



Getting to a Complete Community

Golden Triangle Concept Plan

Manheim Township
Comprehensive Plan 2035

DRAFT

Train Station
Small Area Plan

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Rick Kane, Township Manager

Andy Bowman, Assistant Township Manager

Lisa Douglas, Former Planning and Zoning Director

Sharyn E. Young, Current Planning and Zoning Director

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Moniqua M. Acosta

Hollis S. Butterworth

Michael S. Callahan

Mark L. James

Paula G. Landis

Allon H. Lefever

Tressa F. Monkman

Aaron D. Sherman

Nathan Van Name

David E. Wood

Roy E. Baldwin

Christopher L. Savitz

Micheal Gibeault

Technical Consultant:

Michael Baker
INTERNATIONAL

A PLACE FOR EVERYONE TO CALL HOME

Manheim Township has always been a special place, both for those who were born here and those who moved here. Ever since its founding in 1729 as one of Lancaster County's first Townships, Manheim has been welcoming people from across the United States and from around the world, from Pennsylvania Dutch settlers in the 18th and 19th centuries to transplants seeking community in the 20th and 21st.

People want to move here, live here, and raise their families here because of what makes Manheim Township so special: a strong sense of community, high quality parks, and an excellent school district. These assets have contributed to the Township having some of the highest population growth rates in Lancaster County.

While an increasing population is a sign of a healthy, vibrant community, growth can have negative side effects. Most importantly, the revenue collected to support vital infrastructure like parks, pools, and emergency services has not kept pace with the growing demand for that infrastructure. The growing amount of traffic passing through the Township is placing additional strain on already overstretched transportation and emergency services infrastructure. The Township is also experiencing an aging population, a shortage of affordable housing (especially for renters), and changes to work and commuting patterns after the COVID-19 pandemic.

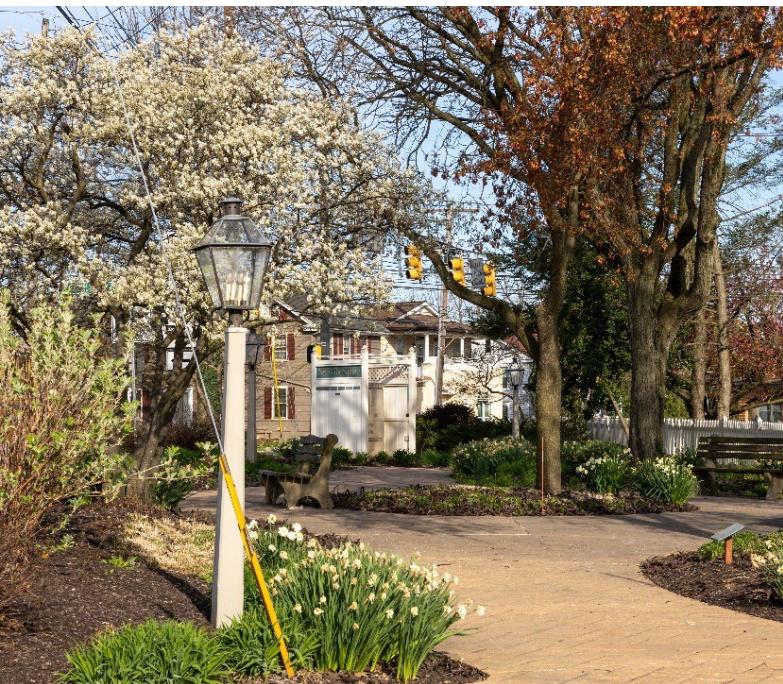


Getting to a Complete Community is a vision for how Manheim Township can navigate through the next ten years, building on its strengths and working across traditional boundaries to address major problems. This plan answers the question asked across the Township over the 15-month plan development process: What kind of community do we want to be? The answer: A place for everyone to call home.

INTRODUCTION TO THE PLAN

Getting to a Complete Community is a municipal comprehensive plan, an essential tool for shaping the future of Manheim Township. The Pennsylvania Municipalities Code (MPC) permits communities across the Commonwealth to adopt a comprehensive plan as a tool for shaping future development, growth, transportation infrastructure, parks, and many other elements of a community's built environment. A comprehensive plan also serves as:

- An educational tool for residents, to help them learn about their community
- A platform for discussing how growth, development, and land use can be guided
- A roadmap for improving mobility and transportation connections
- A set of principles that underpin all decisions being made to improve the community



Getting to a Complete Community was developed between late 2023 and early 2025, with extensive public input and policy discussion. Ultimately, six "Critical Issues" were identified as the major issues in the community that needed to be addressed in the new comprehensive plan. Four major goals were created as solutions to those issues, with corresponding actions for the Township and its partners to undertake to preserve the high quality of life in the community.

PLAN GOALS

- **Securing Our Fiscal Sustainability:** Manheim Township will work to establish long-term fiscal sustainability through promoting better land use, developing partnerships, and pursing funding from state and federal sources.
- **Housing We Can Afford:** Manheim Township will improve the affordability and diversity of its housing stock so that residents, regardless of age or income, can continue to live in their community.
- **Mobility That Connects Us:** Manheim Township will develop a vibrant multi-modal transportation network by investing in making other modes of transportation, like walking, bicycling, and taking transit, safe and convenient travel options for residents.
- **Land Use Regulations that Support Our Goals:** Manheim Township will modernize its land use and development ordinances to encourage redevelopment, promote density in appropriate locations, and preserve open space.

The four goals work together to map out a path for the Township and its partners to follow over the next ten years, to achieve long term fiscal sustainability, align local institutions with community needs, and ensure that residents have the resources and infrastructure they need to have a high quality of life for years to come.



PLANNING PROCESS

Getting To A Complete Community was developed between September of 2023, when the Comprehensive Plan Committee (CPC) held its first meeting with the project team, to August of 2025 when the final plan draft was adopted by the Township Board of Commissioners.

Throughout the plan development process, it was important to produce a visionary document that was worthy of the time and effort put into its creation by Township staff, passionate residents, business owners, and community leaders. To ensure this result, all actions and decisions by the project team were taken with the following goals in mind:

- Ensure the final plan reflects the Manheim Township community.
- Provide ample opportunity for all members of the community to participate in creating the plan.
- Propose bold but practical solutions to the issues most impacting Township quality of life.



The plan development process was divided into four phases, each focusing on a key element of the final plan:

1. **Learn:** This phase centered on public engagement and data collection. Outreach to residents was conducted through several different methods, to ensure that a large segment of the community was included in the plan process. Engagement activities included two online public surveys; one dedicated to the new comprehensive plan and received 1,772 responses, and a second that focused on getting feedback on the Township's parks and recreation facilities. The plan process also included five focus groups consisting of subject matter experts to discuss priority issues, and two pop up events hosted at popular community facilities, to give residents additional opportunities to share their own vision for the future of the Township.

The project team also collected significant amounts of data, on topics like demographics, housing affordability, jobs, and transportation infrastructure to gain a better understanding of any high-level trends that may be impacting the Township.

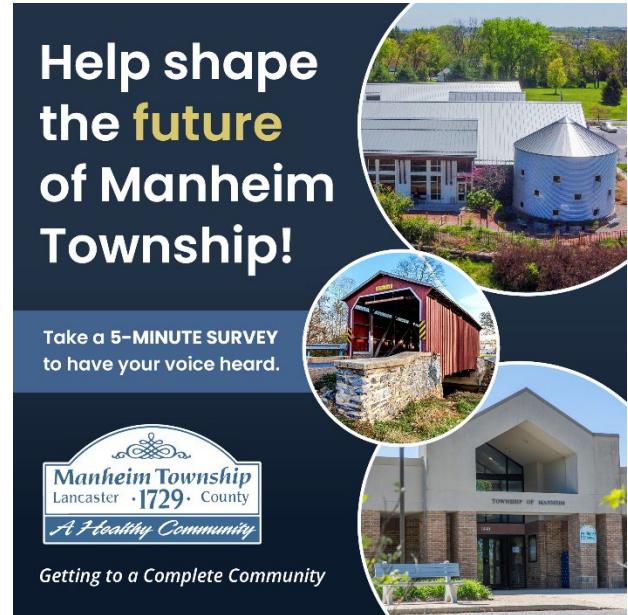


2. **Establish:** In this phase, the basic structure of the plan began to take shape. The project team, working with Township staff, crafted the draft versions of several elements that are included in the final plan document. These include the following:

- Critical Issues: The six “Big Things” that impact across the community.
- Core Values: The beliefs that define how we view ourselves and our community.
- Goals: Solutions that will address the Critical Issues that are having the biggest impact on resident quality of life.
- Implementation Strategies: The actions we will take to accomplish our Goals, while maintaining our Core Values.

All draft elements went through several rounds of review, comment, and refinement by Township staff and the CPC, to ensure that the final plan accurately and practically addressed the needs of the community.

3. **Launch:** In this phase, all the elements created in phase 2 were assembled into an initial draft of the plan. This draft was presented to the CPC and the public for a final round of feedback, to identify any further changes or refinements needed to get the plan in its final form.
4. **Implementation:** This is the current phase. *Getting to a Complete Community* has been adopted as the official Comprehensive Plan of Manheim Township, and staff, elected officials, and stakeholders have begun the new journey of moving from planning to action.



THE COMMUNITY AT A GLANCE

To begin shaping the final recommendations of the plan, it was important for the project team to identify and understand any demographic, economic, or transportation trends that may be impacting the Township. Data was gathered from the U.S. Census Bureau and PennDOT databases, analyzed and discussed with Township staff and the Comprehensive Plan Committee, and summarized in the Manheim Township Today Report. The pages below share some of the impactful trends identified in the data; the full report can be reviewed in Appendix A.



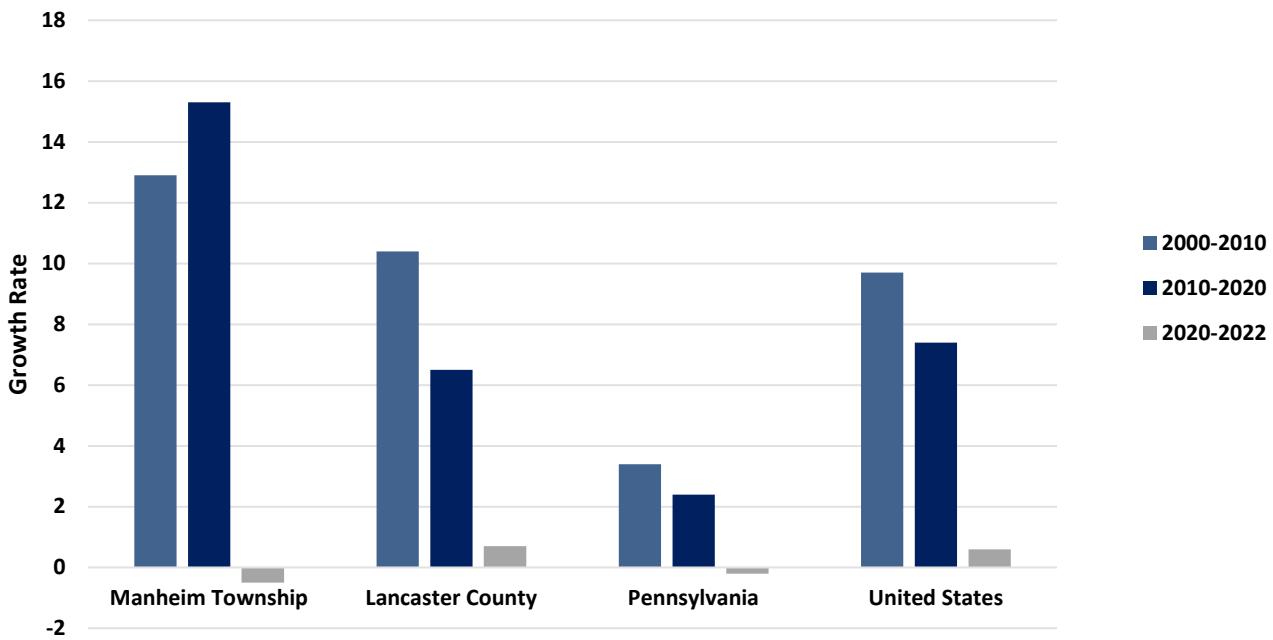
The Township Has Experienced a High Rate of Population Growth

In the 2020 Census, the Township's population was 43,977 residents; this makes the Township the second most populous municipality in Lancaster County, after Lancaster City.

From 2000-2022, Manheim Township's population grew by 29.6%, from 33,770 residents to 43,757. The highest period of growth was between 2010 and 2020, when the Township grew by 15.3%.

The rate of growth in Manheim Township has been substantially higher than the average for Lancaster County, the state of Pennsylvania, and for the United States overall. From 2000 to 2022, Lancaster County grew by 18.3%, Pennsylvania grew by 5.6%, and the U.S. population grew by 18.4%. See a graphical comparison of different growth rates in Figure 1, below

Figure 1: Population Growth, 2000-2022



Source: U.S. Census Bureau

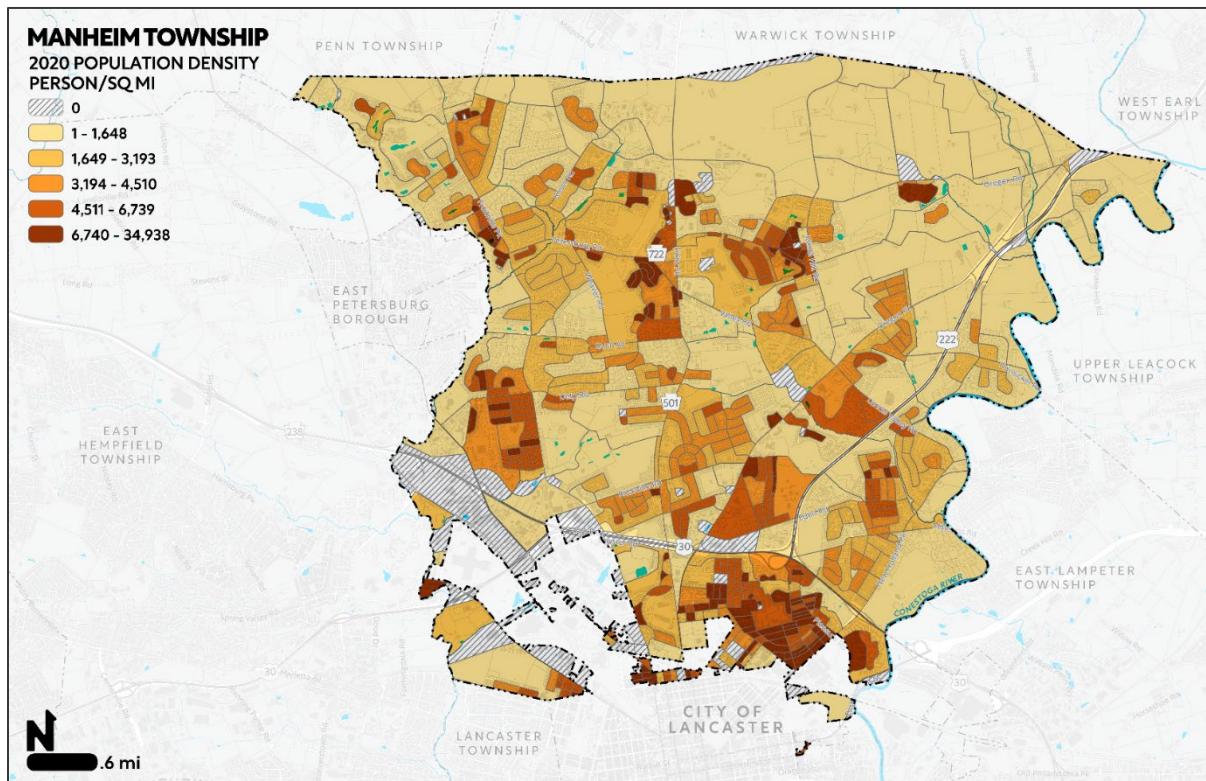
The Township Has Some Isolated Areas of Higher Density

When Manheim Township's population is mapped by the number of residents per square mile, several areas of the Township are highlighted. See the Township's population density mapped in Figure 2, below.

The Grandview neighborhood, which was largely developed before World War II on smaller lots, is one of the most densely populated areas of the Township. The residential area around Bucher Elementary School in the western part of the Township also exhibits higher density development patterns.

There are other, more isolated locations of higher density development in the Township. These are home to retirement communities and apartment developments, which typically feature multi-story, multi-family buildings.

Figure 2: Population Density, 2020



Source: U.S. Census Bureau

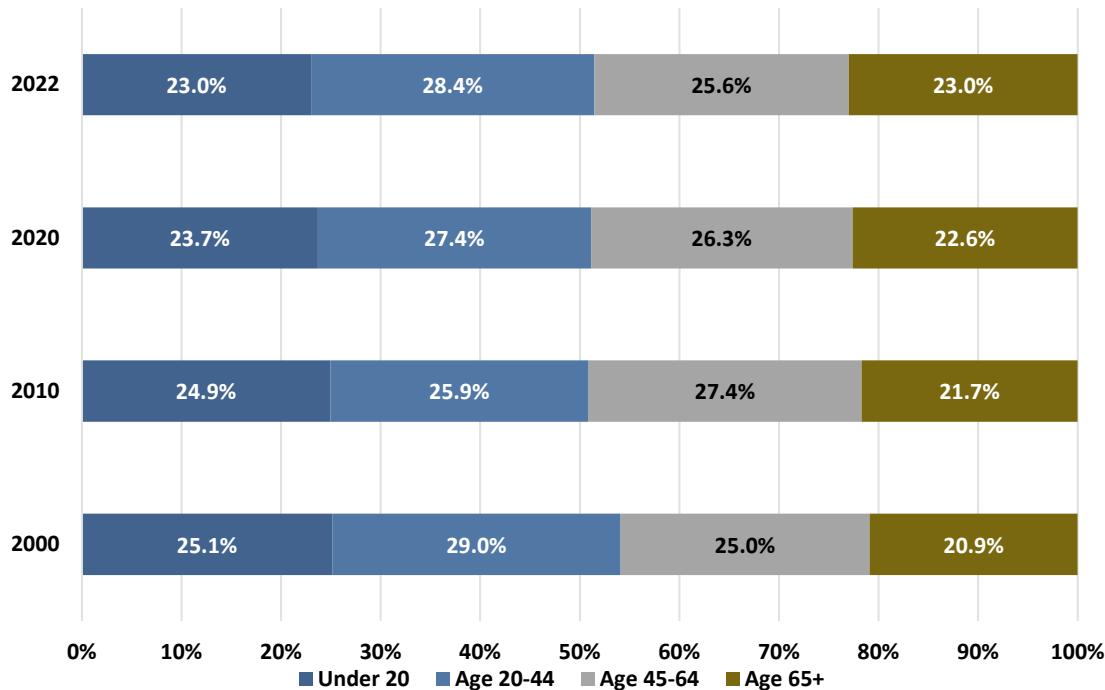
The Population of the Township is Aging

The average resident of Manheim Township is older than that of Lancaster County, Pennsylvania, and the United States overall. An aging population requires special consideration, as this means that the types of housing, transportation, and healthcare needs will change over the coming decades. An aging workforce also presents challenges to the long-term economic resilience of the Township.

In 2022, the median age in the Township was 44.1 years, compared to an average of 39.4 years in Lancaster County, 40.9 years in Pennsylvania, and 39.0 years in the U.S. overall.

The share of the Township's population aged 65+ has increased. Between 2000 and 2022, that segment of the population increased from 20.9% of the total population to 23.0%. In contrast, younger segments of the population are shrinking; residents under the age of 20 fell from 25.1% of the total population to 23.0%. Residents aged 20-44 also fell, from 29.0% to 28.4% of the total population. See the change in different age groups in Figure 3 below.

Figure 3: Combined Age Distribution, 2000-2022

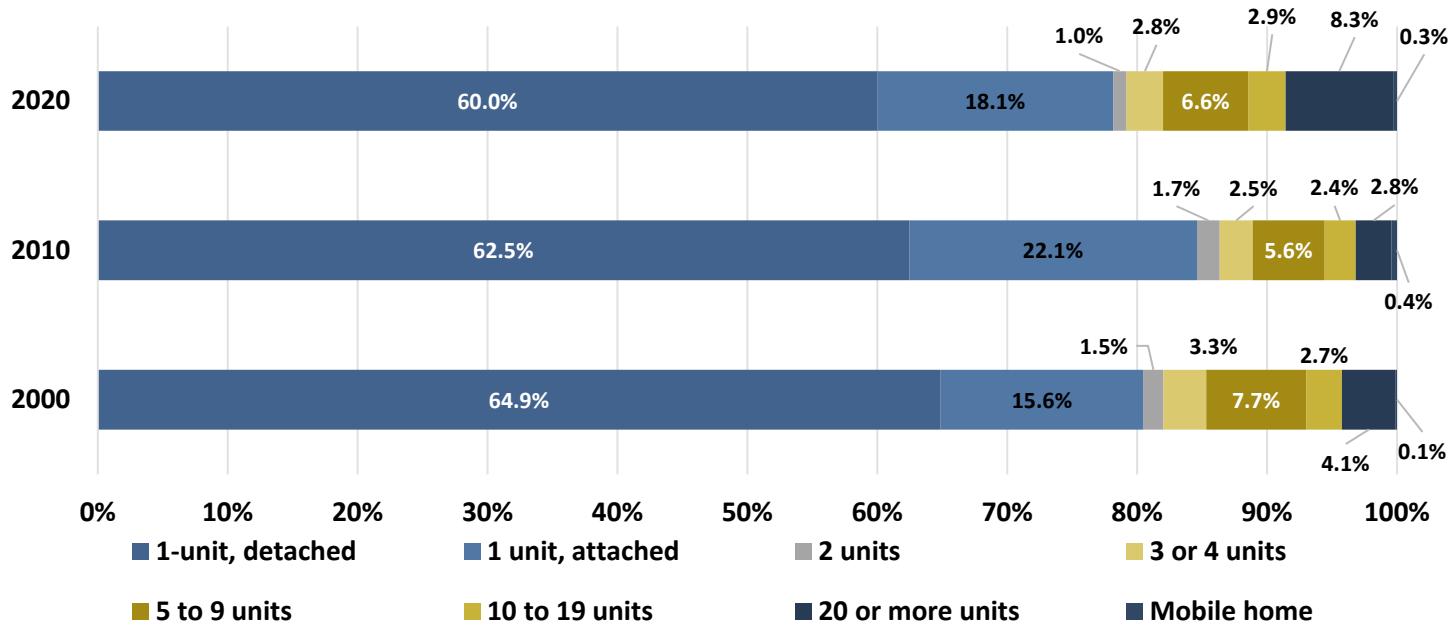


Source: U.S. Census Bureau

The Housing Stock of The Township is Predominately Detached Single-Family Homes, Though That is Changing

Data from the U.S. Census shows that the mix of different housing types in Manheim Township is changing. While detached single-family homes remain the dominant housing type, their share of total housing units in the Township has declined, shrinking from 64.9% of all housing units in 2000 to 60.0% in 2020. In contrast, the share of denser housing types is increasing. One-unit attached housing increased from 15.6% of the total to 18.1%, and the share of buildings with 20 or more units more than doubled between 2000 and 2020, rising from 4.1% to 8.3%. See the change in the housing type mix in Figure 4, below.

Figure 4: Housing Type Units, 2000-2020



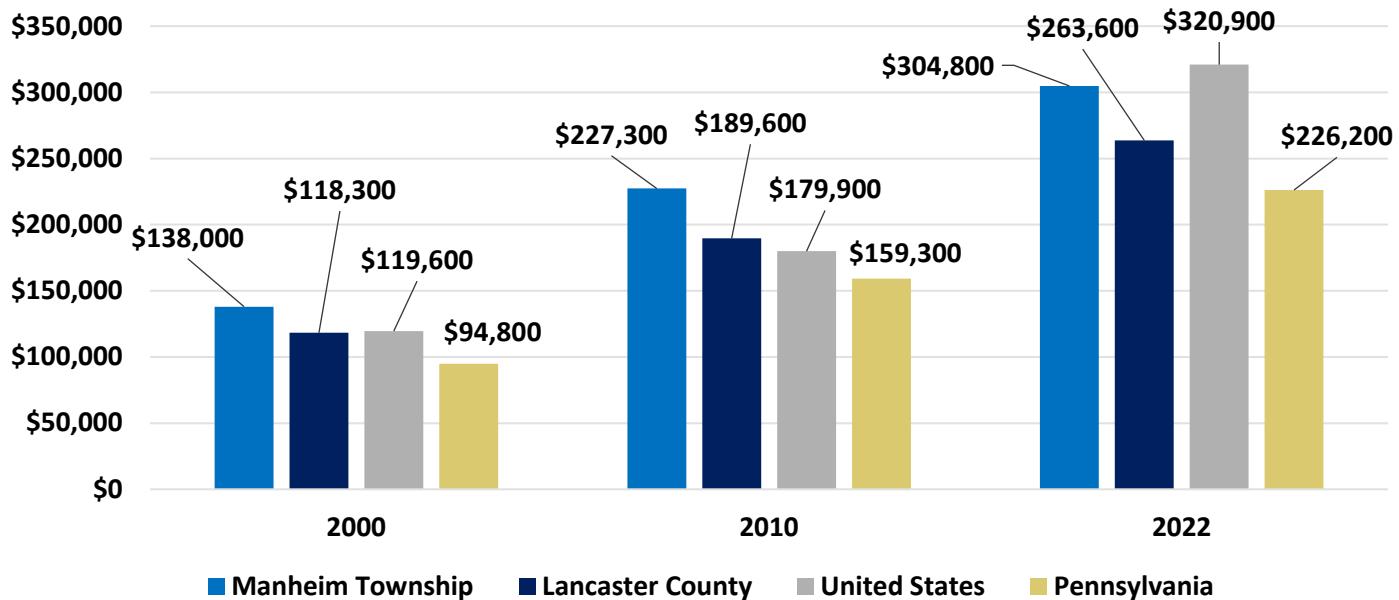
Source: U.S. Census Bureau

Housing in the Township is Expensive, and Renters are Especially Cost Burdened

The median home value in Manheim Township in 2022 was \$304,800. This is higher than average home price in Lancaster County, \$263,600 and Pennsylvania, \$226,200, but lower than the national average home value, which was \$320,900.

A resident is considered burdened if they spend over 30% of their monthly income on housing. In Manheim Township, 14.9% of homeowners are considered housing-cost burdened, while 54.20% of renters spend over 30% of their income on rent. This indicates a strong demand for rental properties within the Township, limited options for certain income brackets in the rental market, or a combination of both. See how average home prices have changed in Figure 5 below.

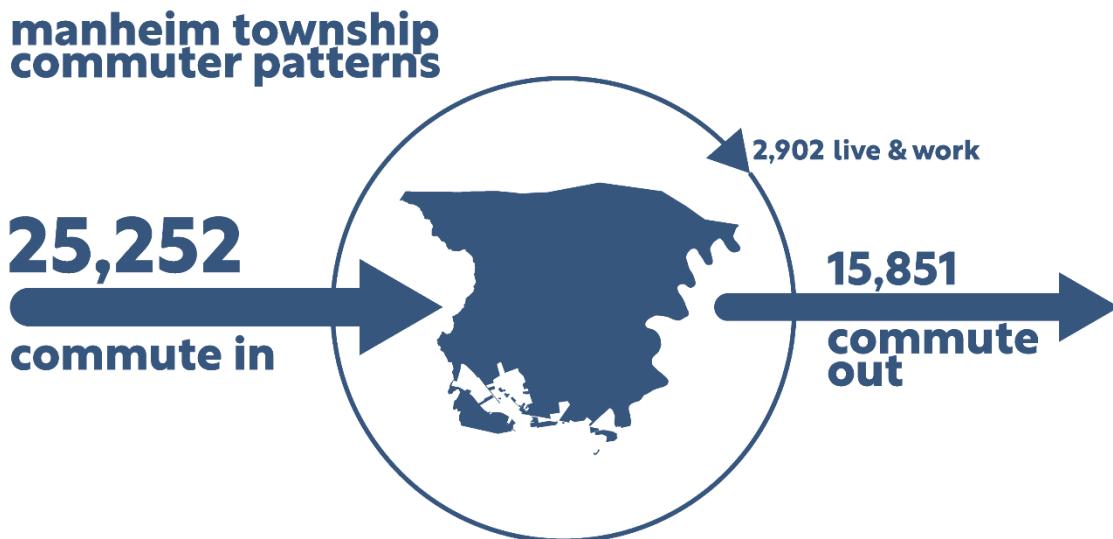
Figure 5: Average Home Prices, 2000-2022



Source: U.S. Census Bureau

More People Are Commuting Into the Township to Work Than Residents Commuting Elsewhere

Only a small percentage of residents both live and work in Manheim Township. Of the 18,753 workers that live in the Township, 15,851 leave to work in other municipalities. At the same time, 25,252 people commute into the Township for work. The most common place for Township residents to commute to is Lancaster City, and the most common place for workers to commute into the Township from is also Lancaster City. The high rates of commuting and reverse-commuting demonstrate strong interdependent economic ties between Manheim Township and Lancaster City.

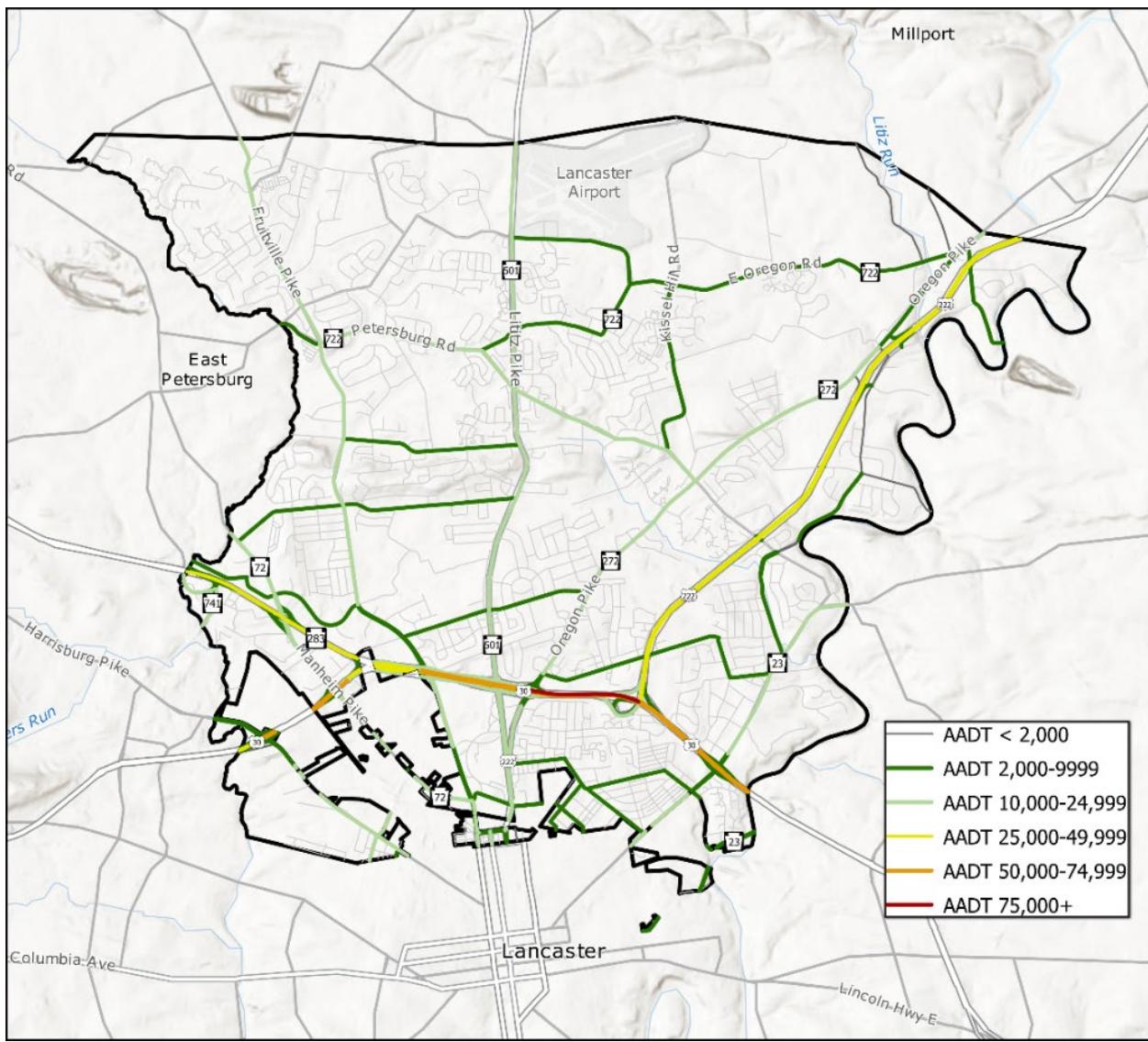


Source: U.S. Census Bureau

The Major Road Corridors in The Township Carry High Traffic Volumes

US 222, US 30, and PA 283 carry the heaviest traffic volumes within Manheim Township. US 30 between its interchanges with PA 272 (Oregon Pike) and US 222 experiences the highest volumes, accommodating an average of over 75,000 trips per day. The remaining segments of US 30 in the township average over 50,000 but less than 75,000 trips daily while US 222 and PA 283 both average between 25,000 and 50,000 trips daily. See a map of high-volume roadways in the Township in Figure 6 below.

Figure 6: Traffic Volumes

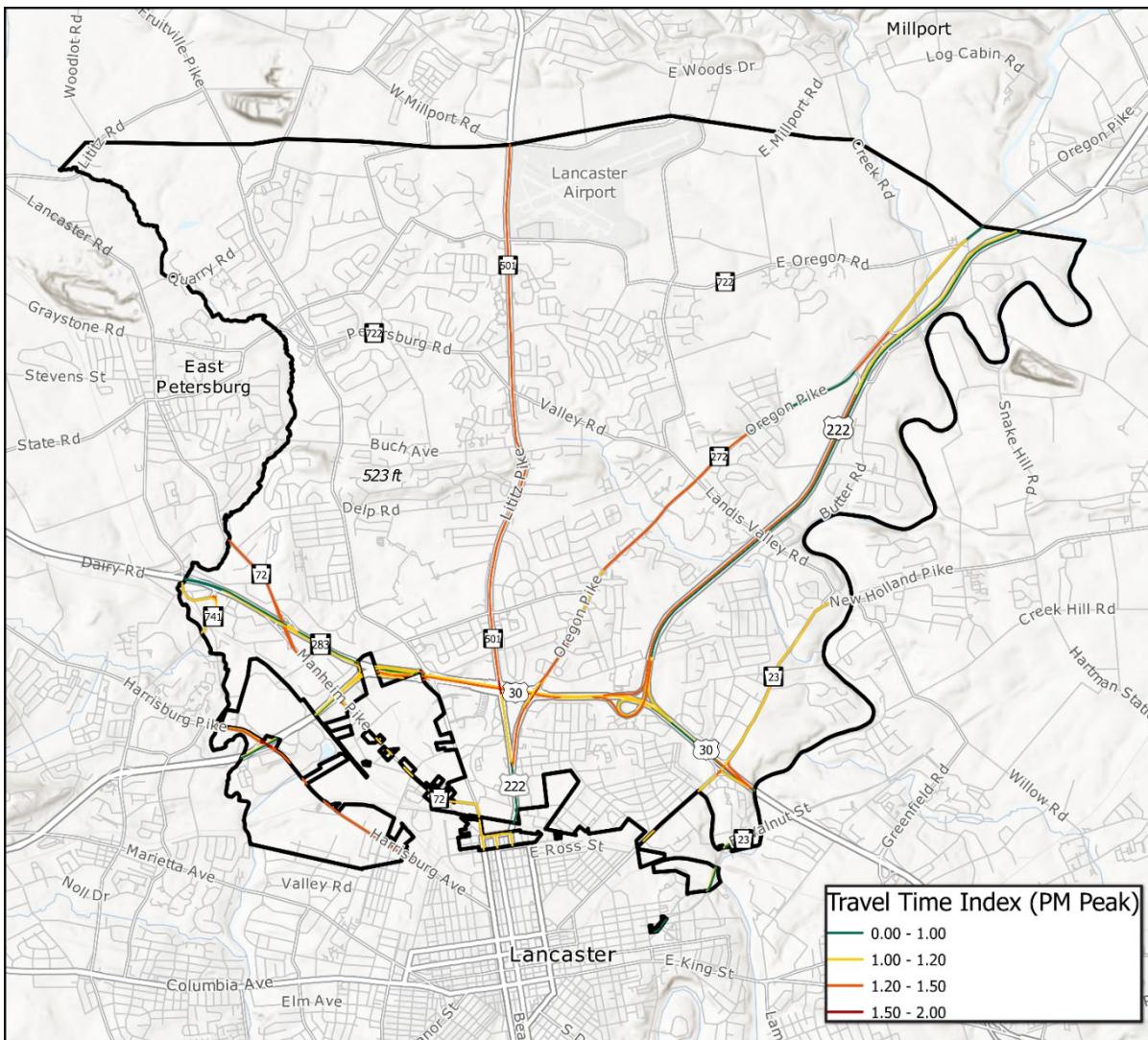


Source: PennDOT OneMap

Major Road Corridors in the Township are Becoming Congested

Travel time index (TTI) is a measure of the reliability of a roadway, comparing peak hour travel time to free-flow travel time. If a corridor or roadway segment has a TTI value of 1.5 or greater is considered "unreliable". While most of the roadways in the township do not exceed this TTI value, they have values that are close to this threshold. During PM peak hours (4:00pm-6:00pm), many of the township's major corridors are encroaching on this unreliability threshold. These include PA 501 (Lititz Pike), PA 72 (Manheim Pike), Harrisburg Pike, US 222 southbound, segments of PA 272 (Oregon Pike) and US 30 (both east and westbound). See a map of congested roadways in Figure 7 below.

Figure 7: Roadway Congestion



Source: PennDOT OneMap

WHAT WE HEARD FROM RESIDENTS

While collecting and interpreting data to understand what's impacting the Township is important, listening to Manheim residents is also crucial. Over the course of the plan development process, we heard from business owners, farmers, non-profit leaders, agency representatives, and passionate residents. Ultimately, the project team gathered input from nearly 2,000 unique interactions with the public, across multiple public surveys, focus groups, and pop-up events. Several common themes quickly emerged from the comments and ideas submitted by the public:

- **Road Safety:** There is a significant need to improve road infrastructure that creates more connectivity and safer conditions, especially for pedestrians and cyclists.
- **Traffic Congestion:** Traffic is a major concern, especially as the Township's population grows.
- **Zoning:** Land us regulations are too restrictive and need to become more flexible.
- **Housing:** Housing affordability is a major concern. There is a need to allow for diverse types of housing, like ADUs, townhomes, and apartments.
- **Multi-Modal Transportation:** To accommodate denser development, multi-modal transportation networks and mobility hubs need to be created.
- **Redevelopment Opportunities:** Redevelopment of underused sites near job centers should be explored to help meet population growth demands.
- **Parks and School District:** The Township's parks are seen as well-used and well-loved recreational assets, and the school system is seen as a major strength.

For those who want to review the results of public engagement activities conducted for this plan in-depth, summaries of the public survey results, focus group discussion, and pop-up events can be found in Appendices B, C, D, and E, respectively.

The Critical Issues

As the project team analyzed demographic and land use data, and engaged with Township residents, several topics quickly rose to the top. These are the “Big Things,” the issues that are impacting everyone in the Township, regardless of who they are or where they live. Everyone in the plan development process, from Township staff and the CPC to focus group members and survey takers, agreed that the following topics are the problems the Township should focus on over the next ten years.

- 1. THE TOWNSHIP IS NOT FISCALLY SUSTAINABLE:** The costs to provide our public services and maintain community amenities are not keeping pace with the demands of a growing community.
- 2. HOUSING IS OUT OF REACH:** Housing costs are rising, and homeownership is out of reach for young adults and seniors in the Township.
- 3. THE TRANSPORTATION NETWORK IS UNWELCOMING:** The Township is negatively impacted by a transportation system that is not designed for all users. Lack of sidewalk connections and bike facilities as well as high traffic roadways create an unsafe environment for our residents and is harming our business community.
- 4. LAND USE REGULATIONS MUST CHANGE:** Our local land use policies and regulations are not adequately flexible to realize our goals.
- 5. WE MUST ADVOCATE BASED ON OUR PLAN:** Decision making and planning needs to influence local, regional, state, and federal programs.
- 6. DEVELOPING PARTNERSHIPS IS CRITICAL:** The metro area is continuing to grow and if not properly planned will negatively impact the quality of life for our residents.



VISION OF THE PLAN

Developing a vision is crucial, as it summarizes the community's collective vision for their future and shapes everything else in the plan; goals, actions, and implementation strategies are all developed with an eye toward making the vision a reality. The vision of *Getting to A Complete Community* was created through engagement with Township staff, the Comprehensive Plan Committee, and residents. It is represented by two elements: the Core Values and the Future Area Character Map.



Our Core Values

It is important to remember the values that define the Manheim Township community and make it the special place that we know and love. The following core values will guide all future decision making conducted to make the recommendations of this plan a reality.

1. We value the fiscal sustainability of our community now and in the future.
2. We value a community that cherishes its agricultural past and its natural environment while growing responsibly.
3. We value a community that meets the everyday and long-term needs of our residents and businesses but not at the detriment of our other core values.
4. We value our people over cars and want to make sure that residents are connected to parks, schools, and business without having to drive.
5. We value our community's importance as part of the metro-region of Lancaster County and seek to advocate our core values and principles at all levels of influence.
6. We value collaboration and partnerships to help us grow responsibly.

Future Area Character Map

When viewed on a map, Manheim Township is crisscrossed with barriers, including zoning districts, water or sewer service areas, and neighborhood boundaries. But anyone living or working in the Township doesn't see the lines drawn on a map, they see the landscape around them; the environment made up of different elements, created by both man and nature, that shift and change to create a unique sense of place.

For *Getting to a Complete Community*, the *character* of the Township is what's important; how we want different parts of the community to look, feel, and function. Maintaining or establishing that character is what will guide the different land use ordinance changes and mobility infrastructure improvements proposed in this plan.

The community's vision for the future character of the Township is summarized in the Future Character Area Map. This map pictures that vision by identifying areas that are not expected to change over the next 10 years, like agricultural landscapes, historic neighborhoods or newly developed areas compared with places that may change or where redevelopment should be encouraged. This would include areas like undeveloped property or vacant, underutilized sites suitable for redevelopment.

The Future Character Areas displayed in the Future Character Area Map and as described below were developed by examining the current distribution of development patterns in Manheim Township and consolidating them into broader categories. This map and descriptions have been adjusted, through discussions with Township staff and Comprehensive Plan Committee, to reflect how stakeholders want the character of the Township to change over the life of the plan.



Character Area	Description
Natural Resource/Open Space/Parks	Areas, often permanently preserved, that are designed to recharge groundwater, mitigate floods, filter air, purify water, provide recreation opportunities, and retain critical plant and animal habitat. These areas are mostly confined to parks, nature preserves, and stream corridors, so development is limited to structures and infrastructure that support parks and recreation uses, like parking areas, restrooms, pavilions, canoe or kayak launches, and trails.
Agriculture/Rural Residential	Primarily agricultural landscapes with limited infrastructure, characterized by scattered low density residential and commercial development. Development opportunities focus on sustaining farmers and the agricultural economy, including farm support businesses, and retail stores selling agricultural products.
Suburban	Primarily residential, low-density areas, served by public infrastructure, that make up the majority of previously developed and newly developed land in the Township. Detached single-family homes with large setbacks are the main building type here, though there are also some apartment complexes located along major roadways. Small, neighborhood scale institutional uses like schools and churches are integrated into this area. Transportation infrastructure is designed around the automobile and may have inconsistent infrastructure for pedestrians, bicycle users, and transit riders.
Traditional Neighborhood	Residential areas that are pedestrian scaled with smaller setbacks and served by public infrastructure. Residential uses are on smaller lots and include a wider variety of housing types, like duplexes and rowhouses. They also feature some neighborhood scale commercial uses like corner stores and barber shops, integrated into predominately residential streets in mixed-use buildings. Small institutional uses like schools and churches

	are integrated into this area. Streets have more complete sidewalk networks, and are more comfortable for use by pedestrians, bicycle users, and transit riders.
Train Station	A new mixed-use district on the border the Township shares with Lancaster City, centered on the Lancaster Amtrak Station. This area features multiple high-profile redevelopment sites, which together creates the opportunity to establish a new infill neighborhood on the southern boundary of the Township. The close proximity to jobs, walkable communities, and robust transportation corridors encourages the development of an urban form, with high-density buildings, a mix of uses, public spaces, and lower parking requirements. New pedestrian and bicycle connections link this area to the Amtrak station, RRTA bus service, Lancaster City, Stauffer Park, and other key destinations.
Neffsville Village	The developed core of Neffsville, centered on properties along Lititz Pike between Waverly Avenue and Petersburg Road. Features small-scale, mixed-use buildings that are ideal for small businesses or live-work types of uses. Any new growth would be limited to redevelopment and infill of vacant buildings or lots with structures that matches the scale of existing buildings and encourages a more pedestrian-friendly streetscape.
Oregon Village	The unique, historic core of Oregon, centered on properties along Oregon Road between Route 272 and Creek Road. Features small-scale, mixed-use buildings that are ideal for small businesses. Any new development would be limited to redevelopment and infill of vacant buildings or lots with structures that match the existing character of the village.

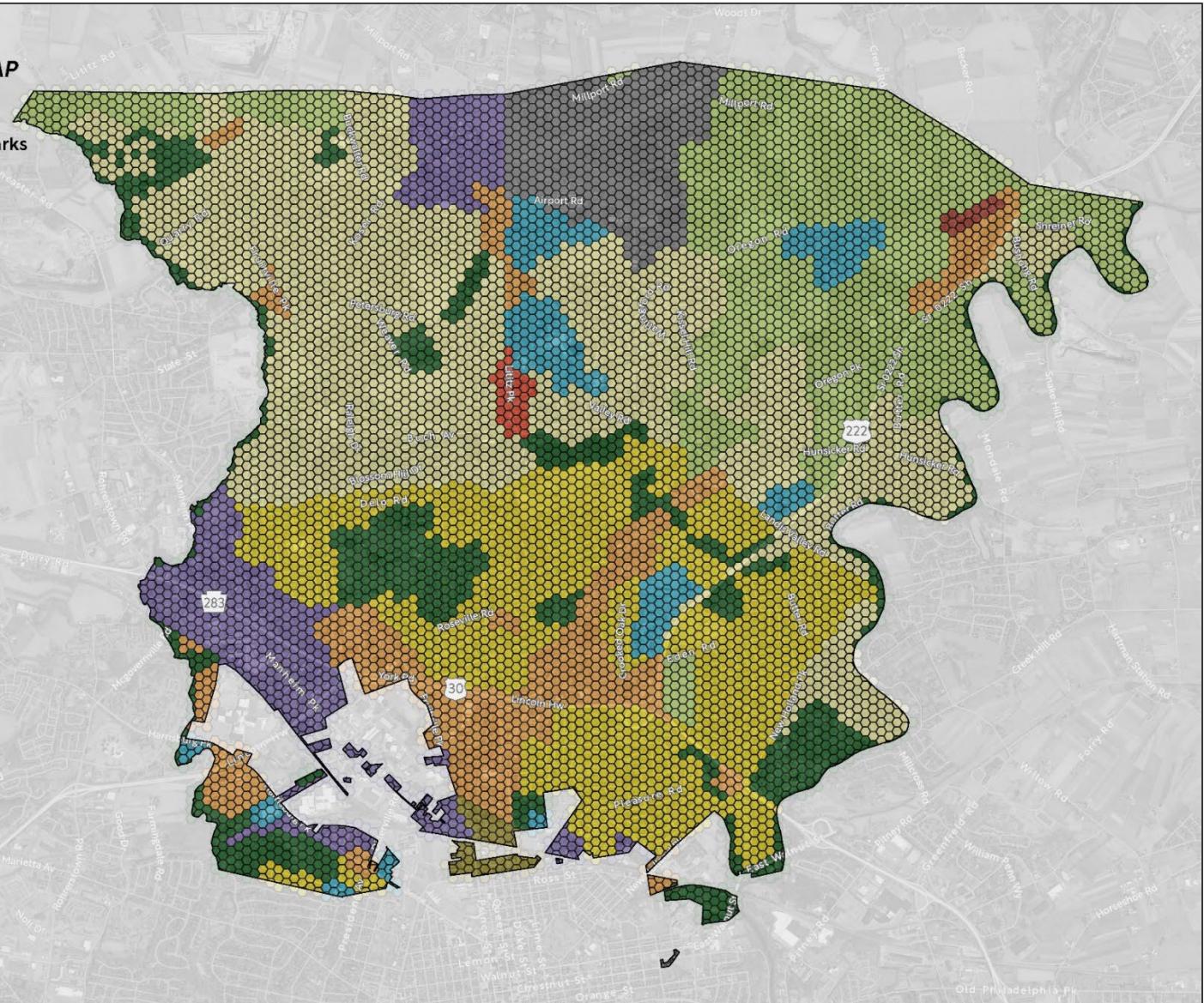
Mixed Use Corridors	Areas featuring a development pattern that combines residential and commercial uses. These areas include both older neighborhoods built prior to the creation of zoning codes that mandated the separation of land uses, and new construction that has been built to introduce more walkable and/or transit friendly development patterns into previously suburban areas. Mixed-use areas also feature sidewalks, parking set behind buildings or in parking structures, and parks or community gathering spaces.
Institutional	Features large, multi-building campuses centered around a single organization, like a college campus or educational complexes, continuing care communities with various support services, or uses due to their size and function are unique such as hospitals and large religious institutions.
Airport	An area centered on the existing Lancaster Airport, but also includes commercial and industrial development located to complement airport operations and support its economic growth.
Enterprise	Areas tailored to support a diverse range of enterprises, from manufacturing and light industrial operations to cutting-edge research facilities and innovative startups. Designed to encourage investment and job creation, and respond to the evolving needs of businesses, ensuring that the area remains competitive and attractive to new ventures. Older properties can be, depending on location, candidates for redevelopment into residential, mixed-use, or commercial uses.

