

### **Section 15: Implementation Strategy**

This section functions as a work plan for implementing the recommendations listed in each chapter of the Comprehensive Plan. It included administrative tasks needed to manage Plan implementation and an Implementation Matrix that lists all of the recommendations identified in the Manheim Central Region Comprehensive Plan along with a time frame for strategy initiation and who will be responsible for implementing each. The four tasks listed below address steps that are needed to manage Plan implementation.

#### **Management Tasks**

##### **1) Develop and adopt an inter-municipal implementation agreement**

The purpose of an inter-municipal implementation agreement is to establish the parameters within which each Manheim Central Region Comprehensive Plan partner will work to implement the specific recommendations of this plan. It establishes the roles, responsibilities, and logistics of jointly – and separately – implementing the regional plan.

##### **2) Empower the Regional Partners Group to act as the implementing entity for the Comprehensive Plan and work with other regional groups and organizations to implement the Plan's recommendations**

The Region's municipalities meet quarterly to review issues of regional interest. These meetings, including the School District as a partner, should continue as a tool to maintain priorities and communicate direction. The Region should utilize the Regional Partners Group as a regional planning and development entity to provide advocacy, planning and implementation capacity, technical assistance and financial resources toward the completion of significant projects contained in this Plan and those that arise as the planning time frame moves forward for the Region. The duties and powers of the regional planning group should be outlined in the inter-municipal implementation agreement.

The Regional Partners Group will create subcommittees to effectively implement Plan recommendations. These subcommittees can be based on one project or element of the Plan or a set of related projects. The subcommittees should include other entities and organizations, such as local activists, MAEDC, Downtown Manheim, Chiques Creek Watershed Alliance, historic groups, athletic groups, neighborhood organizations and others.

##### **3) Develop and implement a zoning lexicon**

As a step toward greater consistency and predictability among the individual zoning ordinances of the Region's three municipalities, a review of the general and specific terminology utilized within the zoning ordinances should be completed. Following this review, opportunities to modify terminology and provisions with each of the ordinances can be determined so that like terminology is used for like zoning districts. This will allow the municipalities and developers to communicate in a productive manner about parcels at the boundary lines as well as allow for developers to understand a specific zoning district within the region. A set of desired revisions for each municipality's zoning ordinance should be prepared and adopted to complete implementation of this task.

**Implementation Matrix**

The Implementation Matrix is a simplified list of the Plan recommendations that is organized by who is responsible for implementing each identified recommendation. The matrix is intended to be an easy way to track the responsibilities and progress of the Plan recommendations. The recommendations have been simplified from what is in the Plan text. Readers should refer back to the section of Plan and item number listed next to the recommendation for more detail on the project. The “item number” refers to the goal and strategy as listed in the body of the Plan. For example item number 1.2 refers to the second strategy listed under the first goal. The first matrix includes all tasks to be completed jointly by the Region. This matrix is followed by matrixes for Penn, Rapho, Manheim and the School District.

Each task has an allotted timeframe. Tasks designated as having an “implementation timeframe” will be completed when the Plan or Implementation Agreement is adopted, or these tasks are currently underway and expected to be complete by the time the Plan is adopted. Short-term tasks are expected to be complete within 2 years of Plan adoption; medium-term tasks are expected to begin in 2-5 years; and long-term tasks are expected to begin in 5-10 years. On-going tasks will be continuous or completed as need arises. Each recommendation has suggested project partners listed.

The names of many project partners and funding sources have been abbreviated. The following is a list of abbreviations:

- EAC: Municipal Environmental Advisory Council (created either by the Region or by individual municipalities)
- LCPC: Lancaster County Planning Commission
- MAEDC: Manheim Area Economic Development Commission
- MCREC: Manheim Central Recreation
- MDDG: Manheim Downtown Development Group
- PA DCED: Pennsylvania Department of Community and Economic Development
- PA DCNR: Pennsylvania Department of Conservation and Natural Resources
- PA DEP: Pennsylvania Department of Environmental Protection
- PA PDE: Pennsylvania Department of Education
- PennDOT: Pennsylvania Department of Transportation

In addition to the resources identified in the matrix, the Regional partners should utilize LCPC’s Lancaster County Smart Growth Toolbox, which includes a variety of tools to implement smart growth principles. Many of the tools provided, such as model ordinances, programs and best management practices, are directly related to the action items discussed in the implementation matrix. The Region should refer to the Toolbox throughout the implementation process for ideas and assistance.

