municipal resolutions in 2025. A few additional changes were made to VGAs in response to municipal requests:

- Bainbridge (Conoy Township) and Penryn (Penn Township) were reclassified from VGAs to Rural Villages.
- PA 72 Interchange Area (Rapho Township) and Brickerville (Elizabeth Township) were added as VGAs.
- Little Britain and Wrightsdale (Little Britain Township) were once again shown as VGAs.



Investment Area

The addition of these areas represents a change from the 2018 Future Land Use and Transportation Map. That map used similar symbology (red circles) to identify Lancaster City and the county's boroughs as Priority Places. While these communities remain essential to the county's future, LCPD staff updated the 2025 map to focus on targeted multi-municipal investment areas rather than individual municipalities as a whole.

CORRIDORS



Limited Access Highway

While these routes were shown on the 2018 Future Land Use and Transportation Map, they were not highlighted as a significant transportation resource. Noting the importance of these routes to the transportation network in Lancaster County, LCPD staff gave these routes greater emphasis on the amended map.



Proposed Trail

The amended map reflects existing conditions in 2025, showing segments of proposed trails that are a priority for future county and local action. One significant change affects Lancaster City and the county's boroughs. While the 2018 Future Land Use and Transportation Map did not show trail segments in Central Business Districts, the amended map now shows these segments.



Existing Trail

Like proposed trails, existing trail segments were updated to reflect progress in extending the regional trail network. Although most of the trail segments added since 2018 were short connections, one significant change was the opening of the Walnut Street Extension of the Lancaster Heritage Pathway. This new section of trail connects the east side of Lancaster City with the Greenfield area.



Amtrak Line

No change.



Mobility Hub

No change.

LANDSCAPES

The 2018 Future Land Use and Transportation Map highlighted several regional landscapes that are among the most significant natural, historical and cultural areas in Lancaster County. In this amended plan, Lancaster County Planning Department (LCPD) staff removed these landscapes to simplify the map. Landscapes shown on the 2018 map were:

- Furnace Hills (PA Highlands) – In Lancaster County, the Furnace Hills are found north of the Pennsylvania Turnpike. This area forms a small part of the Appalachian Highlands, a region extending throughout the eastern United States.
- Eastern Lancaster County Cultural Landscape – The agricultural area east and northeast of Lancaster City is traditionally the heart of the county’s Amish and Plain Sect communities.
- Southern Lancaster County – This rural area encompassing municipalities in the Solanco School District has long defined itself as a unique region within Lancaster County.
- Susquehanna Riverlands – This area extends along both sides of the Susquehanna River in Lancaster and York Counties, and it’s just one segment of a larger system that links New York and Pennsylvania with the Chesapeake Bay.

Although these landscapes no longer appear on the map, they remain the focus of ongoing planning initiatives. For example, land preservation organizations continue to purchase and place easements on properties with exceptional natural and agricultural features. Many municipalities are also working with LCPD staff on regional comprehensive plans and trail development throughout Lancaster County.

OTHER ELEMENTS



Buildable Land

Using 2024 aerial imagery, LCPD staff used their professional judgment to update vacant land in growth areas. As noted elsewhere in this plan, “buildable” does not necessarily mean that the land is currently for sale or rent, or that every type of development is appropriate or feasible in these locations.

Rural Village

As also noted under Growth Area, a few municipalities asked LCPD staff to reclassify some Rural Villages as VGAs and vice versa:

- Bainbridge (Conoy Township) and Penryn (Penn Township) were reclassified from VGAs to Rural Villages.
- PA 72 Interchange Area (Rapho Township) and Brickerville (Elizabeth Township) were added as VGAs.
- Little Britain and Wrightsdale (Little Britain Township) are once again shown as VGAs.



Quarry

No change.



Water Body

No change.



Other Road

No change, other than the map’s increased emphasis on the county’s limited access highways.