More detailed descriptions of each character zone can be found in Appendix F.

MANHEIM TOWNSHIP FUTURE CHARACTER AREA MAP

CHARACTER AREA

- Natural Resource/Open Space/Parks
- Agriculture/Rural Residential
- Suburban
- Traditional Neighborhood
- Train Station
- Oregon Village
- Neffsville Village
- Mixed Use Corridors
- Institutional
- Airport
- Enterprise



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PLAN GOALS

A key element of an “implementable” comprehensive plan is to identify a few key topics for the plan to focus on over the next ten years, rather than a long list of policy objectives. By organizing all the information that was gathered over the course of the plan development process around this small number of focus areas, we ensure that the limited time, energy, and resources of Township stakeholders are used effectively to create real, tangible progress realizing the vision of the plan.

By working with the community and referencing our Core Values and Critical issues, we identified the following goals.

- **Securing Our Fiscal Sustainability:** Manheim Township will work to establish long-term fiscal sustainability through promoting better land use, developing partnerships, and pursing funding from state and federal sources.
- **Housing We Can Afford:** Manheim Township will improve the affordability and diversity of its housing stock so that residents, regardless of age or income, can continue to live in their community.
- **A Transportation Network That Connects Us:** Manheim Township will develop a vibrant multi-modal transportation network by investing in making other modes of transportation, like walking, bicycling, and taking transit, safe and convenient travel options for residents.
- **Land Use Regulations That Support Our Goals:** Manheim Township will modernize its land use and development ordinances to encourage redevelopment, promote density in appropriate locations, and preserve open space.



Securing Our Fiscal Sustainability

Establishing the long-term financial viability and sustainability of Manheim Township is the most crucial element of *Getting To a Complete Community*, as it underpins all of the other goals and recommendations in this plan. Addressing this fundamental issue will help the Township avoid having to make drastic cuts to services or implement major property tax increases. Without stable financial resources, the Township will be unable to sustain vital infrastructure and community services, and also won't be able to work towards any other goals in this plan.

What Critical Issues Are Addressed?

This area of focus directly relates to the critical issue “The Township Is Not Fiscally Sustainable” as it collects data, public engagement, and recommendations that focus on how Township can make changes to budgeting processes, capital project financing, and public service administration.

Additionally, this topic intersects with the critical issues “Land Use Regulations Must Change” and “The Transportation Network Is Unwelcoming.” Changing local land use ordinance to be more effective would encourage development that makes more efficient use of land that would generate additional tax revenue while also allowing public services to be more efficiently utilized. Improvements to the transportation network would also lead to reduced congestion and less wear and tear on transportation infrastructure, allowing emergency services to be more effective and reducing maintenance costs on public infrastructure.

What Our Analysis Found

When the structural budget issues were first discussed by the project team and Township staff, it was quickly determined that a fiscal sustainability analysis was needed to gain greater insights into this topic. An excerpt from this analysis is shared below; the full analysis can be found in Appendix G.

Infrastructure

Manheim Township is responsible for the ownership, maintenance, and development of critical infrastructure. This includes:

- 165 miles of roadway
- 262 miles of sewer piping
- 19,000 stormwater inlets
- 62 signalized intersections
- 9,200 traffic signs
- 279 outfall structures
- 1.1 million square feet of parking lots
- 1,280 BMP's
- 18 large-span (20' and longer) bridges
- 20 small-span (under 20') bridges



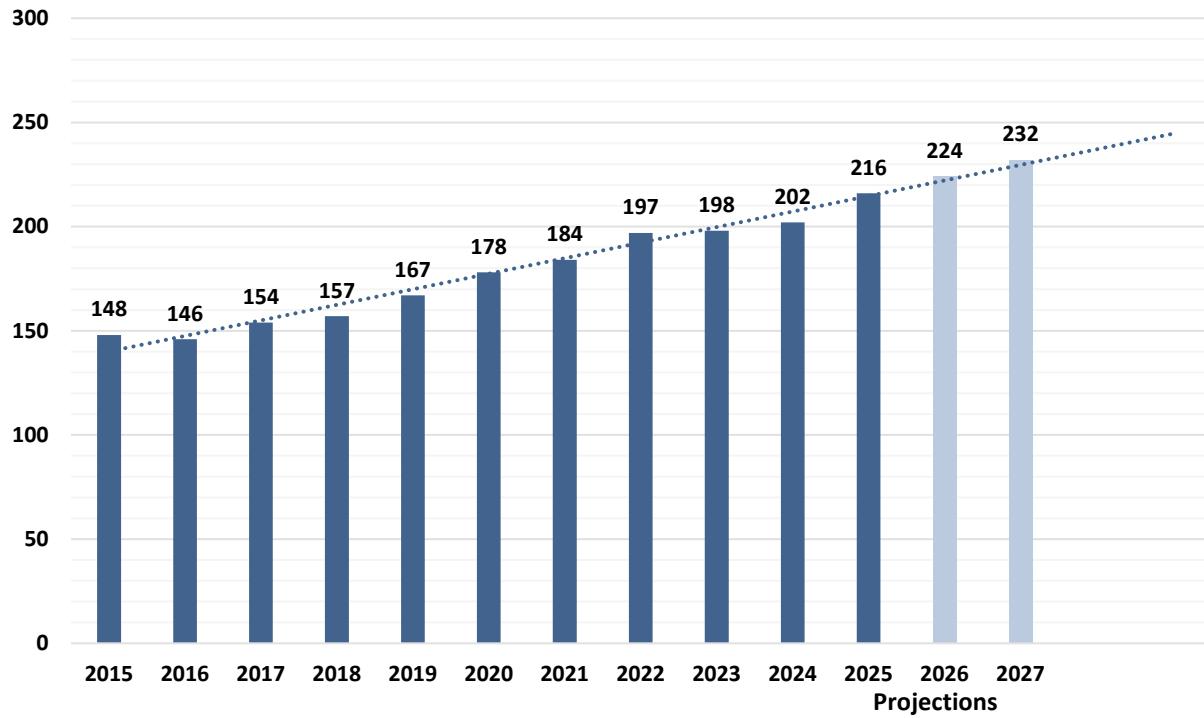
In addition, the Township maintains 18 municipal buildings and facilities. Four standalone fire stations provide rapid response throughout the Township. The Township maintains 14 municipal parks totaling 573 acres, which include a municipal golf course and two pools. The Township assumes responsibility for operations and maintenance of this infrastructure and facilities, which provide economic benefits and contribute to quality of life.

Building maintenance costs have increased an average of 9% annually since 2018 (excluding 2020 due to the Covid-19 pandemic), outpacing both revenue growth and the rate of inflation. This is due to a combination of higher utility costs, increased capital spending due to aging buildings, and increased cost for basic maintenance items.

Employment

The Township provides zoning, code enforcement, police, streets, services at four libraries, public works management, and parks and recreation services to approximately 43,000 residents in approximately 13,000 households. Currently, the Township employs 216 full-time staff to maintain operations. The Township maintains higher employment levels during the summer and early autumn months, when seasonal positions are filled for pools, park maintenance, leaf collection, and other seasonal work. During these seasons, over 500 employees are on payroll. A trend graph of non-seasonal full-time employees is shown in Figure 8 below:

Figure 8: Full-Time Employees (with Projections)



Police and Fire comprise large portions of the Township's employment base. The number of police officers has increased with the Township's population, from 23 officers in 1973, 33 officers in 1985, 43 officers in 1990, and currently 64 full-time police officers and 18 civilian employees. This does not include civilian aides and other support positions, which have also increased. Police Department expenditures have increased 55.68% since 2010.

There are 37 firefighter positions budgeted for 2025. Firefighter employment is expected to increase over the next several years as part-time positions are converted to full-time positions. Fire Department expenditures have increased an average of 20.66% per year since 2010 and is expected to keep increasing.

In addition to the base salaries, the Township pays for benefits for its employees. These benefits have been increasing in cost, particularly health insurance. The average increase in health insurance premiums for Township employees over the past 10 years is 6% annually, outpacing inflation. Between 2024 and 2025, health insurance cost increased 16.9%. This represents an additional cost not reflected in the base salaries employees receive.

Costs for equipment and supplies—essential to the functioning of employees' basic duties—have also increased. Part of this increase is due to general increases in the cost of goods due to changing supply changes and inflation. Another component of these increasing costs is the increasing scope of public employees. For example, Public Works must provide more sign maintenance, curbing maintenance, and other duties that require supplies and equipment, increasing the cost.



Income

The primary way the Township pays for operating and capital expenses is through its property taxes and earned income taxes. It also earns revenues from building permits, planning and zoning fees, subdivision and land development fees, and fees for use of the recreational programs.

PROPERTY TAX

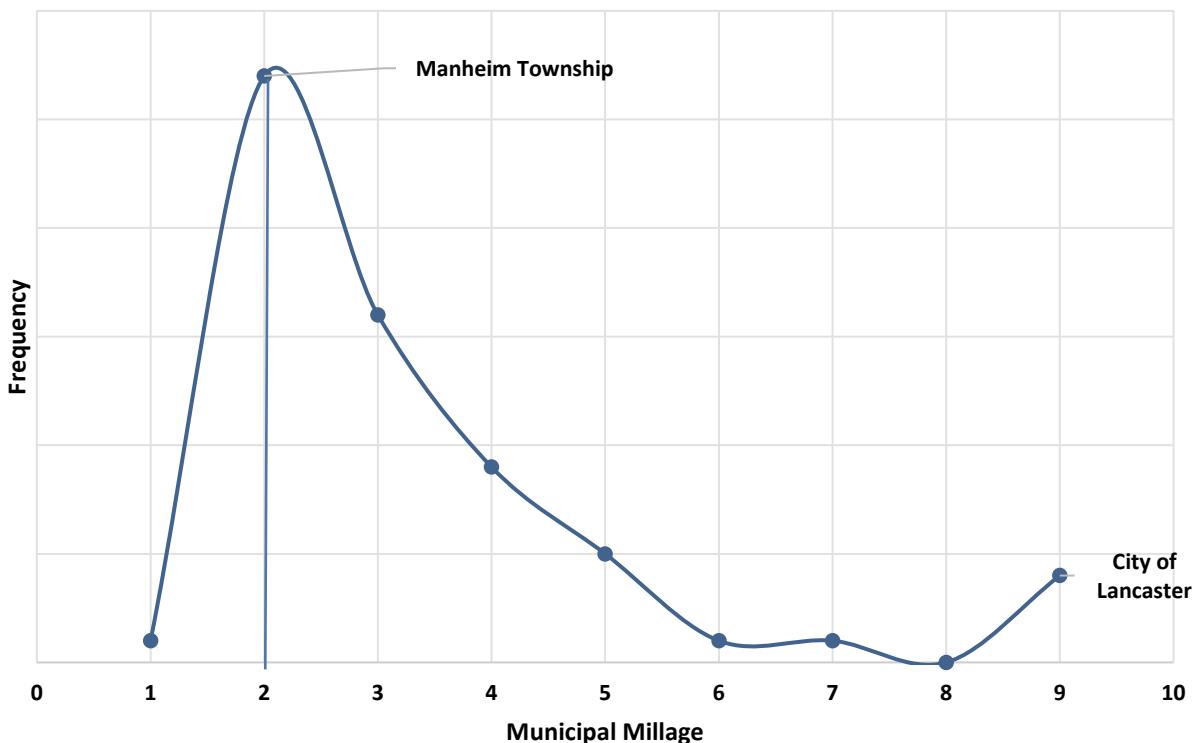
Property tax is levied in accordance with the Township's millage rate. Millage is calculated as 1/1000th of assessed value. The current millage rate on property is 2.034257, meaning that the Township levies \$2.03 in tax per \$1,000 of assessed value. For example, a house assessed at \$100,000 would have a property tax bill of \$203.42 and a house assessed at \$1 million would have a property tax bill of \$2,034.25.

Several adjustments have been made to the millage rates in the Township. In 2009, a fire tax millage of .43 was adopted by Ordinance. In 2010, a real estate tax millage increase of .33 mills was adopted by Ordinance, bringing the total millage to 2.66 mills. This was adjusted down to its current rate after the County reassessment of 2018. This follows the trend in Lancaster County of adjusting millages after a county reassessment, which also occurred in 1962, and 2005.

The millage rate has remained unchanged since 2018. Municipal millage rates (not including school, County, or other taxes) are average compared to other municipalities in Lancaster County. However, Manheim Township has significantly higher levels of public services, such as a high-capacity road network, expansive park system that includes two pool complexes, and paid fire department.

Manheim Township has maintained above-average levels of infrastructure, services, and employees with millage rates that are average by County standards. Figure 9 is a histogram of the millage rates, showing Manheim Township at nearly the apex of the “bell-shaped curve.” It should be noted that many incorporated areas in Lancaster County are rural and have much lower infrastructure and operating requirements:

Figure 9: Municipal Millage Rates in Lancaster County, 2025



Since 2021, property assessments have increased as a whole between 0.7% and 1.475%. Millage has not changed, and average increases over the last 10 years has been \$96,500. This represents a modest increase that has not kept pace with inflation over the past decade.

EARNED INCOME TAX

Earned income tax from commercial activity has created substantial benefits, particularly as the Township has attracted more commercial development as it has grown. These taxes have come to rival property taxes as a net revenue source. In 2024, the Township took in \$7.8 million in earned income taxes compared to \$7.6 million in real estate taxes.

Earned income taxes have also increased at a faster rate than property taxes. Between 2011 and 2023, earned income taxes increased by 5.43%, even after including the decrease

during 2020 due to the Covid-19 pandemic. The average increase to revenues over the past 10 years has been \$351,963—a significantly larger increase than property taxes. This tax revenue is likely due to the increased commercial activity and job growth the Township has experienced over the past decade.



RECREATION PROGRAMS

These fees are for summer programming, the golf course, and other recreational activities the Township maintains. Over the past five years, fees have averaged about \$1.6 million per year. Recreation program fees have increased 6.6% between 2011 and 2023.

BUILDING PERMITS, SUBDIVISION AND LAND DEVELOPMENT, AND OTHER REVENUES

The Township charges fees for building permits, subdivision and land development permits, and planning and zoning review, in addition to other smaller miscellaneous fees. These fees have taken in about \$802,000 annually. From 2011 to 2023, fee revenue has increased 5.7%, or \$46,533, barely keeping up with inflation during this period.

Several one-time revenue boosts have buoyed the Township's financial picture. In 2003, the Township sold its sewer system for approximately \$25.4 million. In 2021, the

Township received about \$4.2 million of American Rescue Plan Act (ARPA) funds in response to the Covid-19 Pandemic. ARPA money was spent at the end of 2024, as required by the federal government. It was used for capital expenses in the Township. Several subdivision and utility-related settlements have added about \$3 million in income for the Township. These revenue events have helped the Township provide quality public services and infrastructure for residents.

As one-time events, these sources are not a recurring source of income. **Without a systematic long-term plan and revenue analysis, the Township risks outspending its sustainable revenue, which comes primarily through property taxes, earned income taxes, and a small amount of program income.** Historically, the Township has covered gaps between revenues and expenditures from proceeds from one-time revenue boosts. To maintain services and infrastructure, new sources will be required in the future. Recent escalations in costs due to inflation and other economic factors have increased expenses, making the issue more urgent.

Timeline

The timeline below shows key events in the budgetary and fiscal history of the Township:

Fiscal Events in Township History	
YEAR	EVENT
1990	Manheim Township Population 28,880
1990	Manheim Township Police Department – 43 Sworn Officers, 13 Civilian Employees
1990	Manheim Township Fire Service – Volunteer Fire Companies, Neffsville, Eden and Southern Departments. No Municipal Fire Service.
2000	Manheim Township Population: 33,697
2000	Purchase of Overlook Park Land – Future site of Overlook Community Campus, Destination Playground and Foundation Field Soccer Complex
2000	Purchase of Compost Park and Start of Municipal Compost Operation
2003	Sale of Sewer System to LASA for \$25,458,700
2004	Start of State required Municipal Separate Storm Sewer System (MS4) Permit
2009	Adoption of Resolution 2009-38 MT Fire Rescue Strategic Plan
2009	Fire Tax implemented .43 mills, Ordinance 2009-19
2010	Real Estate Tax Increase .33 mills, Ordinance 2010-15
2010	Manheim Township Population: 38,133
2010	Construction of Manheim Township Public Library
2010	Construction of MTAC – Manheim Township Athletic Complex
2010	Hiring of first Manheim Township FT Firefighters
2020	Manheim Township Population: 43,977
2021	ARPA Funds Received (4.2 million Dollars)
2024	MTFR Union Contract, Resolution 2024-56 (19 additional FT firefighter/EMTs between 2025-2027)
2025	End of 20-year police coverage contract with Lancaster Township – absorption of 8 FT police officers back into Township.
2025	Manheim Township Police Department – 64 Sworn Officers, 18 Civilian Employees

Key Trends

Multi-year operating and capital planning needs to be part of the Township's planning process. This includes prudent fiscal management that balances revenues and expenses to provide quality public services and enable the Township to pay its bills. A review of Manheim Township's 5-year budget reports reveals the following key trends and findings that highlight the Township's fiscal challenges:

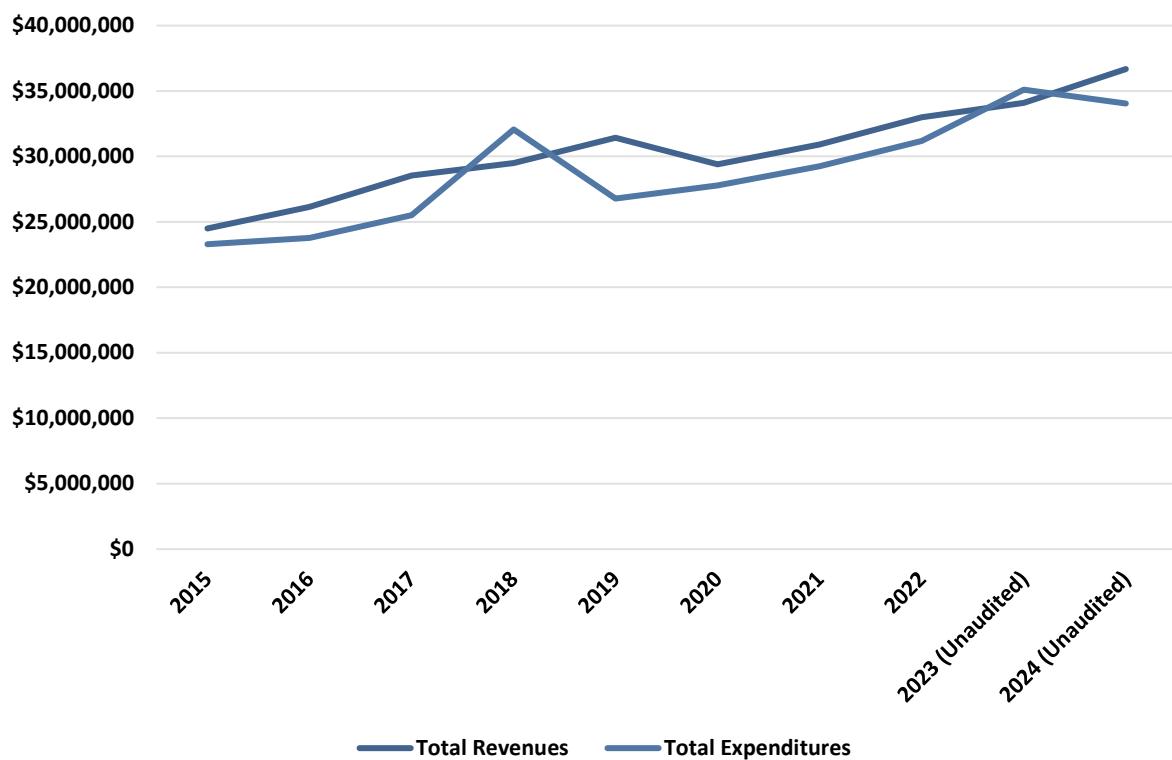


- Departmental revenue between 2010 and 2024 increased by about 7.6%. Adjusting for the high period of inflation during this time, this represents a minimal positive change in buying power for the Township.
- Expenditures have increased in cost in all categories since 2010. The average annual increases are listed below:
 - Wages - Increased 4.9%
 - Benefits - Increased 6.1%
 - Supplies - Increased 9%
 - Equipment - Increased 12.8%
 - Fleet Maintenance - Increased 4.3%
- The Township expects the Fire Department to be transitioned from volunteer-based to fully paid in 2027. An estimated 19 new full-time firefighter positions will be added to the Township's operating expenses from 2025 to 2027.
- Private EMS services are struggling to stay financially solvent and meet the demands of the growing population. There is currently no municipal EMS. Additional capacity will be needed over the next several years, particularly as the Township ages. Significant capital and operating expenses will accompany any expansion of municipally funded EMS services.

Fund Balances

The General Fund's revenues are mostly aligned with expenditures. The Capital Reserve is more erratic year-to-year due to a smaller fund size and significant high-cost items in certain years. This does not take into account the switch from accrual basis of accounting to cash basis, which the Township undertook in 2022.

Figure 10: General Fund Patterns, 2015-2024



What We Heard From Residents

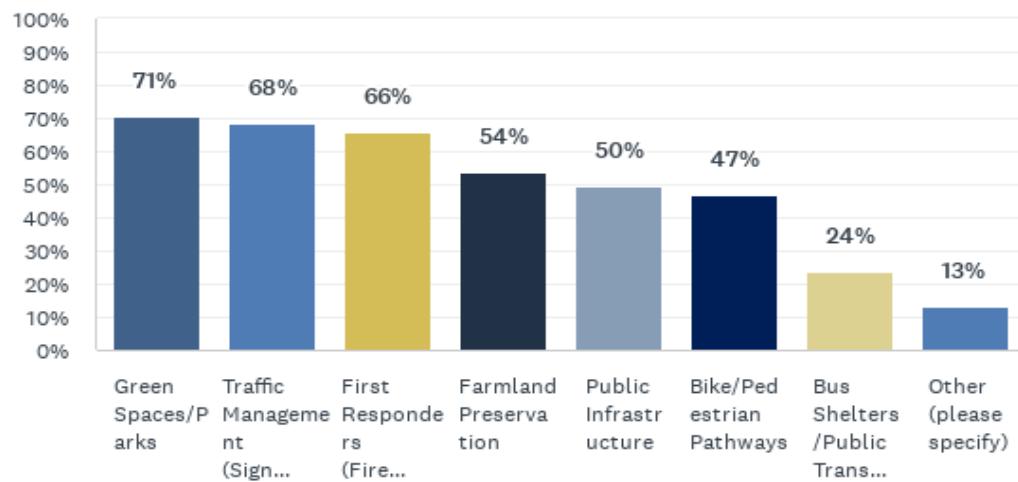
The issue of fiscal sustainability, as well as its impacts on the capacity of the Township to maintain resident's quality of life, was not a topic that was directly referenced by resident in public surveys, focus groups, and pop-up events. This is not surprising, as a topic like the Township budget does not have the same presence in public discussion as housing costs or traffic congestion. However, there were still some intersections between feedback submitted by the public and topics that would have an impact on the long-term fiscal sustainability of the Township.

Public Surveys

Responses to the first survey indicated that residents were concerned with Manheim Township infrastructure and services being unable to handle the high rate of population growth, and its related impacts, that has come to the Township in the last few decades. The answers selected showed a clear preference for investing in and improving existing roads, emergency services, and other infrastructure.

When asked what they were willing to invest their tax dollars in, respondents selected answer choices indicating a strong preference for improving existing public infrastructure and services. Of those who chose to answer this question, 71% selected "Green Spaces/Parks," 68% selected "Traffic Management," 66% selected "First Responders," 54% selected "Farmland Preservation," and 50% selected "Public Infrastructure."

Figure 11: What Residents Are Willing to Invest their Tax Dollars In



Finally, when asked what they could change about Manheim Township, 26.9% answered with "Development," 22.1% answered "Infrastructure," and 20.8% answered "Traffic." Under the development category, respondents submitted answers like "concerns about urban expansion," "controlled construction," and "halt all new development." Under the infrastructure category, respondents submitted responses like "expanded infrastructure capabilities," "safe pedestrian walking paths," and "multi-purpose community space." Under the traffic category, respondents submitted responses like "road infrastructure," "traffic around major roads," "congestion due to development."



Focus Groups DRAFT

Unlike the other major topics covered in this plan, fiscal sustainability did not have a focus group dedicated specifically to discussing it. However, this subject was relevant to multiple other focus groups and would be impacted by the key elements identified in each. These include the Housing, Land Use, Public Safety, and Transportation focus groups.

Pop Up Events

Input received from residents at both pop-up events did not address the topic of fiscally sustainability directly, but did affirm that participants are interested in a future version of the Township that would have a positive impact on this issue. The overall vision for Manheim Township created by participants in both pop up events, showed a consistent theme of denser and more mixed-use patterns of development that generates more tax revenue and makes more efficient use of public services.

Additionally, responses to the transportation priority exercise showed a priority for repairing and enhancing existing infrastructure, instead of creating additional costs by constructing new. "Complete Streets," "Fix Roads," and "Streetscapes" received the first, second, and third most votes, respectively.



Housing We Can Afford

The lack of affordable housing has become a nationwide issue, and Manheim Township is no exception. Data from the U.S. Census Bureau shows that housing prices are higher in the Township than the average for Lancaster County and the Commonwealth of Pennsylvania, and renters especially are struggling to afford housing. Additionally, residents that were engaged during the planning process clearly highlighted that they felt the Township was an expensive place to live, and that there was a need for more diverse types of housing to be built to accommodate lower income residents, older residents, and young families.

How It Relates to The Critical Issues

This area of focus directly relates to the critical issue "Housing Is Out of Reach," as it aggregates data, public input, and policy recommendations to improve the supply and availability of housing in the Township. However, because the issue of housing cannot be separated from land use and development, this area of focus also intersects with the "Land Use Regulations Must Change" and "The Township is Not Fiscally Sustainable" critical issues.

What Our Analysis Found

To better understand the housing needs of the Township and potential obstacles to constructing the housing units that residents need, the project team conducted a housing analysis. An excerpt from this document can be found below; the complete report can be found in Appendix H.

Housing Stock

Manheim Township has successfully attracted new households while maintaining longtime residents. Despite low vacancy and a tight housing market, there's limited new housing construction.

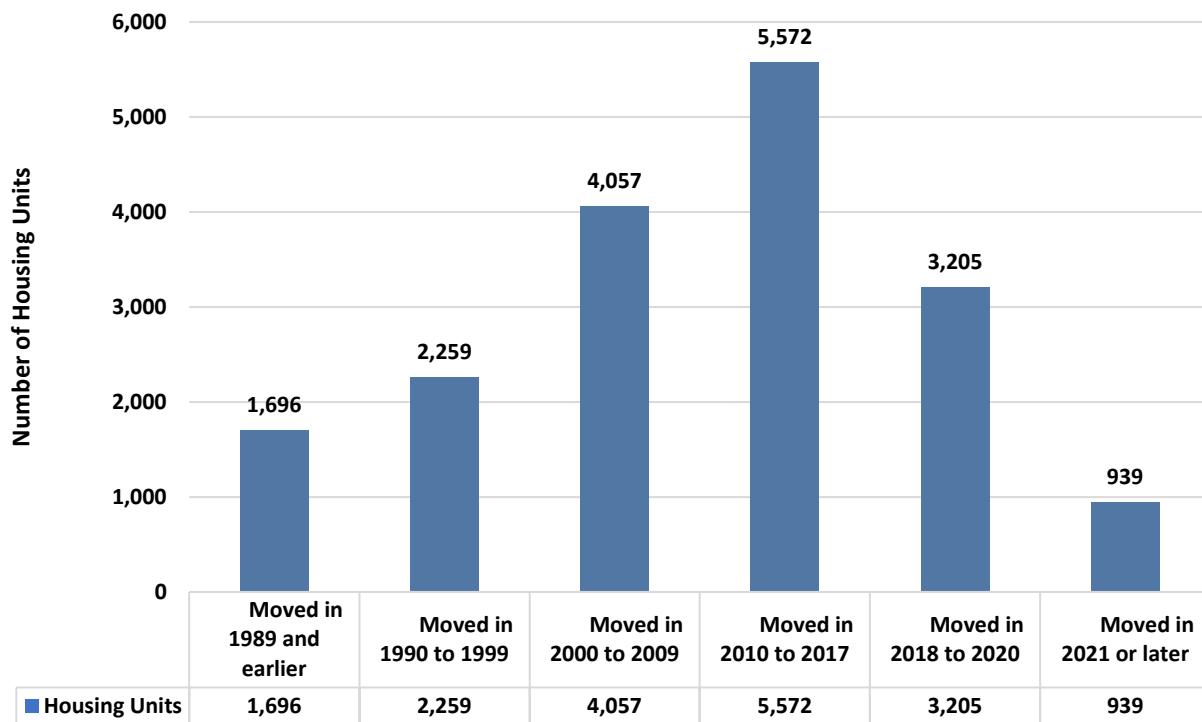


In 2020, Manheim Township contained 17,262 housing units. Of those 16,394 or 95% were occupied and 868 or 5% were vacant. The vacancy rate for the Township was 5%, which is higher than Lancaster County (4.6%) but lower than the Pennsylvania (9.3%) and the U.S. average (9.7%). Low vacancy rates indicate high demand for housing. While vacancy rates rose from 3.6% to 5.0% between 2010 and 2020, this is still an extremely low vacancy rate.

Figure 12 shows that about 23% of Manheim Township's residents have moved into the Township within the last 7 years, but there are also a large contingent of longtime residents that have been in the Township for decades. This distribution suggests that Manheim Township has maintained its reputation as being a desirable place to live, successfully

maintaining a base of long-term residents as well as attracting newcomers. The Township has experienced sustained growth, as opposed to high-volume “churn” characteristic of urban areas or low-volume stasis characteristic of rural Pennsylvania.

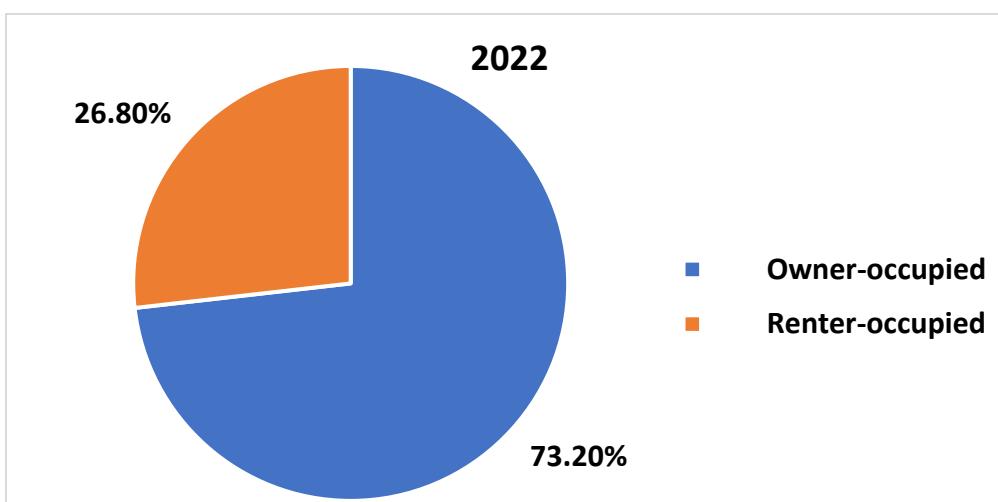
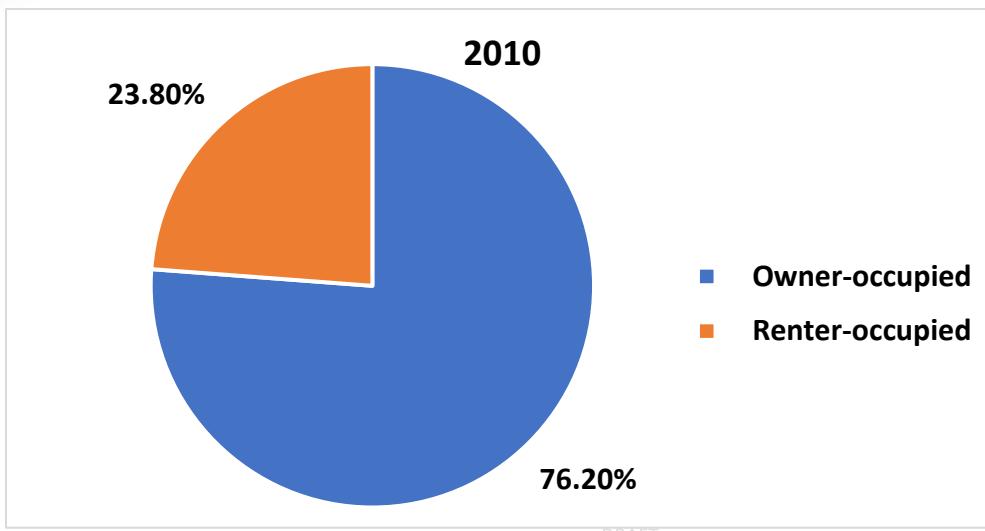
Figure 12: Year Householder Moved into Unit: 2022



Source: American Community Survey

Figure 13 show a slight (3%) increase in rental units between 2010 and 2022. Most growth in the Township’s housing stock has been in renter-occupied homes. This is consistent with national trends favoring renting, either because homeownership is out of reach for many households or because younger households prefer to rent. Although the Census does not name the specific developments, it is likely that these rental units are in several multi-unit housing developments built in the same time period.

Figure 13: Housing Occupancy 2010 & 2022



Source: American Community Survey

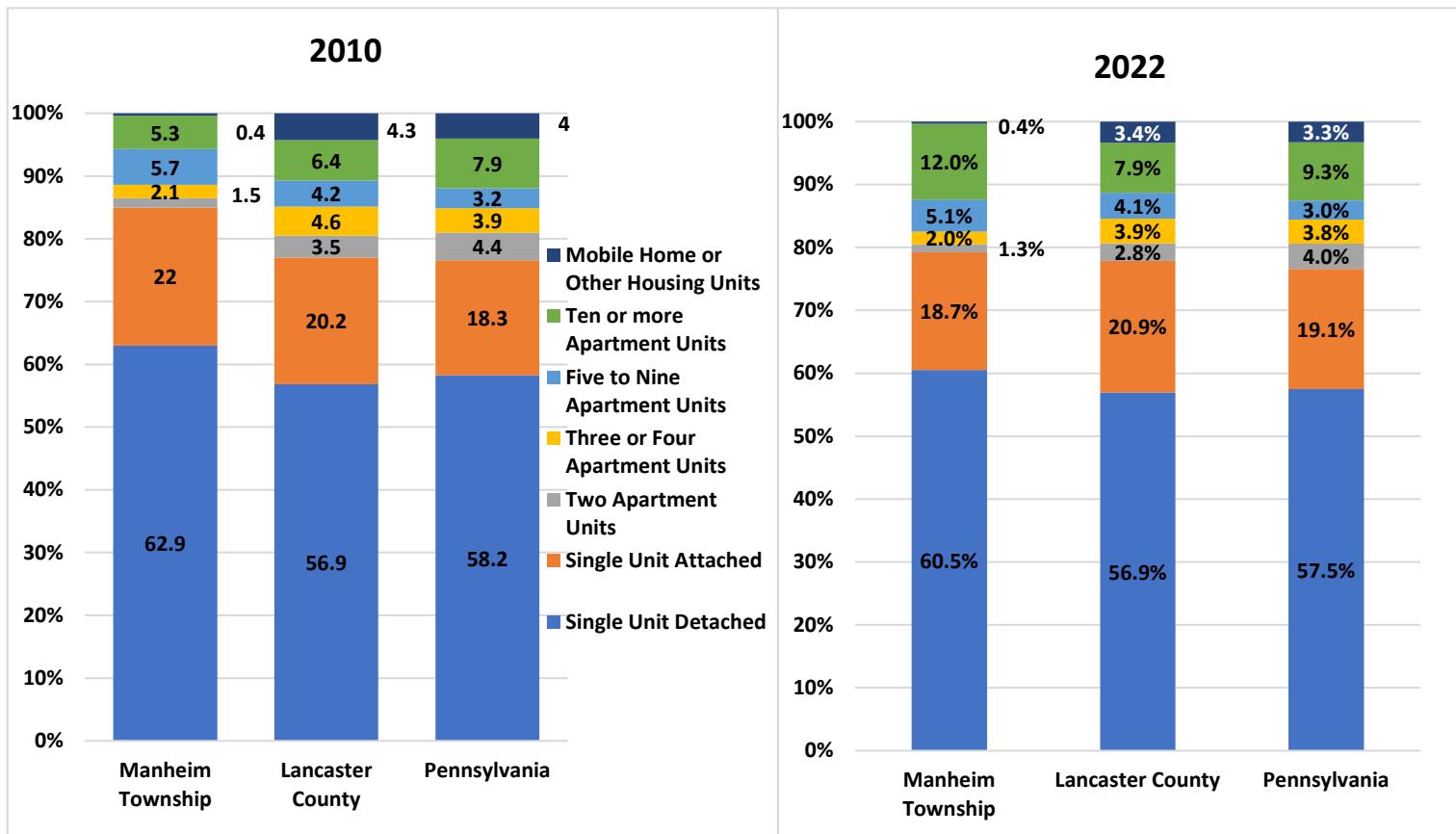
Housing Types

New housing growth has mostly been in multi-family units.

Figure 14 reflects the types of *Occupied Housing by Geography* for years 2010 and 2022 Pennsylvania, Lancaster County, and Manheim Township. Manheim Township has a higher proportion of Single Unit housing than both Lancaster County and the Commonwealth of Pennsylvania, and lower proportions of multi-unit housing.

In 2022, Manheim Township's housing stock was comprised of about 61% Single Unit Detached and 19% Single Unit Attached. While there are generally lower proportions of multi-unit housing in the Township, 12% of the Township's housing stock was in buildings with 10 or more apartment units. This is a higher percentage than both Lancaster County and Pennsylvania. This growth in proportion of buildings with 10 or more apartment units occurred between the 2010 and 2015 as the percentage grew from 5.3% to 10.5%. This likely reflects that high-density apartment buildings or other form of high-density housing was built in Manheim Township within that 5-year period. Overall, housing in Manheim Township has higher than average levels of diversity, and this may be one of the factors contributing to population growth and retention in Township.

Figure 14: Housing Unit Type 2010 & 2022



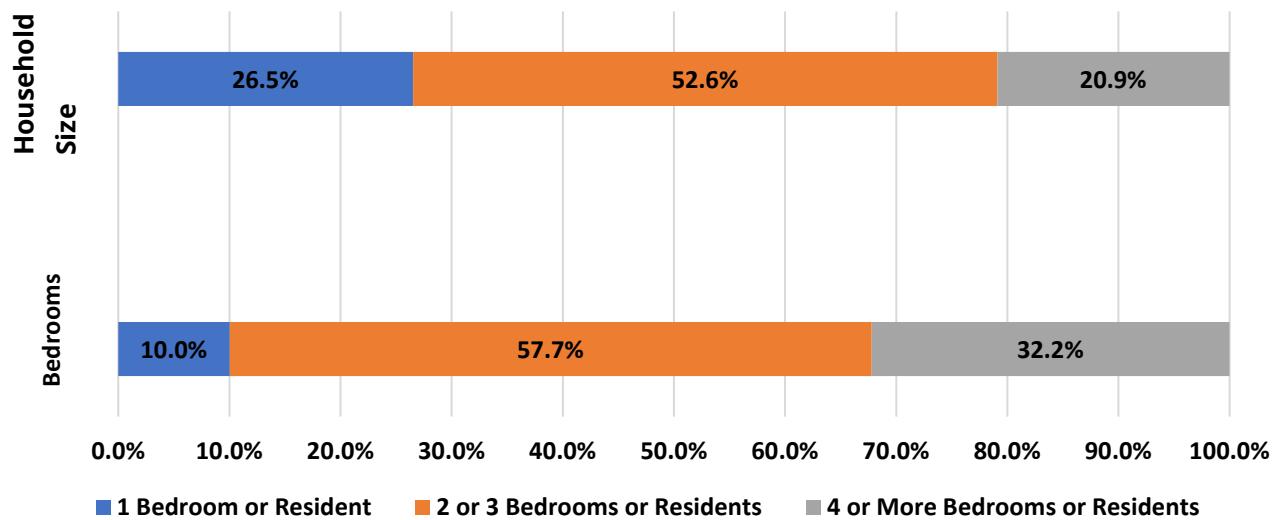
Source: American Community Survey

Household Size

When compared to average household sizes, houses in Manheim Township are large.

Figure 15 compares the number of residents in a household to the number of bedrooms housing units contain. While substantial variation in household arrangement and unit design prevents exact comparisons, the data suggests that the Township's housing unit inventory skews larger than what is needed. About 90% of homes have two or more bedrooms while only 73.5% of households have two or more members. While some bedrooms may be used as live-work spaces, especially given post-Covid working trends, other households might prefer to reside in smaller, more affordable dwellings if they were available. According to a report published by the Lancaster County Planning Department, the reason for this misalignment is because existing and new housing has not kept up with changing demand for smaller studio and one-bedroom units.

Figure 15: Household Size Compared to Unit Size 2022



Source: American Community Survey

Monthly Owner Costs

Renters are burdened by housing costs, and increasingly so. Homeowners are less burdened, and the percentage of them that struggle with housing costs is falling as their incomes rise.

Figure 16 demonstrates cost burden of Manheim Township residents over time. Being cost burdened means spending a 30% or more of a household's monthly income on housing costs, making it difficult to pay for other essential goods and services, such as food or health care. This figure includes rent or mortgage payments, utilities, and maintenance (for homeowners).

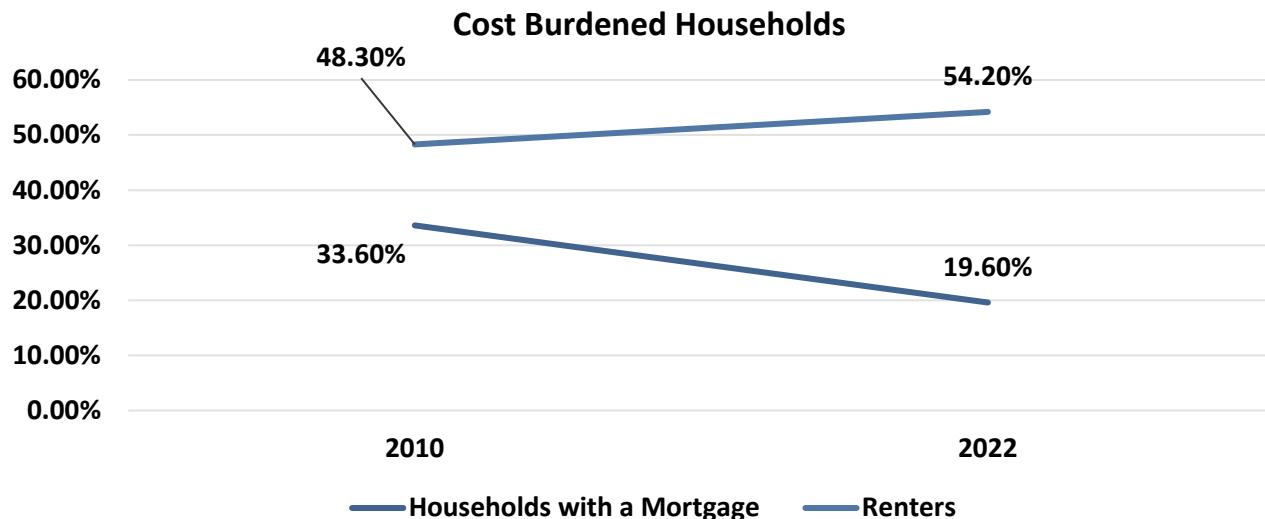
Since 2010, the percentage of renter households in the Township spending over 30% of their income on housing increased by nearly 6%.

During this period, the median gross rent increased from \$919 to \$1,472. This rate of increase outpaced inflation and median wage growth, resulting in higher percentages of income being spent on rent.

During the same period, the percentage of homeowner households in the Township that were cost burdened decreased by about 14%. The decrease in monthly owner costs as a percentage of household income could be a product of high resident retention in Manheim Township. As residents retain their mortgages from 2010 but their household incomes grow, a mortgage which initially required a greater percentage contribution from their household income would now require a lower percentage. It could also be a result of newer residents with higher incomes moving in; high-income households can generally find homes they can afford on the market. This coincides with the increase in median household income that Manheim Township experienced during this period.



Figure 16: Households Spending Over 30% of Income on Housing



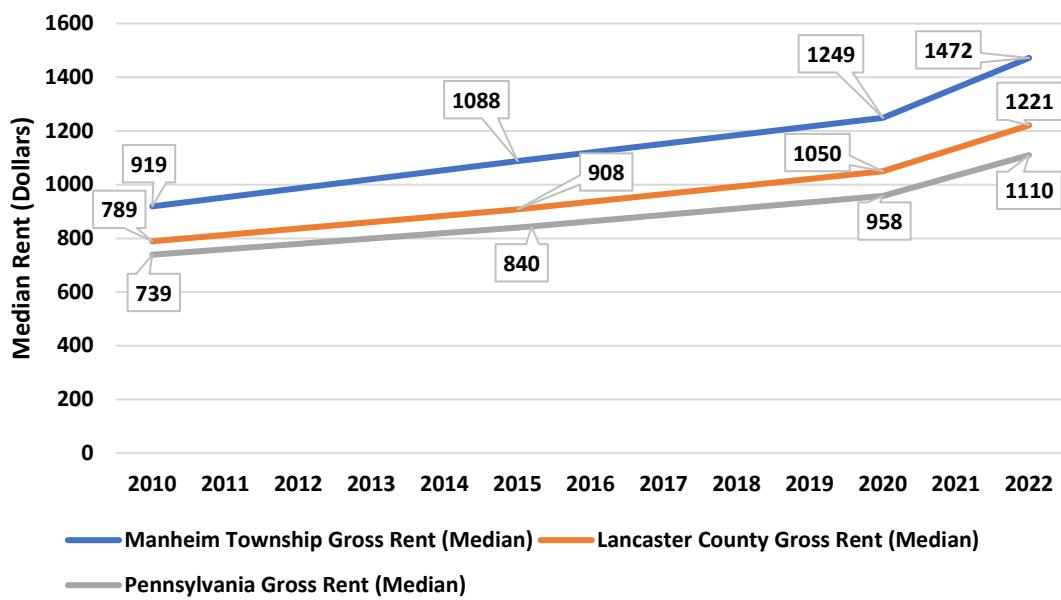
Source: American Community Survey

Rent

Rents are relatively high, and rising.

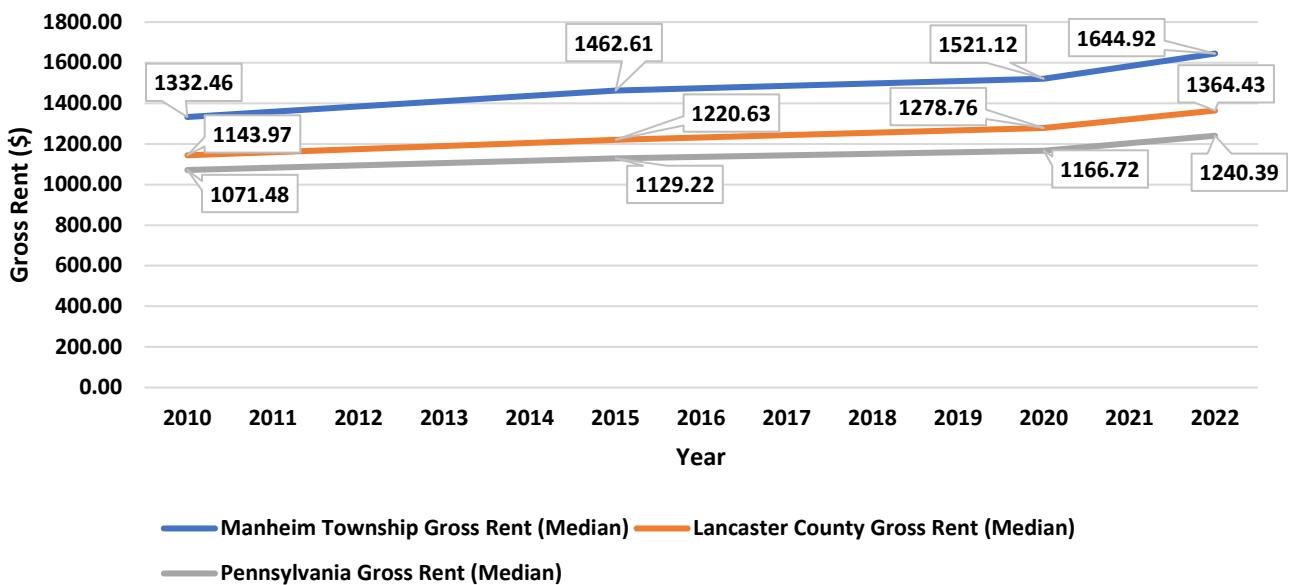
Figure 17 shows the sharply rising cost of monthly median rent in Pennsylvania, Lancaster County, and Manheim Township, even after adjusting for inflation. Rents within Manheim Township are higher than both the County and the Commonwealth. Rents increased steadily between 2010 to 2020, spiking between 2020 and 2022. Manheim Township's rents are increasing at a faster rate than Pennsylvania's; the difference between them increased from \$180 in 2010 to \$362 in 2022. This demonstrates a hot rental market within the Township.