**Tasks to be completed jointly**

Section	Item Number	Tasks to be Completed Jointly	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Land Use	3.1.1	Adjust the urban growth areas to reflect recent development and future development plans	✓					LCPC
Land Use	3.1.2	Designate Future Growth Areas – areas within the UGA that are expected to be developed later than others	✓					LCPC
Land Use	3.1.3	Designate Elstonville, Newtown and Mastersonville as crossroad communities.	✓					LCPC
Land Use	3.1.4	Create a process and minimum standards for making adjustments to the Region’s designated growth areas.	✓					LCPC
Land Use	3.1.9	Consider creating a regional review process for developments of regional impact and significance.				✓		LCPC, Partners Joint Planning Commission
Economic Development	5.3.2	Work with the County and Pennsylvania Commonwealth to recruit businesses to the Region’s commercial and industrial areas					✓	MDDG, MAEDC, LCPC, PA DCED
Economic Development	5.3.3	Create a local tourism consortium under the umbrella of Manheim Downtown Development Group (MDDG) to establish the Region as a tourism destination			✓			MDDG, MAEDC
Transportation	6.1.1	Conduct a feasibility study for a truck relief route to reduce the amount of truck traffic through the Borough’s downtown		✓				LCPC, PennDOT, PA DCED

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Section	Item Number	Tasks to be Completed Jointly	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Transportation	6.1.2	Expand freight rail options for the Region’s commercial and industrial businesses, particularly the Manheim Auto Auction			✓			MAEDC, LCPC, PennDOT
Transportation	6.1.3	Work to expand transit access to the Region’s residents			✓			Red Rose Transit, MAEDC, MDDG
Transportation	6.1.6	Facilitate improved passenger rail access for the Region’s residents				✓		MAEDC, MDDG, PennDOT
Transportation	6.1.7	Implement Intelligent Transportation Systems along major corridors in the Region				✓		LCPC, PennDOT
Transportation	6.1.9	Update the 2002 Open Space Plan proposed trail network		✓				LCPC, PA DCNR, MCREC
Transportation	6.1.10	Create a multi-year regional transportation improvement plan (TIP) that addresses motorized and non-motorized transportation needs		✓				MAEDC, LCPC
Water & Wastewater	7.1.1	Continue to pursue nutrient trading as appropriate					✓	Manheim Borough Authority, Northwestern Lancaster County Authority, Lancaster County Agriculture Preserve Board, Lancaster Farmland Trust
Natural Resources	8.1.6	Re-establish the Chiques Creek Watershed Alliance	✓					Chiques Creek Watershed Alliance
Natural Resources	8.1.1.1	Explore the removal of small dams in the Chiques Creek watershed to increase stormwater capacity			✓			Chiques Creek Watershed Alliance, PA DCNR, PA DEP

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Section	Item Number	Tasks to be Completed Jointly	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Natural Resources	8.1.1.3	Consider a regional approach to stormwater management			✓			Chiques Creek Watershed Alliance
Natural Resources	8.1.6	Support and coordinate with private watershed preservation organizations to implement natural resource goals and promote individual involvement in local environmental protection					✓	Chiques Creek Watershed Alliance Municipal EACs
Community Services	10.1.1	Develop a strategic plan for MCREC and the Manheim Athletic Association's short- and medium-term operation	✓					MCREC, PA DCNR
Community Services	10.1.2	Develop a long-term recreation plan that considers facility needs, services to be provided and a cost management structure		✓				MCREC, PA DCNR
Community Services	10.2.1	Establish a different library facility capable of meeting long-term regional needs			✓			Manheim Library, Lancaster County, PA PDE
Community Services	10.3.1	Establish a regional emergency services committee		✓				Fire Department Chiefs, Ambulance providers, PA DCED
Community Services	10.3.1.1	Identify methods to provide adequate fire and ambulance response coverage in light of decreased numbers of volunteers			✓			Fire Department Chiefs, Ambulance providers, PA DCED
Community Services	10.3.1.2	Identify opportunities to fund services for large facilities and special events that strain the resources of the Region's volunteer programs			✓			Fire Department Chiefs, Ambulance providers, PA DCED
Community Services	10.3.1.3	Investigate the feasibility of consolidating the Region's ambulance and volunteer fire services		✓				Fire Department Chiefs, Ambulance providers, PA DCED
Education	11.2.1	Improve communication between the Region's partners					✓	LCPC