This page left intentionally blank



**MOVING
FORWARD
TOGETHER**

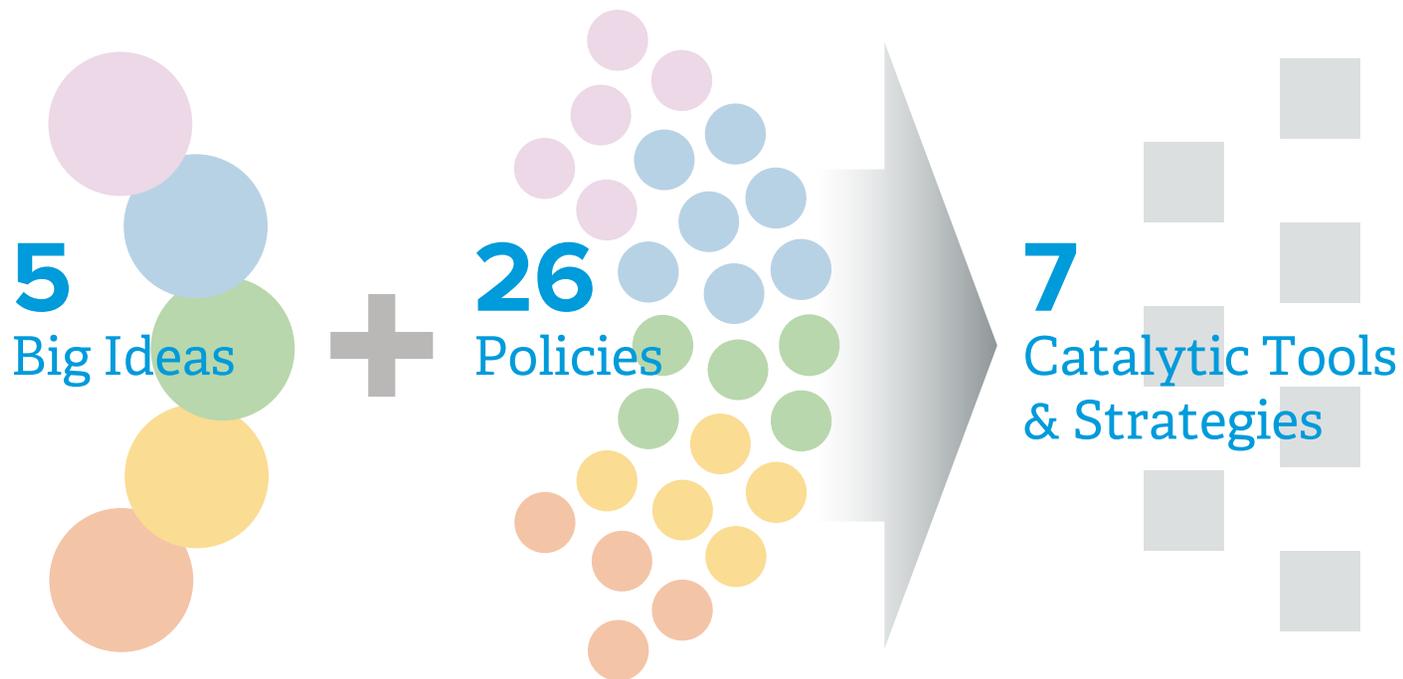
Deciding what not to do is as important as deciding what to do.