Figure 17: Median Gross Rent



Source: American Community Survey

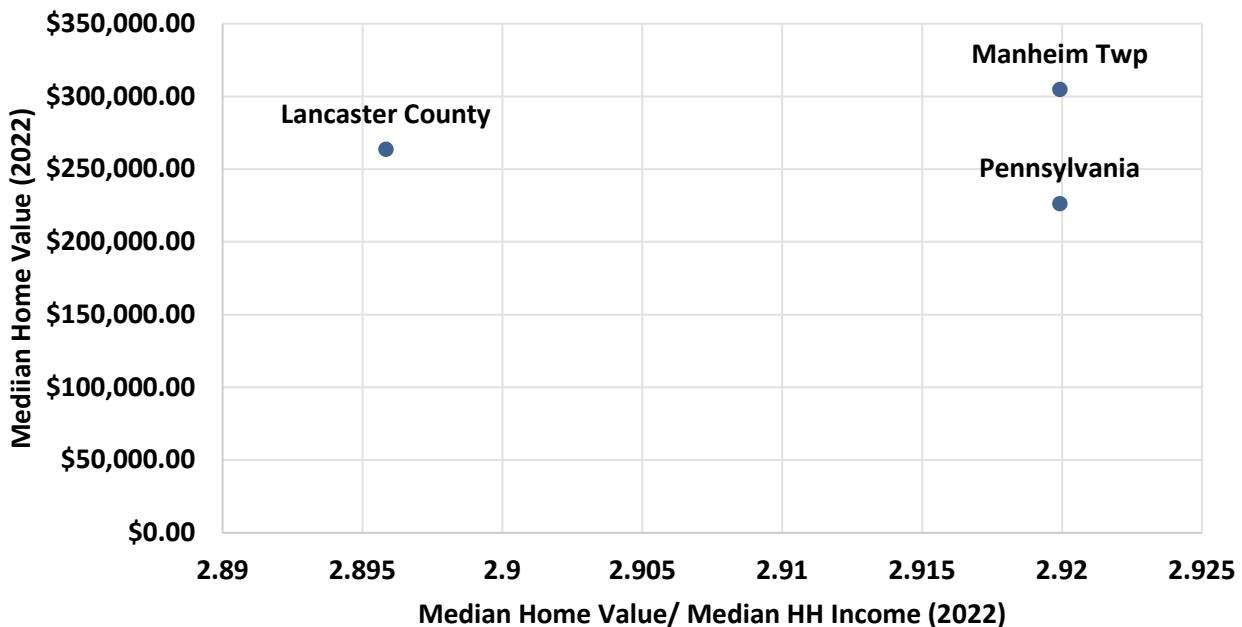
Figure 18: Median Gross Rent Adjusted for Inflation



Source: American Community Survey

Figure 19 shows that both Manheim Township and the state of Pennsylvania possess a similar proportion of home value to household income at around 2.92. This means that while homes in Manheim Township may cost more, residents of Manheim Township have median household incomes that are higher and able to pay mortgage or rental costs equivalent to their home value. Conversely, Lancaster County possesses a proportion of 2.9 which means that home values – represented by mortgage or rental payments – are more attainable for residents of the county, based on their household income.

Figure 19: Ratio of Home Values to Income



Source: American Community Survey

Key Findings and Recommendations

Future housing needs for the Township

- Construct both rental and for-sale housing at rates above current growth rates
- Develop housing at more attainable price points for households making under 150% of the median income.
 - Small-scale multifamily and smaller-lot single-family, and other housing that is affordable for middle-income households who have had their buying power decrease from inflation, housing price spikes, and increased interest rates.
- Expand housing for smaller households, to solve the mismatch between bedroom count and household size.
- Develop housing for seniors (smaller, accessible) to help them age in place without nursing or supportive care.
- Expand housing for people working in the region's growing labor markets.



Expand New Housing Opportunities

- Strategy #1 – Incentivize the redevelopment of key sites. Develop a criteria list along with the CPC for potential sites. Example: Areas south of Rt 30/Golden Triangle
 - Sites along bus routes, to support use of public transit and make it accessible to non-car households (Low-income, seniors).
 - Near City of Lancaster, near other employment centers to promote walkability in those areas and reduce the need to commute by car.
 - Vacant/less productive commercial or industrial properties, that could be sites for new mixed-use developments
- Strategy #2 - Remove barriers to development in the Township Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO) that increase housing costs. See Zoning Analysis for more details.
- Strategy #3 – Assess availability of vacant property for future housing sites. Consider single family lots that are under-developed and where new "Missing Middle" housing may be appropriate.

What We Heard From Residents

The topic of affordability in general, and housing affordability specifically, was frequently cited as an issue by residents through the public surveys, focus groups, and pop-up events.

Public Surveys

Respondents to the first public survey indicated that a high cost of living was an appropriate descriptor of Manheim Township.

Figure 20: Words Used by Survey Respondents to Describe Manheim Township



When asked to provide two to three words that came to mind when thinking about their community, “Expensive” was consistently in the top five choices among multiple answer rankings. When asked to score different issues as what they felt was their biggest concern about the Township, the cost of living received a weighted score of 3.94 out of 5 (with 5 being the most concerned).

Additionally, the survey asked respondents if they would still be living in Manheim Township in the next 5 to 10 years. Of the 11% who said no, “cost” was cited as the top reason why they would be moving. More specifically, respondents cited issues like “affordability constraints,” “housing affordability,” and “high housing expenses.”

Focus Groups

The issue of housing was identified early in the plan process as being important enough to warrant its own focus group discussion. The group consisted of a mix of local developers, realtors, municipal staff, and housing advocates.

Overall, the discussion focused on the following topics:

- Housing affordability is a significant issue in Manheim Township, with many residents struggling to afford rent or mortgage payments.
- The cost of doing business in the township, including the cost of land development, DRAFT permit, approval, design, architecture, and utilities, is high and can be a barrier to affordable housing development. This includes the township's Transfer of Development Rights (TDR) program, which can add significantly to the time and cost for higher-density projects.
- The township's zoning regulations can be restrictive and may not allow for sufficient housing density or multifamily housing. Zoning should be easier to understand and more consistent so that developers can be confident about the requirements that they have to adhere to. Changes to the Zoning and SALDO ordinances need to make development the Township wants easier to build, like allowing more housing types as by-right.
- There is a need for more diverse housing options, including accessory dwelling units and allowance for more rental properties, to accommodate the Township's growing population.
- Lack of transportation options, especially for those who cannot drive a car, impacts those who are most in need of accessing affordable housing.

A second focus group, Land Use and Development, also touched on themes relevant to the issue of housing. Specifically, the discussion emphasized the need for new development to be compact, mixed-use, located along major transportation corridors, and include the redevelopment of older commercial properties. Taking advantage of these opportunities can significantly increase the quantity and diversity of housing in the Township.

Pop Up Events

The vision boards created at both pop-up events consistently showed that residents were open to a more diverse housing type mix in the Township. The collective vision aggregated by the project team from all submissions show housing types like apartment buildings, duplexes, small cottages, and mixed-use main street or downtown buildings. A visual summary of feedback submitted by participants for this exercise can be found below in Figure 21.

Figure 21: Aggregate Vision For the Township



In the housing category for the first pop-up event, apartments and duplexes were selected at a far higher rate; single-family homes were selected the least. Additionally, in the Office/Mixed Use Category, neighborhood corner stores and small scale residential-commercial buildings were featured the most. Finally, in the Shopping/Retail category, main street shops and neighborhood stores were featured the most.



Mobility That Connects Us

In conjunction with housing, transportation was the oft-most discussed issue in the Township throughout the plan development process. Issues like traffic congestion, road safety, and accommodations for bicyclists and pedestrians were often highlighted as major concerns through both the data collection and public engagement phases of this project. Data collected from PennDOT shows that many of the major road corridors in the Township are congested, with some exhibiting some of the heaviest traffic volumes in PennDOT District 8. Several corridors, like Oregon Pike and Lititz Pike, are collision hot spots, though overall the number of crashes in the Township have been declining. Additionally, residents frequently highlighted dangerous road conditions and lack of infrastructure as barriers to using other modes of transportation like walking, bicycling, or taking transit.

What Critical Issues Are Addressed?

This area of focus directly relates to the critical issue, "The Transportation Network Is Unwelcoming," as it centers on collecting data, public input, and developing recommendations on subjects like traffic congestion, road safety, and bicycle and pedestrian infrastructure.

Additionally, it intersects with multiple other critical issues. "The Township is Not Fiscally Sustainable" and "Land Use Regulations Must Change" are issues that both impact, and are impacted by, transportation issues and infrastructure. Different patterns of land use, supported by different modes of transportation, can have significantly different impacts on the costs of municipal services and tax revenues. Land use regulations can also impact transportation priorities, by requiring or not requiring elements like parking, sidewalks, or bicycle racks as part of new projects.

Finally, this area of focus relates to the critical issues, "We Must Advocate Based on Our Plan" and "Developing Partnerships is Critical." To overcome the bureaucratic and financial hurdles to improving transportation infrastructure, the Township must develop and

maintain partnerships with other municipalities, county and state organizations. Most of the major road corridors (including those with the worst congestion issues) in the Township are owned and maintained by PennDOT, so there must be a robust effort to engage with them and the Lancaster County Metropolitan Planning Organization (MPO) to advocate for making transportation improvement projects in Manheim Township a priority.



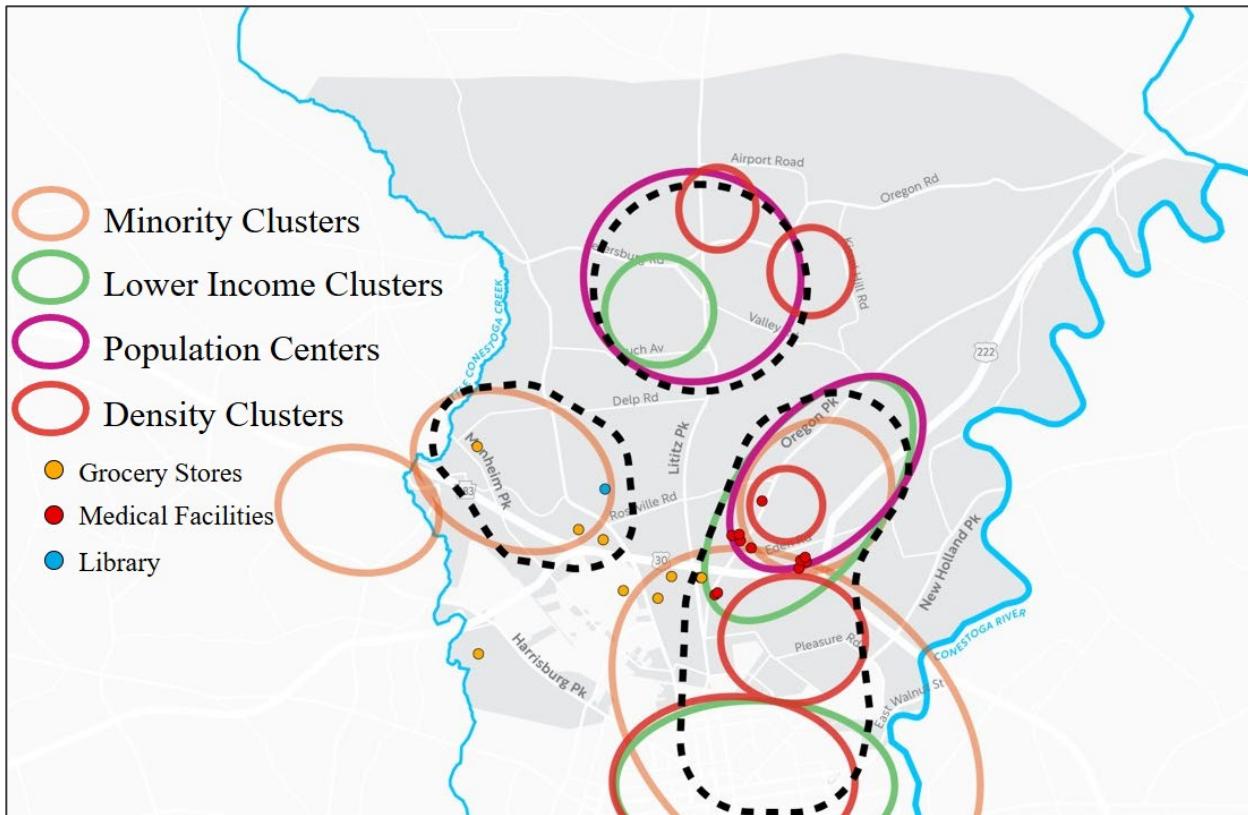
What Our Analysis Found

The changes proposed in this plan focus on improving the capacity of the local transportation network to make it safer for residents and increase the diversity of availability of transportation options. To this end, the project team conducted a connectivity analysis to identify key destinations in the Township and how they could be linked with improved pedestrian and bicycle infrastructure. An excerpt from this document can be found below; the complete report can be found in Appendix I.

This analysis began by identifying points of interest, that would naturally be common destinations for residents. They include parks, groceries stores, medical facilities, and public institutions like the library. The project team also examined demographic data to identify neighborhoods with lower average incomes, higher population density, and concentrations of racial minorities; all indicators that show potential for higher rates of walking and bicycling.

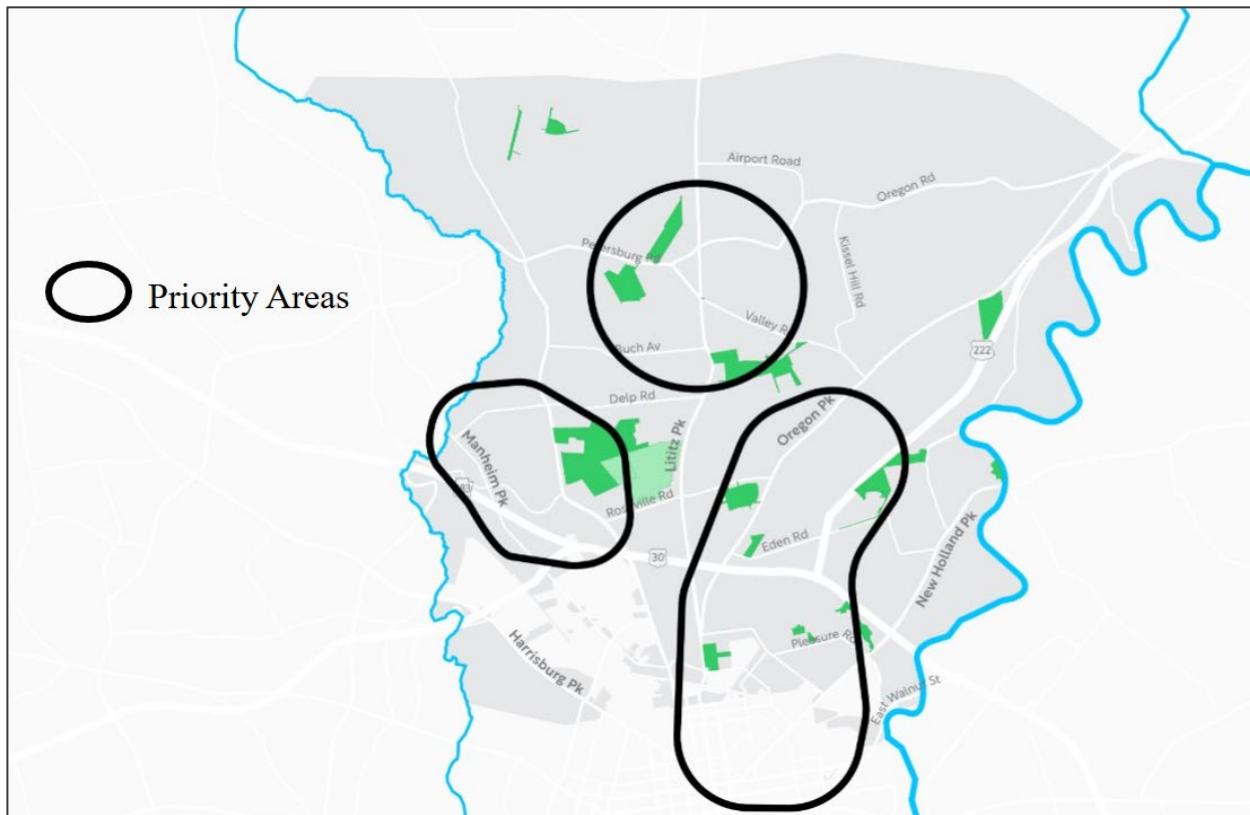
Overlaying all these data points showed distinct clusters of connectivity assets, as shown below in Figure 23.

Figure 23: Mobility Analysis Clusters



These clusters were simplified into “priority areas” of the Township, where investments in walking and bicycling infrastructure investments should be concentrated, as shown below in Figure 24.

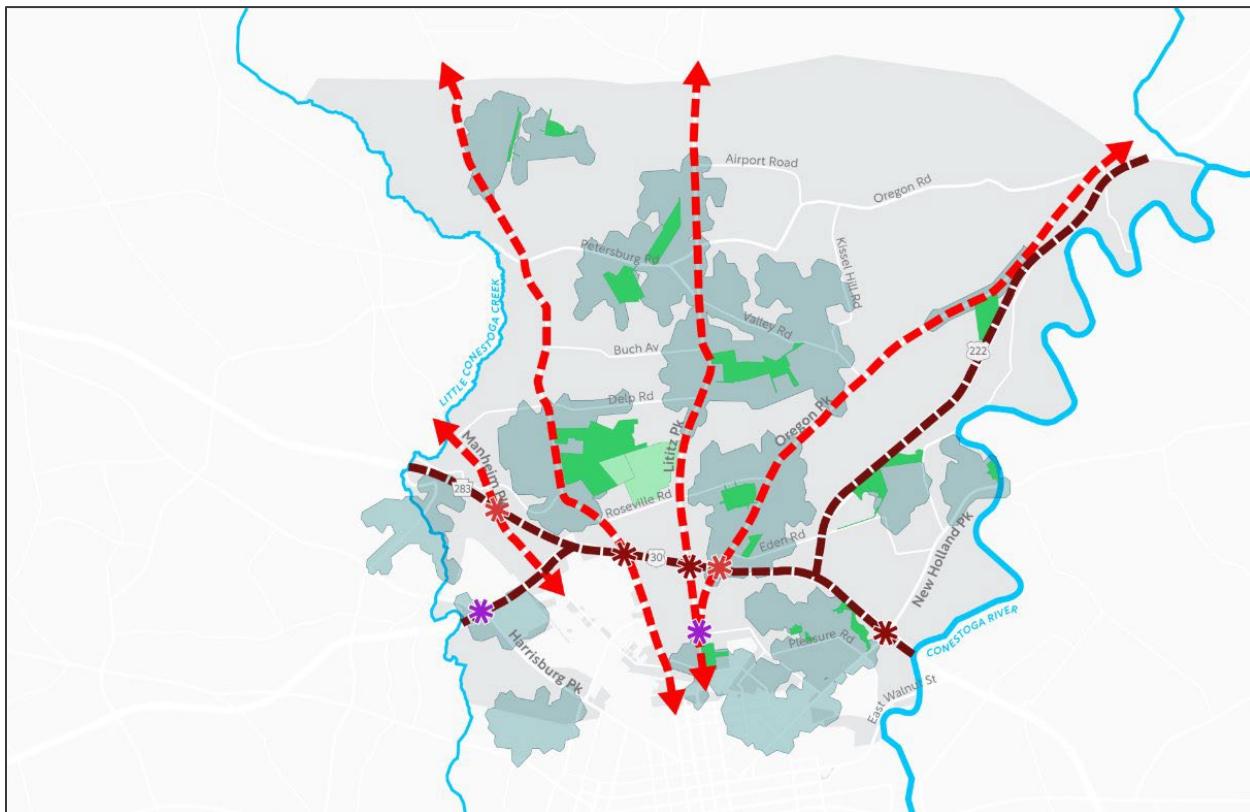
Figure 24: Mobility Priority Areas



The analysis also examined current barriers and opportunities for walking and bicycling in the Township. The project team mapped out how Route 30, Route 222, and the major north-south road corridors like Lititz Pike/Route 501 impact accessibility to parkland from adjacent neighborhoods. Many of these routes are dangerous for walkers and bicycle riders, and need to be modified with pedestrian and bicycle-friendly infrastructure to improve resident access to open spaces and recreation activities. The results of this analysis are displayed in Figure 25 below. The red and brown dashed lines represent the major road corridors in the Township, the green spaces represent Township parks, and the light blue shapes represent 10-minute “walk-sheds” (meaning that someone within the blue area is within a 10-minute walk to a park).

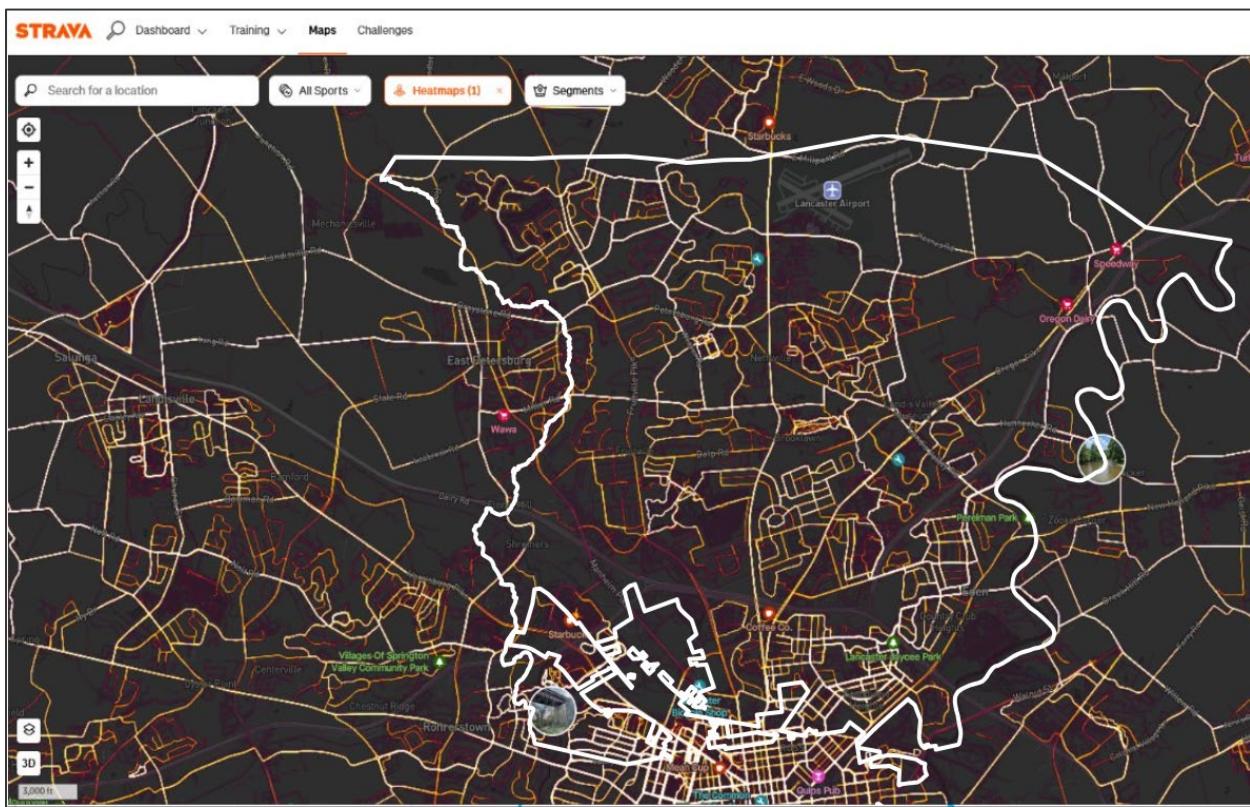
The project team also looked at data from the Lancaster County Active Transportation Plan, which identified the road corridors that had the highest level of stress for pedestrians and bicyclists.

Figure 25: Mobility Barriers in Manheim Township



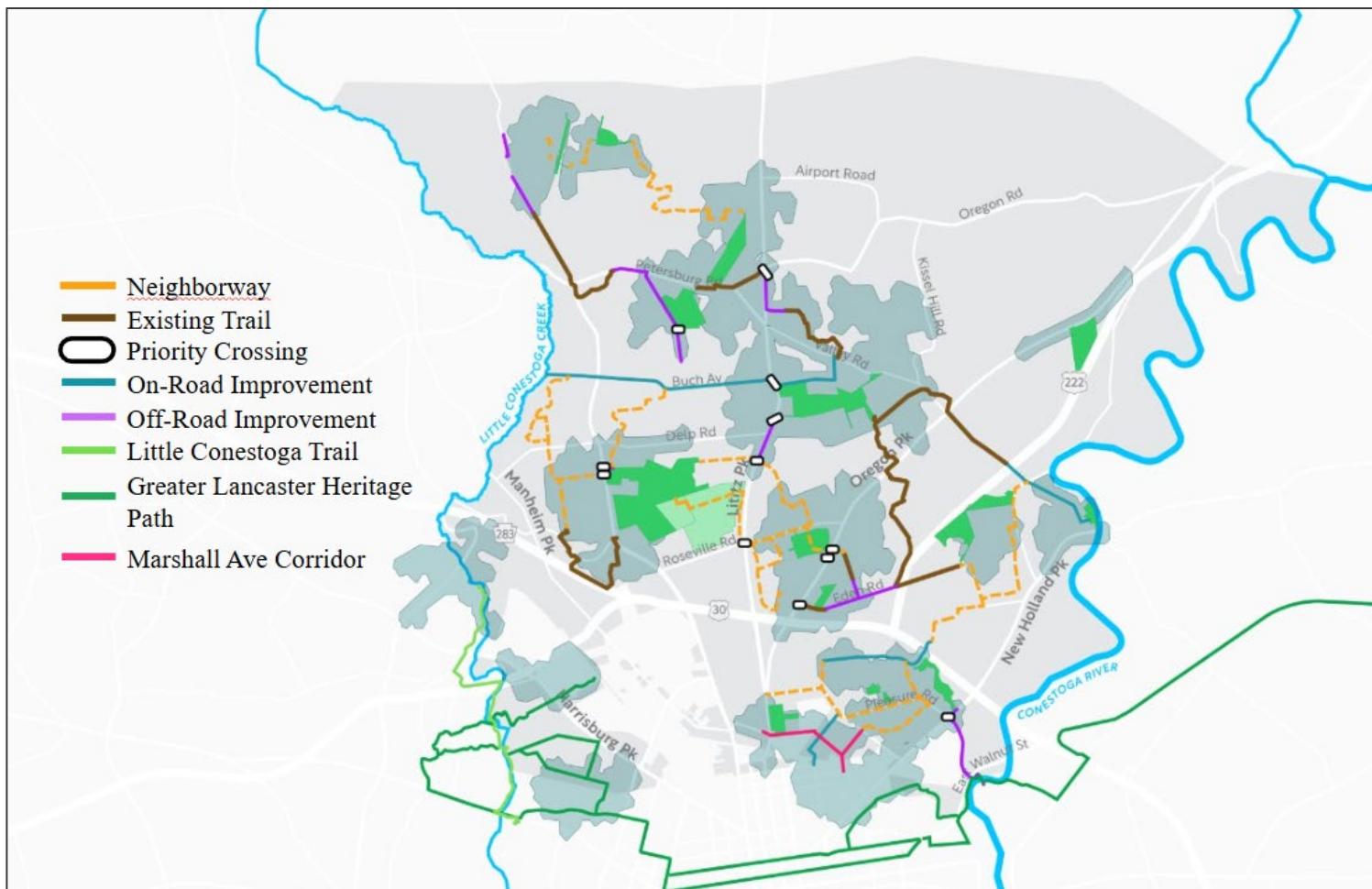
Finally, the project team utilized data obtained from the physical exercise tracking service Strava to map where Manheim Township residents are currently walking, running, and cycling. The results are displayed in Figure 26 below, and clearly highlight (in the lighter colors) the high levels of active transportation that take place within many Township Neighborhoods.

Figure 26: Strava Walking, Running, and Bicycling Data



Combining all this information, the project team was able to identify several locations for improved walking and bicycling facilities. They include low-speed “neighborway” routes for walking and bicycling between neighborhoods, priority crossing sites to create safe pedestrian passage across major road corridors, locations for on-road bicycle facilities and off-road trails to better connect key destinations. All the proposed improvements are displayed in Figure 27 below. Existing and future active transportation corridors, like the Little Conestoga Trail, the Greater Lancaster Heritage Path, and the Marshall Avenue transportation improvement corridor area also displayed.

Figure 27: Manheim Township Connectivity Improvements



To demonstrate how pedestrian and bicycle infrastructure improvements can positively impact a road corridor in the Township, the project team selected a segment of Oregon Pike/ Route 272, from the Route 30 interchange to Landis Valley Road, to examine for potential treatments based on the principles of "Complete Streets." The full summary of this analysis can be found in Appendix J.

Complete Streets, according to Smart Growth America, is the principle that "...streets are for everyone. Complete Streets is an approach to ^{AFT} planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists, and transit riders of all ages and abilities."



The analysis identified and examined the following data points:

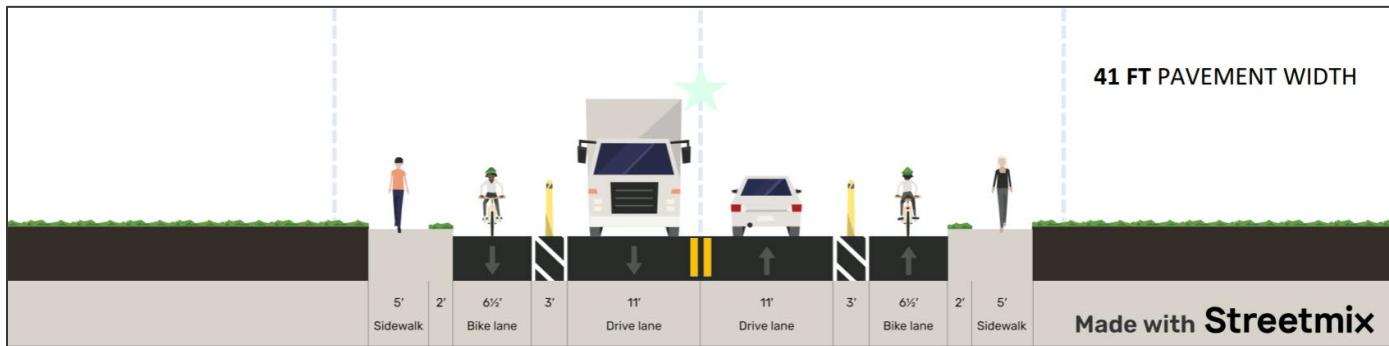
- Oregon Pike is a PennDOT-owned road, designated as Route 272.
- Oregon Pike is classified as a minor arterial and hosts 19,000 - 20,000 vehicles a day.
- The roadway pavement width ranges from 41 ft to 72 ft wide and includes one travel lane in each direction with turn bays at some intersections.
- The segment being analyzed contains 13 intersections, 4 of which are signalized, and over 30 driveways from both commercial and residential structures.
- Shoulders, curbs, and sidewalks are inconsistent throughout the corridor; there is no bicycling infrastructure.
- Crash data revealed rear-end, angle, and hit fixed object crashes along the corridor, with crashes clustering at turning locations along the corridor.

All these features contribute to a perception that the corridor is unsafe for pedestrians and bicycle riders. The Lancaster County Active Transportation Plan rates this section of Oregon Pike with a high level of stress for vulnerable road users.

To remedy many of the issues identified along Oregon Pike, the Complete Streets analysis focused on three elements:

- **Speed Management Strategies:** Designing the roadway with more narrow driving lanes and other design features to incentivize slower travel speeds for cars and trucks.
- **New Roadway Cross-Sections:** Modifying different segments of the corridor with separated bicycle lanes, wider sidewalks, and off-street pathways to create safer and more comfortable travel options for pedestrians and bicycle riders.
- **New Pedestrian & Bicyclist Crossings:** Adding at least two new pedestrian crossings to reduce the distance between crossings to no more than $\frac{1}{2}$ mile; one between Eden Road and East Roseville Road, and one between Roseville Road and Royer Drive. An engineering study would be required to determine the best location for each crossing and the most effective traffic control devices.

Figure 28: Oregon Pike Complete Streets, Potential Roadway Configuration



What We Heard From Residents

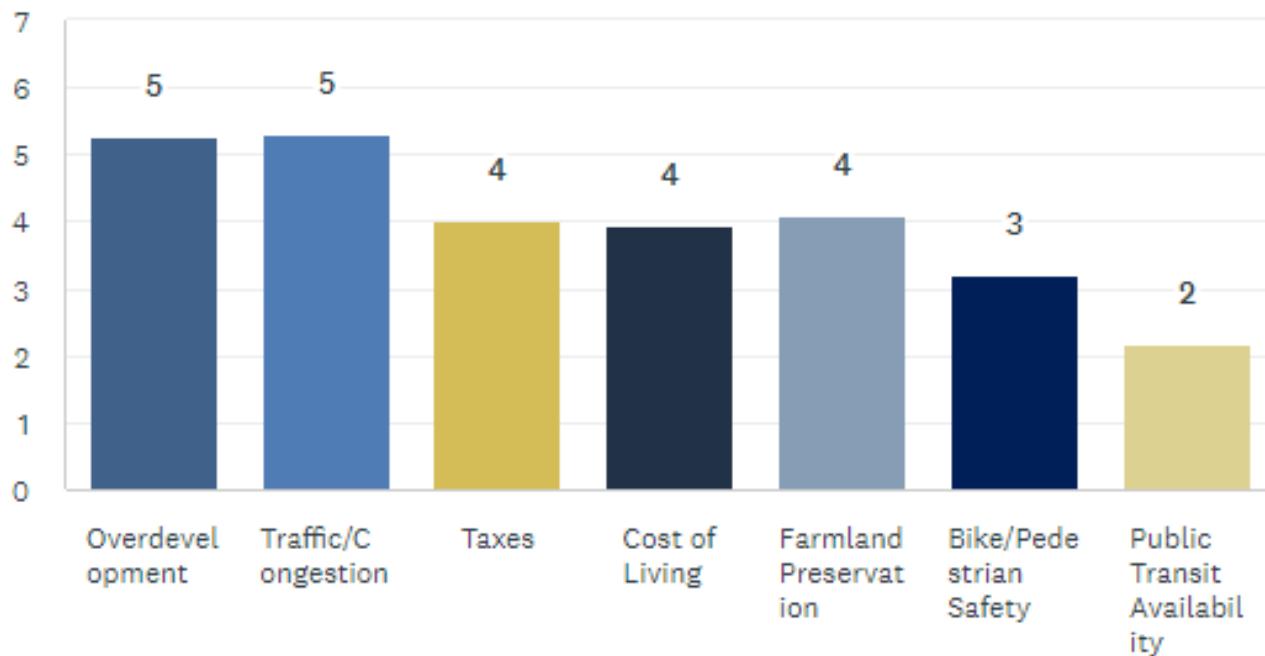
Transportation issues, especially topics like congestion and the lack of safe road conditions for bicyclists and pedestrians, were often highlighted by residents through the public surveys, focus groups, and pop-up events.

Public Survey

Responses to the first survey showed that traffic congestion and road safety were high on the list of concerns submitted by respondents.

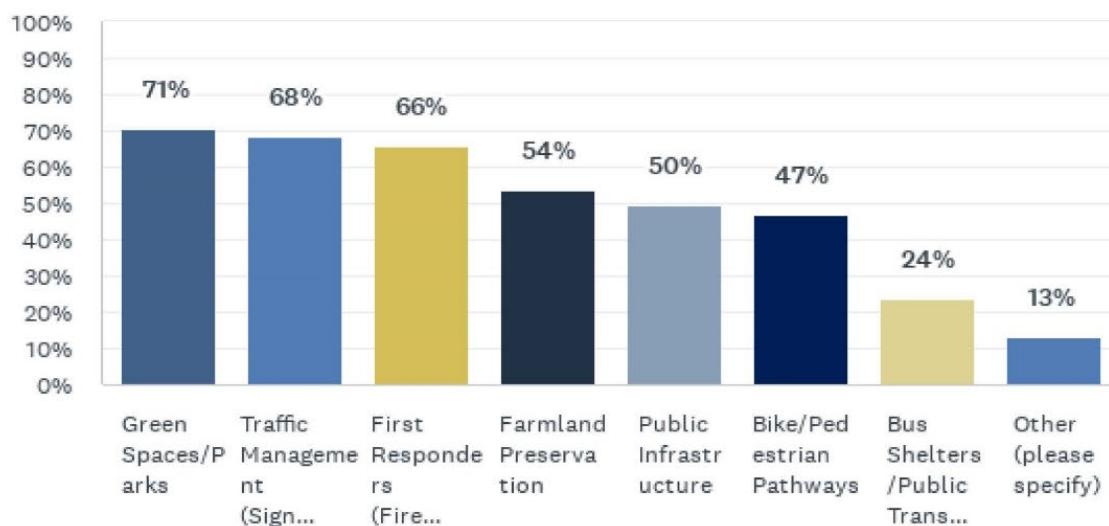
When asked to provide two or three words to describe Manheim Township, respondents submitted "Traffic" as the two of the top three answers. Additionally, when asked to rank the issues they are most concerned about in the Township, respondents selected "Traffic/Congestion" as the highest concern; it received a weighted score of 5.31 (the higher the weighted score, the more concerned about the issue respondents are), while other issues like Bike and Pedestrian Safety received a weighted score of 3.19.

Figure 29: Biggest Concerns of Survey Respondents



When asked what they were willing to invest their tax dollars in, 68% selected "Traffic Management"; this answer choice received the 2nd highest number of responses, behind "Green Space/Parks." In contrast, options like "Bike/Pedestrian Pathways" and "Bus Shelters/Public Transportation" significantly less attention, with 47% and 24% of respondents selecting them, respectively.

Figure 30: How Survey Respondents Would Like to Spend Their Tax Dollars



Of the respondents who said they would not be living in Manheim Township in 5 to 10 years, 12.8% cited "Traffic" as their reason for leaving. Additionally, when asked what the one thing would be they could change about the Township, 20.8% responded with "Traffic" while 12.8% responded with "Traffic Enforcement."

The parks and recreation survey also provided some insights into how residents utilize walking and bicycle riding. Of the respondents who answered the question "How often do you walk, run, or bike within the Township?" 61.8% selected "Daily" or "Once a Week." Additionally, when asked where they walk or bike, 20.1% selected "Sidewalks and paths that are not in parks," which was the 2nd most selected answer. This indicates that many Township residents walk or bike very frequently and likely do so in their own neighborhoods rather than driving to a park or recreational facility.

The parks and recreation survey also reaffirmed the desire of Township residents to see more investments in walking and bicycle infrastructure. When asked "How important is it to construct more trails/bike paths throughout the Township to connect the parks?" 46.2% selected "Very important."

Additionally, 62.5% responded that they "very likely" would use trails and sidewalks in the

Township if more were constructed and they connected places residents liked to visit. This survey also reaffirmed the lack of interest in bus service from Township residents. When asked how they used the bus, 93.7% selected "Never." Respondents also overwhelming responded that they would not increase their use of the local bus network if more bus routes, more service frequency, or more bus stop amenities were added.



Focus Groups

The issues with transportation infrastructure in the Township was quickly identified as an appropriate topic for a focus group discussion. This group consisted of representatives from the Township, the City of Lancaster, the Lancaster County Planning Department, Amtrak, PennDOT, SCTA, and the Airport Authority.

The focus group discussion covered many different aspects of transportation in the Township, and identified the following key points:

- There is a significant need for improved connectivity in the township, especially for pedestrians and cyclists. Trail extensions and filling gaps within the sidewalk network can help.
- Safety is a major concern in the township, which ranks high in the state for crashes per capita. There is a need for basic safety improvements like crosswalks, lighting, and better signage; local streets are too wide to cross safely especially for older people and people for mobility issues.

- The township's transportation network could benefit from better coordination between different entities.
- There is potential for future development and improvements, including the creation of mobility hubs.
- RRTA is developing an updated Transit Development Plan (TDP) and is looking for new opportunities to make connections and develop neighborhood-level mobility hubs.
- Amtrak has strong partnerships with state and county partners, which aid in implementing programs with local municipalities.
- Securing funds for projects is a challenge due to the separation of federal and state funds.

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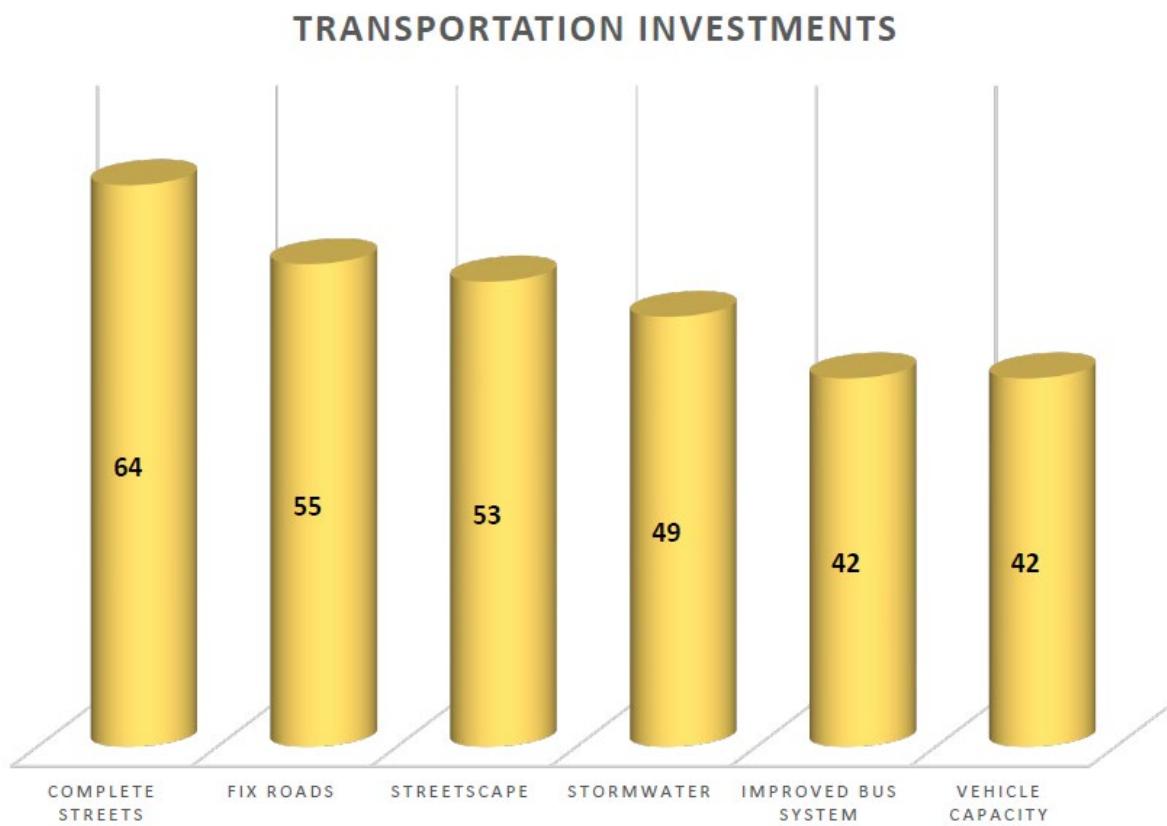
Other focus group discussions touched on the topic of transportation. The Health and Wellness focus group discussed the importance of walking and bicycling as accessible means of physical exercise, and emphasized the importance of improving road safety and developing the infrastructure necessary to open active transportation as a viable option to more Township residents. The Public Safety Focus Group identified traffic congestion as a significant concern, as it impacts road safety and emergency service response times. The group also discussed the need for better infrastructure to improve safety for pedestrians and bicycle riders.



Pop Up Events

The first pop up event indicated that residents would like to see transportation infrastructure that is better for pedestrians and bicycle riders. The collective vision assembled by the project team showed a strong preference for "Urban Residential Streets," which are typically narrower, encourage slower car speeds, and have pedestrian-friendly elements like sidewalks and street trees. The transportation investment activity saw participants select "Complete Streets" more than any other option; it received 64 votes, while the 2nd and 3rd most popular options received 55 and 53 votes, respectively.

Figure 28: Pop Event #1 Transportation Investment Priorities





Land Use Regulations That Support Our Goals

Manheim Township's land use policies are outdated and need to be modified to better meet the needs of Township residents. When the project team began to speak with local leaders and advocates, especially those most concerned with the state of housing affordability and construction, local land use regulations were frequently cited as a barrier to making progress on this key issue. This also motivated a review of the Township's Zoning Ordinance and other land use policies, which identified several key areas of need for changes to local land use ordinances.

What Our Analysis Found

As zoning is such a critical component of local land planning and regulation, it was crucial for a detailed review and analysis of the Township's Zoning Ordinance to be conducted so that any potential limitations or deficiencies could be addressed in the final plan recommendations. This analysis was conducted with an emphasis placed on identifying potential barriers to constructing more affordable and/or a greater variety of housing.



The following sections detail some of the general observations made during the Township zoning analysis. The full analysis can be found in Appendix K.

Most of the Township is Zoned for Low-Density Residential or Agricultural Uses

The analysis found that 65% of all land in the Township lies within either the A-Agricultural, R-1 Residential, or R-2 Residential zoning districts. Non-residential development is limited to the major north-south road corridors, and to the portion of the Township south of Route 30. It should also be noted that agriculture is permitted as a by right-use in all districts in the Township.

The zoning districts that cover the largest areas of the Township are the R-1 and R-2 residential districts, which cover 24% and 27% of Township land, respectively. Both are intended to promote lower-density residential uses in areas with public water and sewer facilities, by permitting single-family detached (in both R-1 and R-2) and single-family attached (only in R-2) as by-right uses.

In contrast, denser forms of housing, like townhouses, duplexes, or apartments are not permitted in any form. The only exception is the "planned residential development," which does permit a wider variety of housing types and lot sizes. However, this use permitted only as a conditional use in both R-1 and R-2, which centers on a lengthy and at times contentious approval process that examines each project on a case-by-case basis. See Table 1 for a full summary of permitted uses in the Township's R-1, R-2, and R-3 zoning districts.

*Table 1: Use Table for Residential Uses***Key:**

X = By-Right

SE = Special exception

C = Conditional

	R-1	R-2	R-3
Accessory dwelling units	SE	SE	SE
Apartment dwellings			X
Bed-and-breakfast establishments		SE	SE
Boardinghouses			SE
Conversion of single-family detached farm dwelling		SE	SE
Duplex dwellings			X
Group homes	X	X	X
Mobile home parks			C
Planned residential developments	C	C	C
Single-family detached dwellings	X	X	X
Single-family semidetached dwellings		X	X
Townhouse dwellings			X

The limits on uses in the R-1 and R-2 zoning districts, and the large amount of the Township covered by these districts, means that over half of Manheim Township is legally restricted to only low-density single-family homes. This presents a challenge to building more affordable housing in the Township, as it reduces the amount of housing that can be accommodated on land that can be developed and significantly limits the types of housing that can be built on it.



Land Zoned for Higher-Density Housing Types Is Limited

The R-3 Residential Zoning District is the only district in the Township that permits denser forms of housing. Uses like apartments, townhouses, and duplexes are permitted by right, along with detached and semi-detached single-family homes. Only 12% of the Township is zoned R-3, limited to areas around Neffsville Village, along Oregon Pike, and areas south of Route 30.

Additionally, multi-family dwelling units are permitted in the Township's four business districts, B-1, B-2, B-3, and B-4. However,

only 7% of Township land is zoned for business uses, and multi-family dwellings are only permitted when combined with office or commercial uses; they are not permitted as stand-alone use.

Finally, the IN-Institutional zoning district permits a wide range of institutional, civic, and public uses. Retirement home communities is a permitted use within this district. However, only 3% of Township land is zoned for institutional uses. A full table of zoning districts, and the acreage of Township land that lies within each, can be found in Table 2 below.

Table 2: Manheim Township Zoning Districts

PRIMARY ZONING DISTRICT	Acres	% of Total Land
Agricultural District A	2,149	14%
Residential District R-1	3,715	24%
Residential District R-2	4,098	27%
Residential District R-3	1,829	12%
Business District B-1	220	1%
Business District B-2	103	1%
Business District B-3	137	1%
Business District B-4	668	4%
Industrial District I-1	895	6%
Industrial District I-2	294	2%
Industrial District I-3	844	5%
Institutional District IN	470	3%
TOTAL	15,423	

In total, only 22% of Township land is covered by zoning districts that permit a greater variety of housing types and densities. As much of this land is already developed, the limited zoning for uses of this type ensures that constructing of additional housing will be challenging due to a lack of available sites.