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Section	Item Number	Tasks to be Completed Jointly	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
		and with the general public about the Comprehensive Plan's role and importance of meeting its objectives.						
Education	11.2.2	Educate local students on issues affecting the Region					✓	Manheim Central School District
Regional Coordination	12.1.2	Formalize existing equipment and staff sharing practices where needed to limit legal liability, ensure a fair burden of cost and facilitate continued coordination as administrations evolve over time		✓				Municipalities
Regional Coordination	12.1.3	Pursue increased sharing and coordination of water and wastewater systems					✓	Regional Water and Wastewater Authorities

**Tasks for Penn Township**

Section	Item Number	Tasks for Penn Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
				✓				
Land Use, Economic Development	3.1.5, 5.1.2	Develop a transfer of development rights program in Penn Township to support development within the Manheim Urban Growth Area and preserve agricultural and natural resource lands in rural areas		✓				Lancaster County Farmland Trust, LCPC Agriculture Preserve Board
Land Use	3.1.8	Analyze and modify zoning where needed to discourage linear development along roads or water/wastewater infrastructure extensions		✓				LCPC, Solicitor, Land Use Planning Consultant
Land Use	3.2.1	Revise zoning of vacant, residentially zoned land within the urban growth areas to be consistent with the average densities in the build out analysis		✓				LCPC, Solicitor, Land Use Planning Consultant
Land Use	3.2.2	Review and revise residential zoning standards to ensure that they permit multi-family housing, infill development and redevelopment		✓				LCPC, Solicitor, Land Use Planning Consultant
Land Use, Economic Development	3.2.4, 3.2.2	Develop a conceptual plan for the KOZ and Doe Run Road area that encourages redevelopment, takes advantage of rail access, identifies a potential truck/freight relief route and improves stormwater management for the area			✓			MAEDC, Manheim Borough, LCPC, Urban Design and Planning Consultant
Land Use	3.2.5	Create a new traditional neighborhood (TND) zoning district in Penn Township adjacent to the Borough and Doe Run Road			✓			Manheim Borough, LCPC, Urban Design and Planning Consultant

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Section	Item Number	Tasks for Penn Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Land Use	3.3.1	Revise regulations for farm-based businesses to maximize their potential to preserve farming and farmland		✓				Solicitor, Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC
Land Use	3.3.2	Review zoning designations and regulations in rural areas and revised as needed to maximize protection of farming and farmland		✓				Solicitor, Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC
Housing	4.1.1, 4.1.2	Stabilize older residential housing stock through effective code enforcement, zoning regulations and other programs that encourage investment and ensure the provision of adequate workforce housing in the Region					✓	Solicitor, Code Enforcement, Zoning Officer
Housing	4.1.2	Revise local ordinances and regulations to ensure the provision of adequate workforce housing in the Region			✓			Solicitor, LCPC
Housing	4.1.3	Develop a rental registration and occupancy license program to facilitate planning for and maintenance of rental housing stock in the Region				✓		Solicitor, Code Enforcement
Economic Development	5.1.1	Identify financial and policy incentives to preserve farming as an industry			✓			Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board
Economic Development	5.1.3	Support the development and implementation of alternative energy generation systems in agricultural areas to provide local energy sources and additional income for farmers		✓				Solicitor, consultant
Economic Development	5.3.1	Revise zoning and design standards for the commercial district adjacent to the Manheim Auto Auction, and facilitate appropriate infrastructure investments to encourage new		✓				LCPC, Solicitor, Land Use and Urban Design Consultant



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Section	Item Number	Tasks for Penn Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
		investment and higher quality infill in this commercial corridor						
Transportation	6.1.4	Develop vehicular access management standards			✓			Traffic Engineer
Transportation	6.1.5	Adopt an official map reflecting planned and/or desired vehicular, mass transit and pedestrian improvements			✓			LCPC
Transportation	6.1.8	Improve the pedestrian network adjacent to the Borough			✓			Manheim Borough, LCPC
Water & Wastewater	7.1.2	Explore potential service consolidation strategies between Manheim Borough Authority and the Northwestern Lancaster County Authority			✓			Water and Wastewater Authorities
Water & Wastewater	7.1.3	Implement improvements to address areas identified in the Region's Act 537 Plans as sewer needs areas without increasing development pressures outside of the UGA			✓			Northwestern Lancaster County Authority, LCPC
Water & Wastewater	7.1.4	Prohibit extensions of water and wastewater lines beyond the designated urban growth areas		✓				Solicitor, Water and Wastewater Authorities
Natural Resources	8.1.1.2	Revise the land development codes to require stormwater retrofits in redevelopment and street rebuilding projects			✓			Solicitor, Township Engineer
Natural Resources	8.1.1.3	Incorporate Stormwater Best Management Practices in local development ordinances					✓	Land Development Code, Solicitor, Township Engineer