Steve Jobs

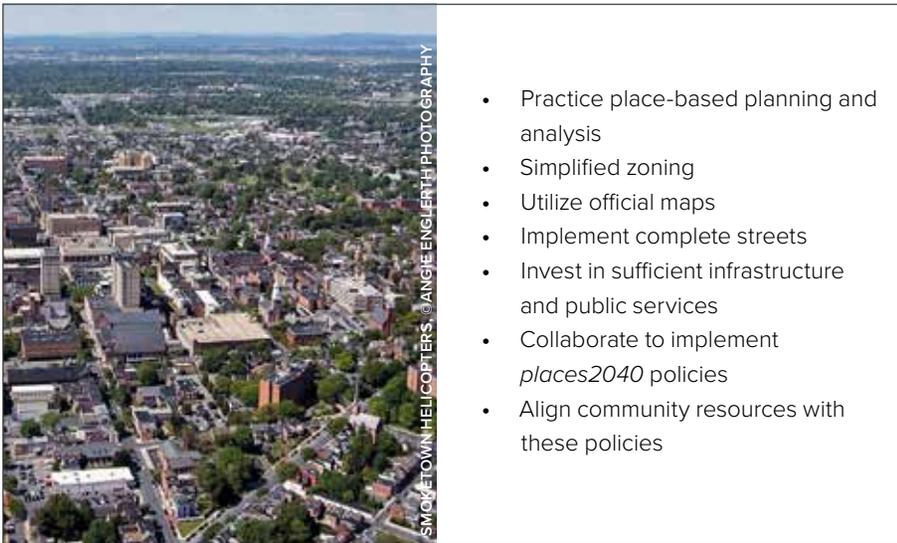
Focusing Our Energy

While any step to implement this plan has the potential to make Lancaster County a better place, we'll only make a real impact if we focus our energy on a few specific items: the seven tools and strategies listed in this chapter. If nothing else happens to move us ahead, the broad adoption of these tools and strategies will change our community for the better.

This graphic represents the plan in its most basic form. Rather than writing a plan with dozens of action steps, we kept it simple. This plan doesn't present a solution to every planning issue we might face in the next 25 years. Instead, it challenges us to narrow our focus to solutions that can be truly transformative.



Catalytic Tools & Strategies



- Practice place-based planning and analysis
- Simplified zoning
- Utilize official maps
- Implement complete streets
- Invest in sufficient infrastructure and public services
- Collaborate to implement *places2040* policies
- Align community resources with these policies

Implementation of the “big ideas” and policies in *places2040* will take a direct and sustained effort from all our community partners – public, private, and nonprofit. We’ll need our Partners for Place – nearly 30 countywide, regional, and city organizations that helped guide this plan – to continue to play a lead role. Municipal involvement is just as critical to the success of this plan.

While there are dozens of approaches we could take to implement the plan’s big ideas, it’s important to focus our energy moving forward. After researching best practices in Lancaster County and elsewhere, we feel that the tools and strategies listed here have the greatest potential to move our community toward the future we all want to see. If all of us concentrate our limited resources on these seven items, we’re confident they will spur a host of other actions – and boost our chances for overall success.



Practice Place-Based Planning and Analysis

Whenever possible, we need to move in the direction of planning for places defined by natural, historic, and cultural features rather than by political boundaries. Economic markets, natural systems, and infrastructure networks don't abide by traditional boundaries, so we need to plan more holistically. Having said that, multi-municipal regional plans are a positive step, and Lancaster County Planning will continue to provide technical assistance in these efforts.

At the same time, it's important to continue what we've started with *places2040*. This plan looks at the county as a whole – but we also need to take what we've learned and apply it at a different scale. We need to plan for the places we see as we travel between where we live, where we work, and where we spend our free time.

These places are the same ones discussed earlier in this plan: 1) communities, corridors, and landscapes, and 2) character sectors. They're two sides of the same coin – two ways of organizing the land into areas with common features. The more we reorient our planning efforts around these concepts, the more successful we'll be in creating the future we want to see.

For example, if a corridor extends through several townships, each township could agree to apply the same policies and regulations within that corridor. The business community, in particular, would like to see that kind of consistency.

We should also move toward adoption of similar policies and regulations for character sectors. Generally speaking, what we encourage in one of our borough downtowns should be the same for all of our borough downtowns, and what we want to see in one agricultural area is similar to what we want to see in other agricultural areas. Of course, there are regional differences, and we should respect them.

Many concepts in this plan can only be implemented at the local level – but that doesn't prevent us from achieving some consistency in our efforts. Working with municipal partners and other stakeholders, Lancaster County Planning will coordinate efforts to study and provide recommendations for growth areas, investment areas, and rural communities. We will also:

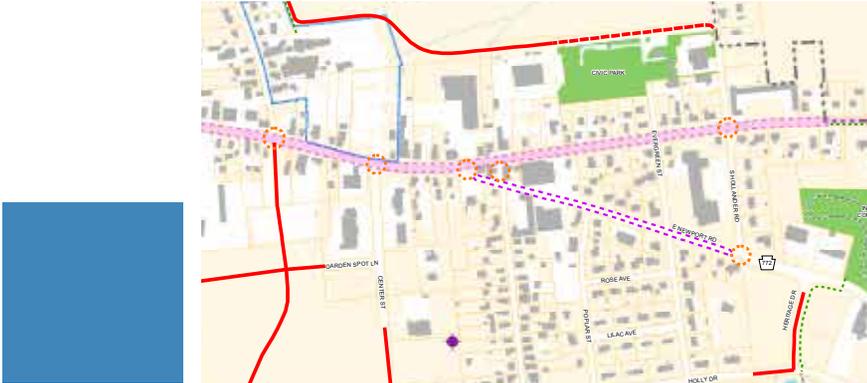
- Integrate multi-municipal regional plans with place-based planning and analysis.
- Focus on achieving consistency in policy and regulation across municipal boundaries.
- Align countywide, regional, and local visions.



Simplified Zoning

Zoning is an important tool that controls and guides the form and character of development – but over the years, it’s gotten more complicated to administer and more difficult to achieve positive results. Current zoning ordinances often frustrate efforts to create the types of communities, corridors, and landscapes we want to see – and that the market wants to build.

- Simplify and consolidate the number of zoning districts and streamline the review process. Consider adopting regional zoning ordinances.
- Incentivize land assembly for infill and redevelopment.
- Align zoning districts with communities, corridors, and landscapes and with character sectors to achieve greater consistency in the pattern of development.
- Minimize discretionary review processes, and instead, make most allowed uses “by right.” When zoning districts allow for too many variances and special exceptions, decisions are more subjective. Participants can’t predict the outcome, which makes the process more complex, time-consuming, and costly. Making a use “by right” means that it’s clearly permitted. This approach streamlines the process and provides greater certainty and consistency. It helps us focus more on what we want to see, and less on what we don’t want to see.



Utilize Official Maps

Official maps have two components: an adopted ordinance (often called a regulating plan) and a corresponding map that illustrates improvements a community wants to see in the future. These improvements usually relate to transportation, community facilities, and environmentally critical areas such as floodplains, habitats, and groundwater recharge areas. Transportation needs can focus on cars, buses, rail, pedestrians, and bicyclists. Community facilities are things like parks, utilities, and stormwater management facilities.

In addition to identifying improvements that the community wants to see, official maps may express a local government's interest in acquiring land for public purposes and letting developers and property owners know of this interest. Since the features highlighted on an official map often extend into adjacent municipalities, every effort should be made to develop and adopt official maps at the regional level.

- Identify transportation, community facilities, and environmentally critical areas on a regional basis and align funding with these needs.
- Ensure that official maps identify all motorized – and especially non-motorized – connections that need to be made at the local, regional, and county levels.



Implement Complete Streets

Complete streets is an approach to the transportation network that focuses on accommodating all modes, and people of all ages and abilities. This approach can also provide environmental benefits. Rather than being a list of requirements for every individual road, complete streets focuses on the network as a whole. Its goal is a system that's designed to move people, not cars. Not every street needs a bike lane, but on the whole, a community's network of roads should provide safe options for bicyclists and pedestrians in addition to cars.

To some people, complete streets sounds like a prescription for gridlock, but it's the opposite. In a world where diminishing resources and lack of space prevent a significant expansion of roads, we have to find ways to move more people through the transportation network. Moving more cars simply adds to the amount of real estate we have to allocate to roads, and makes our communities feel like drag strips rather than pleasant places to live, work, and play.

Instead of judging the success of the road network by the number of cars that move through it, complete streets counts the number of people. It improves the efficiency and capacity of existing roads by moving more people in the same amount of space, which is vital to reducing congestion and improving air quality. In the end, complete streets is about finding a balance between your desire to get places quicker in your car, and your desire to feel safe when you're walking and biking in your community.

- Align regulations and funding sources with the goals of complete streets.
- Create networks of complete streets at the regional level to relieve congestion and improve air quality.
- Integrate green infrastructure (methods to reduce and treat stormwater at its source) into transportation planning and design to help address water quality and stormwater issues.