The T-Zone Overlay Districts Add Additional Hurdles to Housing Construction

Overlay districts add supplemental regulations to development within each primary or “base” zoning districts where they are applied. The standards of an overlay district are required, not optional, for all development located within its boundaries.

Manheim Township is home to seven overlay districts, which cover 28% of the Township land in total. A summary of all seven districts, and the acreage covered by each, can be found in Table 3 below.

Table 3: Manheim Township Overlay Districts

Manheim Transect/Overlay Zones		
Name	Acres	Percent of Total Under
D-A Airport	1222.38	28%
D-C Corridor	88.43	2%
D-R Retrofit	1531.91	36%
T-4 Urban Neighborhoods	856.34	20%
T-5 Neffsville	197.74	5%
T-5 Oregon	185.94	4%
T-6 Urban Transition	208.73	5%
TOTAL ACREAGE/% OF TOWNSHIP	4291.47	28%

Most of the overlay districts are concentrated around the Route 30 corridor and in the southern portion of the Township around Route 30. While their intention is to promote denser development and redevelopment in the older commercial and industrial areas of the Township closer to the city, they have the practical effect of adding cost and complexity to sites that are already challenging to develop. For example, all overlay districts have the requirement that building heights remain the same as the base zoning district unless Transfer of Development Rights (TDRs) are purchased. However, if the property is adjacent

to a residential district it must comply with the original height limit; if the height limit is exceeded there must be a buffer yard between the building and the property line.

Limitations of this type effectively eliminate many possible development or redevelopment sites from practical consideration for higher density residential or mixed-use projects, further restricting the already limited amount of land available for non-detached single-family housing construction.

Transfer of Development Rights (TDR)

To better preserve agricultural lands in the face of increasing development pressures, Manheim Township created a Transfer of Development Rights (TDR) program. In short, this program permitted developers who wanted to construct a project in designated parts of the Township to purchase the development rights from property owners in agricultural areas. This permits farmers to still receive financial value from the development potential of their land, while directing new development away from intact agricultural areas.

When the TDR program was created in 2000, there were 1,298 TDRs allocated for 46 farms containing just over 2,000 acres. Since then, 965 TDRs have been sold leaving 371 available. Early on, Manheim Township purchased several TDRs to “kick-start” interest in the program; they still hold 271.





The value of the TDRs is based on market demand and according to the Township and local developers, the cost is now over \$20,000 per TDR, with the price rising as high as \$30,000 for each TDR. As a comparison, the current average cost for a conservation easement in the Lancaster County Farmland Preservation Program is around \$4,000/acre.

TDRs are used by the Township to permit additional density or height for new development, including the following:

- TDR's may be used to increase density within residential zoning districts.^{AP} This is based on the standard of 1 TDR = 1 additional dwelling unit.
- The R-1 district permits a density of 2.2 to 2.9 DU/acre - .8 DU/acre more. Adding more density requires purchase of 1 TDR per unit.
- The R-2 district permits a density of 2.9 to 4.3 DU/Acre or 1.5 DU/ac more.
- Density increases in the R-3 district is only noted in the T-5 overlay, but not in R-3 outside of the overlay. Building height increases are permitted with 1 TDR for every apartment unit built above the standard 35 ft height limit, or above 40 ft if it is a Planned Residential Development.
- For non-residential districts, 1 TDR is required for every 3,000 sf of non-residential space above permitted base height.
- Building length increases are permitted in T-4, T-6, D-R, D-C and D-A with TDRs. One TDR is required for every 5,000 sf of additional building length beyond what is permitted in the underlying zoning district.

Given the high cost per unit of TDRs, using them in this manner has the effect of adding significant costs to any development that wants to build to higher density or height than what the base zoning district permits. This can result in projects being built to a lower density to avoid having to purchase TDRs, charging higher rents to residents or commercial tenants to make up for the added costs, or building in other municipalities that do not have TDR programs. The program is also complex to administer, as the application of TDRs can vary widely depending on the underlying zoning or overlay district that the project is subject to. Navigating this process can add additional development costs and time to a project.

Fair Housing

The Housing and Community Development Act of 1974 requires that any community receiving HUD funds affirmatively further fair housing. Since zoning ordinances govern the location and characteristics of various land uses, they have the potential to limit or expand housing choice. Many common fair housing zoning issues are interrelated with housing affordability issues. For example, many zoning ordinances place restrictions on the location of multi-family housing units. While restricting density can have positive impacts, it can also limit housing options to certain locations and price points that are unattainable for some residents.

Manheim Township's Zoning Ordinance was reviewed to identify policies that may potentially impede housing choice and affordability. The analysis was based on topics raised in HUD's Fair Housing Planning Guide, which include:

- The opportunity to develop various housing types (including apartments and housing at various densities).
- The treatment of mobile or manufactured homes.
- Minimum lot size requirements.
- Dispersal requirements for housing facilities for persons with disabilities in single family zoning districts.
- Restrictions of the number of unrelated persons in dwelling units based on the size of the unit or the number of bedrooms.

The results of this fair housing review are summarized in Table 4 below.

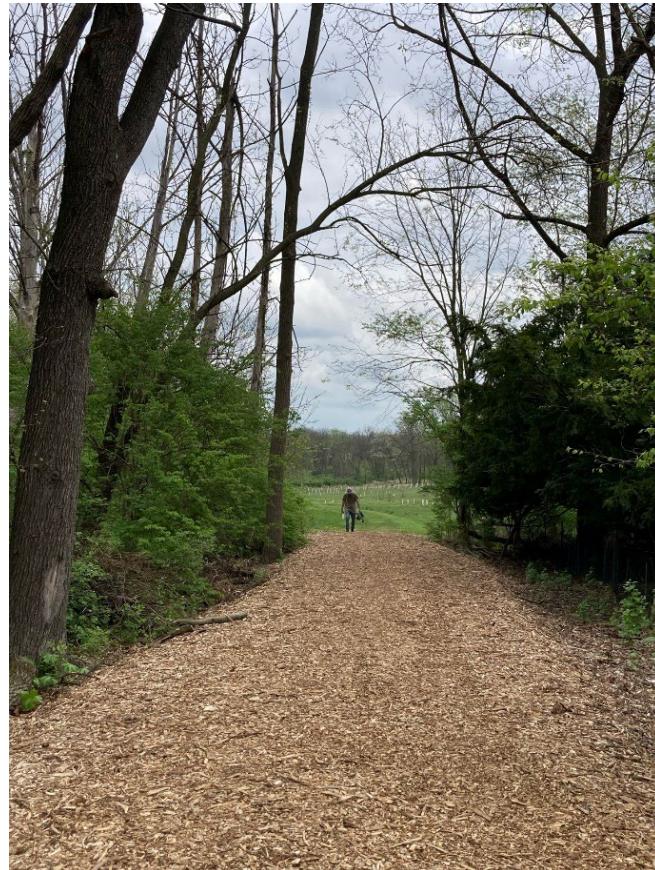


Table 4: Manheim Township Fair Housing Ordinance Review Results

Zoning Ordinance Regulatory Provision	Notes	Concern?
Ordinance defines "family" inclusively, without cap on number of unrelated persons, with focus on functioning as a single housekeeping unit	Consider adding "domestic partnership" to the definition of Family to include non-traditional couples. The cap of three unrelated individuals living together is low, but likely does not impede housing choice.	No
Ordinance defines "group home" or similarly named land use comparatively to single family dwelling units	Group home is defined and subject to the same restrictions as single-family dwelling units	No
Ordinance allows up to 6 unrelated people with disabilities to reside in a group home without requiring a special use/conditional use permit or public hearing	Ordinance says "group homes shall be subject to the same limitations and regulations by the Township as single-family detached dwellings" which could be interpreted to mean they can only hold three unrelated individuals. Consider revising the definition of either "Group Home" or "Family"	Yes
Ordinance regulates the siting of group homes as single-family dwelling units without any additional regulatory provisions	Group homes are allowed by right in R-1, R-2, and R-3, allowing them to be sited without additional regulations.	No

<p>Ordinance has a “Reasonable Accommodation” provision or allows for persons with disabilities to request reasonable accommodation/modification to regulatory provisions</p>	<p>Not found—add a Reasonable Accommodation provision to allow persons with disabilities to request modifications, such as waiving a setback requirement to build an ADA-compliant ramp.</p>	<p>Yes</p>
<p>Ordinance permits multi-family housing of more than 4 units/structure in one or more residential zoning districts by-right</p>	<p>Duplexes, townhouses, and apartment dwellings are allowed by right in R-3. The R-3 district is very limited within the Township and is subject to additional regulations from the T-Zone Overlay Areas. These overlay restrictions may increase development costs for apartment dwellings or force developers to purchase TDR's. Adding more density than the baseline (either 2.2 or 2.9 du/acre) requires purchase of TDRs.</p>	<p>Yes</p>
<p>Ordinance does not distinguish between “affordable housing/multi-family housing” (i.e., financed with public funds) and “multi-family housing” (i.e., financed with private funds)</p>	<p>No distinction is made between housing financed with public funds, affordable housing, and non-subsidized housing. The Zoning Hearing Board allows challenges for residential projects, based on the “impact of the proposal upon regional housing needs and the effectiveness of the proposal in providing housing units of a type actually available to and affordable by classes of persons otherwise unlawfully excluded by the challenged provisions of this ordinance.”</p>	<p>No</p>

Ordinance does not restrict residential uses such as emergency housing/homeless shelters, transitional housing, or permanent supportive housing facilities exclusively to non-residential zoning districts	No restrictions of this type are included.	No
Ordinance provides residential zoning districts with minimum lot sizes of ¼ acre or less	R-2 minimum lot area for semi-attached housing is 10,000 square feet. R-3 minimum lot areas vary between 3,000 and 7,000 square feet.	No
Ordinance does not include exterior design/aesthetic standards for all single family dwelling units regardless of size, location, or zoning district	Overlay Districts create complex and costly standards within areas that should be desirable for high density residential and mixed-use development. All land south of Rt 30, closest to the city is under an Overlay District.	Yes
Ordinance permits manufactured and modular housing on single lots like single family dwelling units	Ordinance states that “modular homes may be considered single-family detached dwellings so long as they comply with the general requirements of a dwelling.”	No

Priority Redevelopment Sites

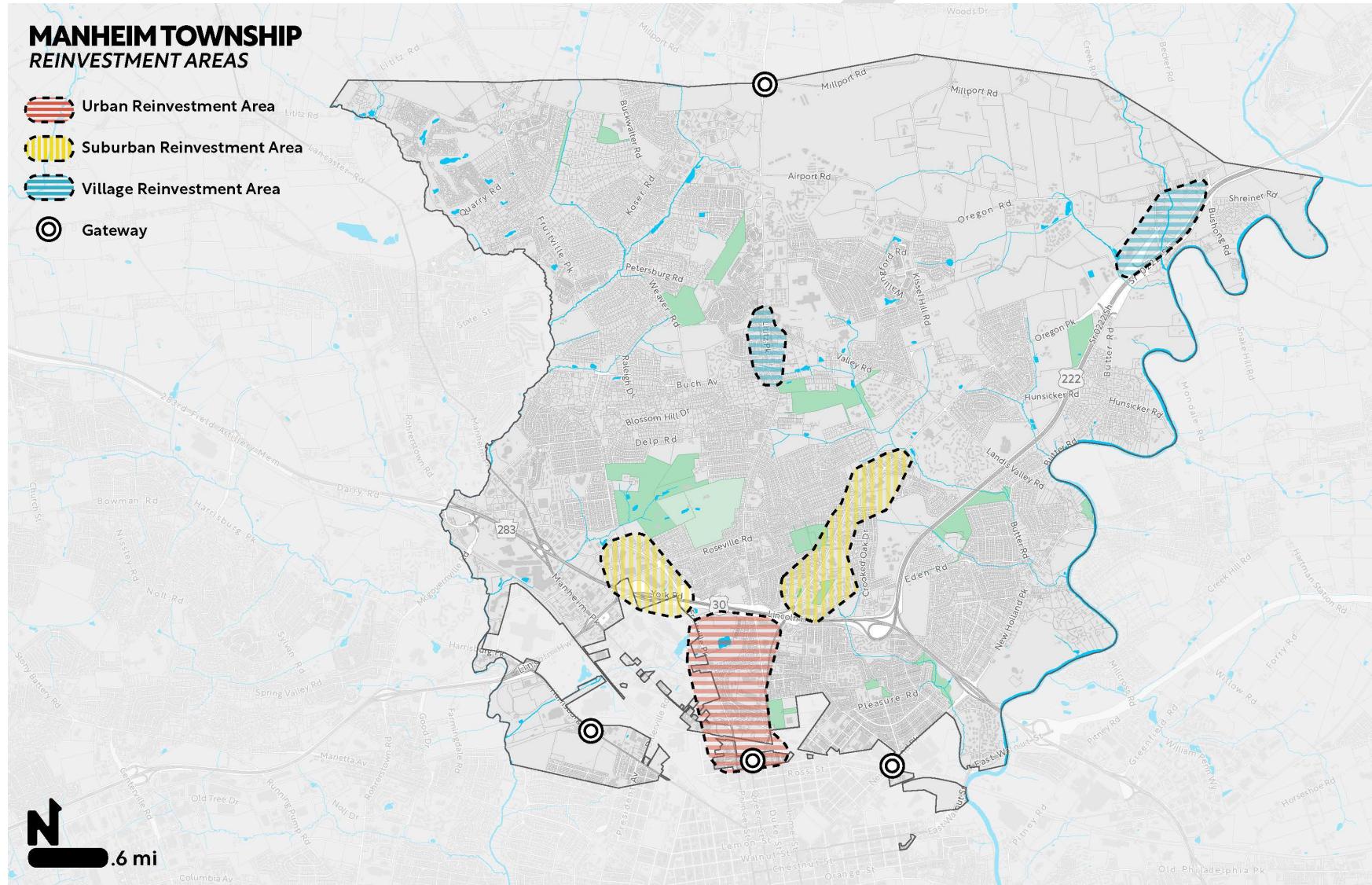
While identifying how Manheim Township's Land Ordinances can be improved is important, it is also necessary to explore *where* introducing new land uses or development would be most appropriate and have the biggest positive impact on the community's quality of life.

Manheim Township is mostly built out, and the remaining agricultural land and open spaces are highly valuable to the community in their current form. To accomplish the goals of this plan, including improving the fiscal sustainability of the Township and create more housing supply for residents, prioritizing the redevelopment of vacant or underutilized sites that have already been built on is crucial.

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Working with Township staff and the Comprehensive Plan Committee, the project team created the following map that highlights priority locations for redevelopment and reinvestment, including creating attractive "gateways" into the Township from adjacent municipalities.





Gateway Nodes and Reinvestment Areas

Gateway nodes are located along the Township border, where it intersects with major roadway corridors like Lititz Pike, Harrisburg Pike, and New Holland Avenue. Gateway nodes are opportunities to signal residents and visitors that they are entering the Township and create a welcoming aesthetic by installing signage, lighting, and landscaping.

Reinvestment areas that have been identified as ideal locations for infill and redevelopment due to characteristics like building age, property vacancy, and surface parking. Focusing new growth and development in reinvestment areas would enable the Township to accommodate housing, jobs, and amenities without impacting established neighborhoods or agricultural lands. There are 3 area types which reflect the diverse landscapes present in the Township.

1. **Urban Reinvestment Areas:** Concentrated around the Route 30 and Route 283 corridors, and between Route 30 and the border with the City of Lancaster. Types of development that are encouraged here will primarily be infill and redevelopment that will transition the area to the more dense, urban landscape found in Lancaster City. Building height, placement and use standards will be flexible to encourage creative and transit-oriented development patterns. Transportation improvements will be focused on encouraging the growth of alternative modes of transportation, creating infrastructure for pedestrians, bicycle riders, and transit users.
2. **Suburban Corridor Reinvestment Areas:** Found along portions of major corridors like Fruitville Pike and Oregon Pike, north of Route 30, which have been developed over the past 50 years in mostly a suburban style of development. Redevelopment and infill opportunities will generally follow a similar density and style that exists today

with opportunities for new housing types like accessory dwelling units. Transportation improvements will be focused on connecting redeveloped areas with adjacent residential neighborhoods with improved pedestrian and bicycle infrastructure and incorporate improved facilities for transit riders.

3. **Village Reinvestment Areas:** Areas with proximity to the two Village Character Areas of Neffsville and Oregon. Development typology will be encouraged to resemble the mix and type of uses within the existing village areas. These will not have the same scale or height as Urban Reinvestment Areas but will reflect a distinct development pattern from the Suburban Reinvestment Areas. Transportation improvements will be focused on ensuring pedestrian safety, improving vehicle circulation, and creating better walking and bicycling connections to the village cores.

To demonstrate the potential of redeveloping priority sites to accomplish the other goals in the plan, the project team created a hypothetical scenario for one such site. An excerpt of this study is found below; the full analysis can be found in Appendix L.

The “Golden Triangle” is a commercial area in southern Manheim Township that is generally bordered by Route 30 to the north, Lititz Pike to the west, and Oregon Pike to the east; Lititz Pike and Oregon merge together at the southern end of the study area, giving the entire district its distinctive triangle shape. A map of the study area is show in Figure 29 below.

Figure 29: Scenario Study Area



To understand how the site could potentially be redeveloped under current land use regulations, the existing zoning of the site was examined. The study area lies within several different Business Districts, including B-1, B-2, B-3, and B-4. More importantly, the site is covered by three different overlay districts: D-R Retrofit, T-4 Urban Neighborhood, and T-6 Urban Transition. Figure 30 below shows how the three overlay districts cover the site, and the limitations of each on a potential redevelopment scheme.

Figure 30: Study Area Overlay District



D-R

Most of focus area
No residential permitted
45' Maximum height
• 3-4 stories

T-4

Edges of focus area
Residential and mixed use are permitted
36' Maximum height
• 2-3 stories

T-6

Outside focus area
Highest density allowed

The existing zoning analysis noted that residential uses are not permitted in the B-4 zoning district or D-R Overlay District, which covers the majority of the site. Additionally, Transfer of Development Rights (TDR) cannot be used to permit residential buildings or increase building heights. It was determined that, to fully realize the vision laid out in this potential redevelopment scenario, the D-R Overlay District would need to be amended to permit residential uses; height limits or TDR allowances would not need to be changed.

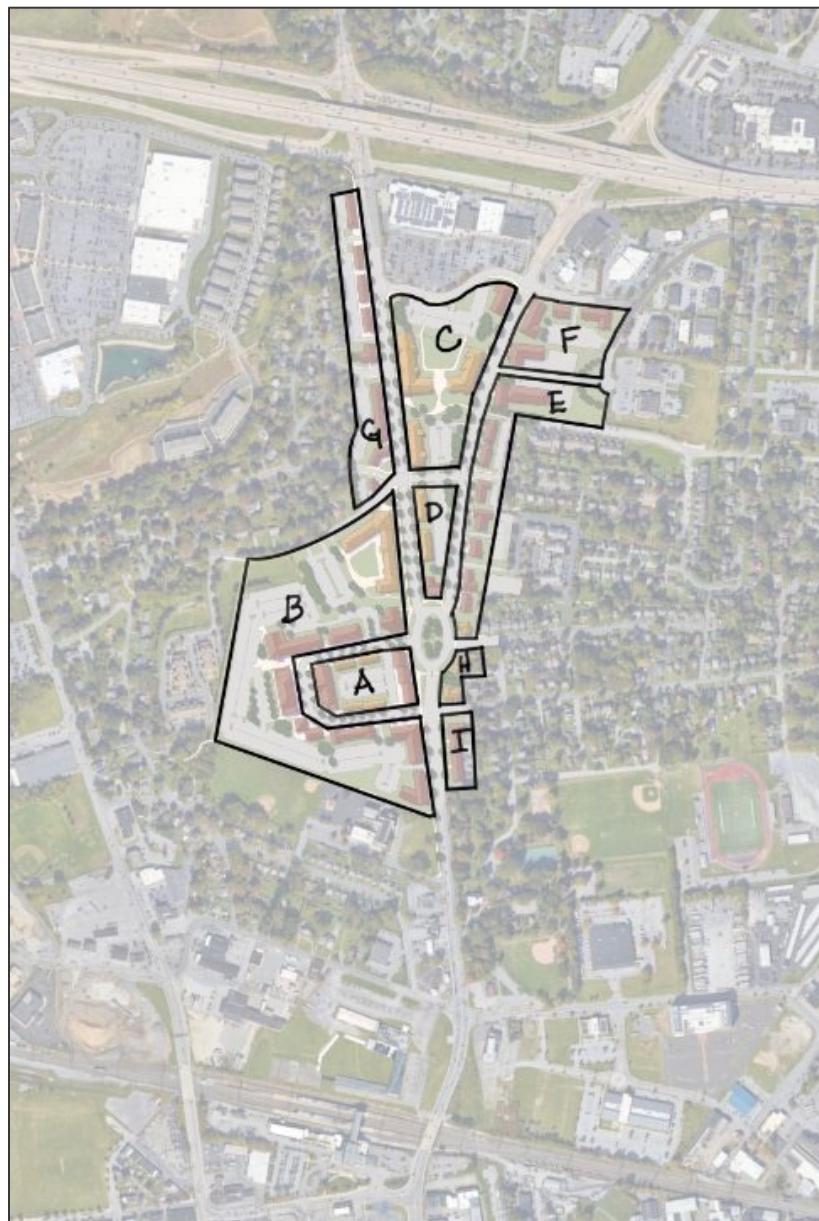
With this zoning change in mind, the project team created a potential redevelopment scenario that replaced the existing one-story, single-use commercial buildings and shopping centers with 2-5 story mixed-use residential, office, and commercial retail structures, interspersed with greenspace, public plazas, and improved pedestrian infrastructure. An illustration of this scenario is found in Figure 31 below.

Figure 31: Redevelopment Proposal



Figure 32 below divides the redevelopment plan into blocks, lettered A through I; each block was populated with different size buildings and mix of uses, based on applicable zoning requirements.

Figure 32: Redevelopment Proposal Blocks



Blocks

- **A & B:** Ground floor retail, upper floor apartments, townhomes on an internal street, and senior housing complex.
- **C & D:** New housing with no ground floor retail. 5 stories enables the density needed to support courtyards and landscaping to make it a marketable location for residential.
- **E:** Small, existing parcels are suited to infill and expansion. Shown here as office/commercial.
- **F:** Existing buildings, suited to expansion, shown here as office/commercial.
- **G:** Small, existing parcels may be consolidated for mixed use development with shared access and parking.
- **H:** Small infill housing.
- **I:** Apartment opportunity site.



Finally, the project team calculated the potential amount of retail space, commercial or office space, multi-family residential space, and number of attached dwelling units that could be created in a full build-out of the proposed redevelopment scenario. The final calculations are shown in the table below.

Concept Plan Capacity

Retail SF (Ground Floor)	Commercial/Office SF (upper floors)	Multifamily SF	Attached Dwelling (units)
231,400	654,400	950,000	21

*~698 approximate
includes primarily office apartment units*

The redevelopment scenario proposed here is only one of many potential ways that the Golden Triangle site could be repurposed to better meet the current needs of residents. But it should stand as an example of how prioritizing redevelopment in locations like the Golden Triangle has the potential to transform vacant or underperforming sites into attractive assets that can also create opportunities to ease the affordable housing crisis currently impacting Township residents.

What We Heard From Residents

While land use regulations were not often directly referenced by input received from the public, the topic of development and land use was a common feature of responses received from both public surveys, focus groups, and pop-up events.

Public Surveys

Responses to the first survey showed that residents were concerned about the rate of development in the Township and its impacts on their quality of life.

When asked what concerned them most in the Township, "Overdevelopment" was the answer choice with second highest weighted score, second only to "Traffic/Congestion."

When asked what they were willing to invest their tax dollars in, respondents selected priorities that have an impact on land use and development; 71% selected "Green Space/Parks," 68% selected "Traffic Management," 54% selected "Farmland Preservation," and 50% selected "Public Infrastructure."

When respondents who indicated that they will no longer be living in the Township in 5-10 years were asked why they would be leaving, 15.7% cited "Development," which was the 2nd most selected answer. More specifically, "Overdevelopment" and "Traffic Congestion" were stated as reasons to leave Manheim Township.



Finally, when asked if there was one thing that they could change about Manheim Township, respondents selected “Development” more than any other answer choice, followed by “Infrastructure” and “Traffic.”

The joint parks and recreation survey also touched on land use priorities in the Township. When asked how they would like parks and recreation funding to be prioritized, 26% of respondents selected “Acquired new land for open space.” This was second only to “Repair/maintain existing parks and park infrastructure.”

Focus Groups



Land use and development was identified early in the plan development process as a key issue in the Township, so a focus group was created to discuss this topic in-depth. This group consisted of Township staff, staff from the Lancaster County Planning Department, local developers, and engaged citizens.

The focus group had a robust discussion about land use in Manheim Township, and how development regulations in the Township impact local development projects. This conversation resulted in the following key findings:

- There is a pressing need for more compact development in Manheim Township to accommodate population growth and prevent urban sprawl. Denser development should be permitted and designed along major corridors and Pikes.
- Redevelopment of older commercial properties (ex: Golden Triangle area) is a significant opportunity to accommodate growth without impacting green areas.
- Neffsville is our historic center and should be designed to function like a central hub for the Township.
- The scarcity of industrial land in the township and the county could potentially limit economic development opportunities. Due to limited land available in the Township the county will need to address future industrial sites.

- The preservation of farmland and historic structures is deemed important, but there are few remaining un-preserved agricultural parcels within the Township.
- Development impacts, particularly on traffic and infrastructure, are significant and need to be addressed. Water infrastructure capacity and stormwater management are particularly urgent issues that may limit future development. Growth needs to happen concurrently with capacity of utilities to support it. The Township will need to coordinate with the City of Lancaster Water Department to accommodate current and future growth.
- There is a strong desire for a community recreation center in the township.
- Collaboration between the township, school district, and county is crucial for effective land use planning. A partnership like the one created between the school district and the township for parks and recreation may help with coordination of development policy.

This topic also intersected with several focus group discussions. Much of the conversation in the housing focus group centered on how local land use ordinances and development review processes restricted the construction of an adequate supply of housing, especially denser housing types.

Pop Up Events

Responses submitted by participants in both pop-up events indicated a desire in Manheim Township to see a change in land use, to create more diverse, mixed-use, and walkable communities. The aggregate vision for the Township created at both events showed more diverse forms of housing like apartments and cottage courts, and walkable commercial districts with public spaces. The vision board for the second pop-up event is shown in Figure 33 below.

Figure 33: Pop Event #2 Overall Vision For Manheim Township



PUTTING THE PLAN TO WORK: IMPLEMENTATION

The crucial and most fraught part of any comprehensive plan is its implementation and is key to the plan having a positive impact on the community. A well-coordinated and focused implementation strategy will allow the Township to make real progress towards addressing the critical issues identified by the community. An inconsistent or poorly maintained implementation agenda can leave the plan collecting dust on a shelf and ensure that the Township's vision of its own future remains unfulfilled.

This section is dedicated to establishing an implementation strategy for *Getting To a Complete Community* that will set Manheim Township up for success. It includes a list of action strategies that can be followed to accomplish the goals of this plan. Following the strategy in this chapter will ensure that *Getting To a Complete Community* will be a living document that is integrated into both short and long-term decision making throughout the Township.

In the following pages, the terms "Township" or "Manheim Township" will be used to refer to staff, appointed committee members, or elected officials; more specific terminology (ex: the Township Board of Commissioners) will be used to identify Township officials responsible for a specific action strategy or task.



First Steps

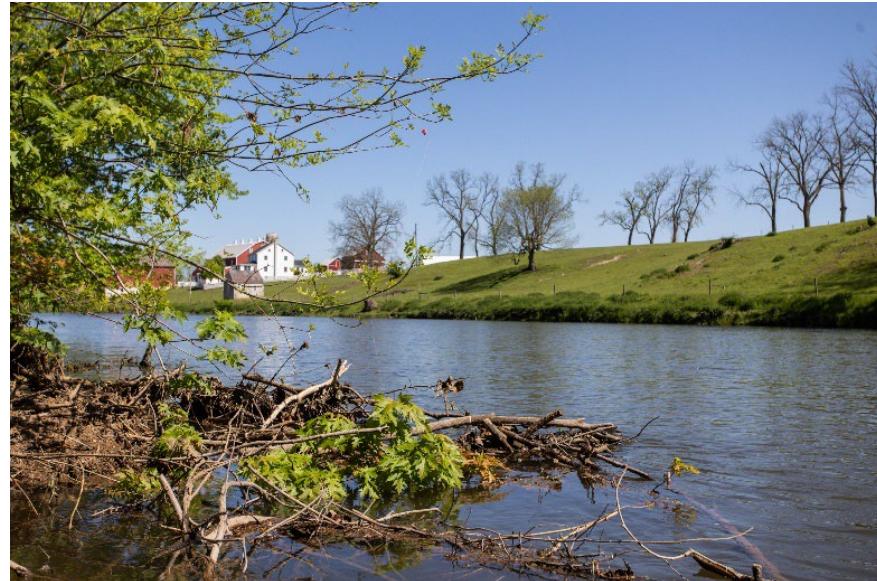
Once *Getting To A Complete Community* has been formally adopted by the Township, there are several steps that the community should take to create an effective implementation strategy:

Establish a Comprehensive Plan Implementation Committee

A crucial element in this strategy is establishing a comprehensive plan implementation committee, a dedicated group of Township elected officials, Township appointed commission members, Township staff, local business leaders, and engaged residents whose focus is to coordinate and advocate for implementation.

This new body would exist in perpetuity over the life of the plan, so that it can continue to keep a focus on implementation efforts that would otherwise lose priority to the day-to-day demands of municipal governance. Its responsibilities would include developing relationships with private, non-profit, county, and state partners, working with municipal staff to develop the annual work plan (see below), and identifying grants and other sources of potential funding for municipalities to pursue.

The committee would need to be formally created by Manheim Township, and its members appointed by the Board of Commissioners. However, members for this new body could be drawn directly from the Comprehensive Plan Committee, so that the Township leaders and residents that participated in the creation of the plan can continue to serve their community by leading its implementation. Ideally, this committee should be formed and begin meeting within six months of plan adoption.



Conduct a Review and Realignment of Township Advisory Boards

For plan implementation to be successful, it is crucial for all components of the Township's governing structure to be aligned with the vision, goals, and recommendations of the plan. This is especially true for the 15 advisory boards in the Township, which are staffed by appointed volunteers and provide valuable guidance and expertise on topics as diverse as agricultural preservation, property vacancy, and parks. If properly coordinated, these boards can be a highly effective means of making the implementation of *Getting to a Complete Community* a reality.

The implementation committee, working with the Township elected officials and Township staff, will conduct a review of all the advisory committees and determine how their missions can be aligned with the vision and goals of this plan. The results of this review could vary widely; the most significant outcomes would include the reorganization, consolidation, or discontinuance of some boards. New boards, such as a housing advisory board recommended later this chapter, could also be created if there is a recognized need. Actions of this type would have a limited impact, as some committees are mandated by law or contractual obligations, such as the Planning Commission and Zoning Hearing Board. The review process may also find that major realignment of committees is not necessary, and any changes should be constrained to reorganizing their day-to-day activities to better focus on implementation.

Regardless of the outcome, the result of this review process should be a set of committees who are fully integrated into the comprehensive plan implementation process. Committees should have well defined areas of focus that are directly related to goals within the comprehensive plan. They would also be required to submit quarterly reports to the implementation committee on their activities related to the comprehensive plan.





Develop Partnerships

As discussed in other parts of this plan, developing partnerships with other public, private, and non-profit stakeholders is key to successfully making progress towards implementing the recommendations of *Getting to a Complete Community*. Once the plan has been adopted and the implementation committee has been formed, Township staff should begin to identify what partners should be engaged to assist with different areas of focus in the plan. Certain county and state agencies, like the Lancaster County MPO and Pennsylvania's Department of Conservation and Natural Resources, have significant financial resources such as grants and federal funding, that can be used for implementation projects. Lancaster County also has a vibrant non-profit community, with organizations devoted to issues like affordability, housing, water quality, and bicycling. Investing time and energy into establishing and maintaining partnerships with organizations like these will pay substantial future dividends, to both the implementation of this plan and to the Township as a whole.

Begin Advocating for the Plan

In addition to developing partnerships, Township staff and elected officials should also begin to advocate for the vision and goals of *Getting to a Complete Community* to their county, state, and federal political leaders. By regularly updating political representatives on the status of implementation, and sharing the annual work plan and its priorities, the Township can effectively coordinate with them to bring additional county, state, and federal resources to bear on major recommendations in the plan.



Implementation Strategies

Once the Township has established the internal and external organization needed to sustain a successful implementation effort, Township staff, appointed and elected officials, and implementation committee members can begin the work of making progress towards accomplishing the goals of this plan.

Working with Township staff and the Comprehensive Plan Committee, the project team identified the following eight implementation strategies that, if followed, would address the critical issues impacting Township residents:

- **Work with state partners to develop a 5-year financial management plan for the Township**
- **Encourage new development in the Township to prioritize reinvestment and housing affordability**
- **Establish a supply of affordable workforce and senior housing in the Township**
- **Work with public and private sector partners to unlock reinvestment area's development potential**
- **Improve connectivity, safety, and accessibility on Township roads for all users**
- **Address mobility barriers along the Route 30/283 corridor**
- **Work with local farmers to ensure the long-term stability of the agricultural economy**
- **Identify and protect historic structures in the Township**

Work with State Partners to Develop a 5-year Financial Management Plan for the Township

What

To establish long-term fiscal sustainability, the Township needs to take a thorough inventory of its finances and develop a comprehensive strategy to develop new revenue opportunities, reduce costs, and make strategic investments in infrastructure. This will allow the Township to reduce its budget deficits over time and sustain its funding reserves.

Why

The Township must address its structural financial challenges, so that it can continue to be a responsible steward of resident's tax dollars. In the short term, this will enable the Township to continue to adequately fund basic services, infrastructure, and facilities. In the long term, creating a sustainable financial path will enable the Township to expand the services it can provide to residents and make investments in infrastructure to ensure that it can adequately serve its expanding population.

How

With approval from the Board of Commissioners, Township staff should apply to the Pennsylvania Department of Community and Economic Development's Strategic Management Planning Program, to receive funding and technical assistance to draft a 5-year Financial Management Plan. The process would involve the hiring of a consultant to draft the plan, conduct a financial condition assessment, and develop short-term and long-term recommendations for stabilizing and improving the Township's finances.



Who

Township staff; Pennsylvania Department of Community and Economic Development; qualified technical consultant

Goals Addressed

Securing Our Fiscal Sustainability

Timeframe

Short Term (1-2 years)

Best Practice Model¹

Upper Darby Township, Pennsylvania: Adopted in August of 2023. Upper Darby Township became engaged in the plan development process due to declining financial performance, with annual budget deficits that had exhausted most of their reserves by 2021. Created with technical assistance from the Pennsylvania Department of Community and Economic Development (DCED) through the Strategic Management Planning Program (STMP).

Action Steps

- Apply to the DCED Strategic Management Planning Program
- Utilize funding from STMP to hire a qualified consultant to lead the plan development process
- Work with DCED, qualified consultant to draft the 5-year Financial Management Plan
- Adopt the 5-year Financial Management Plan and implement its recommendations

¹ Upper Darby Township, Pennsylvania Five-Year Financial Management Plan;
<https://www.upperdarby.org/media/2023%20UDT%20Strategic%20Management%20Five%20Year%20Planning%20Program%20Report%202023.pdf>

Potential Funding Sources

DCED Strategic Management Planning Program; Township budget (STMP Match Funds)



Encourage New Development in the Township to Prioritize Housing Affordability and Redevelopment

What

Township staff should coordinate an update of its Zoning Ordinance and Subdivision and Land Development Ordinance (SLDO) to implement the recommendations of the Zoning and Housing Analysis' conducted by the project team. Both analyses recommended revising and simplifying the Township's overlay districts, expanding the number of housing types permitted by the Zoning Ordinance, and streamlining the requirements for development plan approval. These changes would be especially applicable to the priority redevelopment sites identified in the plan.

Why

Many of the Township's zoning and land development regulations are conflicting, complicated, and difficult for residents, potential developers, and Township staff to navigate. They also restrict the types of housing that can be built and make it challenging to build more housing in appropriate locations and create additional barriers to redeveloping key sites like the Golden Triangle area.

How

Township staff will lead the review and implementation of changes to the Zoning Ordinance and SLDO recommended in zoning and housing analysis. Township staff would work with a qualified technical consultant, along with members of the Township Planning Commission and Zoning Hearing Board to update the ordinances.



Who

Township staff; Township Planning Commission; Township Zoning Hearing Board; Lancaster County Planning Department; qualified technical consultant

Goals Addressed

Land Use Regulations That Support Our Goals; Housing We Can Afford; Securing Our Fiscal Sustainability

Timeframe

Short-Term (1-2 years)

Best Practice Model²³

Rockvale Outlets, East Lampeter Township, PA: Rockvale Outlets is a long-time outlet shopping complex which has suffered from high vacancy rates in recent years as newer outlet malls have opened nearby. To foster the redevelopment of portions of the site into multi-family housing, the Township accepted an amendment proposed by a developer to create a “Commercial Redevelopment Overlay District.” This overlay district would be applicable to lots that meet certain size and vacancy requirements in the C-3 Regional Commercial zoning district and permit multi-family residential uses that would otherwise not be allowed. While economic conditions delayed the implementation of the redevelopment project, demolition of vacant retail buildings to make way for new residential construction has begun as of late 2024.

The Alley House Program, Bethlehem, PA: Study to utilize the rear of existing residential lots to increase local housing supply through the construction of Accessory Dwelling Units

² [East Lampeter Township makes 'YIMBY' case for residential development \(video\)](https://oneunitedlancaster.com/government/east-lampeter-township-makes-yimby-case-for-residential-development-video/); One United Lancaster; <https://oneunitedlancaster.com/government/east-lampeter-township-makes-yimby-case-for-residential-development-video/>

³ The Alley House Program; Pennsylvania Local Government Commission; <https://www.lgc.state.pa.us/download.cfm?file=/Reports/symposium/Alley%20House.pdf>

(ADU) as “alley houses,” a historic housing type that is not currently permitted by zoning. Goal is to lower barriers to housing access through zoning reform and technical assistance to allow for and encourage new unit construction.

Action Steps

- Apply for federal and state grants to fund ordinance update project
- Hire a qualified technical consultant to lead the revision process
- Create internal working group consisting of the consultant, Township staff, and representatives from the Township planning commission and zoning hearing board
Explore innovative ways to enable new housing types within the code that are consistent with industry best practices
- Simplify zoning overlays to more effectively target reinvestment goals
- Finalize revisions to Township Zoning Ordinance and SLDO and submit them to the Township planning commission for approval
- Connect with small businesses in the Township to identify and address any additional barriers in local land use regulations that impact the growth and retention of local businesses

Potential Funding Sources

Township Budget; HUD PRO Housing Grant, DCED MAP Grant



Establish a Supply of Affordable Workforce and Senior Housing in The Township

What

There is a need to develop a stable supply of dedicated affordable housing for residents that are struggling to find places to live, with a specific focus on workforce housing for

those employed in the Township and senior housing for older residents that want to age in their community. Partnerships with housing non-profits, county, state, and federal agencies, and private employers need to be developed to assemble the funds needed to create affordable housing opportunities.



Why

Data collected during the plan development process identified an affordable housing crisis in the Township, especially for renters. Economic data also identified that more people were commuting into the Township for work than residents commuting out to jobs elsewhere, indicating that the lack of available housing for workers was creating transportation issues. Additionally, public input highlighted the importance of ensuring that older residents could stay in their communities without having to incur the expense or disruption of moving to a dedicated senior living facility.

How

The Township needs to establish an active partnership with local housing agencies and advocacy groups to develop a strategy for growing a stock of affordable housing for workers and seniors. This process should lead to the creation of an advisory board that consists of Township staff and elected or appointed officials, County housing staff, advocacy organization representatives, and local employers, whose mission is to advise the Township on how to pursue funding and coordinate with local stakeholders to build dedicated affordable housing and connect residents in need with existing housing resources.

Who

Township staff; qualified technical consultant; Lancaster County Housing and Redevelopment Authority; Lancaster Housing Opportunity Partnership; Township Senior Citizen Advisory Committee; private employers

Goals Addressed

Housing We Can Afford; Land Use Regulations that Support Our Goals; Mobility that Connects Us

Timeframe

Mid-Term (3-5 years)

Best Practice Model⁴

Housing Needs Study, East Lampeter Township, PA: Created in 2023 to develop an understanding of housing, demographics, and market conditions in the Township, to serve as the basis for changes to land use development codes, addressing vacancy and blight,

⁴ East Lampeter Township Housing Needs Study; <https://eastlampetertownship.org/wp-content/uploads/2023/10/East-Lampeter-Township-Housing-Needs-Study-10-3-2023.pdf>

and developing partnerships. Also included an in-depth housing supply and demand forecast to guide future housing policy.

Action Steps

- Begin meeting regularly with the Lancaster Housing and Redevelopment Authority, to discuss and determine how best to proceed with addressing affordable housing issues in the Township
- Create a new housing advisory board to coordinate efforts to create an affordable housing supply between the Township, advocacy organizations, County agencies, and private employers
- Work with a private consultant to develop a housing needs study to create in-depth findings on the types and locations of housing shortages in the Townships, and how they can be addressed
- Explore enabling housing types in the Zoning Ordinance update that would support age-in-place seniors like patio homes
- Continue working through the housing advisory board with partners to create affordable housing opportunities for residents, workers and seniors
- Continue to support and grow the rental housing inspection program to be an effective means to ensure that rental units are safe and healthy environments for residents

Potential Funding Sources

Township budget; PA Community Revitalization Fund Program; Lancaster County Whole Home Repairs Program; Lancaster County Rental Housing Rehab Program; Lancaster County Multi-Family Housing Program; DCED HOME Investment Partnerships Program; PA Housing Affordability and Rehabilitation Fund.

Work with Public and Private Sector Partners to Unlock Reinvestment Sites Development Potential

What

Township staff, elected officials, and appointed commission members should engage in a proactive effort to facilitate the redevelopment of the key sites identified in this plan. This would involve working with public and private sector partners to encourage the acquisition and redevelopment of sites in commercial areas along major transportation corridors south of Route 30 like Manheim Pike, Fruitville Pike, Lititz Pike, and Oregon Pike.

Redevelopment and reinvestment would have a specific focus on incorporating new housing (both affordable and market rate) into previously commercial-only areas.



Why

The Township is mostly built out, with few undeveloped sites remaining that are not critical agricultural land or open space. To meet the Township's current needs, especially the critical need for more affordable housing and a more fiscally sustainable land use development pattern, the redevelopment of vacant or underperforming sites and buildings is crucial.

How

Working from the reinvestment areas identified in this plan, Township staff should lead the development of more detailed redevelopment plans for key sites. Township staff should also engage with property owners to understand their level of interest, and work with local economic development organizations to promote redevelopment opportunities and recruit

interested developers. Finally, Township staff should also work to coordinate investment in public infrastructure, such as streets, sidewalks, trails, and greenspaces, to support the overall vision of redeveloped key sites.

Who

Township staff; qualified technical consultant; Lancaster County Housing and Redevelopment Authority; Lancaster County Economic Development Company; private developers

Goals Addressed

Securing Our Fiscal Sustainability; Housing We Can Afford; Land Use Regulations that Support Our Goals; Mobility that Connects Us

Timeframe

Long-Term (6-10 years)

Best Practice Model⁵

Southgate Shopping Center, Chambersburg, PA: Blighted 13.8 acre strip-mall style shopping center that was acquired by the Chambersburg Area Municipal Authority in 2021, for the purpose of resale to developers that will carry out the community's vision. Work by the Borough to prepare the site for redevelopment included developing an overlay zoning district for the site, subdividing the property into smaller parcels for resale, and establishing a permanent advisory committee of neighborhood volunteers. In 2023, the Borough approved the sale of part of the site to Keystone Rural Health to build a new community medical center, and is currently working to convert other portions into greenspace, trails, and community space.

⁵ Southgate Shopping Center Redevelopment Initiative;
http://borough.chambersburg.pa.us/government/southgate_english.html

Action Steps

- Engage with Lancaster County agencies whose mission is to promote economic development and redevelopment, such as the County Housing and Redevelopment Authority, Lancaster Economic Development Company, and Lancaster County Planning Department, to coordinate local knowledge and resources to implement redevelopment concepts
- Consider establishing a Township Redevelopment Authority under the Urban Redevelopment Law (PA Act 385 of 1945) to facilitate and coordinate the redevelopment of underutilized properties, including having access to public funding sources to implement proposed redevelopment plans
- Assess the feasibility of expanding the Township's Local Economic Revitalization Tax Assistance Ordinance, to align with the reinvestment areas identified in this plan
- Develop detailed redevelopment plans for reinvestment areas, including identified needs for infrastructure improvements, trails and greenspace, and transportation investments. Engagement with property owners, residents and adjacent neighborhoods is strongly encouraged
- Work with local, county, state, and federal partners to prioritize funding for infrastructure improvements in reinvestment areas. Special focus should be placed on transportation infrastructure (parking, sidewalks, bicycle and transit facilities) and greenspace (parks, trails, street trees) to align them with proposed redevelopment plans

Potential Funding Sources

Township funding; PA Redevelopment Assistance Capital Program; PA Community Revitalization Fund Program; Lancaster County Multi-Family Housing Program



Improve Connectivity, Accessibility, and Safety on Township Roads For All Users

What

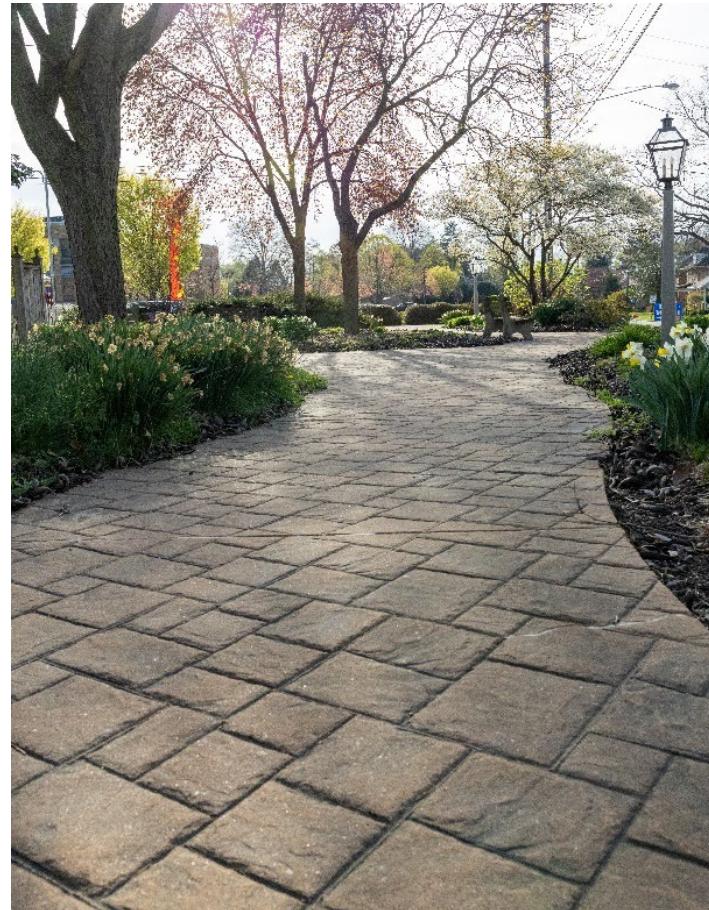
The Township should adopt policies that address road safety and accessibility issues, especially for bicycle riders, pedestrians, and transit riders. This would involve a Complete Streets policy, a mix of infrastructure improvements, reviewing Township road maintenance programs like the Annual Paving Program and annual allocation of state's Municipal Liquid Fuel funding, and education efforts to raise public awareness of road safety.

Why

Pedestrian safety and congestion were some of the most frequently cited issues by residents, across surveys, focus groups, and pop-up events. This, combined with the inconsistent and disconnected pedestrian, bicycle, and transit rider infrastructure in the Township, points to a clear need to improve the design of local and state roadways to improve safety and accessibility for non-car modes of transportation.

How

Township staff, with the support and cooperation of Lancaster County Planning and MPO staff, would draft a Complete Streets Resolution and Ordinance to be adopted by the Board of Commissioners. Township staff, with many of the same partners, would then work to align and integrate Township ordinances and procedures with Complete Streets principles, and begin prioritizing and addressing the safety issues and infrastructure gaps identified in



this plan. Additional, corridor-specific plans may need to be developed to address mobility barriers and safety issues on major transportation arteries like Oregon Pike.

Who

Township staff; Township Connections Advisory Committee; Lancaster County Planning Department; Lancaster County MPO; PennDOT

Goals Addressed

Mobility That Connects Us; Securing Our Fiscal Sustainability; Housing that We Can Afford

Timeframe

Short Term (1-2 years)

Best Practice Model⁶

Ardmore Master Plan, Lower Merion Township, PA: Created to build on past efforts to encourage growth and revitalization in the historic Ardmore town center, by updating the community's priorities and vision around new development, integrate land uses with multi-modal transportation improvements, and coordinate public space investments to create a thriving pedestrian-oriented downtown.