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Section	Item Number	Tasks for Penn Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Natural Resources	8.1.2	Pursue enhanced nutrient management regulations					✓	Water and Wastewater Authorities, Lancaster County Conservation District, Township Engineer
Natural Resources	8.1.4	Revise land use and development regulations to enhance preservation of riparian corridors and planting of riparian buffers along stream banks			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.5	Revise land use and development regulations to encourage or require stream and floodplain preservation and/or reconstruction in new development and redevelopment projects			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.7	Expand air quality management tools				✓		Solicitor, EAC, Planning Commission, Environmental or Planning Consultant
Natural Resources	8.1.8	Review zoning performance standards to ensure adequate protection for noise, air quality and glare			✓			Solicitor, EAC, Planning Commission, Environmental or Planning Consultant
Natural Resources	8.1.9	Consider including conservation subdivision standards in local Subdivision and Land Development Ordinances			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.10	Consider the development of an Environmental Protection Overlay District			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant, LCPC
Natural Resources	8.1.11	Consider establishing Effective Conservation Zoning			✓			Solicitor, EAC, Planning Commission Environmental or Land Use Planning Consultant, LCPC

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Section	Item Number	Tasks for Penn Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Community Character	9.1.1	Identify, designate and preserve scenic vistas			✓			LCPC, Planning Commission
Community Character	9.1.2	Identify rural roads that have a variety of users and develop road design standards that support movement of equipment and other needs of the Region's farms			✓			LCPC, Transportation Planning Consultant
Community Character	9.2.1	Complete a historic and cultural resources survey for the Region.			✓			LCPC, Historic Preservation Planning Consultant
Community Character	9.3.1	Include design guidelines and streetscape standards in zoning and subdivision ordinances to support compact development that is in character with rural and small-town lifestyles		✓				LCPC, Land Use and Urban Design Consultant
Education	11.2.2	Educate local students on issues affecting the Region					✓	Manheim Central School District

**Tasks for Rapho Township**

Section	Item Number	Tasks for Rapho Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Land Use	3.1.6	Explore the potential for a regional transfer of development rights program to assist in its ongoing protection of agricultural and natural resource lands			✓			Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC, Manheim and Mount Joy Boroughs
Land Use	3.1.6	Analyze and modify zoning in the Turnpike Interchange Area to be consistent with infrastructure capacity.		✓				Solicitor, Wastewater/Water Engineer, Planning Commission, Land Use Planning Consultant
Land Use	3.2.1	Revise zoning of vacant, residentially zoned land within the urban growth areas to be consistent with the average densities in the build out analysis		✓				LCPC, Solicitor, Planning Commission, Land Use Planning Consultant
Land Use	3.2.2	Review and revise residential zoning standards to ensure that they permit multi-family housing, infill development and redevelopment		✓				LCPC, Solicitor, Planning Commission, Land Use Planning Consultant
Land Use	3.3.1	Revise regulations for farm-based businesses to maximize their potential to preserve farming, farmers and farmland		✓				Solicitor, Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC
Land Use	3.3.2	Review zoning designations and regulations in rural areas to maximize protection of farming and farmland		✓				Solicitor, Planning Commission, Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC

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Section	Item Number	Tasks for Rapho Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Housing	4.1.2	Revise local ordinances and regulations to ensure the provision of adequate workforce housing in the Region			✓			LCPC, Solicitor, Land Use Planning Consultant
Housing	4.1.3	Explore a rental registration and occupancy license program to facilitate planning for and maintenance of rental housing stock in the Region			✓			LCPC, Solicitor, Code Enforcement
Economic Development	5.1.1	Identify financial and policy incentives to preserve farming as an industry		✓				Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC
Economic Development	5.1.3	Support the development and implementation of alternative energy generation systems in agricultural areas to provide local energy sources and additional income for farmers		✓				Lancaster Farmland Trust, Lancaster County Agriculture Preserve Board, LCPC, energy consultant
Transportation	6.1.4	Consider access management standards			✓			Traffic Engineer
Transportation	6.1.5	Explore development of an official map reflecting planned and/or desired vehicular, mass transit and pedestrian improvements			✓			Planning Commission
Water & Wastewater	7.1.3	Implement improvements to address areas identified in the Region's Act 537 Plans as sewer needs areas without increasing development pressures outside of the UGA		✓				Solicitor, Water and Wastewater Authorities, LCPC
Water & Wastewater	7.1.4	Restrict extensions of water and wastewater lines beyond the designated urban growth areas			✓			Solicitor, Water and Wastewater Authorities

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Section	Item Number	Tasks for Rapho Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Natural Resources	8.1.1.2	Revise land development code to require stormwater retrofits in redevelopment and street rebuilding projects			✓			Solicitor, Township Engineer
Natural Resources	8.1.1.3	Incorporate Stormwater Best Management Practices in local development ordinances		✓				Land Development Code, Solicitor, Township Engineer
Natural Resources	8.1.2	Pursue enhanced nutrient management regulations				✓		Water and Wastewater Authorities, Township Engineer
Natural Resources	8.1.4	Revise land use and development regulations to enhance preservation of riparian corridors and planting of riparian buffers along stream banks.			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.5	Pursue stream and floodplain preservation and/or reconstruction in new development and redevelopment projects.			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.7	Expand air quality management tools.				✓		Solicitor, EAC, Planning Commission, Environmental or Land Use Planning Consultant
Natural Resources	8.1.8	Review zoning performance standards to ensure adequate protection for noise, air quality and glare.				✓		Solicitor, EAC, Planning Commission, Environmental or Land Use Planning Consultant
Natural Resources	8.1.9	Consider including conservation subdivision standards in the Subdivision and Land Development Ordinance.			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.10	Consider the development of an Environmental Protection Overlay District			✓			Solicitor, EAC, Planning Commission , LCPC, Environmental or Land Use

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Section	Item Number	Tasks for Rapho Township	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
								Planning Consultant
Natural Resources	8.1.11	Consider establishing Effective Conservation Zoning			✓			Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Community Character	9.1.1	Identify, designate and consider preserving scenic vistas		✓				LCPC, Planning Commission
Community Character	9.1.2	Identify rural roads that have a variety of users and develop road design standards that support movement of equipment and other needs of the Region's farms		✓				LCPC, Transportation Planning Consultant
Community Character	9.2.1	Complete a historic and cultural resources survey for the Region					✓	LCPC, Historic Preservation Planning Consultant
Community Character	9.3.1	Include design guidelines and streetscape standards in zoning and subdivision ordinances to support compact development that is in character with rural and small-town lifestyles		✓				LCPC, Land Use and Urban Design Consultant
Education	11.1.1	Ensure that future school development is designed so that it becomes an integral part of the surrounding physical community fabric					✓	Manheim Central School District
Education	11.2.2	Educate local students on issues affecting the Region					✓	Manheim Central School District
Regional Coordination	12.1.1	Continue to evaluate need and cost for local provision of police service in Rapho Township		✓				Police Departments of Mount Joy and Manheim Boroughs, and Penn Township

**Tasks for Manheim Borough**

Section	Item Number	Tasks for Manheim Borough	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Land Use	3.2.1	Revise zoning of vacant, residentially zoned land within the urban growth area to be consistent with the average densities in the build out analysis		✓				LCPC, Solicitor, Planning Commission, Land Use Planning Consultant
Land Use	3.2.2	Review and revise residential zoning standards to ensure that they permit multi-family housing, infill development and redevelopment		✓				LCPC, Solicitor, Planning Commission, Land Use Planning Consultant
Land Use, Economic Development	3.2.3, 5.2.1	Revise downtown Manheim zoning and development standards to facilitate reinvestment in downtown homes and businesses and support redevelopment within the Borough		✓				LCPC, Solicitor, Planning Commission, Land Use and Urban Design Planning Consultant, MDDG
Land Use, Economic Development	3.2.4, 3.2.2	Develop a conceptual plan for the KOZ and Doe Run Road area that encourages redevelopment, takes advantage of rail access, identifies a potential truck/freight relief route and improves stormwater management for the area			✓			MAEDC, Penn Township, Planning Commission, LCPC, Urban Design and Planning Consultant
Housing	4.1.1	Stabilize older residential housing stock through effective code enforcement, zoning regulations and other programs to encourage ongoing investment		✓				Solicitor, Code Enforcement, Zoning Officer
Housing	4.1.2	Revise local ordinances and regulations to ensure the provision of adequate workforce housing in the Region				✓		Solicitor, Planning Commission, LCPC