Invest in Sufficient Infrastructure and Public Services

Providing these facilities and services is critical to sustaining a vibrant, growing economy. Without them, it's impossible to meet future residential, industrial, commercial, and institutional needs. Having said that, it's important to remember that infrastructure should only be provided in the right places. In rural areas, providing water and sewer service can lead to growth that puts our farmland and natural areas at risk.

Future investment in water and sewer infrastructure should focus on growth areas identified on the Lancaster County Future Land Use and Transportation Map contained in this plan. All of the Urban Growth Areas (UGAs) shown on the map have some existing water and sewer infrastructure. The Village Growth Areas (VGAs) shown on the map represent some of the villages that currently have sewer infrastructure, or are planning to provide it.

Different types of infrastructure are appropriate for each of these areas:

- **UGAs** – Water and sewer infrastructure should be provided throughout all of these areas.
- **VGAs** – Sewer infrastructure should be provided throughout all of these areas. When feasible, water infrastructure should also be provided.
- **Areas Outside UGAs and VGAs** – Water and/or sewer infrastructure should only be provided in existing communities where failing on-lot systems or contaminated wells pose a threat to public health. Except in these situations, new development in

areas outside UGAs and VGAs should continue to rely on on-lot sewage disposal systems and private wells to support limited needs.

Throughout the county, it's also important to provide appropriate and necessary public services including emergency services, libraries, and technology (such as broadband internet access).

- Align public sewer and water service areas with growth areas and local zoning. Ensure sufficient system capacity, and phase service with municipal planning and zoning to meet projected development needs.
- Maintain and ensure the long-term sustainability of on-lot sewage disposal systems and private wells through the implementation of rural wastewater management programs and strategies to protect private water supplies.
- Recognize stormwater management facilities as public infrastructure and address the planning, design, maintenance, and oversight of these facilities on a regional basis.
- Provide public services including fire, police, emergency medical services, libraries, and internet service to meet the needs of a growing population.



Collaborate to Implement *places2040* Policies

Many planning issues pay no mind to jurisdictional boundaries. Among these issues are traffic congestion, stormwater management, affordable housing, trail development, air quality, stream restoration, and landscape protection. These issues cannot be effectively addressed by a single municipal government working independently on the land area or resources solely within its municipal boundaries.

A more effective way to address these issues is to collaborate on a regional basis. All sectors need to work together – public (governments, agencies, authorities), private (businesses, individuals), and nonprofit (advocacy groups, trade associations).

- Create both formal and informal partnerships to foster greater cooperation and accountability in implementing *places2040*. The idea is to think more holistically.
- Organize around the types of places highlighted in this plan, rather than places defined by traditional boundaries. Formal models for regional implementation include Councils of Government (COGs), Environmental Advisory Councils (EACs), and intergovernmental cooperation agreements. Informal options include consortia, task forces, and advisory groups.

- Pursue regional partnerships for the provision and maintenance of a variety of public and community services.
- To achieve maximum benefits and impact, include the public, private, and nonprofit sectors when creating these partnerships.



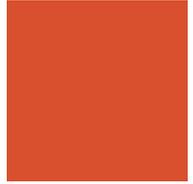
Align Community Resources with These Policies

Lancaster County has a wealth of talent, technical resources, and funding opportunities. If these resources are aligned around the big ideas and policies in this plan, we will be much more effective in meeting our goals.

- Prioritize the distribution of public, private, and nonprofit funding and technical resources to applicants and projects that are consistent with *places2040* big ideas and policies – and to partnerships that are doing place-based planning.
- Identify opportunities to leverage public, private, and nonprofit resources to benefit these places.
- Seek out additional resources from all sectors to incentivize implementation of *places2040* big ideas and policies.

Coming together is a beginning; keeping together is progress; working together is a success.

Henry Ford



Implementation

Places2040 is a roadmap to the future of Lancaster County, and it's a future that county residents defined for themselves. It's not a plan or work program for Lancaster County Planning alone. Instead, it provides a framework for all of us to make better decisions about our future, and to make them from a countywide perspective. When we say "all of us," that includes the public, private, and nonprofit sectors!