Action Steps

- Develop and adopt a Township Complete Streets Policy
- Re-organize the Township Connections Advisory Committee into a Complete Streets Committee, and task it with coordinating the implementation of the policy
- Integrate Complete Streets design principles into Township policies and procedures

⁶ Ardmore Master Plan;
<https://www.lowermerion.org/home/showpublisheddocument/28220/638225163887700000>

- Prioritize and implement recommendations from mobility analysis, utilizing the Complete Streets framework and adopted policy
- Develop a Multi-Modal Corridor Master Plan for Oregon Pike

Potential Funding Sources

PennDOT Automated Red Light Enforcement Program; AARP Community Challenge; America Walks Community Change Program; PA DCED Greenways, Trails, and Recreation Program; Lancaster Bicycle Club grant program; PA Multi-Modal Transportation Fund; PennDOT Multi-Modal Transportation Fund; Lancaster MPO Smart Growth Transportation Program; PA WalkWorks Program; Transportation Alternatives Set-Aside Program





Address Mobility Barriers Along Route 30/283 Corridor

What

The major interchanges of the Route 30/283 corridor in the Township need to be modified to improve safety, accessibility, and comfort for pedestrians and bicycle riders. As this project involves the reconstruction of portions of a major limited access highway, it is treated as distinct from other transportation and mobility strategies in this plan.

Why

The Route 30/283 corridor is a major barrier to pedestrians and bicycle riders wanting to move between the largely residential northern part of the Township and the more commercial and industrial southern portion. The only crossings under the raised highway roadbed are at major interchanges, like Lititz Pike, Oregon Pike, Fruitville Pike, Manheim Pike, and Harrisburg Pike, and each location consists of multiple on-ramps, off-ramps, and slip lanes that create unsafe and uncomfortable conditions for walkers and bicycle riders.

How

Township staff, elected officials, and appointed commission members need to engage with the Lancaster County MPO and PennDOT to conduct a comprehensive safety assessment of the Route 30/283 Corridor for Vulnerable Road Users (VRUs). The Township would continue to work with PennDOT and the MPO to implement the recommendations of the assessment through projects included on the Lancaster County Transportation Improvement Plan (TIP).

Who

Lancaster County MPO; PennDOT

Goals Addressed

Mobility that Connects Us; Securing Our Fiscal Sustainability; Housing that We Can Afford

Timeframe

Long Term (6-10 years)

Best Practice Model⁷

Cumberland Boulevard Pedestrian Improvements, Camp Hill, PA: Implementation of recommendations in the 2019 Camp Hill to Capital Corridor Study, to address pedestrian safety and infrastructure on a 4-lane highway separating neighborhoods from local parks and schools with new curb ramps, sidewalks, lighting upgrades, and crosswalk restriping.

Action Steps

- Engage with PennDOT to conduct a safety assessment for Vulnerable Road Users of Route 30/283 interchanges
- Work with PennDOT and the Lancaster County MPO to include bicycle and pedestrian safety improvement projects along Route 30/283 on the Lancaster County TIP

Funding Sources

PA Multi-Modal Transportation Fund; PennDOT Multi-Modal Transportation Fund; Transportation Set Aside Program; USDOT Reconnecting Communities Pilot Grant Program

⁷ Pedestrian Improvements at Creston and Eisenhower Elementary;
https://www.camphillborough.com/departments/public_works/pedestrian_improvements_at_creston_and_eisenhower_elementary.php

Work with Local Farmers to Ensure the Long-Term Stability of the Agricultural Economy

What

There is a strong need for the Township to engage with local farmers to ensure that agricultural operations can continue to be economically viable. This could include identifying barriers in land use ordinances that restrict the number of income streams available to farmers, promoting agriculture and local agricultural products grown in the Township, and connecting producers with county, state, and federal resources.

Why

Though the remaining agricultural land in the Township is protected by agricultural easements, the TDR program, and agricultural zoning, the farmers who work that land may still be impacted by development pressures and changes to the broader agricultural economy.



How

Working through the agricultural advisory committee, the Township should host focus groups with local farmers and agricultural representatives to have focused discussions on what is impacting the long-term economic viability and stability of agricultural operations in the Township. Staff should then continue to work with the committee to address the issues identified in these focus groups, whether it include changes to local ordinances, land use development processes, or community outreach.

Who

Township staff; agricultural advisory committee; local farmers.

Goals Addressed

Land Use Regulations That Support Our Goals; Securing Our Fiscal Sustainability

Timeframe

Mid-Term (3-5 years)

Best Practice Model⁸

Agricultural Advisory Committee, Sliver Spring Township, PA: Formed to create a dialogue between the Township and local farmers. Consists of seven volunteers who are involved in agriculture and provides the Board of Supervisors with feedback on agriculture and the needs of local farmers. Committee members can also provide input on existing and proposed plans and ordinances that may impact farmers.

Action Steps

- Engage with the agricultural advisory committee, and discuss any potential revisions or changes its mission or structure
- Working with the agricultural advisory committee, host focus group discussions with local farmers to discuss issues impacting the long-term viability of agriculture in the Township
- Continue to work with farmers and other stakeholders to address the barriers identified in the focus groups

Funding Sources

Township budget; Pennsylvania Agricultural Innovation Grant Program; Pennsylvania Farm Vitality Planning Grant Program; Pennsylvania Farm Bill Grants

⁸ Silver Spring Township Agricultural Advisory Committee; <https://www.sstwp.org/1005/Agricultural-Advisory-Committee>

Identify and Protect Historic Structures in the Township

What

Township staff should coordinate the establishment of an updated inventory of historic places and buildings and create a system that will protect the existence and integrity of those resources for future generations.

Why

The Township has been and will continue to change at a rapid pace, with new development and redevelopment making significant changes to existing communities and landscapes. Change of this type places the history of the Township at risk of being lost, as historic places and buildings can be significantly altered, demolished, or obscured to make way for new development. It is very important to document the historic resources that still exist in the Township and put in place protections that will ensure they will survive to be enjoyed by future generations.



How

Township staff should coordinate the review and update the existing historic resource survey, to identify all existing historic resources in the Township and their current condition. Once this has been completed, Township staff should further consider integrating historic resource protections into land use and development ordinances.

Who

Township staff; qualified technical consultant; Lancaster County Planning Department

Goals Addressed

Housing that We Can Afford; Land Use Regulations That Support Our Goals

Timeframe

Short Term (1-2 years)

Best Practice Model⁹

East Brandywine Historical Commission, East Brandywine Township, PA: The East Brandywine Historical Commission was created in 1986 as an advisory board, to coordinate the surveying and researching of historic resources, review of demolition permits affecting historic resources, and publishing maps, archives, books and brochures. As the conversion of farms into housing developments increased, the Township elected to incorporate historic resource protections into its zoning ordinance and develop design guidelines for the Guthriesville Village National Historic District.

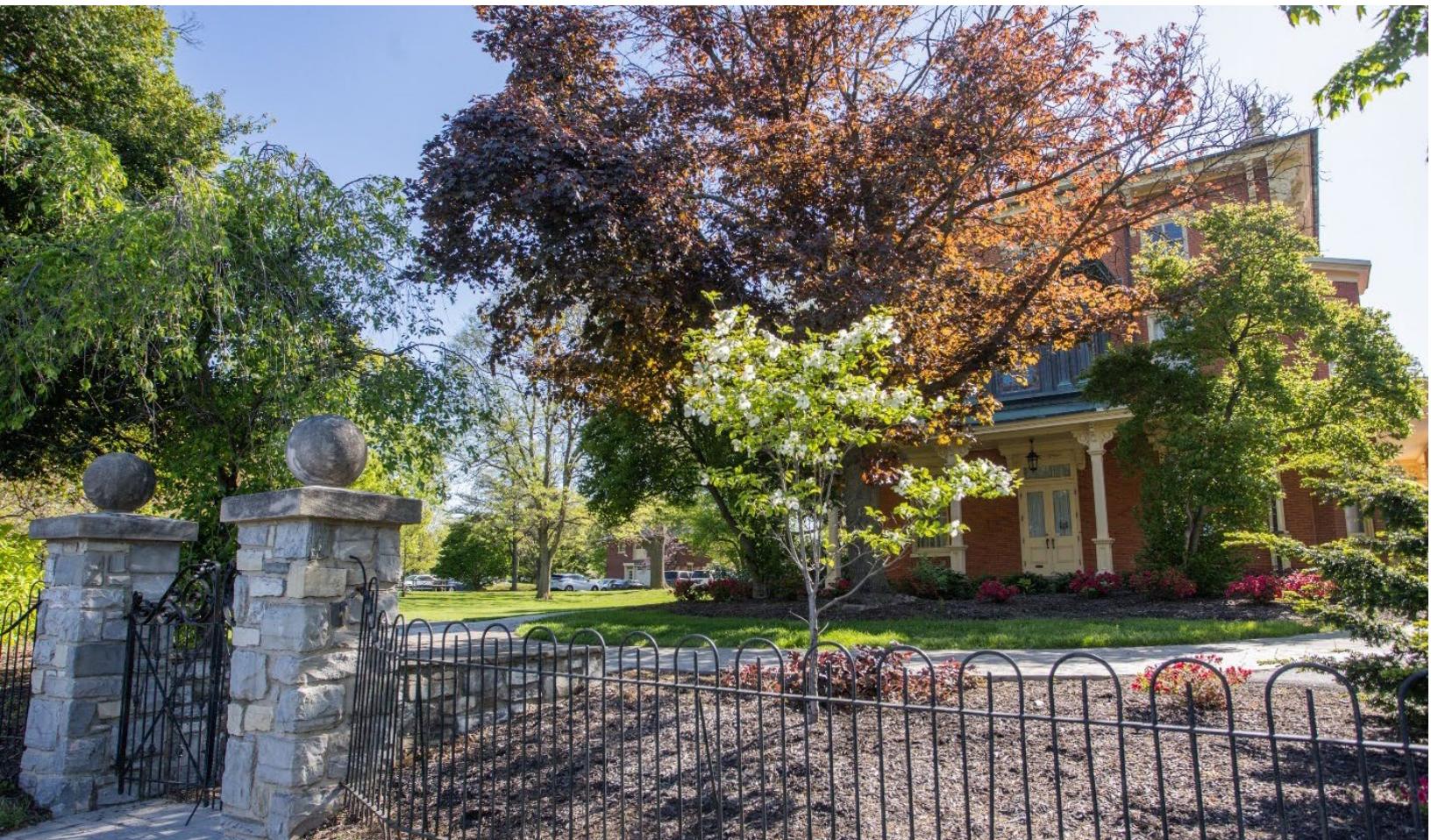
⁹ East Brandywine Township Historical Commission; <https://www.ebrandywine.org/125/Historical-Commission>

Action Steps

- Hire a qualified consultant to update the historic resource survey of the Township
- Assess how to best to amend the historic resource protections in the Township land use and development ordinances

Potential Funding Sources

Township budget; Keystone Historic Preservation Planning Grant; PA Certified Local Government Grant Program.



Implementation Priority Table

To further assist the Township with organizing implementation efforts, the following table summarizes all the action steps proposed under the eight action strategies. It assigns each step an implementation priority (short-term, medium-term, long-term), and identifies potential organizations, agencies, Township entity that should lead the completion of each step.

Implementation Priority

- **ST:** Short Term, one to two years
- **MT:** Medium Term, three to five years
- **LT:** Long Term, seven to ten years
- **O:** Ongoing

Lead Partner

- **BOC:** Board of Commissioners
- **Staff:** Township Staff
- **IC:** Implementation Committee
- **C:** Consultant
- **LC:** Lancaster County
- **TB:** Township Boards
- **PDOT:** PennDOT
- **PP:** Private-sector partner



Action Strategy	Priority	Lead Partner
Establish a comprehensive plan implementation committee	Short-term	Staff
Develop an annual implementation work plan	Short-term; Ongoing	Staff; IC
Conduct a review of township advisory boards	Short-term	Staff; 
Develop partnerships	Ongoing	Staff; IC
Advocate for the plan	Ongoing	IC; BOS; PP
Develop a 5-year financial management plan		
Apply to the DCED Strategic Management Planning Program	Short-term	Staff
Utilize funding from STMP to hire a qualified consultant to lead the plan development process	Short-term	Staff

Work with DCED, qualified consultant to draft the 5-year Financial Management Plan	Short-term	C
Adopt the 5-year Financial Management Plan and implement its recommendations	Short-term; ongoing	Staff; BOC
Encourage New Development in the Township to Prioritize Housing Affordability and Redevelopment		
Apply for federal and state grants to fund ordinance update project	Short-term	Staff
Hire a qualified technical consultant to lead the revision process	Short-term	Staff
Create internal working group consisting of the consultant, Township staff, and representatives from the Township planning commission and zoning hearing board Explore innovative ways to enable new housing types within the code that are consistent with industry best practices	Short-term	Staff; C

Simplify zoning overlays to more effectively target reinvestment goals	Medium-term	Staff; TB
Finalize revisions to Township Zoning Ordinance and SLDO, and submit them to the Township planning commission for approval	Medium-term	Staff; C
Connect with small businesses in the Township to identify and address any additional barriers in local land use regulations that impact the growth and retention of local businesses	Medium-term; ongoing	Staff; IC; PP
Establish a Supply of Affordable Workforce and Senior Housing in The Township		
Begin meeting regularly with Lancaster Housing and Redevelopment Authority, to discuss and determine how best to proceed with addressing affordable housing issues in the Township	Short-term; ongoing	Staff; LC
Create a new housing advisory board to coordinate efforts to create an affordable housing supply between the Township, advocacy organizations, County agencies, and private employers	Short-term	Staff; PP

Work with a private consultant to develop a housing needs study to create in-depth findings on the types and locations of housing shortages in the Townships, and how they can be addressed	Mid-term	Staff; C
Explore enabling housing types in the Zoning Ordinance update that would be support age-in-place seniors like patio homes	Ongoing	TB; PP
Continue working through the housing advisory board with partners to create affordable housing opportunities for residents, workers and seniors	Ongoing	Staff; TB
Continue to support and grow the rental housing inspection program to be an effective means to ensure that rental units are safe and healthy environments for residents	Ongoing	Staff
Work with Public and Private Sector Partners to Unlock Reinvestment Sites Development Potential		
Engage with Lancaster County agencies whose mission is to promote economic development and redevelopment, such as the County Housing and Redevelopment Authority, Lancaster Economic Development Company, and	Ongoing	Staff

Lancaster County Planning Department, to coordinate local knowledge and resources to implement redevelopment concepts		
Consider establishing a Township Redevelopment Authority under the Urban Redevelopment Law (PA Act 385 of 1945) to facilitate and coordinate the redevelopment of underutilized properties, including having access to public funding sources to implement proposed redevelopment plans	Short-term	Staff; PP
Assess the feasibility of expanding the Township's Local Economic Revitalization Tax Assistance Ordinance, to align with the reinvestment areas identified in this plan	Short-term	Staff; PP
Develop detailed redevelopment plans for reinvestment areas, including identified needs for infrastructure improvements, trails and greenspace, and transportation investments. Engagement with property owners, residents and adjacent neighborhoods is strongly encouraged	Mid-term	C; TB
Work with local, county, state, and federal partners to prioritize funding for infrastructure improvements in reinvestment areas. Special focus should be placed on transportation infrastructure (parking, sidewalks, bicycle and	Long-Term	Staff; BOC

transit facilities) and greenspace (parks, trails, street trees) to align them with proposed redevelopment plans		
Improve Connectivity, Accessibility, and Safety on Township Roads For All Users		
Develop and adopt a Township Complete Streets Policy	Short-term	Staff; C
Re-organize the Township Connections Advisory Committee into a Complete Streets Committee, and task it with coordinating the implementation of the policy	Short-term	Staff; TB
Integrate Complete Streets design principles into Township policies and procedures	Mid-term	Staff; C
Prioritize and implement recommendations from mobility analysis, utilizing the Complete Streets framework and adopted policy	Long-term; ongoing	Staff; TB

Develop a Multi-Modal Corridor Master Plan for Oregon Pike	Long-term	C; TB
Address mobility barriers along Route 30/283 Corridor		
Engage with PennDOT to conduct a safety assessment for Vulnerable Road Users of Route 30/283 interchanges	Mid-term	LC; PennDOT
Work with PennDOT and the Lancaster County MPO to include bicycle and pedestrian safety improvement projects along Route 30/283 on the Lancaster County TIP	Long-term; ongoing	LC; PennDOT
Work with Local Farmers to Ensure the Long-Term Stability of the Agricultural Economy		
Engage with the agricultural advisory committee, and discuss any potential revisions or changes its mission or structure	Short-term	Staff; TB

Working with the agricultural advisory committee, host focus group discussions with local farmers to discuss issues impacting the long-term viability of agriculture in the Township	Short-term	Staff; TB; PP
Continue to work with farmers and other stakeholders to address the barriers identified in the focus groups	ongoing	Staff; TB; PP; IC
Identify and Protect Historic Structures in the Township		
Hire a qualified consultant to update the historic resource survey of the Township	Short-term	Staff; C
Assess how to best to amend the historic resource protections in the Township land use and development ordinances	Mid-term	Staff



APPENDICES

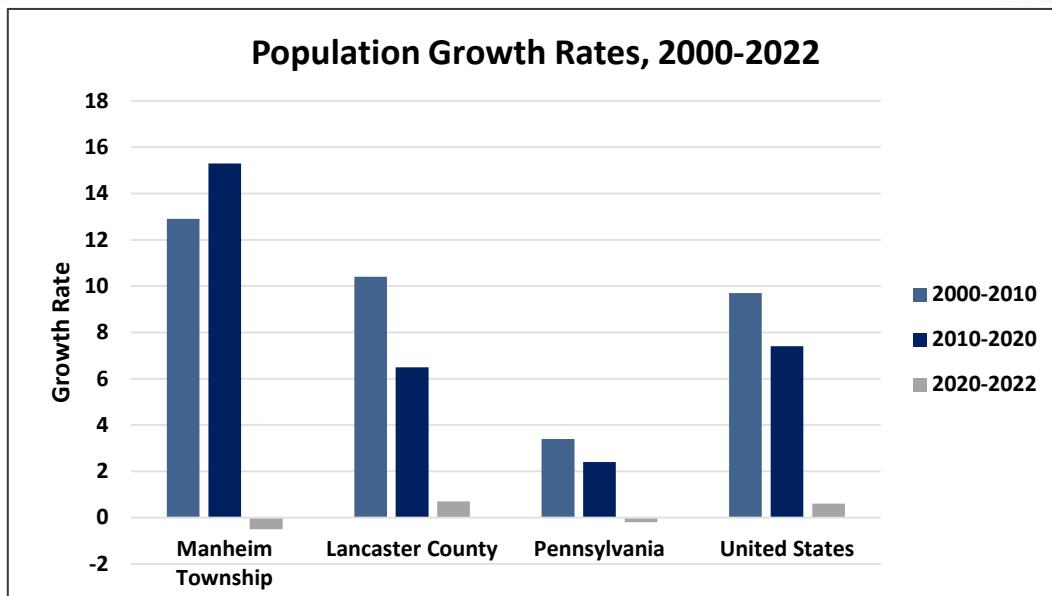
Appendix A: Manheim Township Today Existing Conditions Report

Population

Over the last few decades Manheim Township has experienced rapid population growth, attracting new residents from both outside and within Lancaster County. In the 2020 Census, the Township's population was **43,977** residents; this makes the Township the second most populous municipality in Lancaster County, after Lancaster City.

Township Growth

- From 2000-2022, Manheim Township's population grew by 29.6%, from 33,770 residents to 43,757. The highest period of growth was between 2010 and 2020, when the Township grew by 15.3%.
- The rate of growth in Manheim Township has been substantially higher than the average for Lancaster County, the state of Pennsylvania, and for the United States overall. From 2000 to 2022, Lancaster County grew by 18.3%, Pennsylvania grew by 5.6%, and the U.S. population grew by 18.4%.
- While population growth in the Township is still occurring, there are signs that it may be slowing. The 2022 American Community Survey (ACS) showed the Township population as 43,757 residents, which is -0.5% decline from the 2020 Census count. However, it should be noted that the ACS data represents estimates generated from smaller data samples.



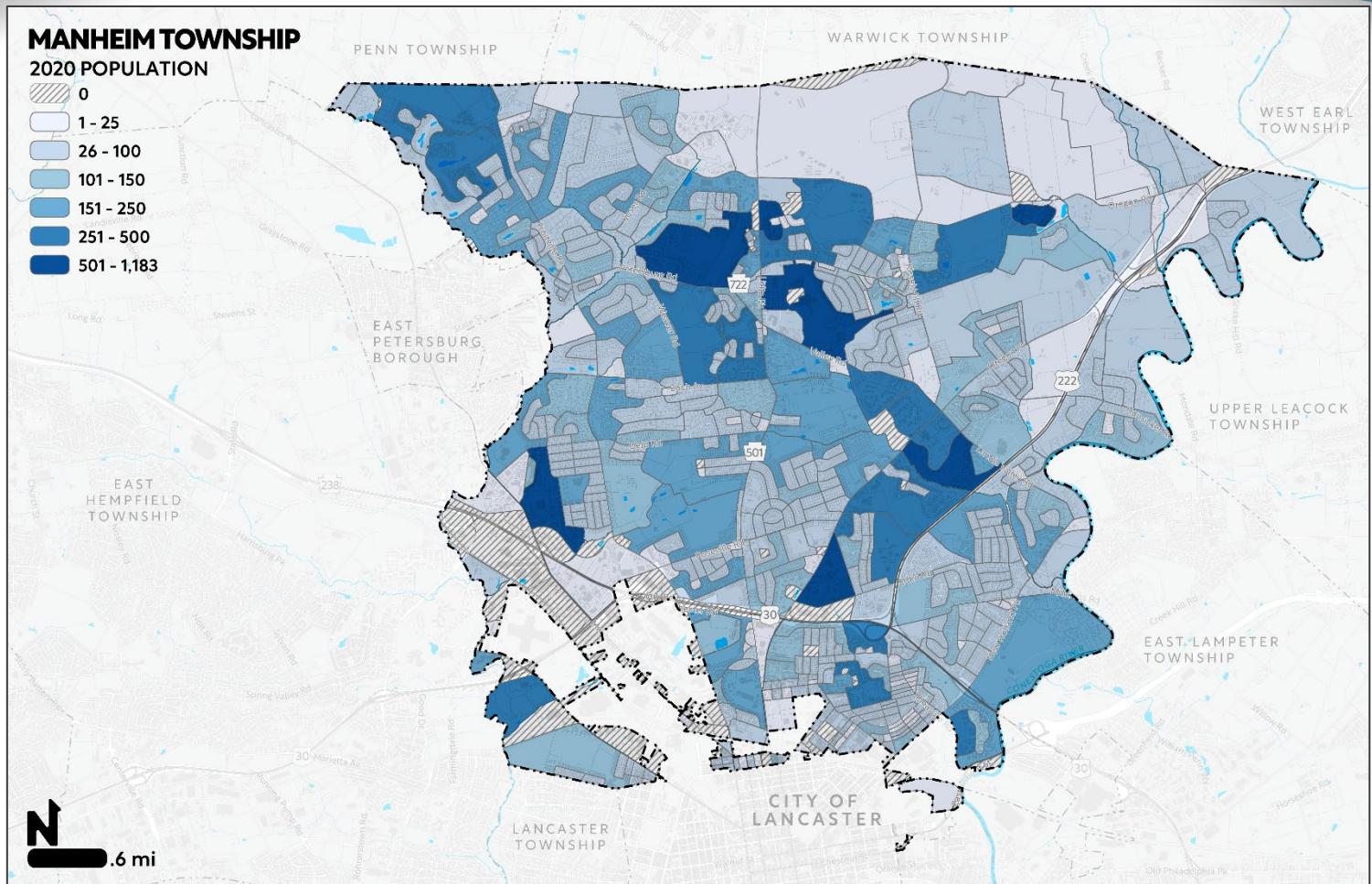
Source: U.S. Census Bureau

Population Distribution

Mapping the 2020 population of Manheim Township by Census Block, the smallest geographic area for which the U.S. Census Bureau collects and tabulates data, shows that there are several areas where Township residents are concentrated.

Census blocks with a high number of residents are concentrated in the central and southeastern parts of the township. An area with a consistently high number of residents starts around the intersection of Lititz Pike and Oregon Road, and moves southeast to an area bounded by Oregon Pike, Route 222, and Landis Valley Road.

Several locations with the highest number of residents per Census block include retirement communities, such as Brethren Village on Lititz Pike, and apartment developments, like Roseville House Apartments on Eden Road.



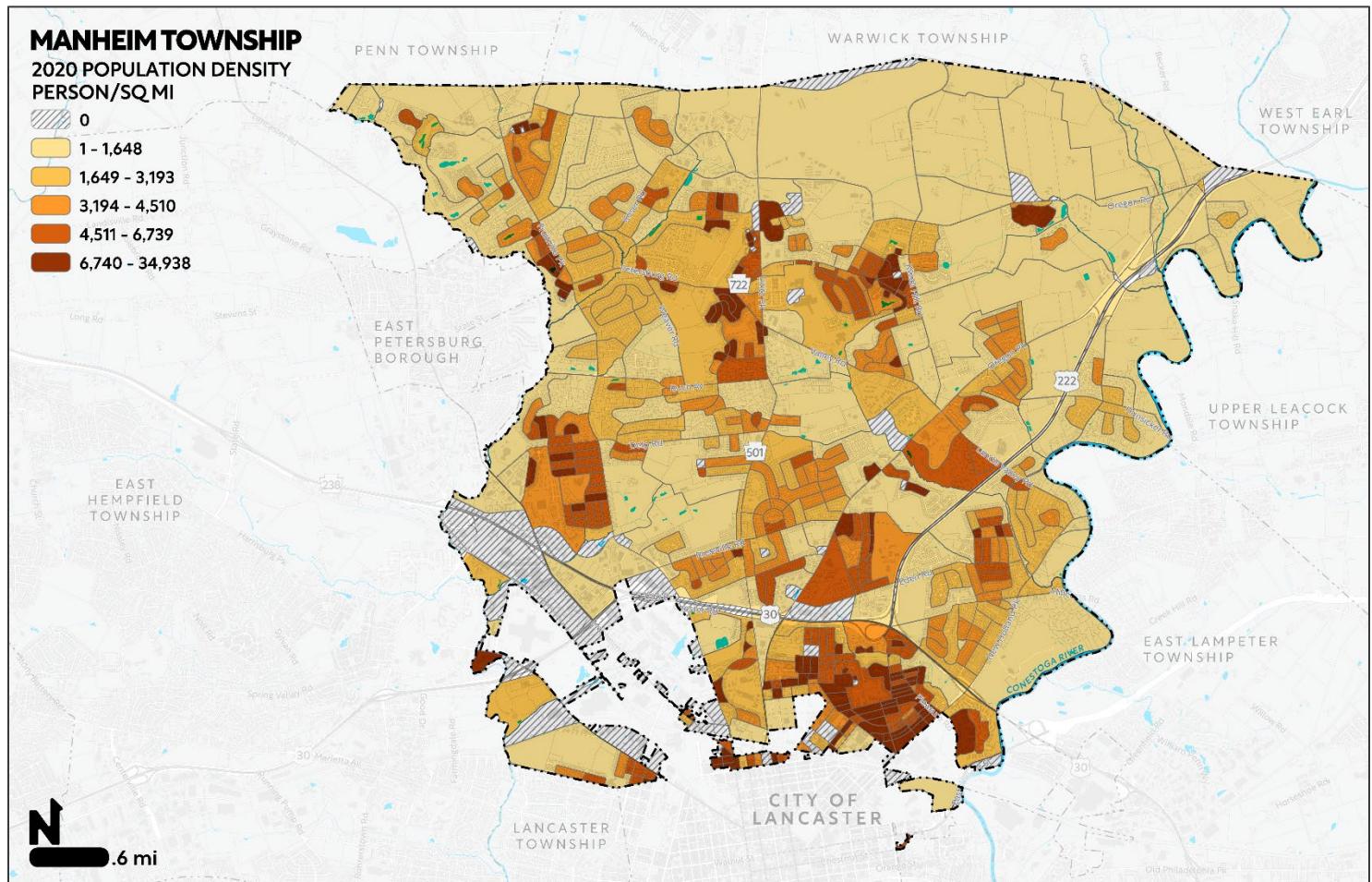
Source: U.S. Census Bureau

Population Density

When Manheim Township's population is mapped by the number of residents per square mile, several areas of the Township are highlighted.

The Grandview neighborhood, which was largely developed before World War II on smaller lots, is one of the most densely populated areas of the Township. The residential area around Bucher Elementary School in the western part of the Township also exhibits higher density development patterns.

There are other, more isolated locations of higher density development in the Township. These are home to retirement communities and apartment developments, which typically feature multi-story, multi-family buildings.

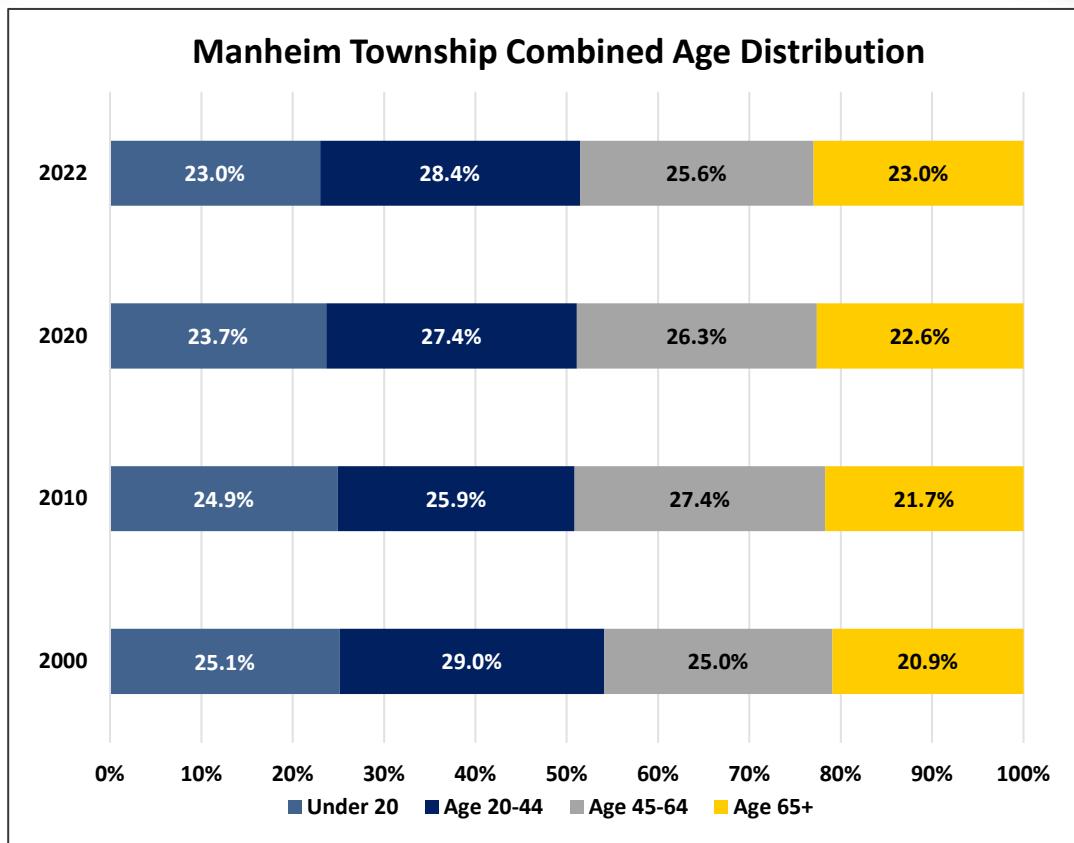


Source: U.S. Census Bureau

Age

The population of Manheim Township is aging. This is consistent with national trends; however, the average resident of Manheim Township is older than that of Lancaster County, Pennsylvania, and the United States overall. An aging population requires special consideration, as this means that the types of housing, transportation, and healthcare needs will change over the coming decades. An aging workforce also presents challenges to the long-term economic resilience of the Township.

- In 2022, the median age in the Township was 44.1 years, compared to an average of 39.4 years in Lancaster County, 40.9 years in Pennsylvania, 39.0 years in the U.S. overall.
- The median age in Manheim Township is growing at a slower pace than Lancaster County, Pennsylvania, and national average. From 2000 to 2022, the median age in the Township grew by just 4.0%, while the median age in Lancaster County grew by 9.1%, in Pennsylvania by 7.6%, and the United States by 10.2%.
- The age group with the highest growth rate between 2000 and 2022 is ages 60-64. This population grew by 144.2%, from 1,235 residents in 2000 to 3,016 residents in 2022.
- The share of the Township's population aged 65+ has increased. Between 2000 and 2022, that segment of the population increased from 20.9% of the total population to 23.0%.
- In contrast, younger segments of the population are shrinking; residents under the age of 20 fell from 25.1% of the total population to 23.0%. Residents aged 20-44 also fell, from 29.0% to 28.4% of the total population.

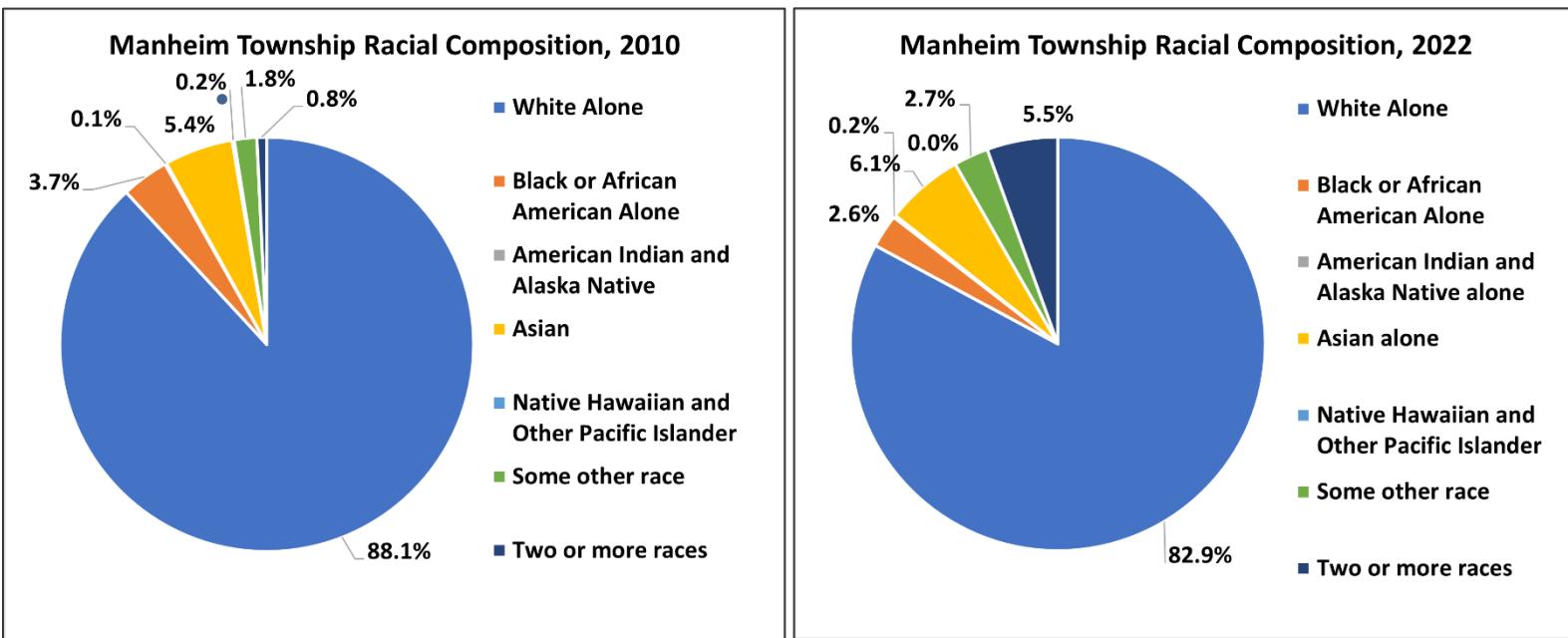


Source: U.S. Census Bureau

Race and Ethnicity

According to the U.S. Census Bureau, Manheim Township does not have a high level of racial diversity, though it is becoming more diverse over time.

- In 2022, the population of the Township was 82.9% White, which is a decline from 88.1% in 2010.
- Residents of the Township that identified as Black or African American also declined from 3.7% of the population in 2010 to 2.6% in 2022.
- Other populations, such as residents who identified as Asian or those identified as two or more races, have increased, from 5.4% to 6.1% and 0.8% to 5.5% respectively.
- One trend that is especially noteworthy is the substantial increase in Township residents who identify as Hispanic or Latino. **This population more than doubled between 2010 and 2022, increasing from 2,051 to 4,893, a 138.6% increase.** This far outpaces the growth of Hispanic or Latino residents in Lancaster County, which grew by 42.6%, Pennsylvania, which grew by 54.5%, and the United States, which grew by 25.3%, between 2010 and 2022.



Source: U.S. Census Bureau

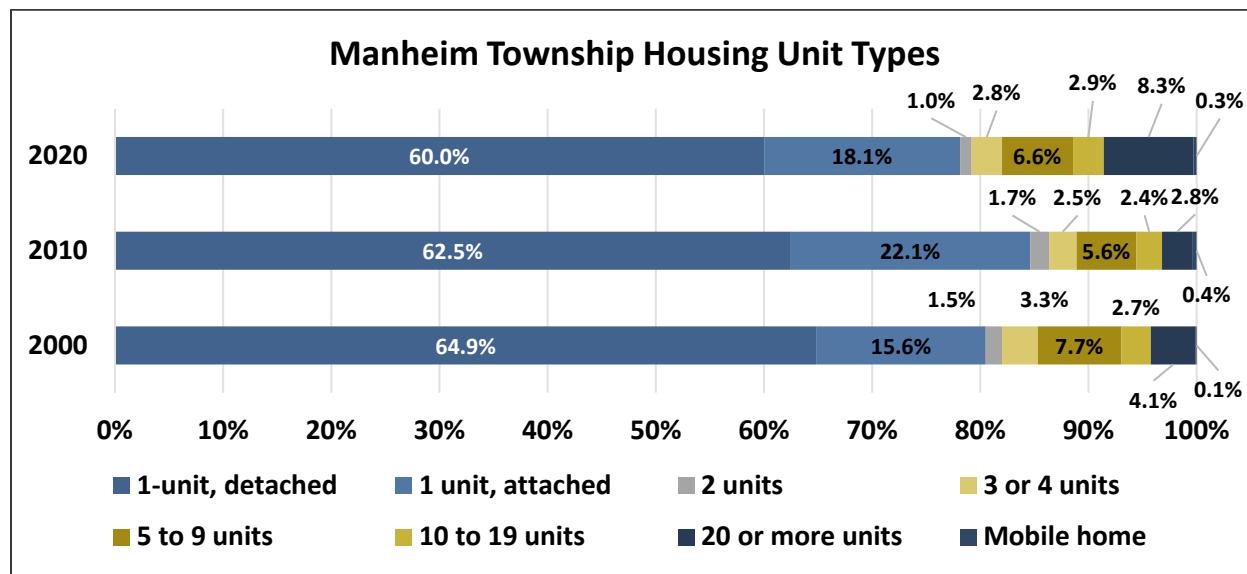
Housing

In 2020, Manheim Township contained **17,262 housing units**. Of those 16,394, or 95% were occupied and 868 or 5% were vacant. The vacancy rate for the Township in 2020 was higher than Lancaster County, which was 4.6%, but significantly lower than the Pennsylvania and U.S. average at 9.3% and 9.7%, respectively. It should also be noted that the vacancy rate of housing units in Manheim Township has been increasing steadily between 2000 and 2020, rising from 3.6% to 5.0%.

Of the 16,394 occupied housing units in the Township in 2020, 11,689 were owner-occupied, while 4,705 were renter-occupied. **The share of renter-occupied housing in the Township has increased between 2000 and 2020, rising from 23.9% to 28.7%.**

Housing Types

Data from the U.S. Census shows that the mix of different housing types in Manheim Township is changing. **While detached single-family homes remain the dominant housing type, their share of total housing units in the Township has declined, shrinking from 64.9% of all housing units in 2000 to 60.0% in 2020.** In contrast, the share of denser housing types is increasing. One-unit attached housing increased from 15.6% of the total to 18.1%, and the share of buildings with 20 or more units more than doubled between 2000 and 2020, rising from 4.1% to 8.3%.

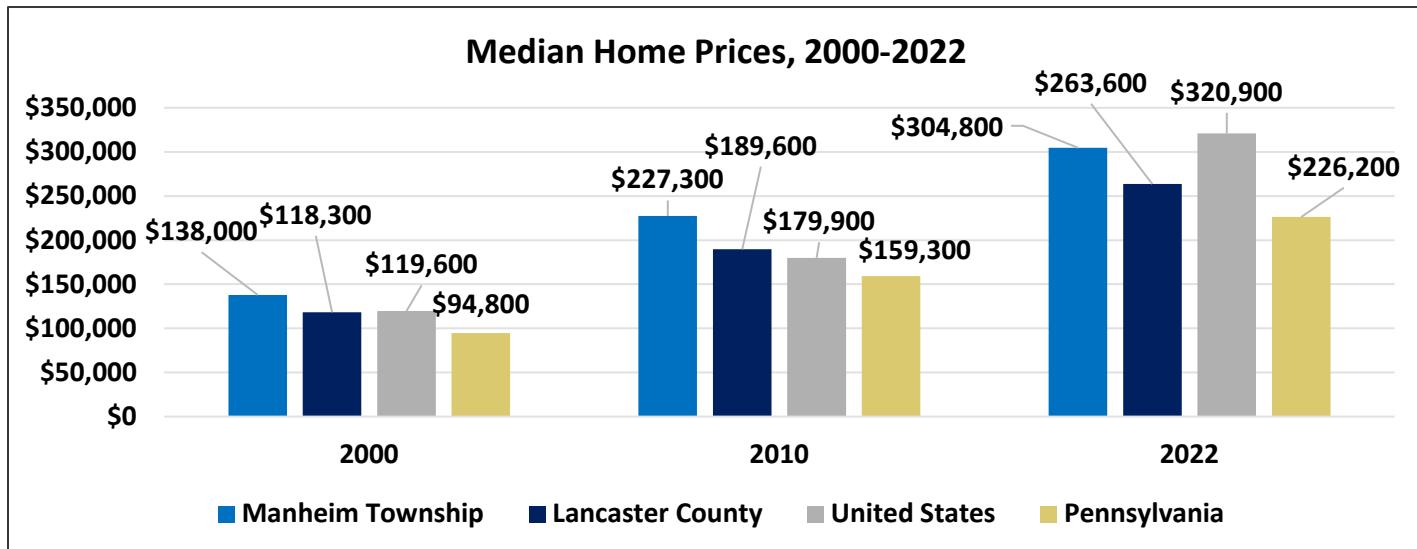


Source: U.S. Census Bureau

Housing Affordability

Housing costs are high in the Township, especially for renters, mirroring local and national trends.

- **The median home value in Manheim Township in 2022 was \$304,800.** This is higher than average home price in Lancaster County, \$263,600 and Pennsylvania, \$226,200, but lower than the national average home value, which was \$320,900.
- Home values in the Township have been increasing rapidly over the past two decades. **The median home value increased by 64.7% between 2000 and 2010, from \$138,000 to \$227,300.** The growth in home prices was slower between 2010 and 2022, increasing 34.1%.



Source: U.S. Census Bureau

In 2022, The median cost to an owner with a mortgage in the Township was approximately \$1,943 per month, while the median gross rent was \$1,472 per month. However, despite the lower monthly costs, U.S. Census data shows that a larger percentage of renters are housing cost burdened.

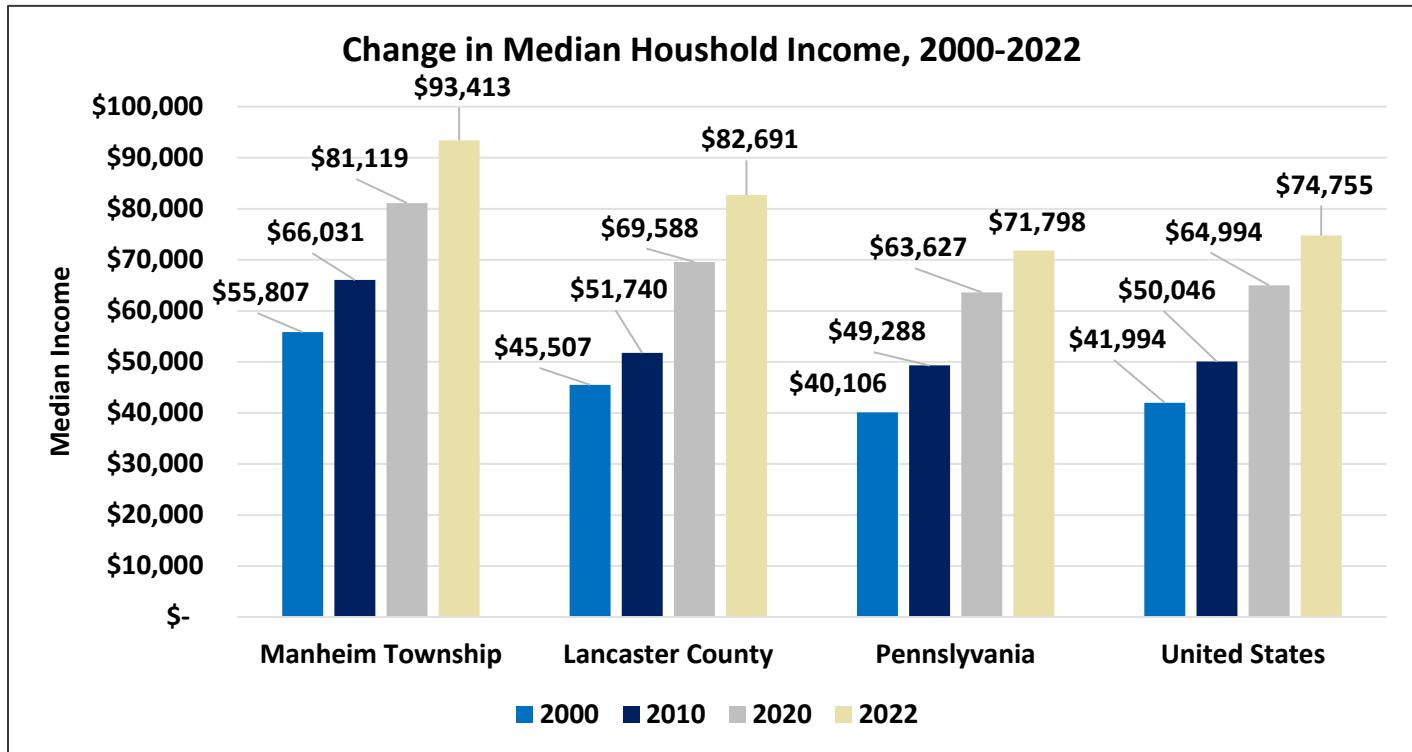
A resident is considered burdened if they spend over 30% of their monthly income on housing. In Manheim Township, 14.9% of homeowners are considered housing-cost burdened, while **54.20% of renters spend over 30% of their income on rent**. This indicates a strong demand for rental properties within the Township, limited options for certain income brackets in the rental market, or a combination of both.

Income

Manheim Township has a high average level of income, and relatively low levels of poverty, especially when compared to Lancaster County, Pennsylvania, and the U.S. average.

- In 2022, **the median income in Manheim Township was \$93,413**. This is significantly higher than the median income in Lancaster County, which stood at \$82,691, Pennsylvania, which stood at \$82,691, and the national median income of \$74,555.
- **The income categories that saw the highest population growth in Manheim Township were households making more than \$75,000 a year.** Households making \$200,000 a year or more rose by 494.1% between 2000 and 2022. In contrast, Township households with an annual income of less than \$50,000 have declined in number. Households making between \$49,999 and \$35,000 declined by 37.5% between 2000 and 2022.
- In 2022, 896 households in Manheim Township lived below the Federal Poverty Line or 5.1% of all households in the Township. This is lower than the share of households below the Poverty Line in Lancaster County, 9.1%, in Pennsylvania, 12.5%, or the national average of 12.8%.

- It should be noted that **the share of households in Manheim Township below the Poverty Line has increased, rising 8.7% between 2010 and 2022**. This rate is in stark contrast to both Lancaster County, Pennsylvania, and the United States as whole, which saw declines of -10.4%, 2.0%, and -8.6%, respectively.