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Section	Item Number	Tasks for Manheim Borough	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Housing	4.1.3	Develop and enhance rental registration and occupancy license program to facilitate planning for and maintenance of rental housing stock in the Region	✓					LCPC, Solicitor, Code Enforcement
Transportation	6.1.4	Develop access management standards				✓		Traffic Engineer
Transportation	6.1.5	Adopt an official map reflecting planned and/or desired vehicular, mass transit and pedestrian improvements		✓				LCPC, Planning Commission, MDDG, MAEDC
Transportation	6.1.8	Improve the pedestrian network within and around the Borough		✓				Planning Commission, MDDG, MCREC, Penn Township
Water & Wastewater	7.1.2	Explore potential service consolidation strategies between Manheim Borough Authority and the Northwestern Lancaster County Authority		✓				Water and Wastewater Authorities, Penn Township
Water & Wastewater	7.1.4	Prohibit extensions of water and wastewater lines beyond the designated urban growth areas					✓	Solicitor, Water and Wastewater Authorities
Natural Resources	8.1.1.2	Revise land development codes to require stormwater retrofits in redevelopment and street rebuilding projects		✓				Solicitor, Township Engineer
Natural Resources	8.1.1.3	Incorporate Stormwater Best Management Practices in local development ordinances			✓			Land Development Code, Solicitor, Township Engineer, LCPC
Natural Resources	8.1.4	Revise land use and development regulations to enhance preservation of riparian corridors and planting of riparian buffers along stream banks			✓			LCPC, Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant

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Section	Item Number	Tasks for Manheim Borough	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Natural Resources	8.1.5	Revise development codes to encourage or require stream and floodplain preservation and/or reconstruction in new development and redevelopment projects.			✓			LCPC, Solicitor, EAC, Planning Commission, LCPC, Environmental or Land Use Planning Consultant
Natural Resources	8.1.8	Review zoning performance standards to ensure adequate protection for noise, air quality and glare.					✓	Solicitor, EAC, Planning Commission Environmental or Land Use Planning Consultant
Community Character	9.2.1	Complete a historic and cultural resources survey update			✓			LCPC, Planning Commission, Historic Manheim Preservation Foundation, Cultural Resource Consultant
Community Character	9.2.2	Strengthen the Manheim Borough historic district standards and guidelines to ensure the preservation of historic resources while supporting reinvestment					✓	LCPC, Solicitor, Planning Commission, Historic Manheim Preservation Foundation, Cultural Resource Consultant
Community Character	9.3.1	Include design guidelines and streetscape standards in zoning ordinances to support compact development that is in character with rural and small-town lifestyles		✓				LCPC, Planning Commission, LCPC, Urban Design and/or Historic Preservation Planning Consultant
Community Services	10.2.1	Establish a different library facility capable of meeting long-term regional needs		✓				Manheim Library
Education	11.1.1	Ensure that future school development is designed so that it becomes an integral part of the surrounding physical community fabric					✓	Manheim Central School District
Education	11.2.2	Educate local students on issues affecting the Region					✓	Manheim Central School District

**Tasks for Manheim Central School District**

Section	Item Number	Tasks for Manheim Central School District	Implementation	Short-term	Medium-term	Long-term	On-going	Suggested Project Partners
Economic Development	5.1.1	Identify financial and policy incentives to preserve farming as an industry		✓				Lancaster County Farmland Trust, Lancaster County Agricultural Preserve Board, Rapho and Penn Townships
Transportation	6.1.8	Improve the pedestrian network within and around the Borough		✓				MDDG, MCREC
Education	11.1.1	Ensure that future school development is designed so that it becomes an integral part of the surrounding physical community fabric		✓				Borough, Urban Design and Planning Consultant
Education	11.1.2	Create continuing education opportunities for the Region's residents to meet adult education needs			✓			Area Community Colleges
Education	11.2.2	Educate local students on issues affecting the Region					✓	Municipal elected officials, staff presentations

### **Funding Sources**

Some Plan recommendations will be implemented using existing municipal or School District resources; however many will be funded using a variety of outside technical assistance and grant resources. Lancaster County provides extensive technical assistance in the form of model codes, guidance documents and staff assistance. In addition, it provides some grant funding, as was provided to prepare this Plan. The Pennsylvania Commonwealth is another major funder of planning and implementation projects, though budget constraints can limit opportunities.