Completing the plan was just the beginning of the journey, because implementation is where the rubber meets the road. The entire community – especially our municipal partners – will be involved in bringing this plan to life. Many of the key tasks, however, will be managed by Lancaster County Planning and the Partners for Place. Some of these tasks will be accomplished jointly; others will be completed in house by LCPD staff with input and assistance from LCPC members.

Next Steps

Provide Guidance on Planning Issues

The Lancaster County Planning Department (LCPD) will continue to advise municipalities and other planning partners on the tools in this plan – and on new planning challenges that arise. In recent years, LCPD staff have produced guides for Landscape Character Sectors and Simplified Zoning. As resources allow, LCPD staff will also produce white papers on topics of growing interest such as data centers. The goal of these initiatives is to:

- Identify opportunities and challenges in implementing a planning tool or responding to a land use or transportation issue;
- Provide solutions (such as model ordinances) that move that tool or strategy forward in the community; and
- Share data that helps municipalities and other planning partners plan for the future.

Foster Regional Cooperation

Within Lancaster County, LCPD has assisted several multi-municipal regions in producing updated comprehensive plans. The department will continue to support regional cooperation in a variety of ways, particularly through:

- Facilitating municipal adoption of proposed changes in growth area boundaries; and
- The study of investment areas identified on the Lancaster County Future Land Use and Transportation Map. Decisions about which investment areas to study will be based on local interest and readiness to work together with other planning partners.



Identify Key Metrics

LCPD will work with its planning partners to identify land use and transportation metrics to track implementation of the big ideas and policies in this plan. Many of these metrics will be drawn from the “How We’ll Measure Our Progress” sections of this plan and from the department’s online data dashboard.

Define a Rural Strategy

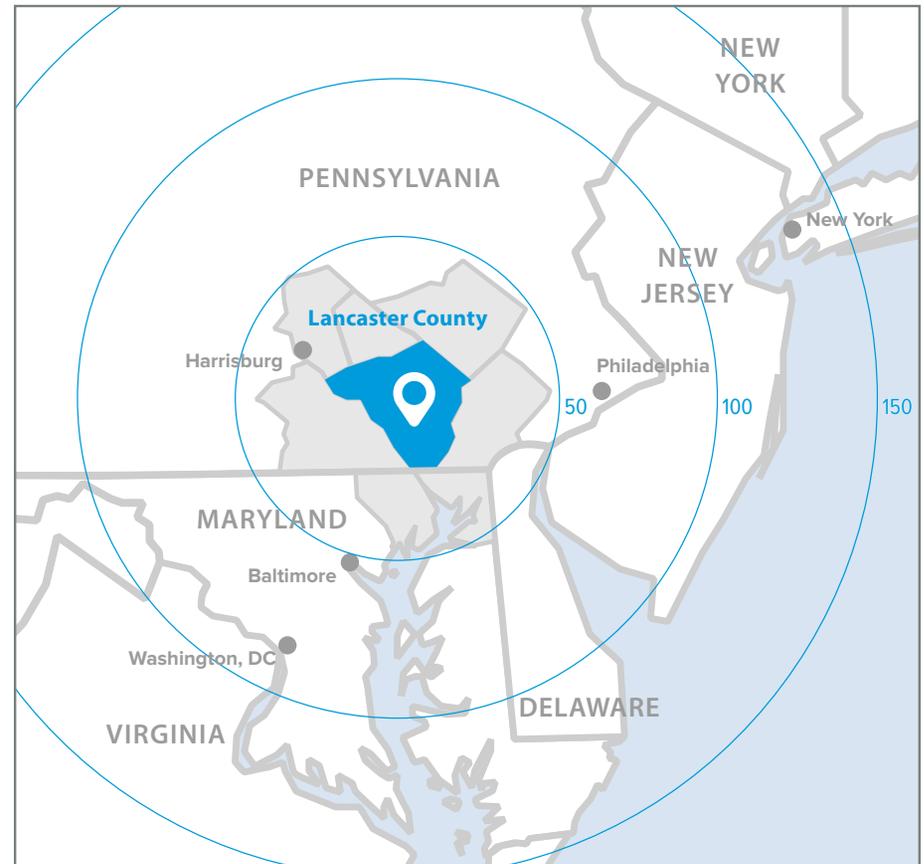
A key part of LCPD’s efforts to implement this amended plan will concentrate on rural areas. Several issues affecting these areas have emerged in recent years, including the increasing number of on-farm businesses. Farming practices have changed, making the economic sustainability of agriculture a topic of concern. Rural municipalities are also interested in balancing potential growth with the preservation of agricultural and natural land. As part of this effort, LCPD staff will work with the Lancaster Farmland Trust and the Lancaster County Agricultural Preserve Board to facilitate preservation areas – specific places where we work together to create large, contiguous blocks of farmland.