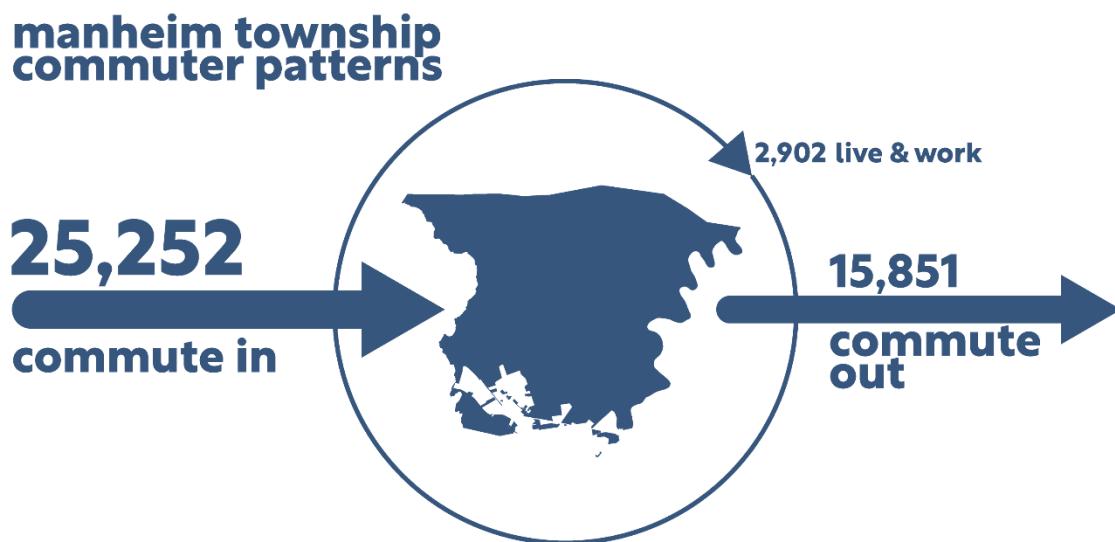


Source: U.S. Census Bureau

Employment

Manheim Township has more net jobs than net workers, meaning more people are commuting into the Township to work than residents commuting elsewhere.

- Only a small percentage of residents both live and work in Manheim Township. Of the 18,753 workers that live in the Township, 15,851 leave to work in other municipalities. At the same time, 25,252 people commute into the Township for work.



Source: U.S. Census Bureau

- The most common place for Township residents to commute to is Lancaster City, and the most common place for workers to commute into the Township from is also Lancaster City. The high rates of commuting and reverse-commuting demonstrate strong interdependent economic ties between Manheim Township and Lancaster City.

Employment

The type of jobs Manheim Township's residents work are slightly different than the jobs located within the Township.

Top Jobs Located in Manheim Township, 2021		
Occupation	Jobs	Percent of Workforce
Health Care and Social Assistance	6,504	23.10%
Retail Trade	3,713	13.20%
Waste Management and Remediation	2,857	10.10%
Accommodation and Food Services	2,296	8.20%
Professional/Scientific/Technical Services	1,848	6.60%

Source: U.S. Census Bureau

Top Jobs held by Manheim Township Residents, 2021		
Occupation	Jobs	Percent of Workforce
Health Care and Social Assistance	3,813	48.8%
Manufacturing	2,098	11.2%
Retail Trade	1,847	9.8%
Educational Services	1,664	8.9%
Professional/Scientific/Technical Services	1,378	7.3%

Source: U.S. Census Bureau

Of the 18,753 jobs held by Township residents, almost half are in the Healthcare and Social Assistance sector. The second largest sector of jobs held by residents is Manufacturing. The remaining jobs are divided between the Retail Trade, Educational Services, and Professional/Scientific/Technical Services.

Of the jobs located in Manheim Township (but not necessarily held by residents), 23% are in the Health Care and Social Assistance sector. The sector with second highest number of jobs in the Township is in the Retail Trade. The remaining jobs are divided between Waste Management and Remediation (the County's main solid waste and recycling disposal facility is located in the Township), Accommodation and Food Services, and Professional/Scientific/Technical Services.

Industry Location Quotients (LQ) measure a region's economic specialization relative to the U.S. average. An LQ with a value of greater than 1 means that the Township has a higher concentration of jobs held by residents in that industry relative to the nation. A full list of industry Location Quotients for Manheim Township residents can be found in the table on the following page. The industries with the highest LQ values include manufacturing (1.47), arts, entertainment, and recreation, and accommodation and food services (1.28), and educational services, and health care and social assistance (1.15).

Manheim Township Economic Location Quotients

	Manheim Township		United States		Location Quotient
Label	Estimate	Percent	Estimate	Percent	
Civilian employed population 16 years and over	22,012		162,590,221		
Management, business, science, and arts occupations	10,744	48.80%	69,122,191	42.50%	1.15
Service occupations	3,352	15.20%	26,256,366	16.10%	0.94
Sales and office occupations	4,340	19.70%	32,236,485	19.80%	0.99
Natural resources, construction, and maintenance occupations	1,170	5.30%	13,767,385	8.50%	0.63
Production, transportation, and material moving occupations	2,406	10.90%	21,207,794	13.00%	0.84
Agriculture, forestry, fishing and hunting, and mining	128	0.60%	2,546,743	1.60%	0.37
Construction	1,399	6.40%	11,213,024	6.90%	0.92
Manufacturing	3,197	14.50%	16,096,892	9.90%	1.47
Wholesale trade	538	2.40%	3,502,056	2.20%	1.13

Retail trade	2,329	10.60%	18,073,795	11.10%	0.95
Transportation and warehousing, and utilities	898	4.10%	9,779,768	6.00%	0.68
Information	185	0.80%	3,137,801	1.90%	0.44
Finance and insurance, and real estate and rental and leasing	1,617	7.30%	10,967,381	6.70%	1.09
Professional, scientific, and management, and administrative and waste management services	2,085	9.50%	20,474,027	12.60%	0.75
Educational services, and health care and social assistance	5,843	26.50%	37,480,570	23.10%	1.15
Arts, entertainment, and recreation, and accommodation and food services	2,435	11.10%	14,097,318	8.70%	1.28
Other services, except public administration	713	3.20%	7,675,317	4.70%	0.69
Public administration	645	2.90%	7,545,529	4.60%	0.63

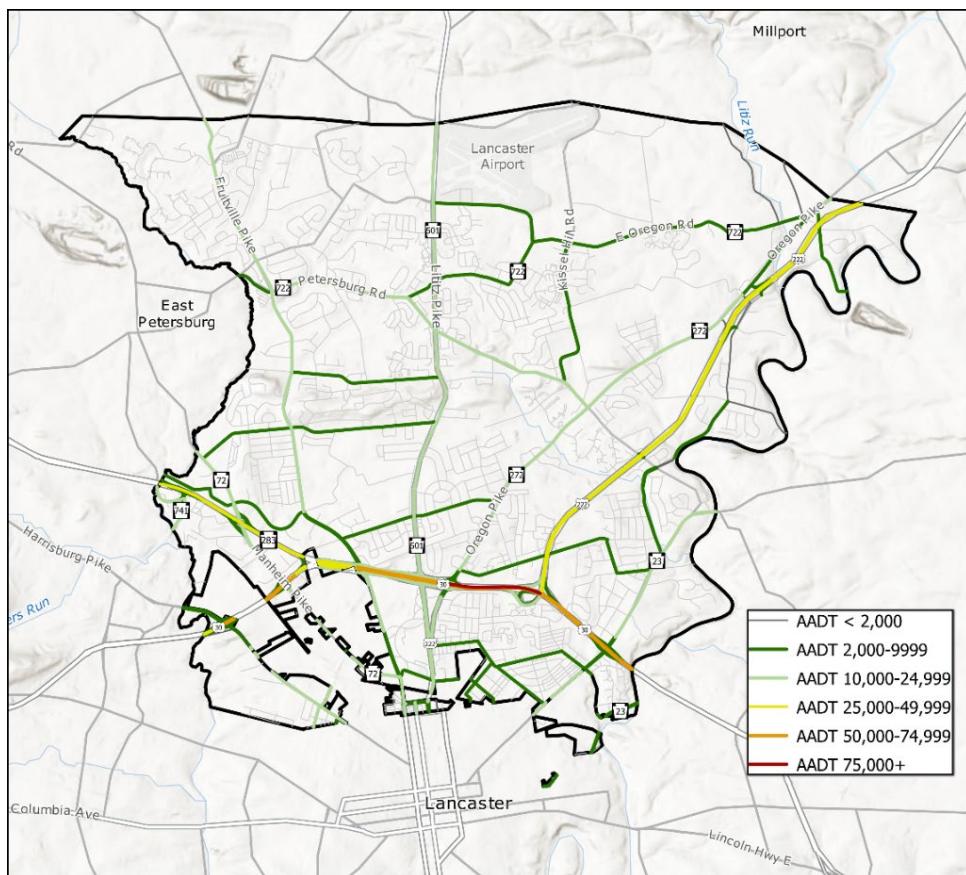
Source: U.S. Census Bureau

Roadways

Traffic Volumes

- US 222, US 30, and PA 283 carry the heaviest traffic volumes within Manheim Township. US 30 between its interchanges with PA 272 (Oregon Pike) and US 222 experiences the highest volumes, accommodating an average of over 75,000 trips per day. The remaining segments of US 30 in the township average over 50,000 but less than 75,000 trips daily while US 222 and PA 283 both average between 25,000 and 50,000 trips daily.
- While accommodating lower levels of traffic, the township's other north-south roadways such as PA 272 (Oregon Pike), PA 501 (Lititz Pike), PA 722 (Petersburg Road), and Fruitville Pike are classified as minor arterials, designed to serve the purpose of providing both mobility and access to residences and businesses. These routes also provide motorists with connections to major highways like US 30 and US 222.

Traffic Volumes

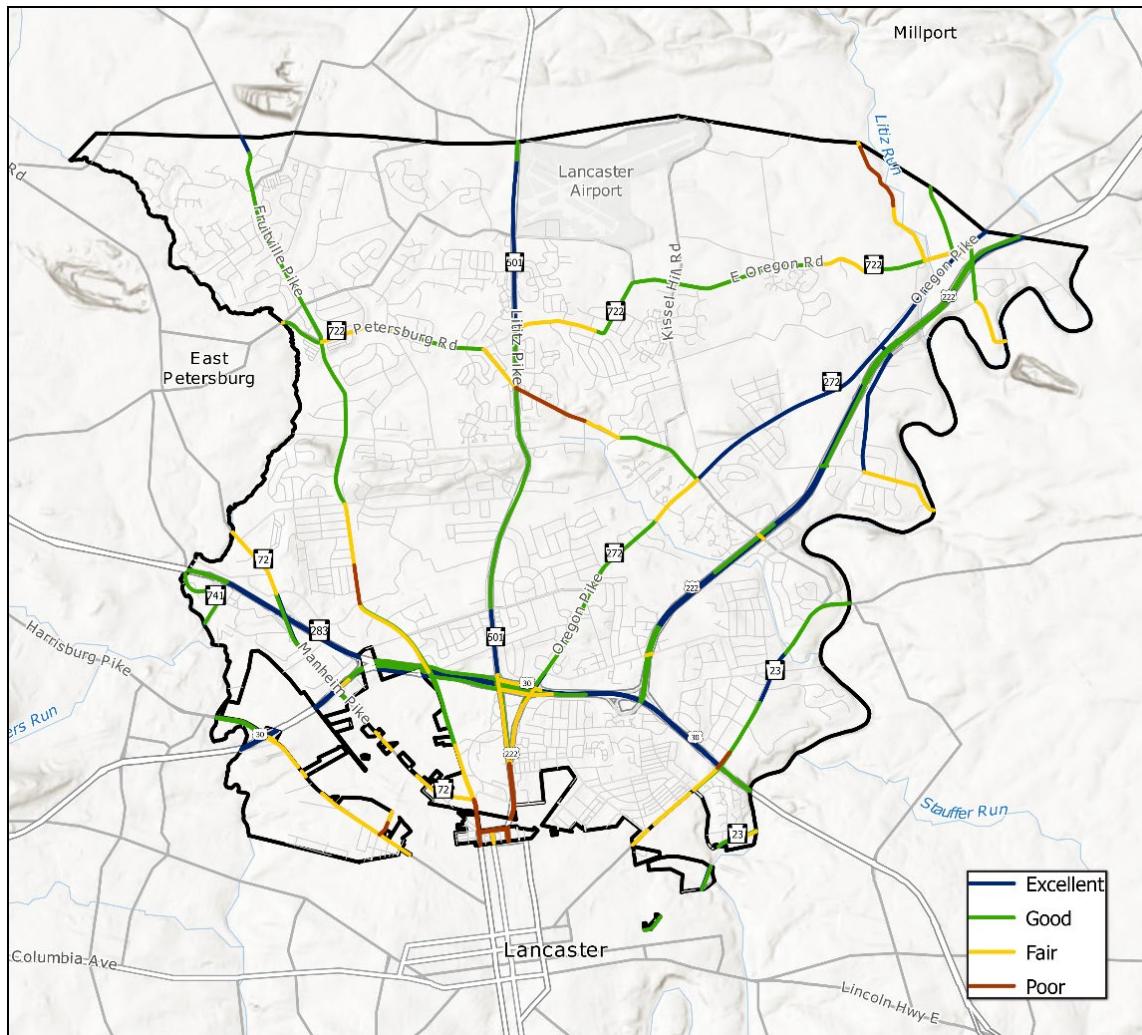


Source: PennDOT OneMap

Roadway Conditions

State-owned pavement conditions are in generally good condition, with 75 percent of pavement miles considered in "excellent" or "good" condition.

Pavement Conditions



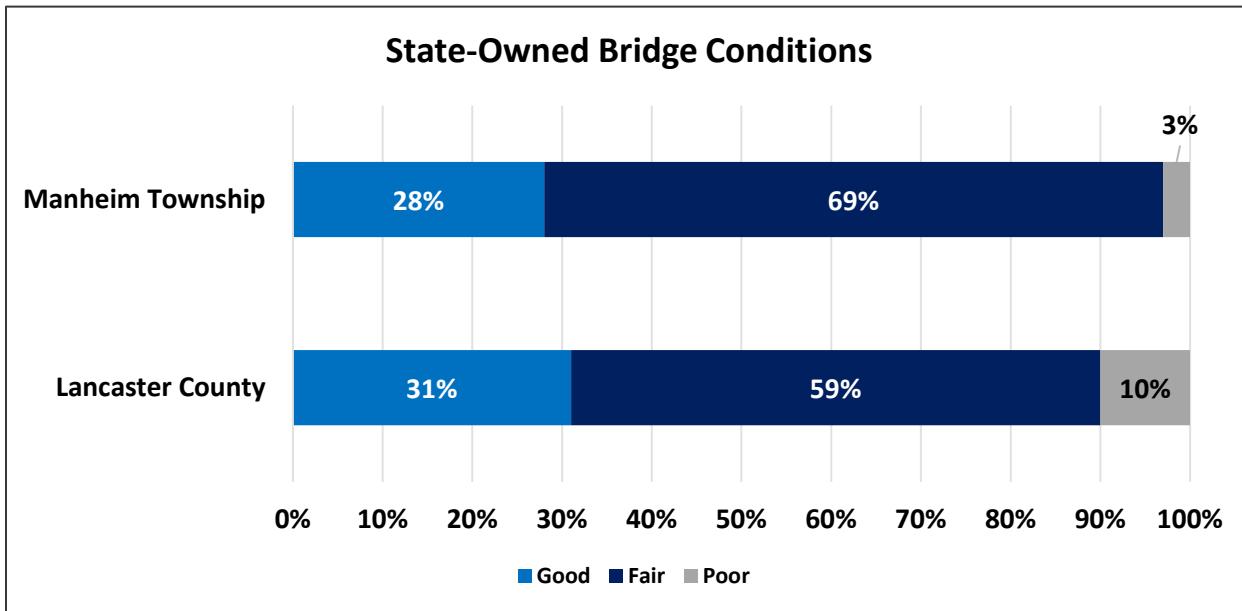
Source: PennDOT Roadway Management System

PennDOT data reveal that the township has the following pavement conditions based on International Roughness Index (IRI) data: 19 miles of excellent, 28.3 lane miles of good, 11.9 lane miles of fair, 3.5 miles of poor condition.

Bridges

The township's transportation infrastructure includes a total of 75 bridges. Of these bridges, 58 are state-owned and 17 are locally owned.

State-Owned Bridges

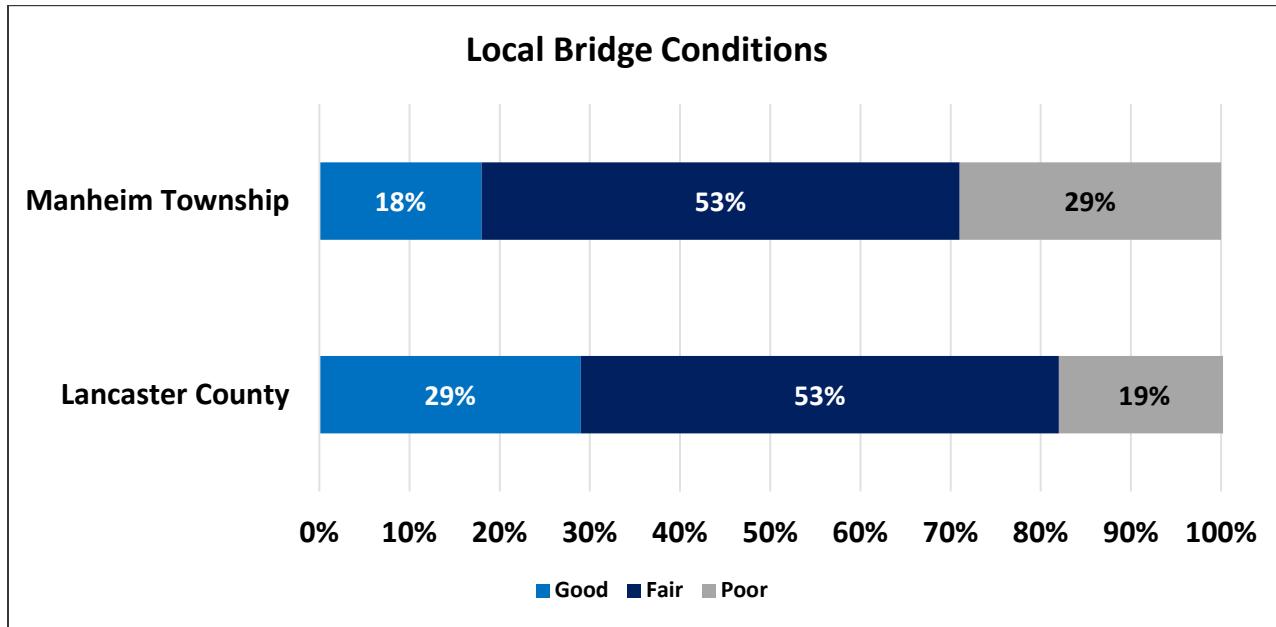


Source: PennDOT Bridge Management System

Most of Manheim Township's state-owned bridges are considered in "fair" condition (69%), demonstrating a need for bridge preservation activities to extend the life of these structures. The township's share of state-owned bridges in "poor" condition compares favorably to Lancaster County at 3 percent and 10 percent respectively. The chart below shows the comparison of Manheim Township's state-owned bridge conditions compared to Lancaster County. The average age of the township's state-owned bridges is 45 years old. Most bridges have a design life of 55 years.

Local Bridges

- Local bridge conditions in Manheim Township are worse than those of state-owned bridges, with 29 percent of local bridges considered in "poor" condition. This share is greater than the countywide share of local bridges in "poor" condition. This comparison is shown graphically in the chart below.
- Local bridges in the township have an average age of 59 years.
- Two of these local bridges are owned by Lancaster County, with the remainder being under the Township's jurisdiction.



Source: PennDOT Bridge Management System

Highway Safety

Highway safety was identified as a priority concern by stakeholders engaged as part of the comprehensive planning process.

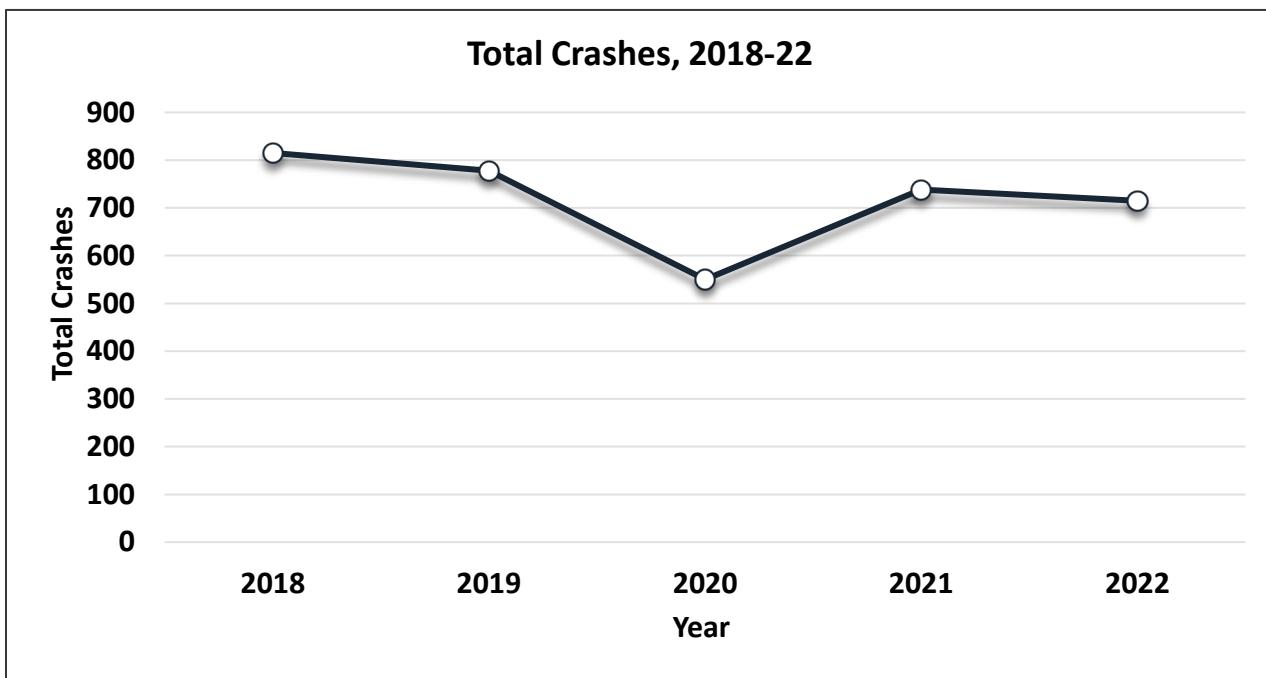
Crash Trends

In the five-year period ending in 2022, the Township averaged a total of 719 crashes, 3 fatalities, and 16 suspected serious injuries annually. Crash trends in the same five-year period show the total number of crashes declining.

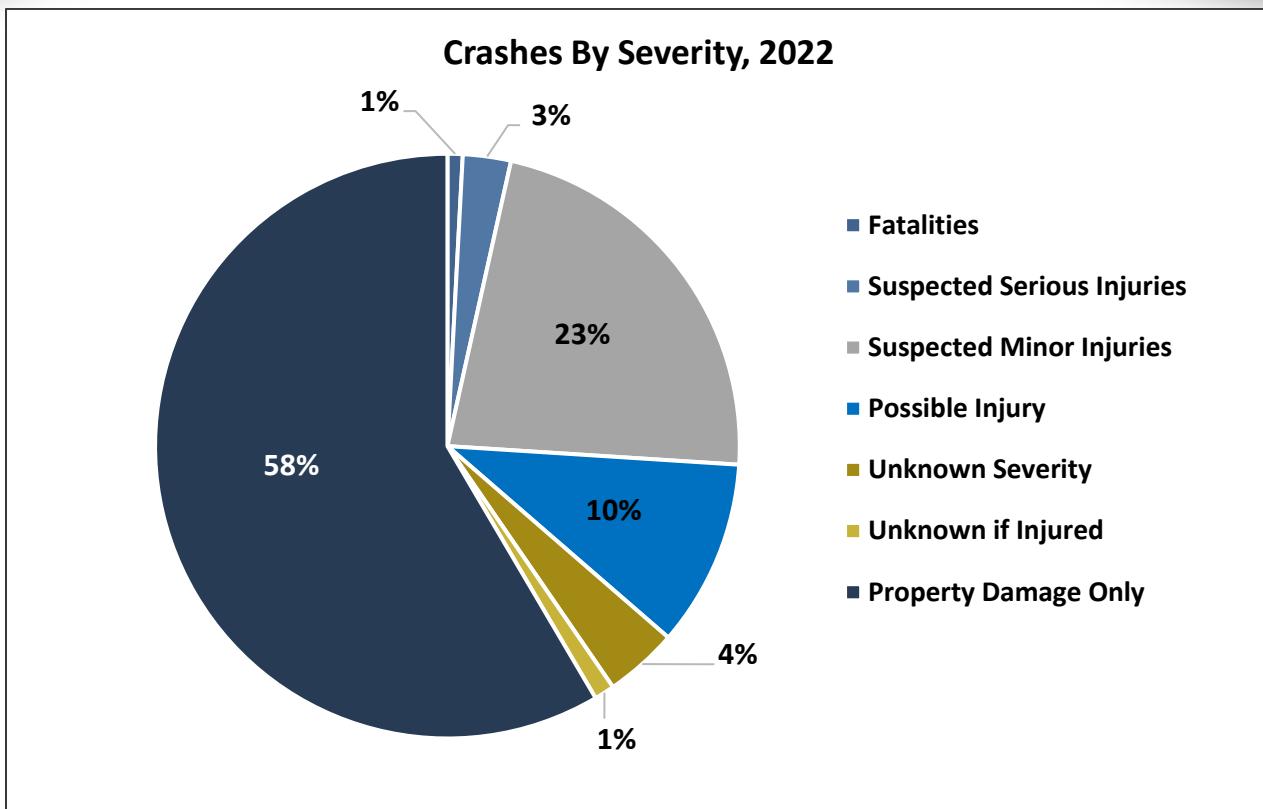
When considering crash severity, reportable crash data from 2022 reveal that nearly 60 percent of all crashes that occurred in Manheim Township were considered “property damage only”, which indicates crashes that result in a vehicle being towed away; however, no fatalities or injuries occurred. Suspected minor injury crashes comprised the second largest share of the township’s total crashes (23%), followed by “possible injury” crashes (10%). In 2022, the Township experienced 6 traffic fatalities.

Rear-end and angle crashes comprise 70 percent of all crashes that occurred in the Township in 2022, followed by “hit fixed object” crashes (17%).

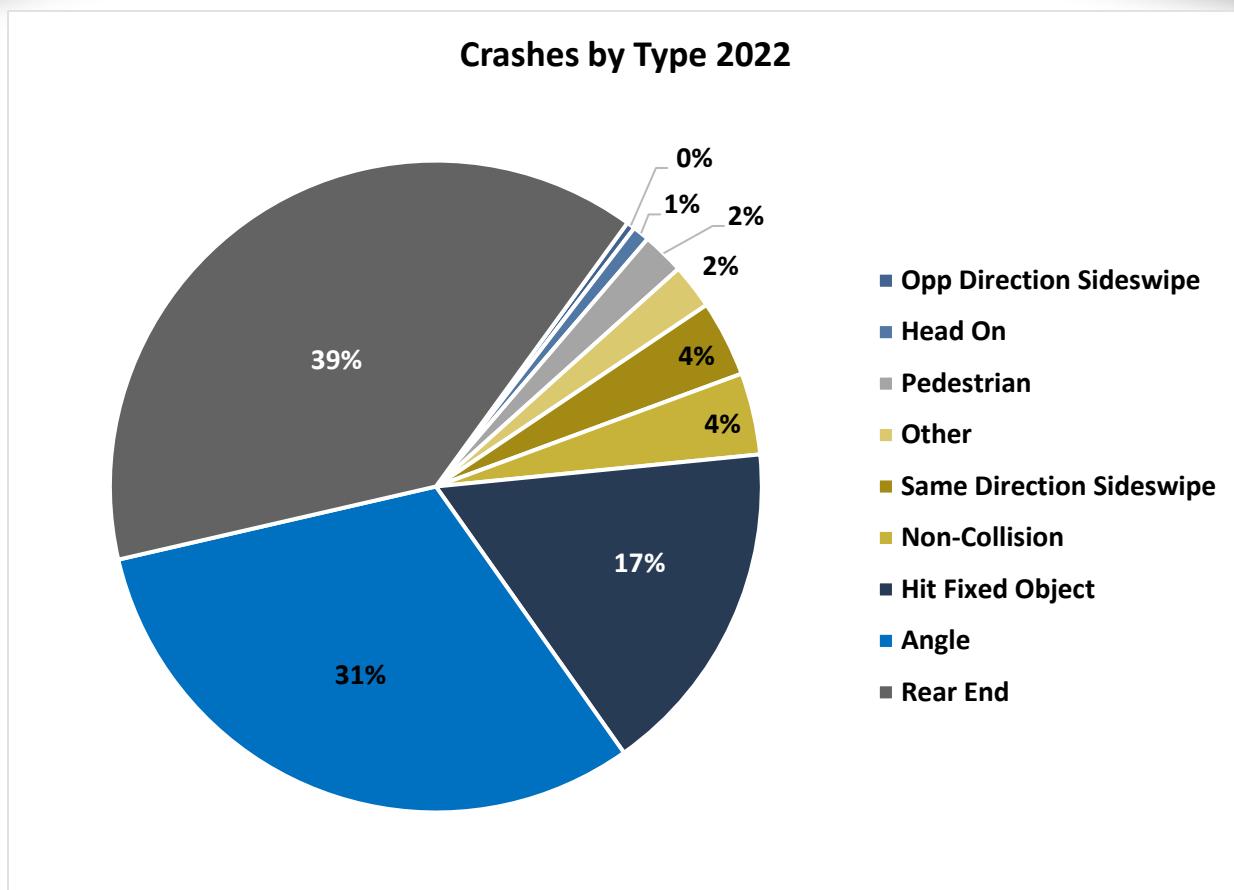
The Lancaster area is home to an abundance of Plain Sect communities, most of which travel by horse-drawn vehicles or bicycles. The Lancaster County MPO’s metropolitan transportation plan connects2040, notes that some of the county’s roads are experiencing growth in truck traffic that are also frequented by Plain Sect travelers, placing priority on corridors such as PA 741 and PA 772 for improvements that reduce conflicts between motorists and horse-drawn vehicles. In the five-year period ending in 2022, Manheim Township experienced only two crashes involving a horse and buggy, both resulting in suspected minor injuries.



Source: Pennsylvania Crash Information Tool



Source: Pennsylvania Crash Information Tool



Source: Pennsylvania Crash Information Tool

Crash “Hot Spot” Locations

PA 283 and US 30 Interchanges

Based on heat mapping generated from the Pennsylvania Crash Information Tool, several interchanges along PA 283 could be considered safety “hot spots”. These include PA 72 (Manheim Pike), and Fruitville Pike. The US 30 corridor through the township also includes several “hot spot” locations at its interchanges, including PA 272, PA 501 (Lititz Pike), US 222, PA 23, and Harrisburg Pike.

PA 272 (Oregon Pike) and PA 722 (Oregon Road)

This stop-controlled intersection is located in the northeast corner of the township. Between 2018 and 2022, a total of 20 crashes occurred within 100 feet of the intersection, including one suspected serious injury, eight suspected minor injuries, and nine property damage only crashes. Angle crashes are the most common crash type at this intersection (14), followed by rear end collisions (3).

PA 272 and PA 772, Facing North



Source: Google Earth Streetview

This stop-controlled intersection experienced 24 crashes between 2018 and 2022, with half of these crashes resulting in suspected minor injuries. Seven crashes resulted in property damage only and two resulted in injuries of unknown severity. In the same five-year period, over 80 percent of crashes were angle crashes (20) with the remaining four crashes being rear end collisions (3) and hitting a fixed object (1).

PA 272 and Creek Road, Facing North

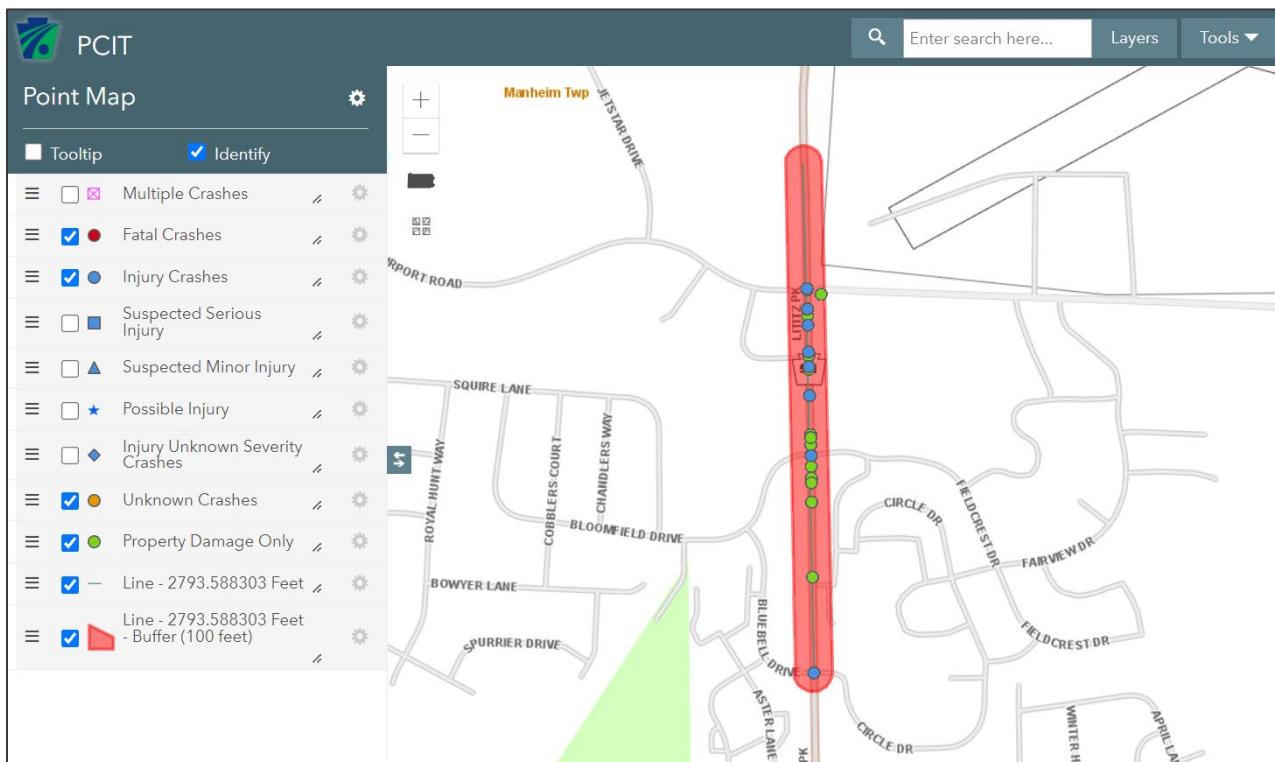


Source: Google Earth Streetview

PA 501 (Lititz Pike) between Airport Road and Bluebell Drive

This stretch of roadway has recorded 33 crashes between 2018 and 2022. Of these crashes, 16 resulted in property damage only, 12 resulted in suspected minor injuries, four resulted in possible injuries, and one resulted in an injury of unknown severity. Rear end collisions are the most common crash type along this roadway segment (21), followed by angle crashes (8), hit fixed object crashes (2), and non-collision crashes (2).

Crash Locations between Airport Road and Bluebell Drive, 2018-2022

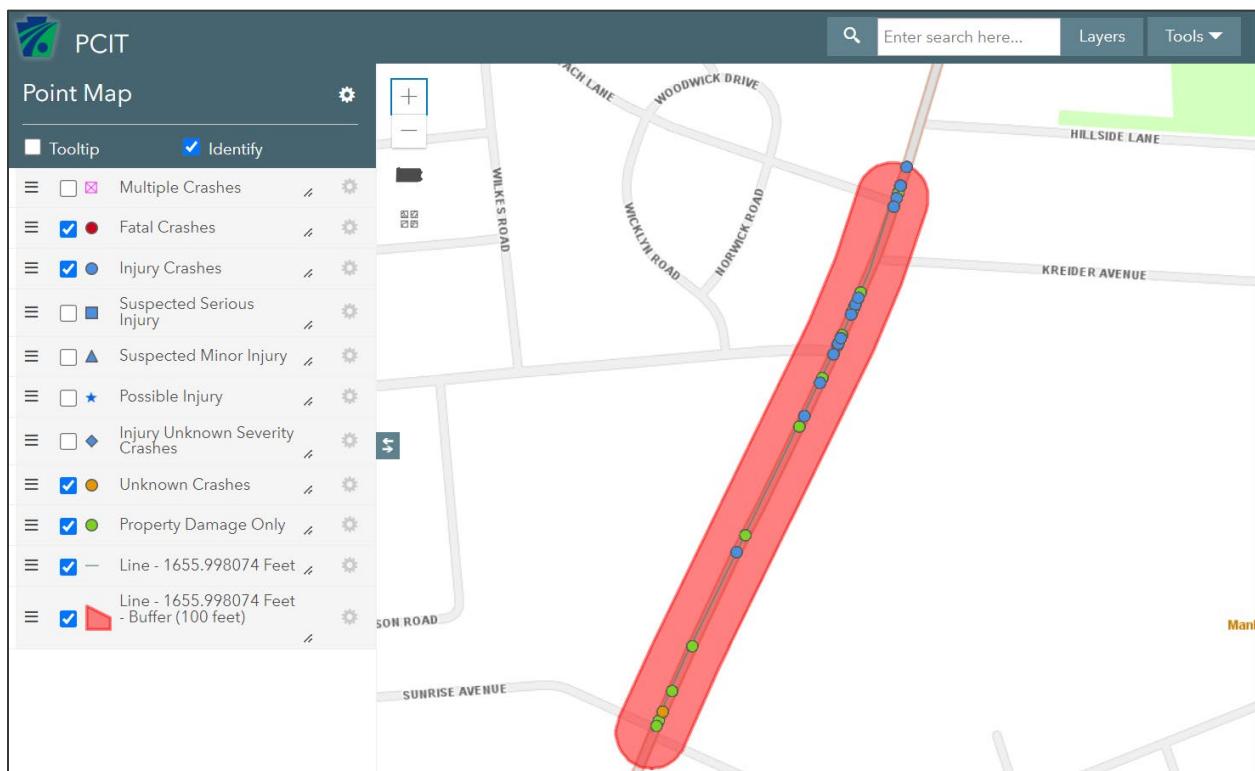


Source: Pennsylvania Crash Information Tool

PA 501 (Lititz Pike) between Peach Lane and Sunrise Avenue

This section of roadway recorded 35 total crashes between 2018 and 2022, with most resulting in property damage only (18) or suspected minor injuries (10). One serious injury crash occurred in 2019 near the intersection of Delp Road. The most common crash types that have occurred in this roadway segment include rear end collisions (21) and angle crashes (6).

Crash Locations between Peach Lane and Sunrise Avenue, 2018-2022



Source: Pennsylvania Crash Information Tool

PA 501 (Lititz Pike) and Roseville Road

The intersection of PA 501 and Roseville Road recorded 17 crashes between 2018 and 2022, with most resulting in possible injuries (7) or property damage only crashes (6). In terms of injury crashes of known severity, two suspected serious injuries and two suspected minor injuries have occurred at the intersection. Rear end and angle crashes were the most common crash types that occurred at this signalized intersection within the five-year period. Two crashes involved a non-motorist

PA 501 at Roseville Road Facing North



Source: Google Earth Streetview

Rohrerstown Road and McGovernville Road

This intersection connects PA 741 with PA 283. Between 2018 and 2022, a total of 22 crashes occurred within 100 feet of the intersection. Of these crashes, half resulted in property damage only while the other half were reported as suspected minor injury and possible injury crashes. The most common type of crash occurring at this intersection are angle crashes. This may be a result of vehicles making turns or merging onto McGovernville Road before traffic is clear.

Rohrerstown Road Facing McGovernville Road



Source: Google Earth Streetview

Fruitville Pike (SR 4011) and Delp Road

Between 2018 and 2022, the signalized intersection of Fruitville Pike and Delp Road experienced 17 crashes within 100 feet of the intersection. When considering crash severity, over half of the crashes that occurred were property damage only. One suspected serious injury crash occurred at this intersection in 2022. The remaining crashes were minor injury or possible injury crashes. Crash trends show that angle crashes are the most common crash type to occur. One crash in 2022 involved a non-motorist.

Fruitville Pike/Delp Road Intersection, Facing North



Source: Google Earth Streetview

PA 23 and Pleasure Road

This signalized intersection located in the southeast corner of the township recorded 24 crashes between 2018 and 2022. These crashes included 14 property damage only crashes, 6 suspected minor injuries, two possible injuries, and two injuries of unknown severity. Angle crashes were the most common crash type (13), followed by rear end collisions (5), hit fixed object (3), head on collisions (2), and one involving a non-motorist.

PA 23 and Pleasure Road, facing North



Source: Google Earth Streetview

Traffic Operations

Traffic congestion was identified as a concern by stakeholders engaged as part of the comprehensive planning process.

Travel time index (TTI) is a measure of the reliability of a roadway, comparing peak hour travel time to free-flow travel time. If a corridor or roadway segment has a TTI value of 1.5 or greater is considered "unreliable". While most of the roadways in the township do not exceed this TTI value, they have values that are close to this threshold. During PM peak hours (4:00pm-6:00pm), many of the township's major corridors are encroaching on this unreliability threshold. These include: PA 501 (Lititz Pike), PA 72 (Manheim Pike), Harrisburg Pike, US 222 southbound, segments of PA 272 (Oregon Pike) and US 30 (both east and westbound).

Manheim Township's roadway infrastructure includes 63 signalized intersections, with most located along its arterial roadways. In addition to traffic signals, the Township's transportation infrastructure includes seven closed circuit television cameras to assist in monitoring travel conditions as well as three dynamic messaging signs to help communicate real-time travel information (one on US 30, two on US 222). Many signalized intersections are located along corridors or segments considered "less reliable" (e.g., PA 501, PA 272) during PM peak hours. This may imply a need for signal retiming, improved signal coordination, or overall signal upgrades to improve operational efficiency.

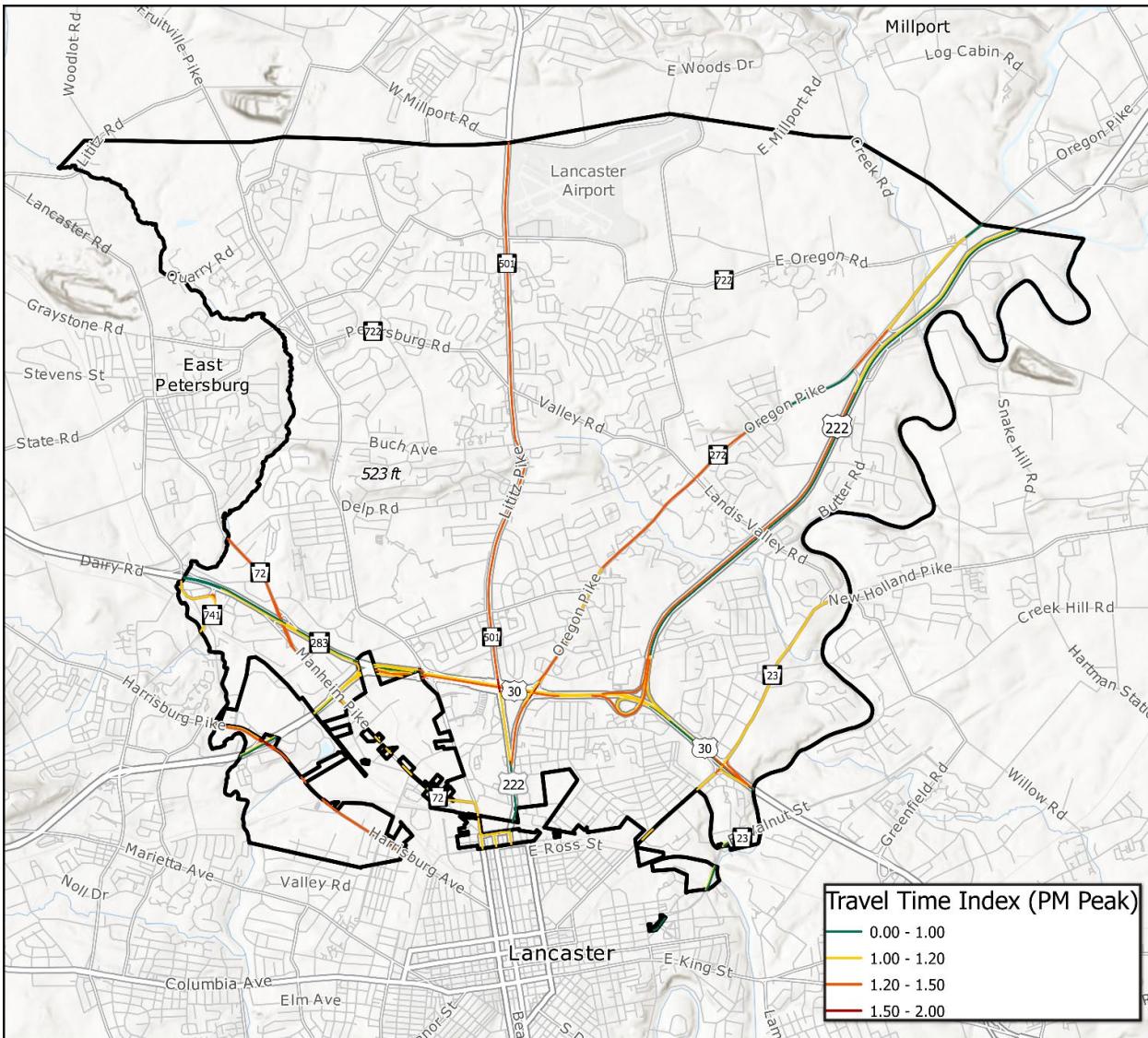
The Lancaster County Metropolitan Planning Organization (MPO)'s Congestion Management Process (2019) identified congestion bottlenecks by duration and intensity. In Manheim Township, three bottlenecks were identified along PA 501 (Lititz Pike):

- PA 501 southbound at PA 722 (Petersburg Road/Valley Road)
- PA 501 northbound at US 30/Manchester Lane
- PA 501 southbound at US 222/Fordney Road/Oregon Pike

In addition to the bottlenecks above, the MPO's CMP identified high-volume signalized intersections as priority locations for signal and operational improvements, including several within Manheim Township:

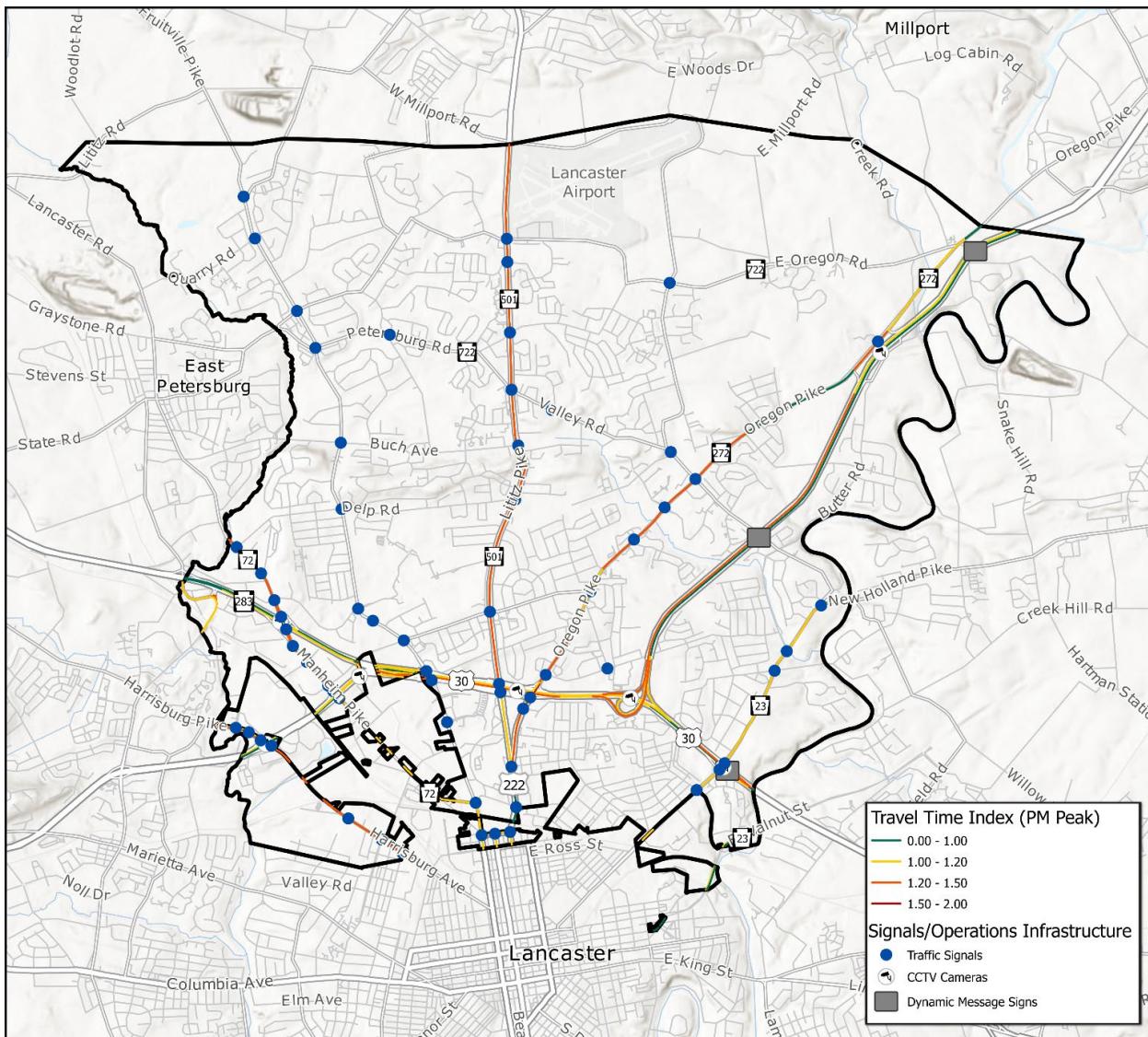
- #1: US 222 (Oregon Pike) at PA 772 (Newport Road)
- #5: PA 501 (Lititz Pike) at US 222 (Oregon Pike)
- #7: PA 501 (Lititz Pike) at PA 722 (Petersburg Road/Valley Road)
- #17: PA 501 (Lititz Pike) at Roseville Road
- #22: Fruitville Pike at PA 722 (Petersburg Road)

Travel Time Index (PM Peak Hours)



Source: PennDOT OneMap

Signals and Operations Infrastructure



Source: PennDOT OneMap

Active Transportation

Existing Active Transportation Infrastructure

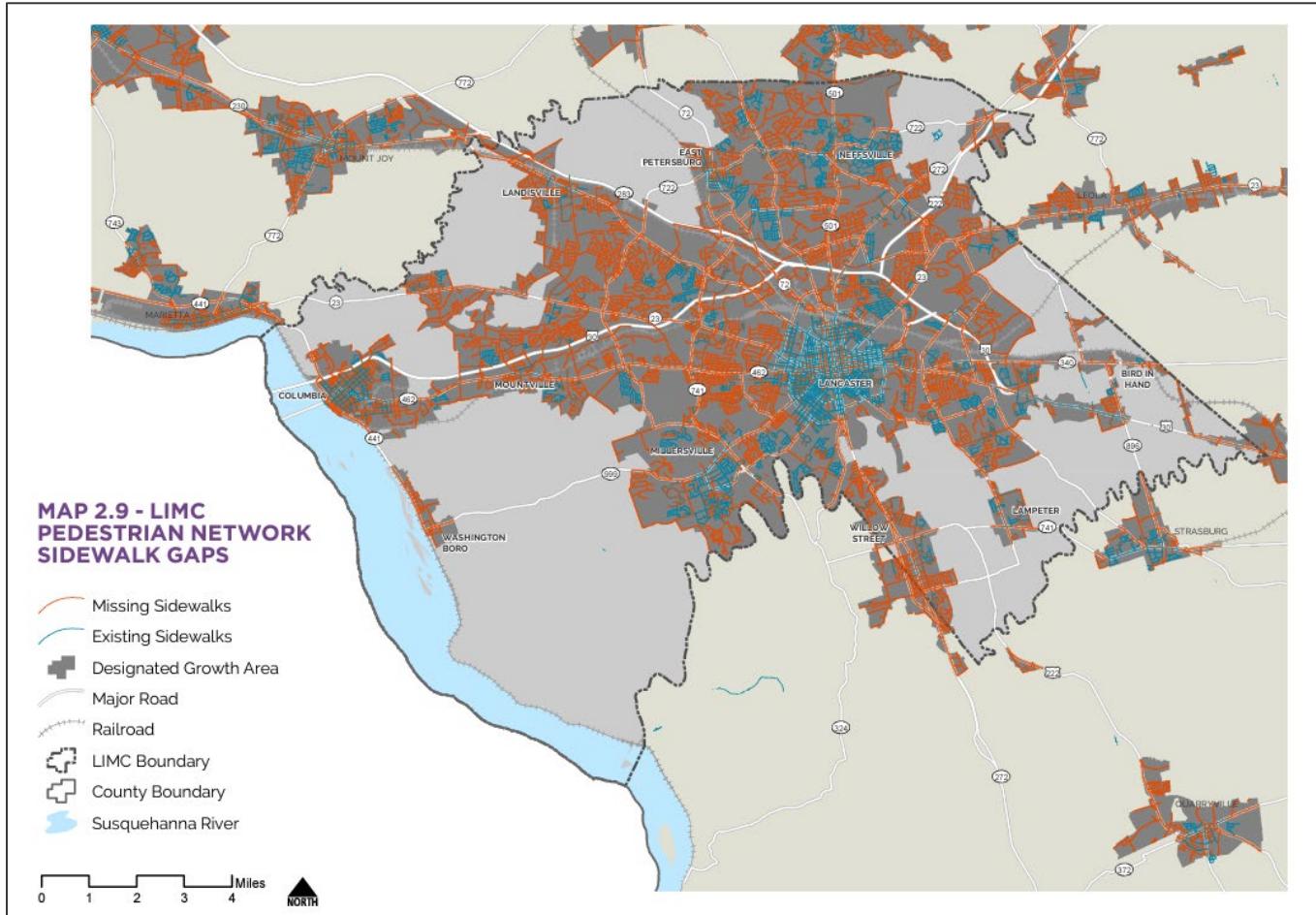
Manheim Township's bicycle infrastructure includes access to Bicycle PA Routes J and S. Bicycle Route J runs along Harrisburg Pike in the southwest corner of the township. This bicycle route runs north-south passes through 11 counties, including Lancaster County. The route begins at the New York border in Sayre, Bradford County to the north and connects to the Maryland border in two locations: New Freedom, York County and south of Gettysburg, Adams County. In the neighboring City of Lancaster, Bicycle PA Route J connects into the east-west Bicycle PA Route S.