The following information was collected from the Commonwealth of Pennsylvania website. The Commonwealth's budget is routinely changing, and therefore it is necessary to contact the state and other funding sources to find more detailed and current information. The list below provides a general understanding of the funding that may be available over the life of the Plan.

#### **Pennsylvania Department of Environmental Protection**

**Community Watershed Education Grants (WREN)** - Supports community coalitions undertaking public education projects aimed at mitigating or preventing non-point source pollution in Pennsylvania watersheds. Eligible funding recipients include counties, municipalities, water and wastewater authorities, school districts, conservation district, and non-profit organizations. Average grant amount: \$4,500

**Enactment of Ordinances and Implementation of Stormwater Management Plans** - This program reimburses municipalities for costs incurred in the adoption or revision of ordinances or regulations and other actual administrative, enforcement, and implementation costs incurred in complying with the Pennsylvania Stormwater Management Act (1978 Act 167) and the companion regulation governing stormwater management grants and reimbursements (25 Pa. Code 111). Average grant amount: \$1,400.

**Environmental Education Grants Program** - The focus of the Environmental Education Grants Program is to support environmental education through schools, county conservation districts and other nonprofit conservation or educational organizations, including colleges and universities. Eligible applicants include counties, municipalities, water and wastewater authorities, school districts, conservation district, and non-profit organizations. Average grant amount: \$7,500.

**Growing Greener Watershed Grants** – The purpose of this program is to restore watersheds and streams. Eligible applicants include counties, municipalities, water and wastewater authorities, conservation districts, watershed associations and non-profit organizations. Average grant amount: \$95,000.

**PEDA (PA Energy Development Authority) Grants** - PEDA solicitations are varied and diverse. In general, PEDA provides grants, loan guarantees for alternative energy projects and related research referring to deployment projects, manufacturing or research involving the following types of fuels, technologies or measures: solar energy; wind; low-impact hydropower; geothermal; biologically derived methane gas, including landfill gas; biomass; fuel cells; coal-mine methane; waste coal; integrated gasification combined cycle, and; demand management measures, including recycled energy and energy recovery, energy efficiency and load management. Eligible applicants include counties, municipalities, authorities, school districts, non-profit organizations, corporations, legal business entities and partnerships between eligible applicants.

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**Stormwater Management Planning and Implementation** - DEP provides financial and technical assistance to counties for development and to municipalities for implementation, of watershed-based stormwater management plans under the Storm Water Management Act (1978 Act 167). The financial assistance consists of grants and reimbursements that cover 75% of the allowable costs for storm water management plans covered under the Act. Eligible applicants include counties and municipalities. Average grant amount: \$200,000.

### **Pennsylvania Department of Community and Economic Development**

PA DCED funds a variety of economic and community development projects. The grant and financing tools listed below are just some of the types of projects that PA DCED will undertake. Most of the programs are included under its Single Application Program, which means that an applicant need only fill in one application and the Department will find suitable funding based on the application content.

**Building PA** - Financing for commercial and mixed use development in KOZ, brownfields, boroughs and low income areas.

**Business in our Sites** – Loans for improvements to get sites ‘shovel ready’ for development. Loans are ‘patient’ until the site is sold.

**Cultural Activities, Exhibits and Expositions** - Funds may be used to support facility enhancements, new construction and/or renovations, or for the development of marketing, advertising and public relations campaigns to build attendance. Other eligible activities may include: film presentations, show case activities, workshops and symposia, special promotions, preview events, open dialogs, pre and post viewing discussions, and familiarization programs. A primary goal of the program is to promote overnights stays. Applicants must, as part of the project narrative, explain how their project will meet this goal.