Align LCPD’s Work Program with *places2040*

LCPD will continue to align its work program to implement *places2040*. Staff will prioritize place-based planning initiatives and the delivery of services to communities that are working together with their neighbors. Additionally, LCPC will continue to ensure that the big ideas and policies in this plan are addressed in reviews of subdivision and land development plans (SALDOs) as well as Community Plan and Ordinance Reviews (CPOs).

Plan Beyond Lancaster County

Lancaster County is strategically located in south central Pennsylvania, within a short distance of several major metropolitan areas. Just as we need to look beyond the boundaries that exist within the county, we need to work with surrounding counties on transportation issues and park & trail development.



The Importance of Place

If our *places2040* journey has taught us anything, it is this:

Place shapes us.

Place defines us.

*Place forms our identities, attitudes,
and relationships.*

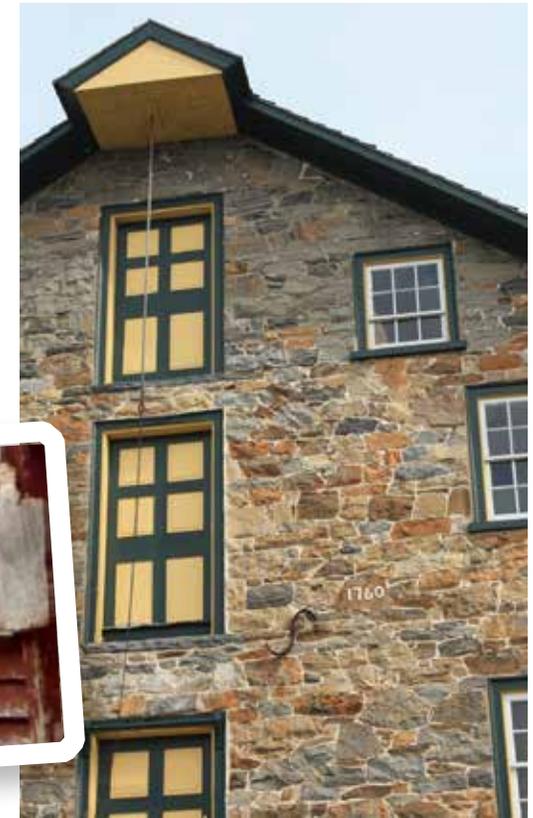
Place matters.

As we stated at the beginning of this journey, Lancaster County is an amazing place to live, work, play, and visit. But places like this have to be nurtured. We know that economies are no longer driven solely by the markets and products we create. They are also driven by knowledge, value, and most of all – place.

Lancaster County has a strong identity, history, and quality of life driven by its distinctive character. Our diverse economy and unique sense of place makes us resilient and adaptive. It draws new people, businesses, and ideas to our community, and ensures that we remain competitive in a changing world.

We've changed a lot in recent years, and we'll continue to change in the future. But just as we've done in the past, we'll adapt to these changes while maintaining our unique identity and sense of place.

Lancaster County isn't like anywhere else. Lancaster County is here.





Lancaster County Planning Department
150 North Queen Street • Suite 320 • Lancaster, Pennsylvania 17603
717-299-8333

www.lancastercountyplanning.org



PLACES2040 [AMENDED]

DRAFT | NOVEMBER 2025