The City of Lancaster's bike share system is accessible to Manheim Township's residents and commuters, with the nearest bike station at the Lancaster Amtrak Station.

Lancaster County MPO's Active Transportation Plan (ATP) included a demand analysis to determine origins and destinations that should be connected by bicycle and pedestrian facilities. The results of the MPO's analysis show areas of high demand along PA 501 (Lititz Pike) and near the Township's border with the City of Lancaster. In terms of pedestrian infrastructure, the Lancaster County MPO's ATP also found that there is a significant sidewalk gaps within the Township.

Similarly, the Lancaster County MPO ATP identified the US 30 underpasses on Fruitville Pike, Lititz Pike and Oregon Pike as barriers for bicycle and pedestrian mobility.

Sidewalk Gaps



Source: Lancaster County Active Transportation Plan

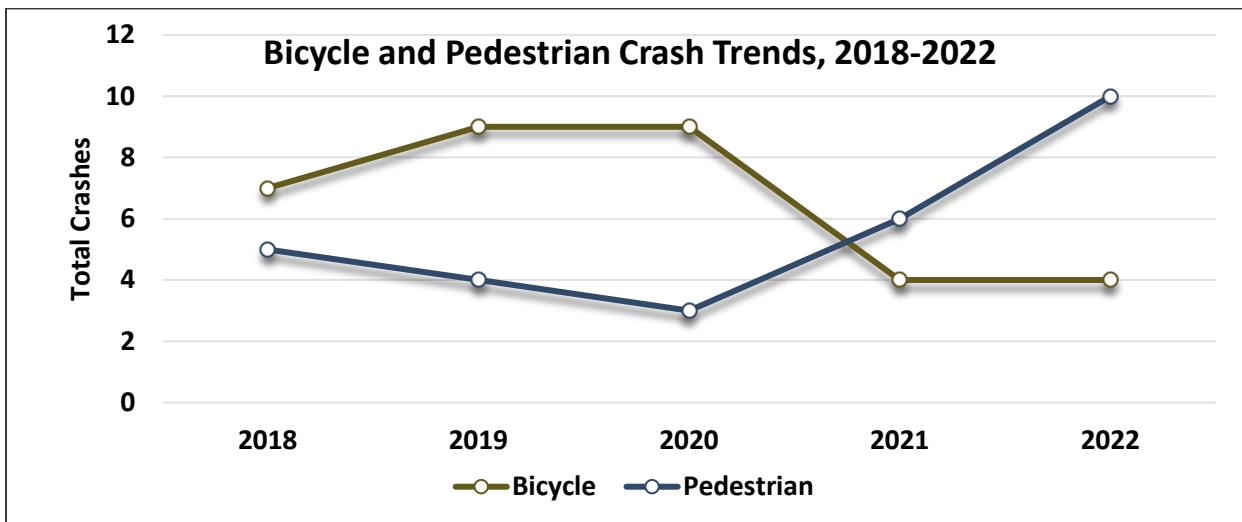
Bicycle and Pedestrian Safety

According to the Lancaster County MPO's ATP, all of Manheim Township's arterial corridors have been categorized as "high stress" for both bicyclists and pedestrians. Residential streets in the township have been categorized as "low stress" for pedestrians.

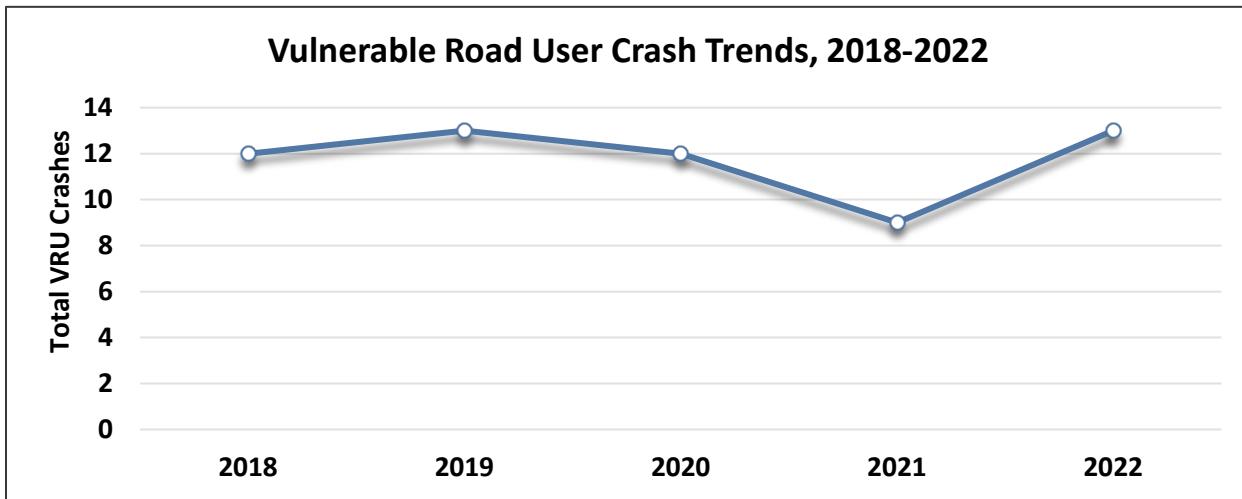
In the five-year period ending in 2022, crashes involving bicyclist declined from a five-year high of nine in 2020 to four in 2022. In contrast, pedestrian crashes have been on the rise. In 2022, the Township recorded 10 pedestrian involved crashes, up from three in 2020.

When considering crash severity, Manheim Township has not had any bicyclist fatalities and only one pedestrian fatality.

Crashes involving a vulnerable road user (VRU)¹⁰ have remained steady, averaging 12 crashes annually between 2018 and 2022.



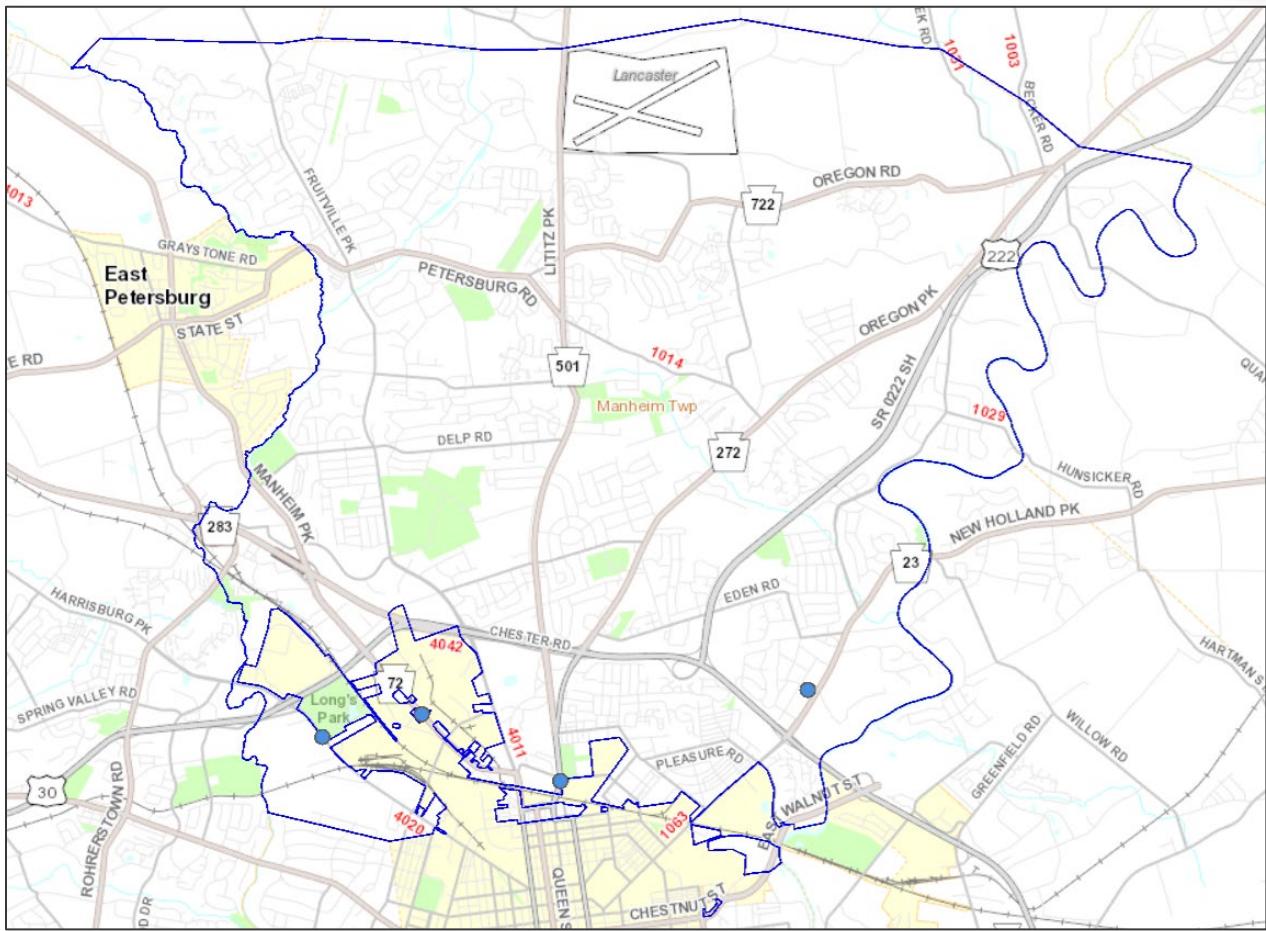
Source: Pennsylvania Crash Information Tool



Source: Pennsylvania Crash Information Tool

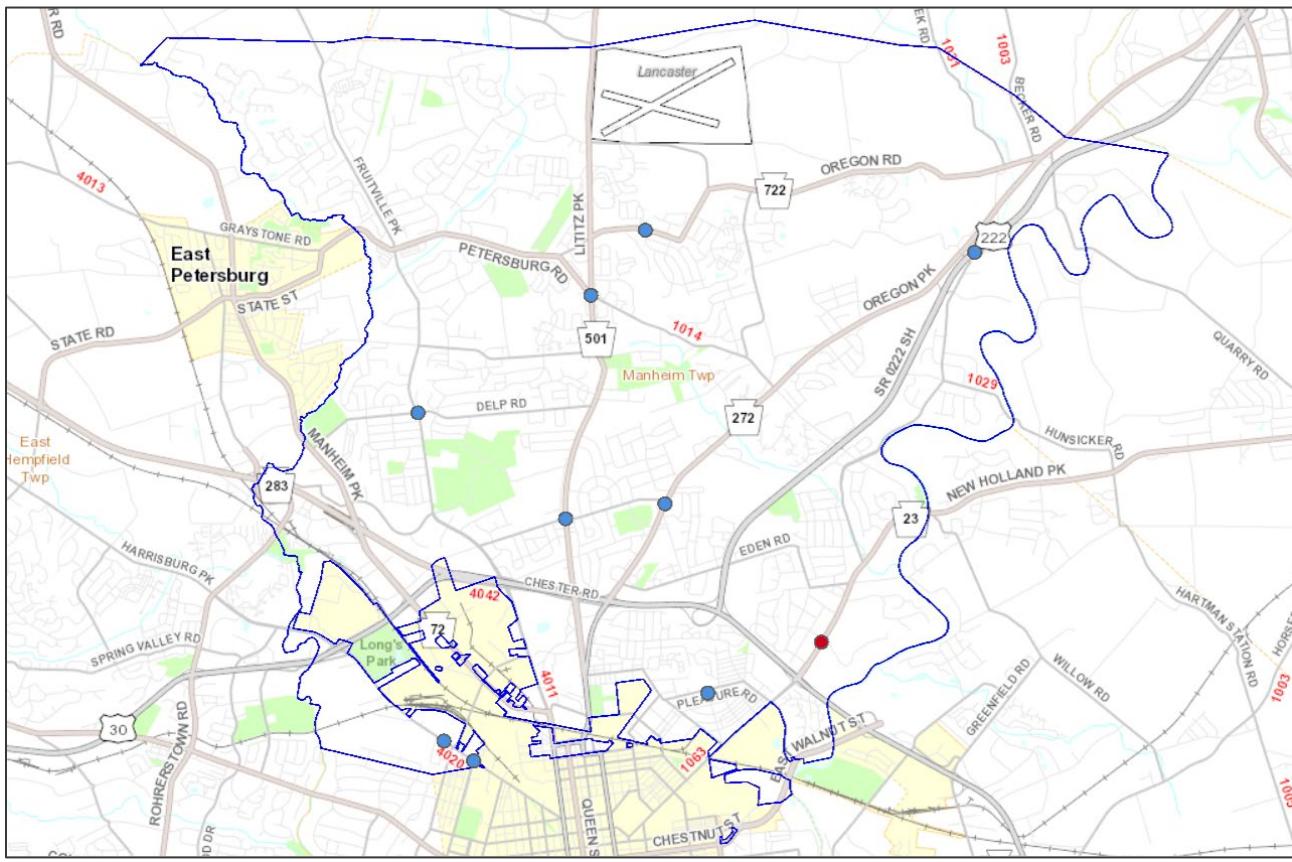
¹⁰ Indicates that the crash included both a motor vehicle AND a pedestrian, pedestrian conveyance (wheelchair, scooter, skateboard, etc.), bicyclist (not including e-bikes), or other pedalcyclist.

Bicycle Crash Locations, 2018-2022



Source: Pennsylvania Crash Information Tool

Pedestrian Crash Locations, 2018-2022



Source: Pennsylvania Crash Information Tool

Public Transportation

Improved access to public transportation services was raised as a desire by the public during the early engagement phases of the comprehensive planning process.

The South Central Transit Authority (SCTA) oversees the administration, management, and planning for the Berks Area Regional Transit Authority (BARTA) and Red Rose Transit Authority (RRTA). While SCTA provides administrative oversight, the two transit authorities continue to operate their systems separately, with RRTA providing both fixed route and shared rides services throughout Lancaster County, including Manheim Township.

In terms of fixed route transit service, Manheim Township is served by several RRTA routes:

- Route 5 (Grandview) includes several stops along PA 501 (Lititz Pike) near the southern border of the township, including the Golden Triangle Shopping Center;
- Route 10 (Lititz) traverses the township along PA 501 (Lititz Pike), connecting the City of Lancaster with Lititz Borough;
- Route 11 (Ephrata) travels along PA 272 (Oregon Pike) between the City of Lancaster and Ephrata Borough, with stops
- Route 19 (Manheim) connects the City of Lancaster with Manheim Borough, including several stops within Manheim Township. The route travels along Fruitville Pike, Granite Run Drive, and PA 72 (Manheim Pike) in the township.
- Three fixed routes also service the nearby Park City Mall complex.

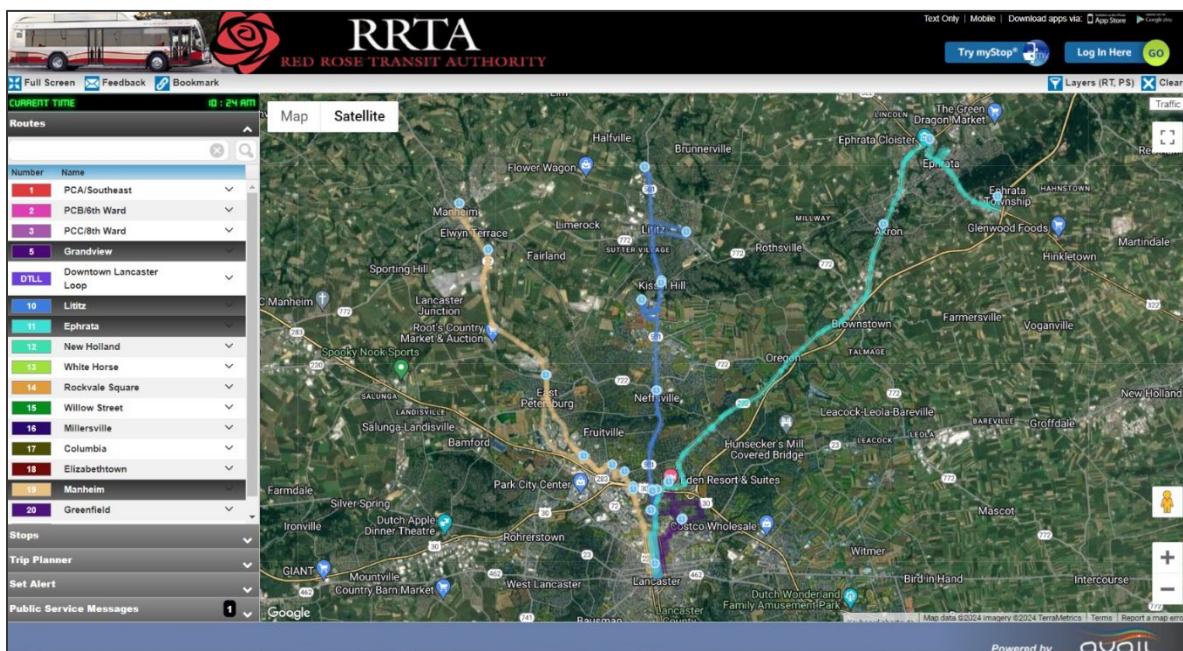
Shared ride services for seniors and persons with disabilities are available through RRTA's Red Rose Access service. The service provides door-to-door transportation services for those who are unable to use the fixed route system and provides a variety of programs to meet the needs of various users.

Passenger rail service provided by Amtrak and is accessible at the nearby Lancaster Station, which is the second busiest in Pennsylvania. Riders can travel to destinations in major metropolitan areas such as Philadelphia and New York City via Amtrak's Keystone and Pennsylvanian Service.

Manheim Township recently worked with its partners in the City of Lancaster and the Lancaster County Planning Department to develop the Lancaster Train Station Small Area Plan. The plan established a vision for the area around the train station to become a gateway community with mixed land uses, compact housing, and bicycle and pedestrian accommodations that are aimed to encourage passenger rail use.

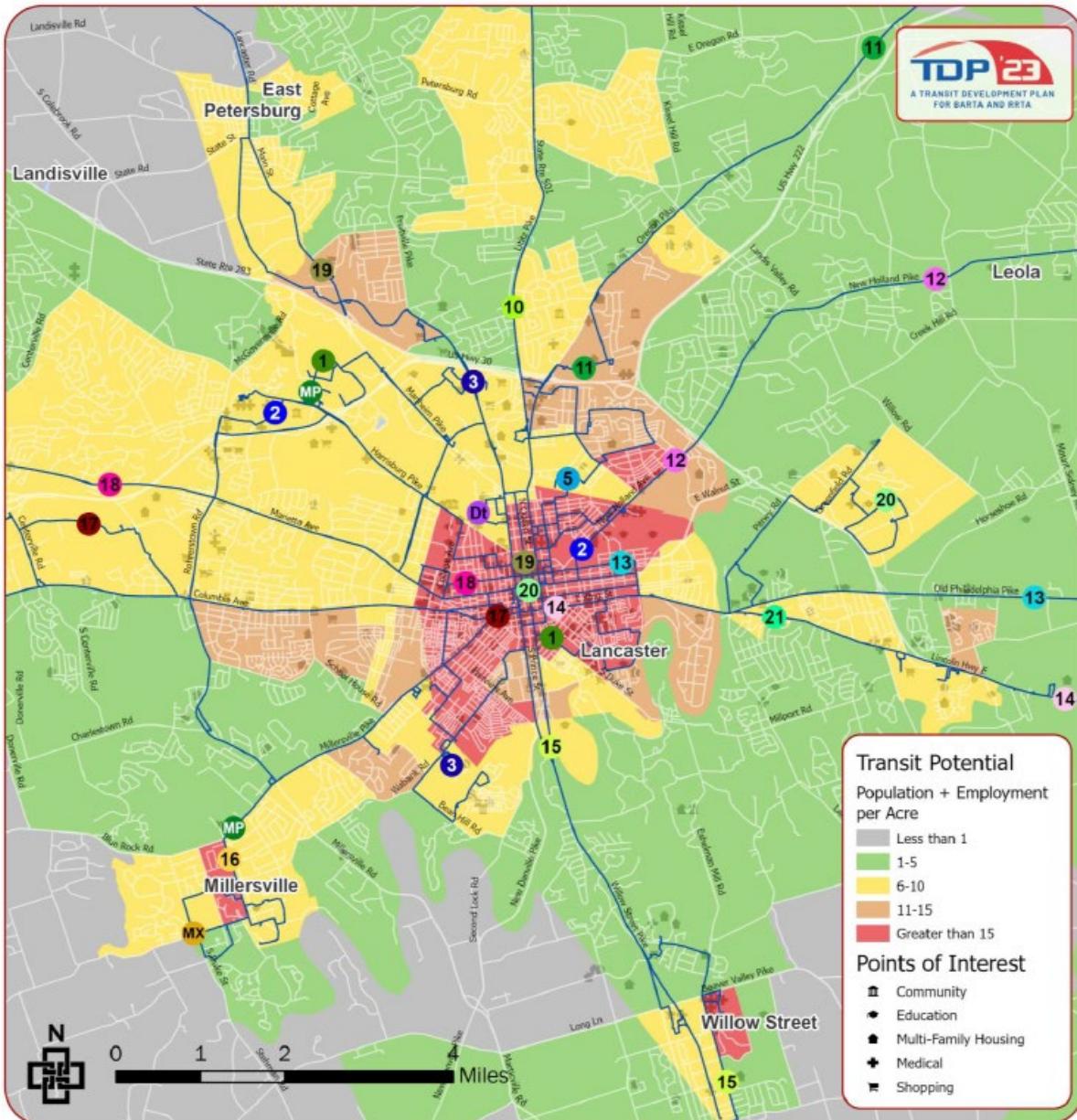
While the township has a range of public transportation options, improved access to these services was identified as a priority by the public in the early stages of the comprehensive planning process. SCTA's Transit Development Plan (2024) identified several areas within the township that have transit potential based on density of both population and employment. The Township can work with its residents, the Lancaster County MPO, and RRTA to determine overall demand and areas in need of improvement to better connect riders with these services.

RRTA Fixed Route in Manheim Township



Source: Red Rose Transit Authority

RRTA Fixed Route in Manheim Township



Source: South Central Transit Authority (SCTA) Transit Development Plan, 2023

Aviation

Manheim Township is home to Lancaster Airport, located at the township's northern border at the intersection of PA 501 and Airport Road.

The airport offers commercial commuter flights through Southern Airways Express and Breeze Airways to destinations like Pittsburgh and Washington-Dulles. American Airlines used to offer a luxury bus service between Lancaster Airport and Philadelphia International Airport; however, this service was discontinued in June 2024. Further connectivity to both domestic and international destinations can be accessed at the nearby Harrisburg International Airport in Middletown, Dauphin County.

In addition to commercial service, Lancaster Airport also provides a number of general aviation services to pilots, travelers, and the general public including aircraft rentals and charters, aircraft maintenance, flight training, fuel services, hangar space, and helicopter flight training and scenic rides, among others.

According to PennDOT's 2022 Economic Impact of Aviation Study, the Lancaster Airport recorded an economic impact of \$78,310,004. The airport's total operations have also continued to grow, recording over 105,000 take-offs and landings in 2023, a 20% increase from traffic from 2018.

Freight Rail

Norfolk Southern Corporation (NS)'s Lititz Secondary line runs through the southwest corner of Manheim Township. The line is 15 miles in length between Lancaster, Manheim Borough, and Lititz Borough.

NS also has trackage rights to conduct freight rail operations on Amtrak's Keystone Corridor.

The NS Lititz Secondary Line includes a spur that serves the Arconic Mill Products facilities located on Apollo Drive. Arconic Mill Products specializes in rolled products, such as aluminum coils, sheets, and frames that are used in the manufacturing of other finished products, such as airframes, automotive body panels, industrial plate, heat exchangers, and beverage cans.¹¹ At its Manheim Township location, the company specializes in sheet and plate products.¹² Commodities being transported to this location between truck and rail include coils, ingots, and scrap.

¹¹ <https://www.arconic.com/rolled-products>

¹² <https://www.arconic.com/rolled-products-locations>

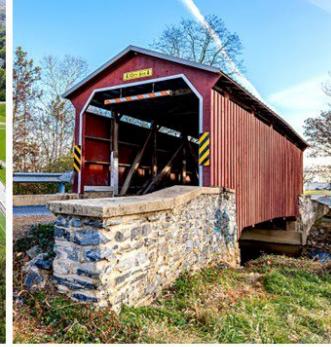
Appendix B: Attitudinal Survey Results Summary

Manheim Township Public Survey #1

1772 Total Responses



*Getting to a
Complete community*



Q1: What are two to three words that come to mind when thinking about Manheim Township?

• Answer 1 Top 10:

- » Community
- » Safe
- » Expensive
- » Home
- » Suburban
- » Parks
- » Clean
- » Good Schools
- » Wealthy
- » Crowded

• Answer 2 Top 10:

- » Traffic
- » Safe
- » Parks
- » Community
- » Expensive
- » Good Schools
- » Beautiful
- » Convenient
- » Clean
- » Great Schools

• Answer 3 Top 10:

- » Traffic
- » Safe
- » Community
- » Expensive
- » Parks
- » Good Schools
- » Growing
- » Clean
- » Crowded
- » Wealthy

2

Q1: What are two to three words that come to mind when thinking about Manheim Township?

• Overall Word Cloud (Combining Answers 1, 2, & 3)

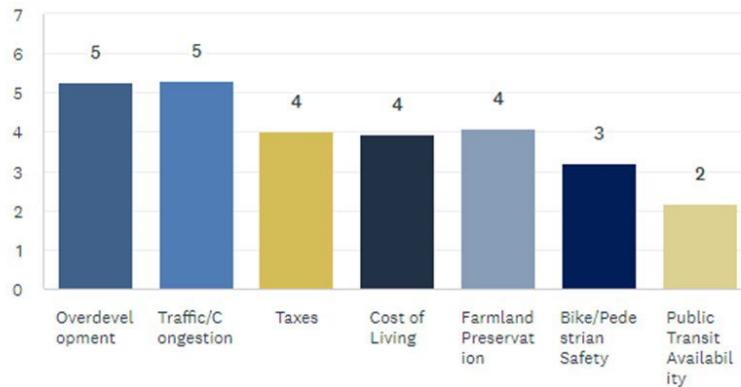


**Note: Good and Great Schools were combined to "Good Schools" for this Word Cloud.*

3

Q2: What are you concerned about in the Township? Please drag and rank your answer from most concerned (#1) to least concerned.

Answered: 1,758 Skipped: 14



4

Q2: What are you concerned about in the Township? Please drag and rank your answer from most concerned (#1) to least concerned.

Answered: 1,758 Skipped: 14

	(Most)							(Least)		
	1	2	3	4	5	6	7	TOTAL	SCORE	
Overdevelopment	30.20% 531	26.00% 457	14.56% 256	12.80% 225	7.57% 133	4.61% 81	4.27% 75	1,758	5.28	
Traffic/Congestion	26.85% 472	24.57% 432	22.47% 395	12.06% 212	8.42% 148	3.98% 70	1.65% 29	1,758	5.31	
Taxes	14.68% 258	12.40% 218	13.42% 236	17.18% 302	15.70% 276	13.37% 235	13.25% 233	1,758	4.00	
Cost of Living	10.92% 192	11.95% 210	14.16% 249	18.20% 320	21.10% 371	15.59% 274	8.08% 142	1,758	3.94	
Farmland Preservation	9.50% 167	14.22% 250	19.74% 347	17.06% 300	19.74% 347	11.32% 199	8.42% 148	1,758	4.09	
Bike/Pedestrian Safety	6.48% 114	6.88% 121	10.13% 178	15.19% 267	15.36% 270	29.29% 515	16.67% 293	1,758	3.19	
Public Transit Availability	1.37% 24	3.98% 70	5.52% 97	7.51% 132	12.12% 213	21.84% 384	47.67% 838	1,758	2.19	

*Chart sorted by 'most concerned' responses

5

Q3: In a few words, please share topics you are concerned about in the Township that were not included in Question 2.

Answered: 1,094 Skipped: 678

THEMES	% OF TOTAL
> Neighborhood Maintenance	21.0%
> Education	14.2%
> Community Environment	12.2%
> Infrastructure	10.8%
> Development	10.0%
> Environmental Conservation	9.2%
> Outdoor Spaces	8.9%
> Community	7.5%
> Accessibility	5.9%
> Redevelopment	5.9%

6

Q3: In a few words, please share topics you are concerned about in the Township that were not included in Question 2.

Top 3 Themes

Neighborhood Maintenance	21.0%	Education	14.2%	Community Environment	12.2%
Property crime concerns	3.4%	Overcrowding in schools	2.4%	Recreational amenities expansion	3.9%
Enhanced emergency response coverage	2.6%	Public education concerns	1.8%	Access to affordable activities	1.8%
Crime prevention efforts	2.0%	Ideological influence	1.4%	Presence of specific businesses	1.7%
Patrols in specific area	1.8%	Curriculum concerns	1.2%	Recreational spaces for youth	1.3%
School safety	1.4%	Quality of education	1.0%	Accessible recreational amenities	0.9%
Resident interests protection	1.2%	Academic quality	0.7%	Community center development	0.9%
Law enforcement quality maintenance	1.1%	Educational standards	0.7%	Lack of family-friendly environment	0.9%
Accident prone areas	1.0%	Funding concerns	0.7%	Affordable recreational facility	0.7%
Edge of city issues	1.0%	Political influence on education	0.7%	Dog waste in parks	0.7%
Road safety for cars	1.0%	School capacity reaching limit	0.7%	Athletic field availability	0.6%

7

Q4: What do you appreciate most about the Township? Please drag and rank your answer from most appreciated (#1) to least appreciated.

- Answered: 1,721 Skipped: 51

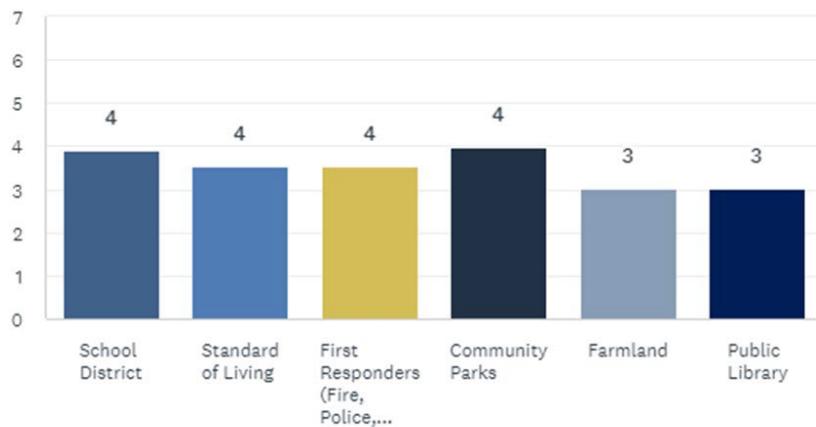
	(Most)						(Least)			TOTAL	SCORE
	1	2	3	4	5	6					
▼ School District	28.99% 499	17.66% 304	12.26% 211	13.83% 238	12.20% 210	15.05% 259	1,721	3.92			
▼ Standard of Living	20.10% 346	16.33% 281	14.06% 242	15.05% 259	16.62% 286	17.84% 307	1,721	3.55			
▼ First Responders (Fire, Police, EMS)	16.21% 279	14.88% 256	18.25% 314	19.29% 332	18.13% 312	13.25% 228	1,721	3.52			
▼ Community Parks	15.75% 271	25.92% 446	22.49% 387	17.66% 304	12.20% 210	5.98% 103	1,721	3.97			
▼ Farmland	11.16% 192	11.50% 198	15.86% 273	16.33% 281	19.47% 335	25.68% 442	1,721	3.02			
▼ Public Library	7.79% 134	13.71% 236	17.08% 294	17.84% 307	21.38% 368	22.20% 382	1,721	3.02			

*Chart sorted by 'most appreciated' responses

9

Q4: What do you appreciate most about the Township? Please drag and rank your answer from most appreciated (#1) to least appreciated.

- Answered: 1,721 Skipped: 51



8

Q5: In a few words, please share topics you appreciate about the Township that were not included in Question 4.

- Answered: 768 Skipped: 1,004

THEMES	% OF TOTAL
> Community	25.4%
> Amenities	21.9%
> Location	13.3%
> Recreation	11.2%
> Environment	6.4%
> Infrastructure	6.4%
> Safety	6.0%
> Diversity	5.8%
> Accessibility	5.7%
> Convenience	4.9%

10

Q5: In a few words, please share topics you appreciate about the Township that were not included in Question 4.

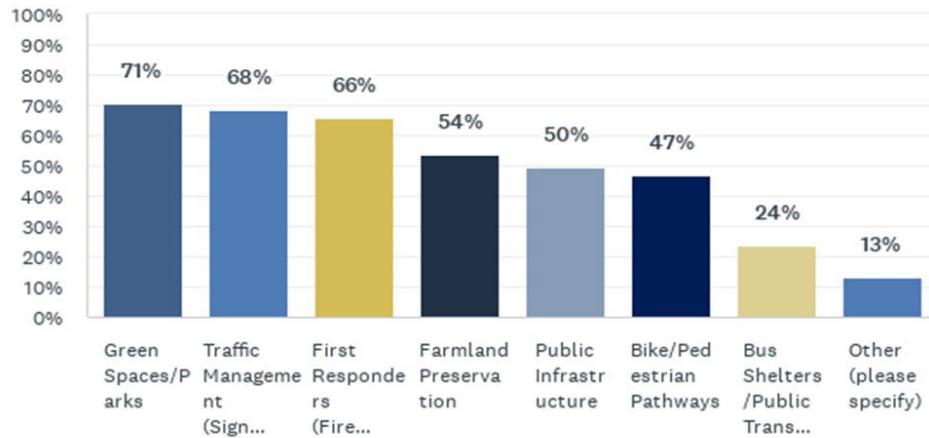
Top 3 Themes

Community	25.4%	Amenities	21.9%	Location	13.3%
Sense of camaraderie	3.6%	Recreational activities	3.6%	Urban-rural proximity	4.9%
Caring for community	2.5%	Dining and entertainment options	3.3%	Proximity to amenities	2.4%
Neighborhood environment	2.1%	Shopping opportunities	2.4%	Urban accessibility	1.8%
Unity and togetherness	1.9%	Waste management facilities	2.4%	Access to transportation	1.2%
Community events	1.8%	Access to urban facilities	2.1%	Highway access	1.0%
Enjoyable living experience	1.8%	Seasonal leaf collection services	1.9%	Proximity to major highways	1.0%
Involvement in community events	1.6%	Amenities	1.8%	Commercial proximity	0.9%
Township pride	1.5%	Park facilities	1.2%	Access to conveniences	0.7%
Welcoming environment	1.3%	Pool facilities	1.2%	Food store accessibility	0.7%
Events and gatherings	1.2%	Business presence	1.0%	Suburban proximity	0.7%

11

Q6: What are you willing to invest your tax dollars in (not including school districts)? Check all that apply.

- Answered: 1,736 Skipped: 36



12

Q6: What are you willing to invest your tax dollars in (not including school districts)? Check all that apply.

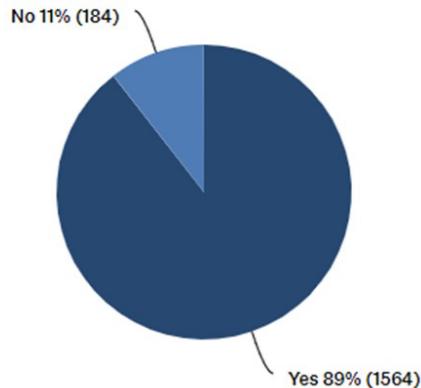
- Answered: 1,736 Skipped: 36

ANSWER CHOICES	RESPONSES
Green Spaces/Parks	71% 1,227
Traffic Management (Signal timing, signage, etc.)	68% 1,185
First Responders (Fire, Police, EMS)	66% 1,143
Farmland Preservation	54% 929
Public Infrastructure	50% 862
Bike/Pedestrian Pathways	47% 817
Bus Shelters/Public Transportation	24% 409
Other (please specify)	Responses 13% 232
Total Respondents: 1,736	

13

Q7: In the next 5 to 10 years, do you anticipate living in Manheim Township?

- Answered: 1,748 Skipped: 24



14

Q8: Why do you anticipate not living in Manheim Township in the future?

- Answered: 168 Responses

*Branching response only shown to respondents who answered "No" to Q7.

THEMES	% OF TOTAL
> Cost	20.8%
> Development	15.7%
> Housing Preference	13.2%
> Relocation	12.6%
> Traffic	12.6%
> Location	11.3%
> Retirement	11.3%
> Community	10.7%
> Taxes	6.9%
> Population Density	5.7%

15

Q8: Why do you anticipate not living in Manheim Township in the future?

Top 3 Themes

Cost	20.8%	Development	15.7%	Housing Preference	13.2%
Affordability constraints	10.7%	Overdevelopment	9.4%	Urban living preference	7.5%
Housing affordability	5.0%	Land use	6.9%	Preference for another area	5.7%
High housing expenses	3.8%	Traffic congestion	3.8%	Downsizing	3.1%
High real estate prices	3.1%				
Financial burden	2.5%				

16

Q9: If you could change one thing about Manheim Township, what would it be?

- Answered: 1,478 Skipped: 294

> Development	26.9%
> Infrastructure	22.1%
> Traffic	20.8%
> Traffic Enforcement	12.8%
> Community Relationships	7.1%
> Finances	7.0%
> Governance	4.1%
> Urbanization	4.0%
> Housing	3.7%
> Community Responsibility	2.5%

17

Q9: If you could change one thing about Manheim Township, what would it be?

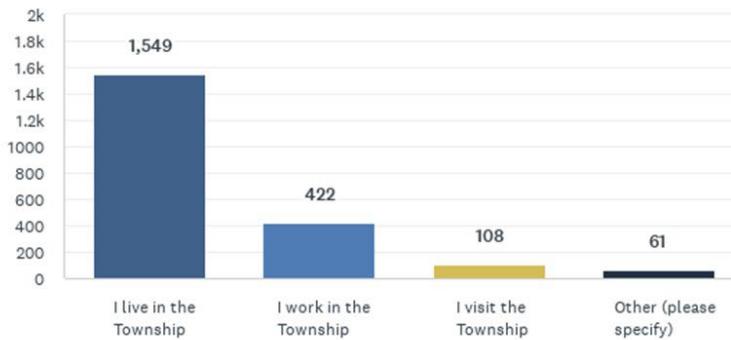
Top 3 Themes

Development	26.9%	Infrastructure	22.1%	Traffic	20.8%
Concerns about urban expansion	3.6%	Safe pedestrian walking paths	2.4%	Road infrastructure	3.6%
Preservation of productive farmland	2.5%	Increased availability of playgrounds	2.1%	Improved traffic conditions	2.1%
Preservation of green/open spaces	2.3%	Multi-purpose community space	1.1%	Traffic around major roads	1.9%
Controlled community expansion	1.6%	Expanded infrastructure capabilities	0.9%	Congestion at specific intersections	1.6%
Controlled construction	1.4%	Expansion of trail network	0.9%	Congestion due to development	1.6%
Halt all new development	1.4%	Improved facilities for walking	0.9%	Traffic flow efficiency	1.2%
Reduced future housing developments	1.4%	Affordable access	0.9%	Noise pollution from traffic	1.0%
Controlled residential construction pace	1.4%	Promoting pedestrian safety	0.8%	Improved road infrastructure	0.9%
Halt new housing developments	1.4%	Reduced traffic congestion	0.8%	Congestion during rush hour	0.7%
Urbanization impact	1.3%	Enhanced biking/walking safety	0.7%	Enhanced traffic safety	0.7%

18

Q10: What is your relationship to Manheim Township? Check all that apply.

- Answered: 1,686 Skipped: 86

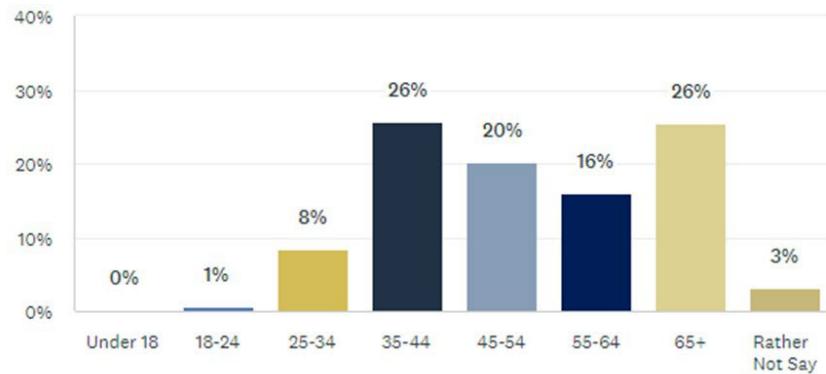


ANSWER CHOICES	RESPONSES
I live in the Township	91.87%
I work in the Township	25.03%
I visit the Township	6.41%
Other (please specify)	3.62%
Total Respondents: 1,686	

19

Q11: How old are you?

- Answered: 1,686 Skipped: 86



20

Q11: How old are you?

- Answered: 1,686 Skipped: 86

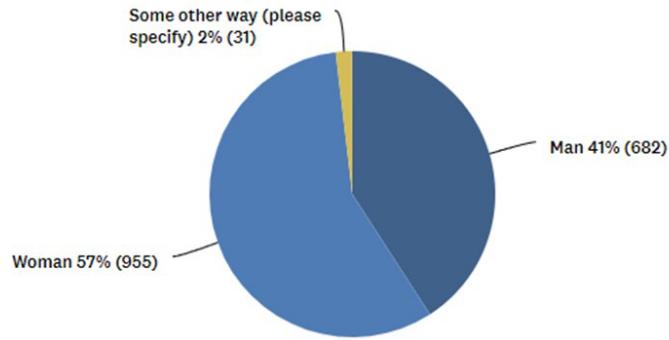
ANSWER CHOICES	RESPONSES
35-44	26% 432
65+	26% 430
45-54	20% 341
55-64	16% 271
25-34	8% 143
Rather Not Say	3% 53
18-24	1% 11
Under 18	0% 5
TOTAL	1,686

*Chart sorted by number of responses

21

Q12: How do you describe yourself?

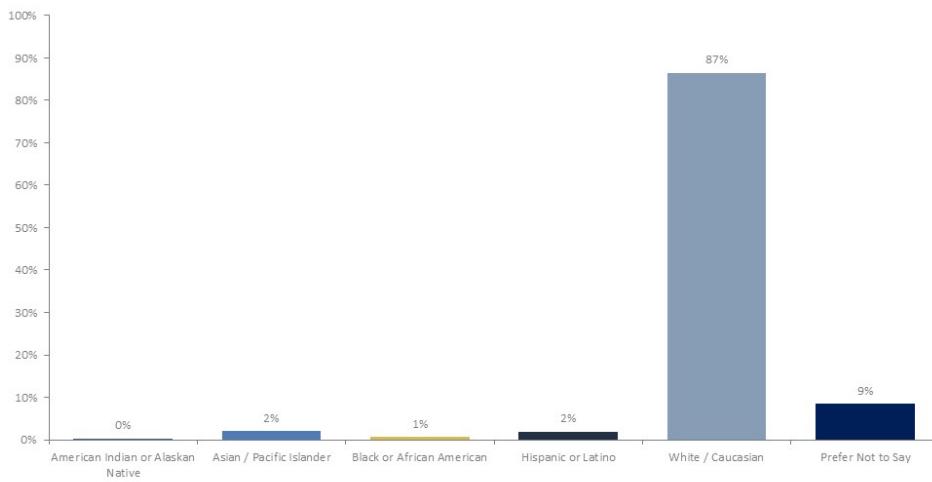
- Answered: 1,668 Skipped: 104



22

Q13: Which race/ethnicity best describes you? (Please choose only one.)

- Answered: 1,668 Skipped: 104



23

Q13: Which race/ethnicity best describes you? (Please choose only one.)