**Community and Business Development Program** - The Community and Business Assistance Program provides grants for community and business assistance projects that, in the judgment of the Department of Community and Economic Development, improve the stability of the community; promote economic and/or community development; improve existing and/or develop new civic, cultural, recreational, industrial and other facilities or activities; assist in business retention, expansion, creation or attraction; promote the creation of jobs and employment opportunities; enhance the health, welfare and quality of life of citizens of this Commonwealth; and meet all requirements of the DCED Single Application for Assistance.

### **Pennsylvania Department of Conservation and Natural Resources**

PA DCNR provides grants for planning and development of open space, park facilities and trails and for the conservation of natural resources. Most of its grant programs fall under one four categories:

- Technical assistance to help build local, county, regional and statewide capacity to better develop and manage recreation and park facilities and to promote the conservation of natural resources through plan implementation, education and training
- Planning Projects that "lay the groundwork for future land acquisition, development and/or management of parks, recreational facilities, critical habitat, open space, natural areas, greenways, rails-to-trails, snowmobile and ATV trails and river/watershed corridors

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- Land Acquisition projects that involve the purchase and/or donation of land for park and recreation areas, greenways, trails, critical habitat areas and/or open space.
- Development projects that involve the rehabilitation and development of public parks, indoor and outdoor recreation facilities, rails-to-trails, snowmobile and ATV trails and facilities, as well as, greenways and river conservation projects
- Pennsylvania Recreational Trails funding, which is appropriated by the U.S. Congress through the federal “Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users” (SAFETEA-LU)

### **PENNVEST**

PENNVEST has been empowered by Pennsylvania state law, [Pennsylvania Infrastructure Investment Authority Act 16 of 1988](#), to administer and finance the Clean Water State Revolving Fund (CWSRF) and the Drinking Water State Revolving Fund (DWSRF) pursuant to the federal Water Quality Act of 1987, as well as to administer the American Recovery and Reinvestment Act of 2009 (ARRA) funds. PENNVEST also finances, through the issuance of special obligation revenue bonds, water management, solid waste disposal, sewage treatment and pollution control projects undertaken by or on behalf of private entities.

#### **Drinking Water, Wastewater and Storm water Loans and Non-Point Source Financing -**

Primarily low interest loans (some grant funding available) to pay for costs associated with design, engineering, and construction of public or private owned drinking water or wastewater systems, non-point source pollution mitigation and municipal storm water projects.

**On-Lot Sewage Disposal Loans** – Low interest loans available to individuals to finance repair or replacement of their malfunctioning on-lot system for their primary residence.

**Brownfield Redevelopment Loans** - Low interest loans available for remediation of sites related to water quality benefits.

**Growing Greener Grants** - Supplemental grants available on a limited basis for systems with residential user rates. No separate application is necessary. Analysis is performed on each submittal for grant consideration.

**Green Initiatives** – Projects that promote and encourage environmental responsibility in our communities that are creative and innovative with green solutions for water quality management. These solutions can be as simple as installation of water barrels for water collection and re-use, to regional projects that reduce sediment and nutrient contamination of the Chesapeake Bay watershed by reducing storm water runoff from agricultural areas.

### **Pennsylvania Department of Transportation (PennDOT)**

*Transportation Enhancements, Federal Safe Routes to School, PA Hometown Streets/PA Safe Routes to School* – The funding for these programs is currently unclear. It is likely that future transportation bills will include similar programs for funding streetscape, pedestrian, bicycle, traffic calming, transit and other transportation improvements. The Region should work with County and PennDOT staff to keep apprised of new transportation funding.

**Lancaster County**

**Lancaster County Smart Growth Toolbox** -- Lancaster County Planning Commission maintains the Lancaster County Smart Growth Toolbox. This toolbox is not a 'funding source' per se, but it includes up-to-date tools for implementing comprehensive plan strategies and goals. The toolbox provides model ordinances, program guidelines and other technical assistance that can save the Regional partners resources. In addition, case studies provide insights into finding funding and navigating various processes that might require a more creative approach than simply completing a funding application.

**Urban Enhancement Fund** – Provides funding for projects that directly relate to economic and community development in urban areas within urban growth areas. Projects can include infrastructure to support new development or redevelopment.

**Circuit Riders Initiative and Activities** – The County Planning Commission can provide technical assistance to build local capacity and assist in economic development planning.

**Land Recycling Initiative** – The County can provide technical assistance in completing environmental assessments on brownfield sites.

**Municipal Transportation Grant Program** – The County provides funds for construction and design to assist in local transportation projects.