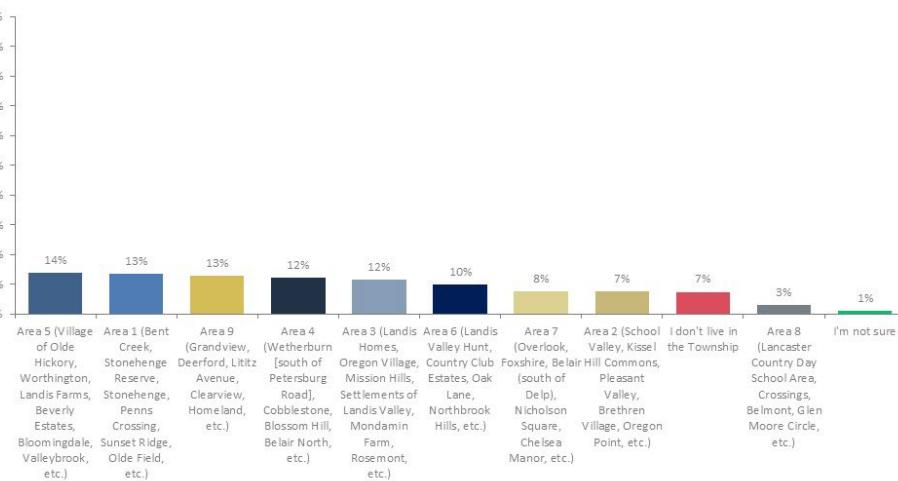
- Answered: 1,668 Skipped: 104

ANSWER CHOICES	RESPONSES
American Indian or Alaskan Native	0.30% 5
Asian / Pacific Islander	2.10% 35
Black or African American	0.66% 11
Hispanic or Latino	1.92% 32
White / Caucasian	86.51% 1443
Prefer Not to Say	8.51% 142
TOTAL	1668

24

Q14: Using the map above, which area of the Township do you live in?

- Answered: 1,681 Skipped: 91



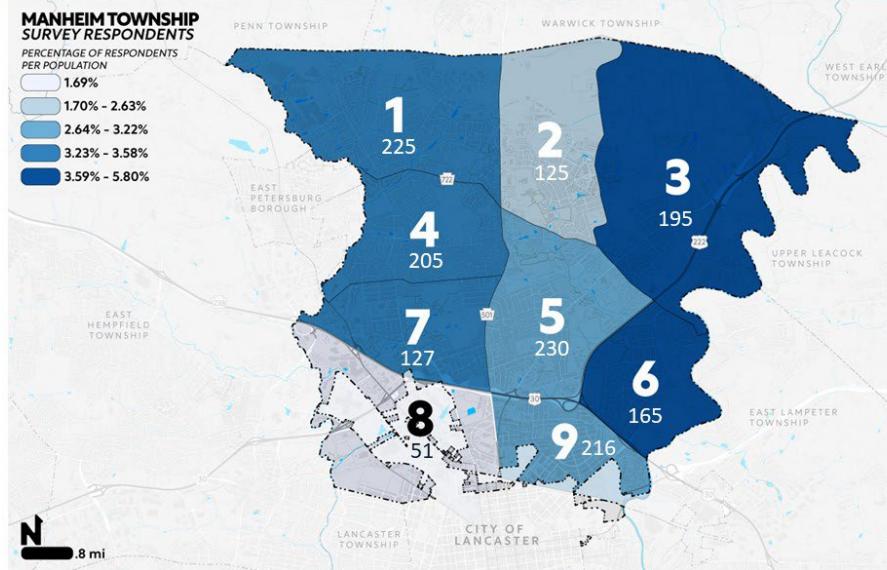
25

Q14: Using the map above, which area of the Township do you live in?

- Answered: 1,681
- Skipped: 91

1 Area # in Township

230 Total number of responses



Q14: Using the map above, which area of the Township do you live in?

- Answered: 1,681 Skipped: 91

ANSWER CHOICES	RESPONSES
Area 5 (Village of Olde Hickory, Worthington, Landis Farms, Beverly Estates, Bloomingdale, Valleybrook, etc.)	14% 230
Area 1 (Bent Creek, Stonehenge Reserve, Stonehenge, Penns Crossing, Sunset Ridge, Olde Field, etc.)	13% 225
Area 9 (Grandview, Deerford, Lititz Avenue, Clearview, Homeland, etc.)	13% 216
Area 4 (Wetherburn (south of Petersburg Road), Cobblestone, Blossom Hill, Belair North, etc.)	12% 205
Area 3 (Landis Homes, Oregon Village, Mission Hills, Settlements of Landis Valley, Mondamin Farm, Rosemont, etc.)	12% 195
Area 6 (Landis Valley Hunt, Country Club Estates, Oak Lane, Northbrook Hills, etc.)	10% 165
Area 7 (Overlook, Foxshire, Belair (south of Delp), Nicholson Square, Chelsea Manor, etc.)	8% 127
Area 2 (School Valley, Kissel Hill Commons, Pleasant Valley, Brethren Village, Oregon Point, etc.)	7% 125
I don't live in the Township	7% 124
Area 8 (Lancaster Country Day School Area, Crossings, Belmont, Glen Moore Circle, etc.)	3% 51
I'm not sure	1% 18
TOTAL	1,681

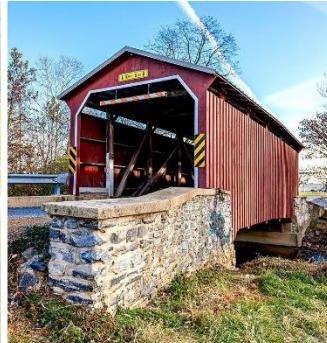
27

Appendix C: Parks and Recreation Survey REsults Summary

Manheim Township Parks and Recreation Survey

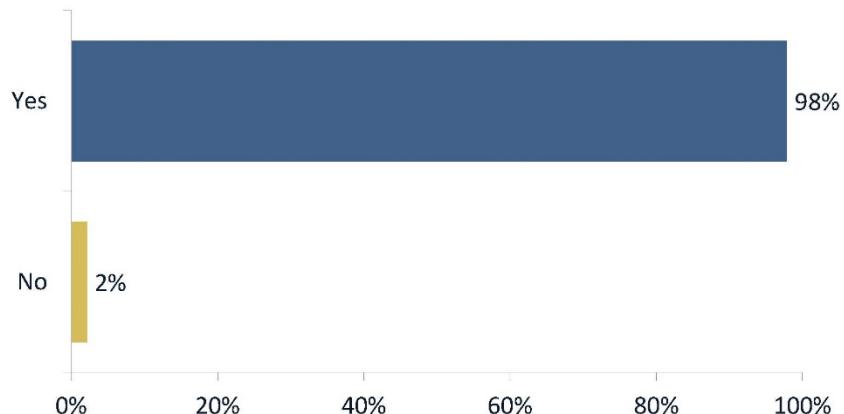


Getting to a
Complete community



Q1: Have you ever visited a Manheim Township Park?

- Answered: 1041, Skipped: 6



2

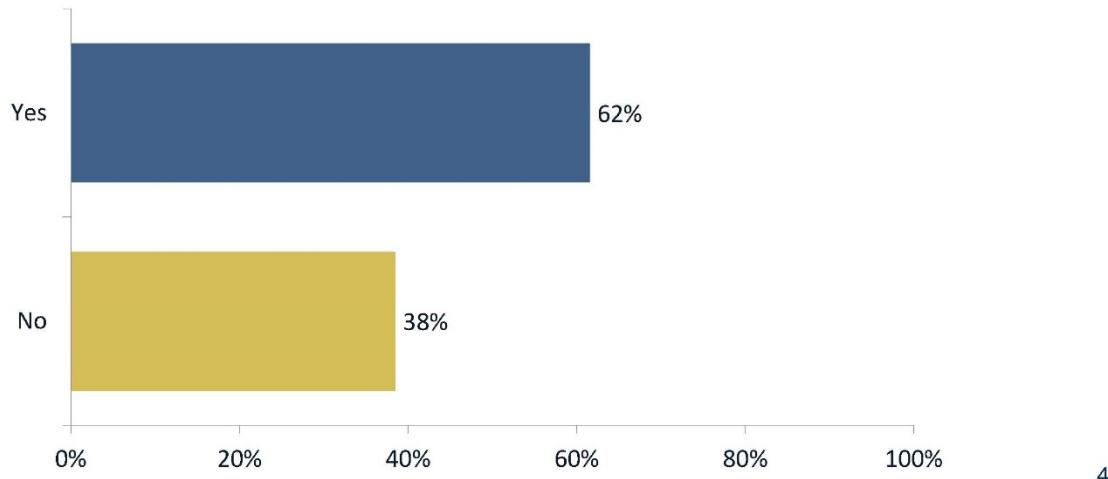
Q2: What would make you more likely to visit Manheim Township parks? Select up to three.

- Answered: 24, Skipped: 1023 (**Branching Question – “No” from Q1**)



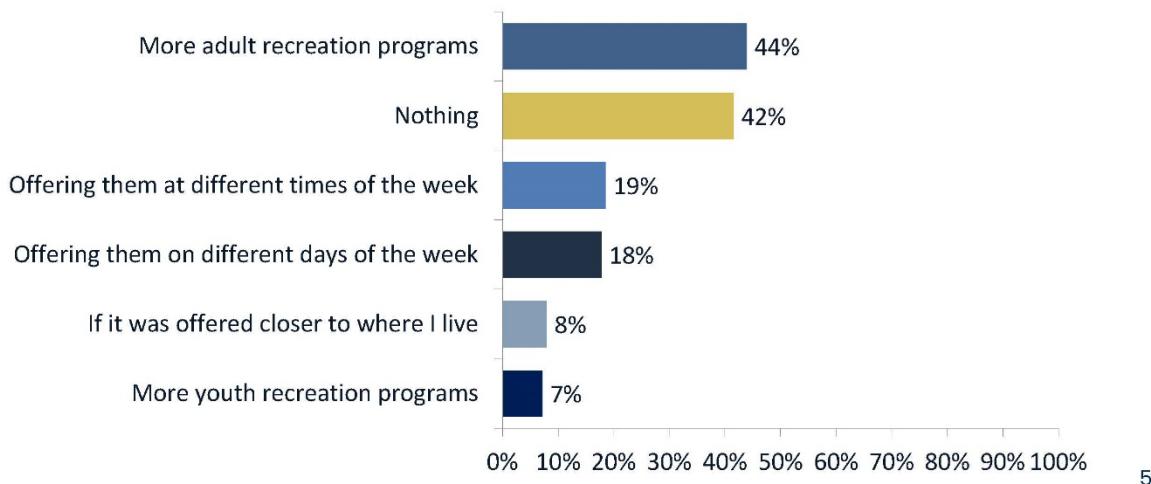
Q3: Have you ever attended/participated in a Manheim Township sport/recreation program?

- Answered: 1029, Skipped: 18



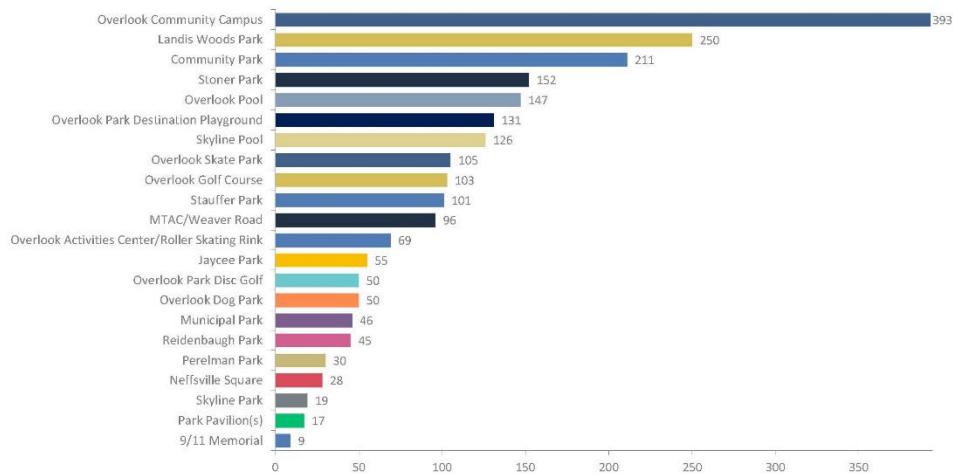
Q4: What would make you more likely to participate in a Manheim Township sport/recreation program? Select up to three.

- Answered: 378, Skipped: 669 (**Branching Question – “No” from Q3**)



Q5: Which parks or park facilities do you or members of your household visit most often? Select up to three.

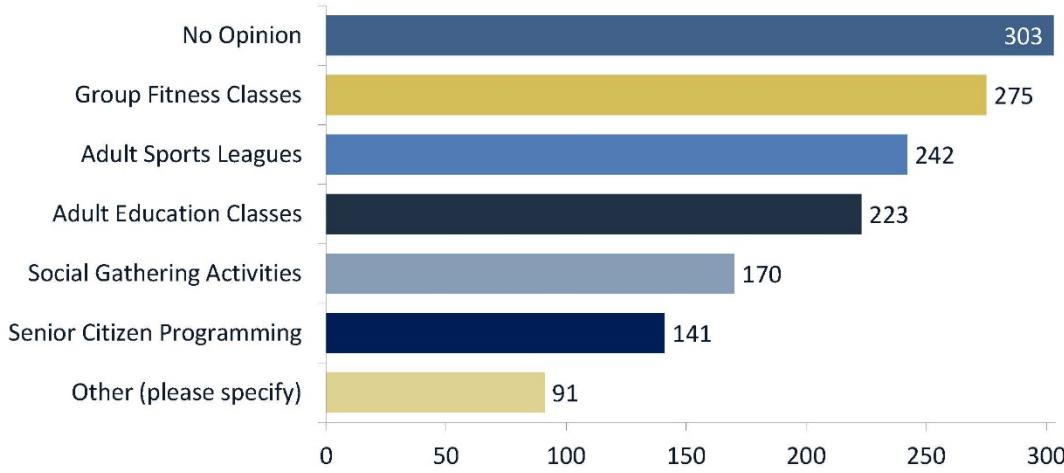
- Answered: 892, Skipped: 155



6

Q6: Are there adult recreation programs that you would like the Township to offer? Choose up to three options.

- Answered: 892, Skipped: 155



7

Q6: Are there adult recreation programs that you would like the Township to offer? Choose up to three options.

- Top Other Responses:

Yoga

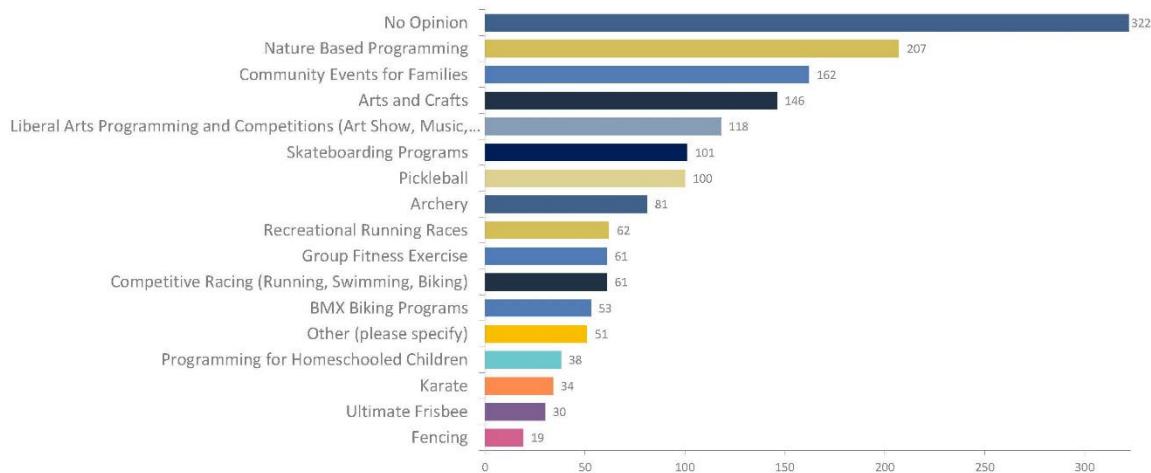
Pickleball

Aquatic Sports

8

Q7: Are there youth programs that you would like the Township to offer? Choose up to three options.

- Answered: 892, Skipped: 155



9

Q7: Are there youth programs that you would like the Township to offer? Choose up to three options.

- Other Responses:

Basketball

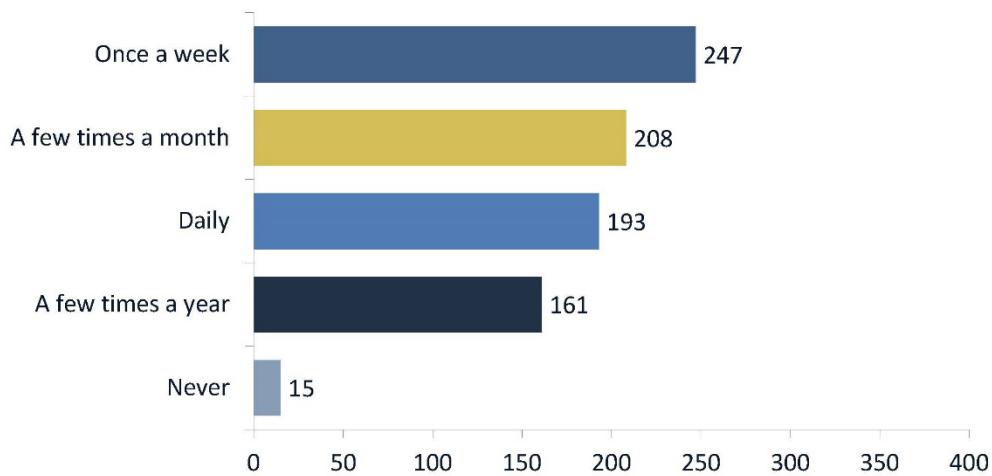
Disc Golf

Volleyball

10

Q8: How often do you or members of your household visit Manheim Township's outdoor parks?

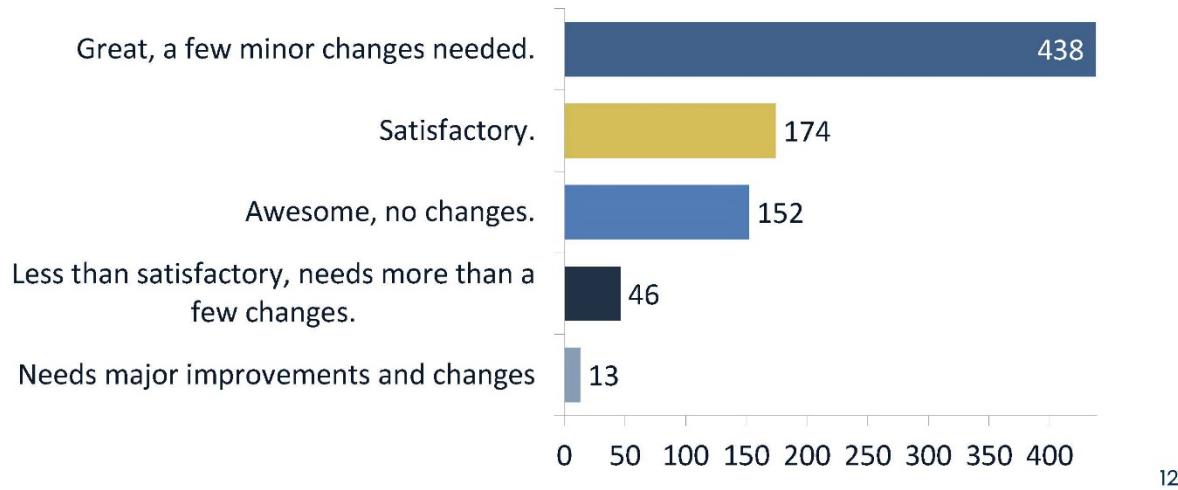
- Answered: 824, Skipped: 223



11

Q9: How would you rate the overall quality of Manheim Township's outdoor parks?

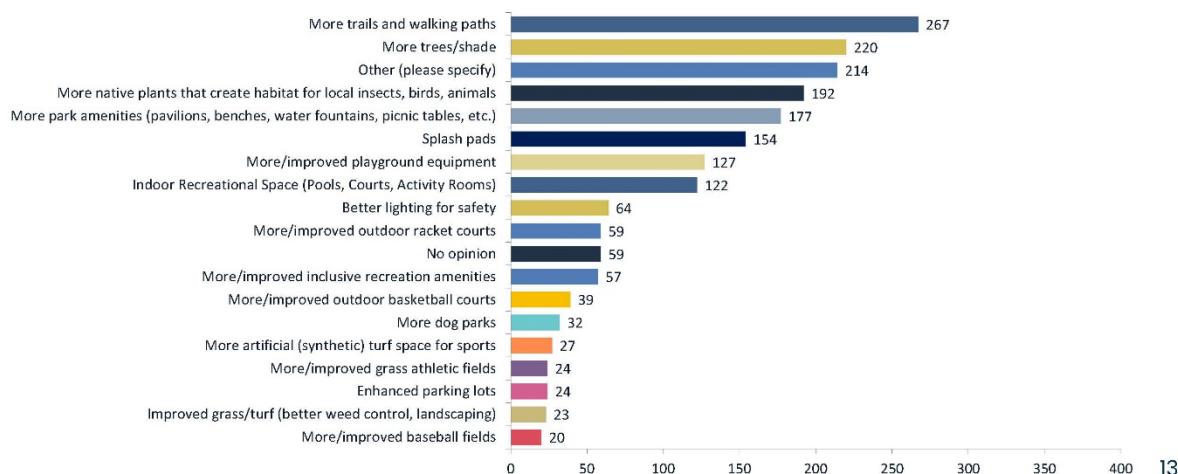
- Answered: 823, Skipped: 224



12

Q10: Which type of park improvements would you like to see as a priority in the near future? Select up to three.

- Answered: 830, Skipped: 217



13

Q10: Which type of park improvements would you like to see as a priority in the near future? Select up to three.

- Other Responses:

Improve Pool Facilities

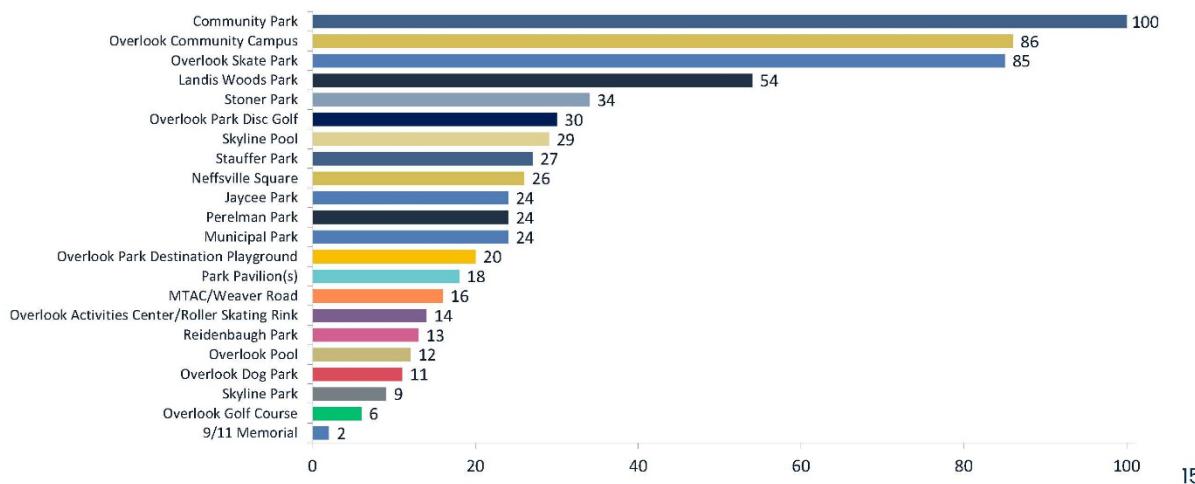
Improve Disc Golf Course

General Park Maintenance

14

Q11: Which Township-owned park do you feel needs the most investment?

- Answered: 664, Skipped: 383



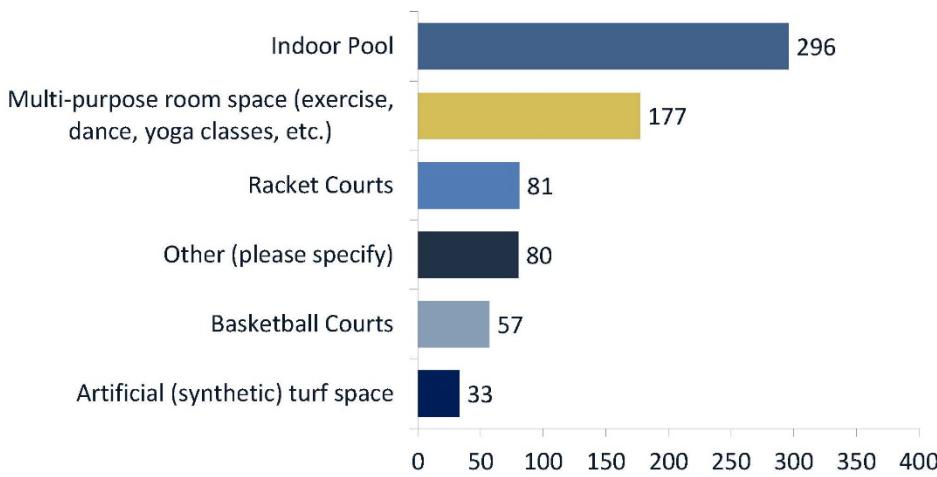
Q12: What type of investment/improvement would you like to see at this park?

- See Word Document for Details

16

Q13: What types of indoor recreational facilities would you like to see offered in the Township?

- Answered: 724, Skipped: 323



17

Q13: What types of indoor recreational facilities would you like to see offered in the Township?

- Other Responses:

Indoor
Pickleball
Courts

Indoor
Skatepark

Recreation
Center

18

Q14: What types of indoor activities would you like to see? Select up to three.

- Answered: 737, Skipped: 310



19

**Q14: What types of indoor activities would you like to see?
Select up to three.**

- Comments:

Pickleball/Tennis
Courts

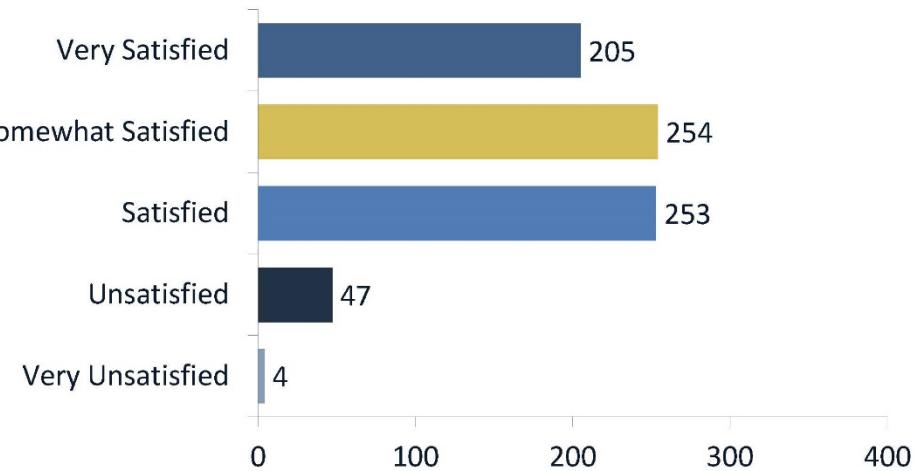
Aquatic Facilities

Yoga

20

**Q15: How satisfied are you with the available recreation programs
offered by Manheim Township Parks and Recreation?**

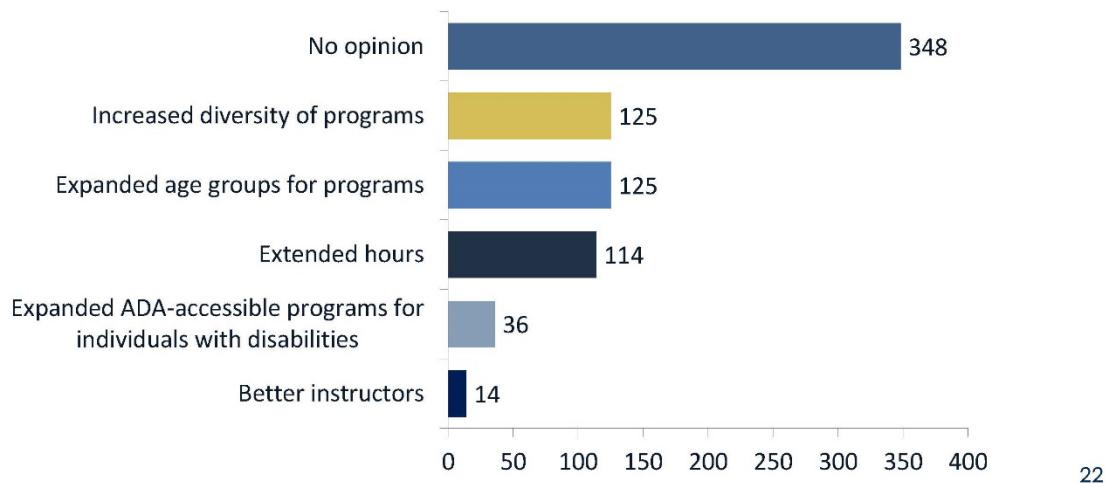
- Answered: 763 Skipped: 284



21

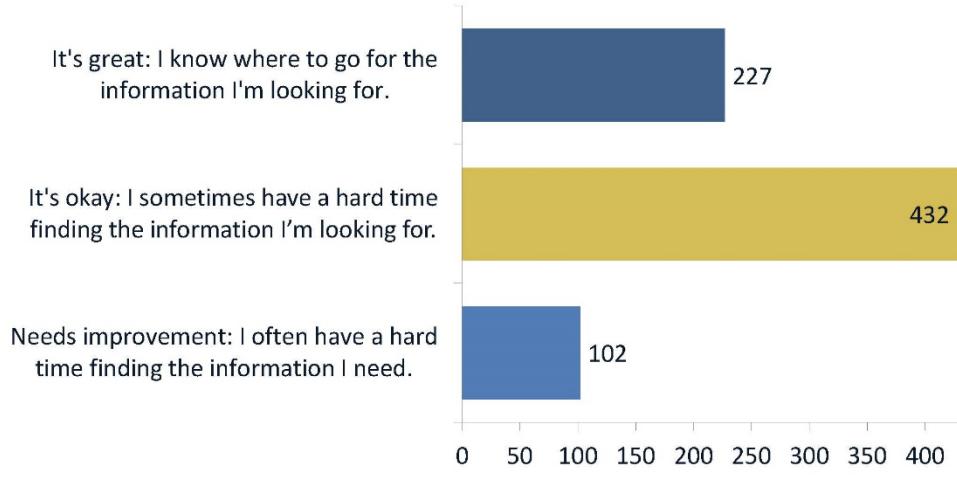
Q16: How could the existing programs be improved?

- Answered: 762, Skipped: 285



Q17: How easy or difficult is it to find Manheim Township Parks and Recreation-related information?

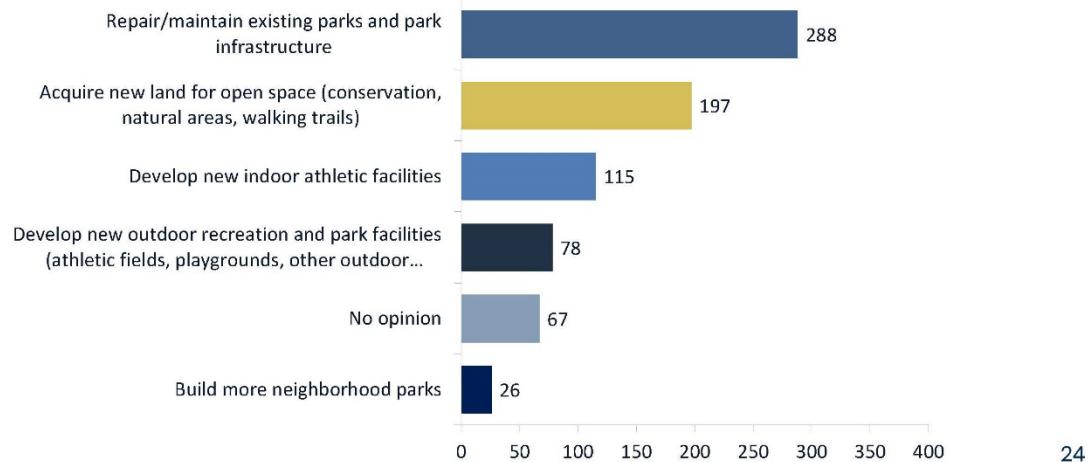
- Answered: 761, Skipped: 286



23

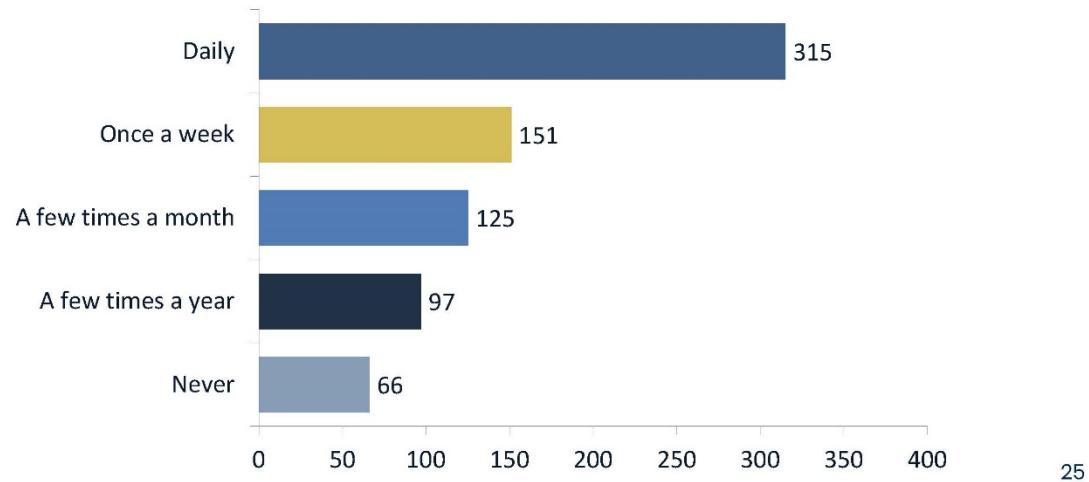
Q18: How would you like to see Manheim Township Parks and Recreation prioritize its annual funding?

- Answered: 771, Skipped: 276



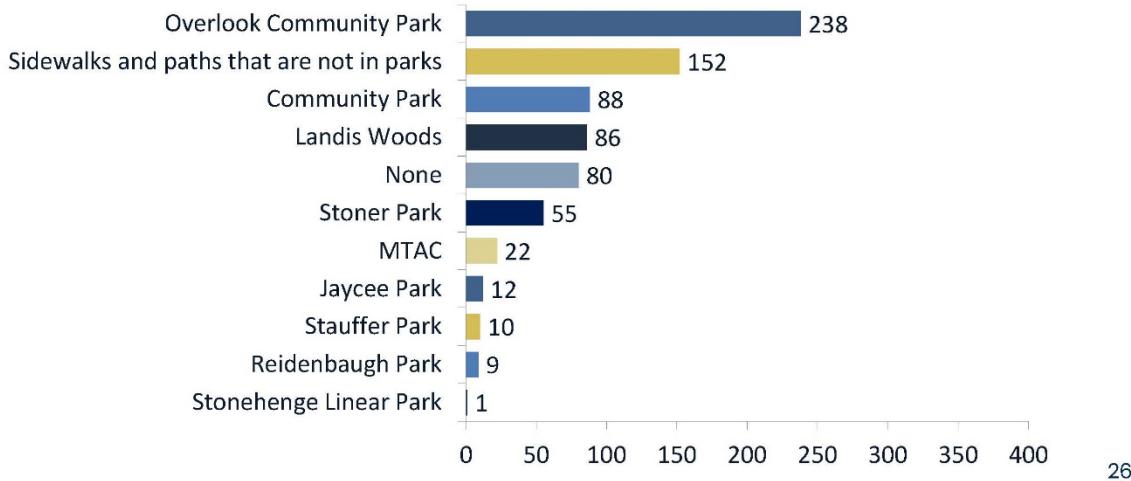
Q19: How often do you walk, run or bike within the Township?

- Answered: 754, Skipped: 293



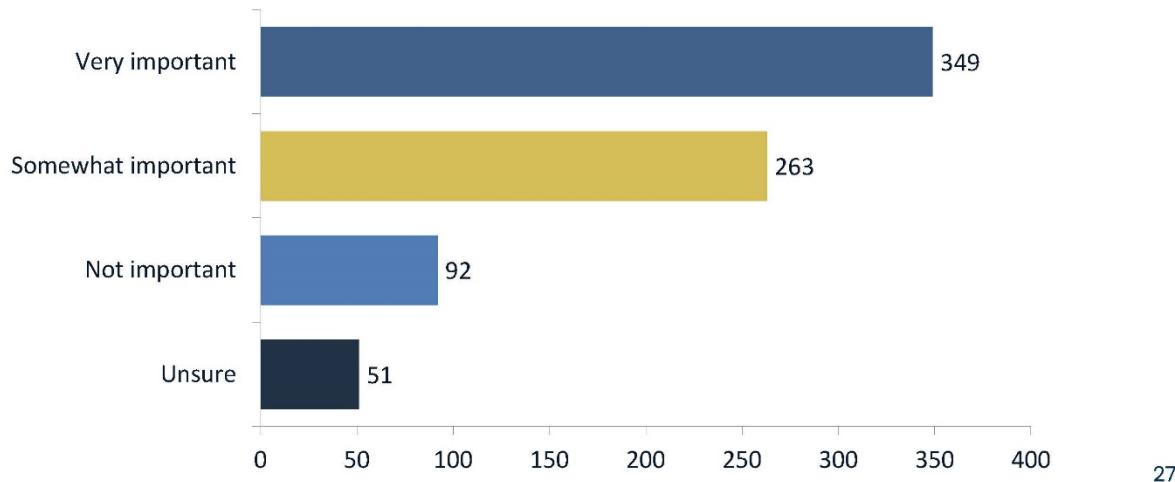
Q20: Which trail or path do you use most for walking/biking?

- Answered: 753, Skipped: 294



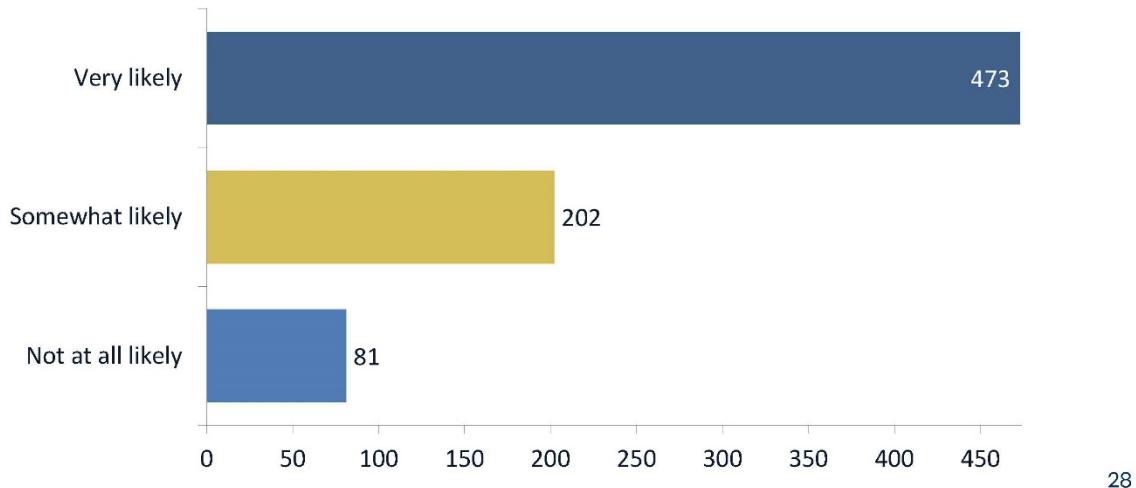
Q21: How important is it to construct more trails/bike paths throughout the Township to connect the parks?

- Answered: 755 Skipped: 292



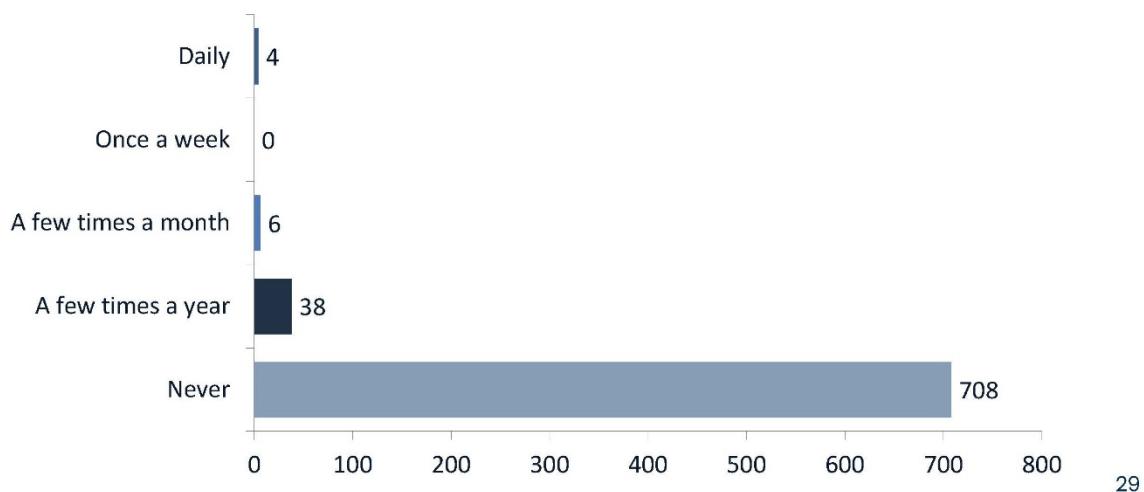
Q22: How likely are you to use trails and sidewalks in the Township if they were more constructed and connected to places you like to visit?

- Answered: 756 Skipped: 291



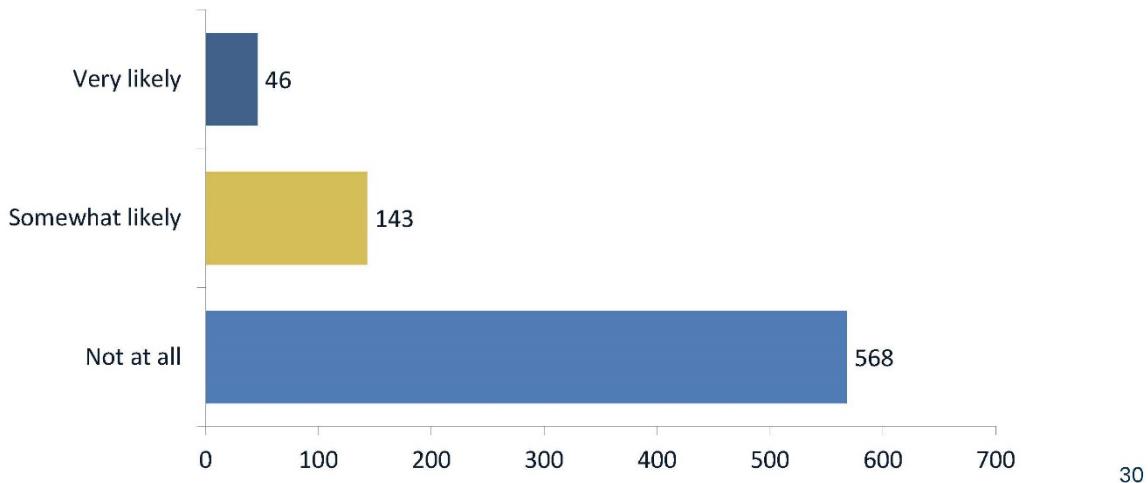
Q23: How often do you use the bus?

- Answered: 756, Skipped: 291



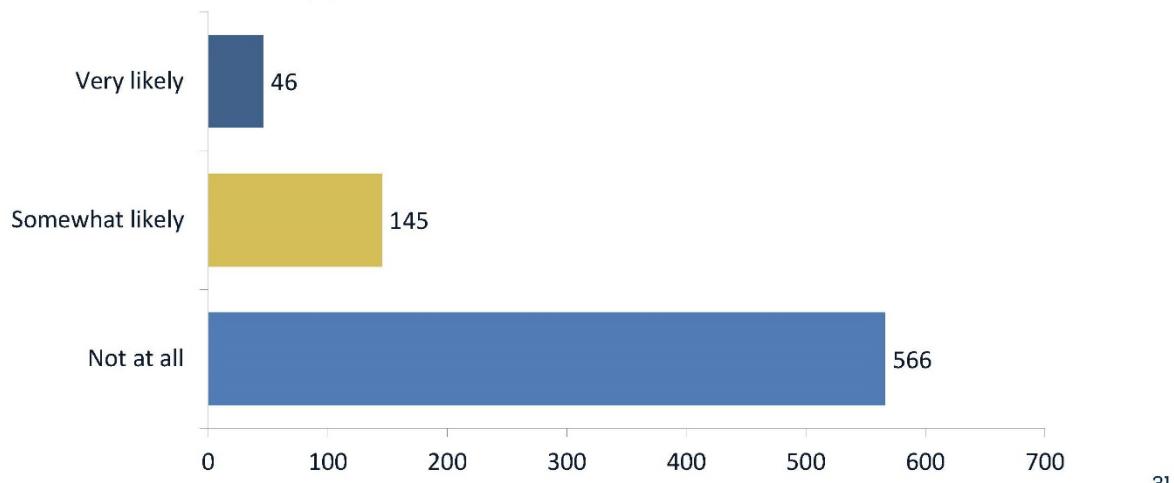
Q24: How likely are you to use the bus if there were more routes?

- Answered: 757, Skipped: 290



Q25: How likely are you to use the bus if it came more frequently?

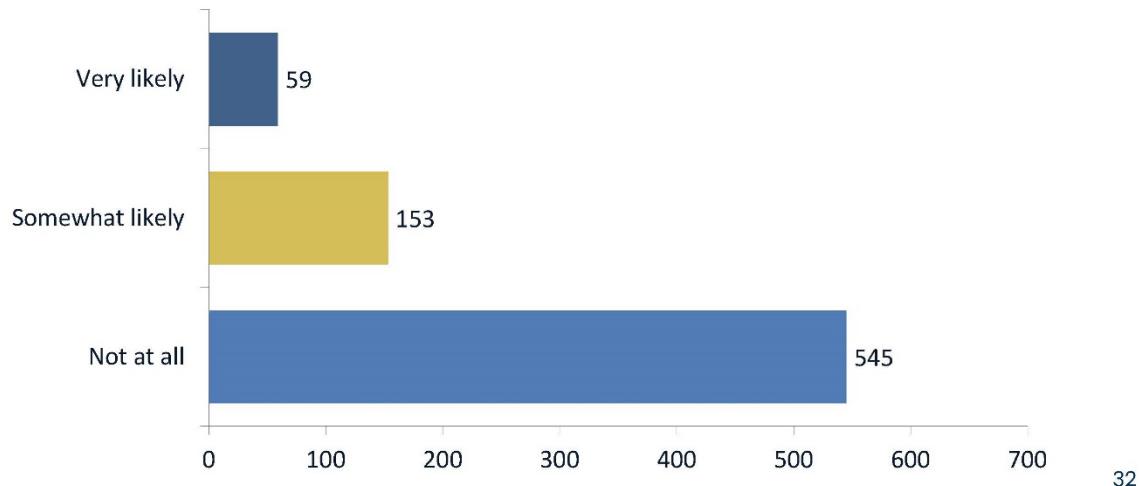
- Answered: 757, Skipped: 290



31

Q26: How likely would you use the bus if stops had better facilities (benches, shelters, route information)?

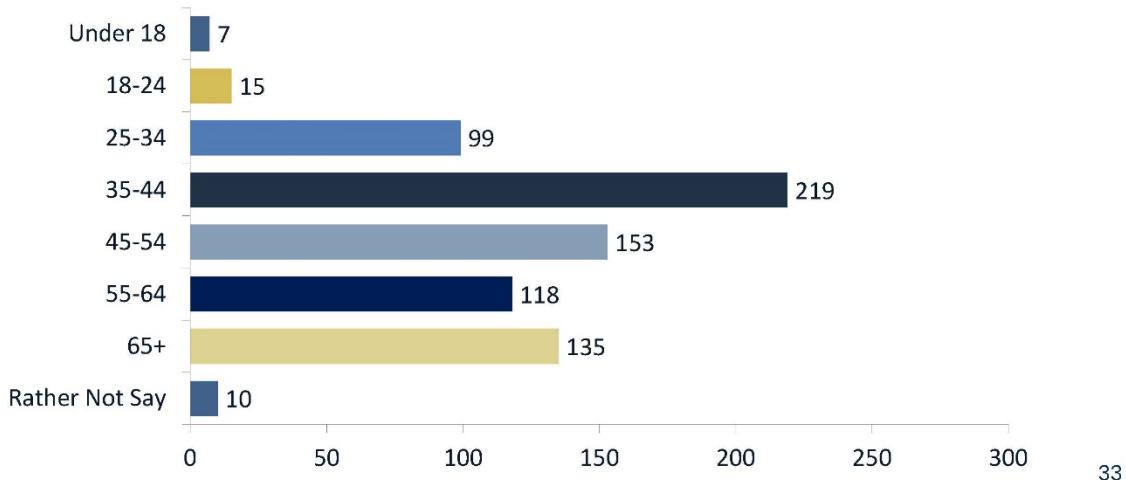
- Answered: 757, Skipped: 290



32

Q27: How old are you?

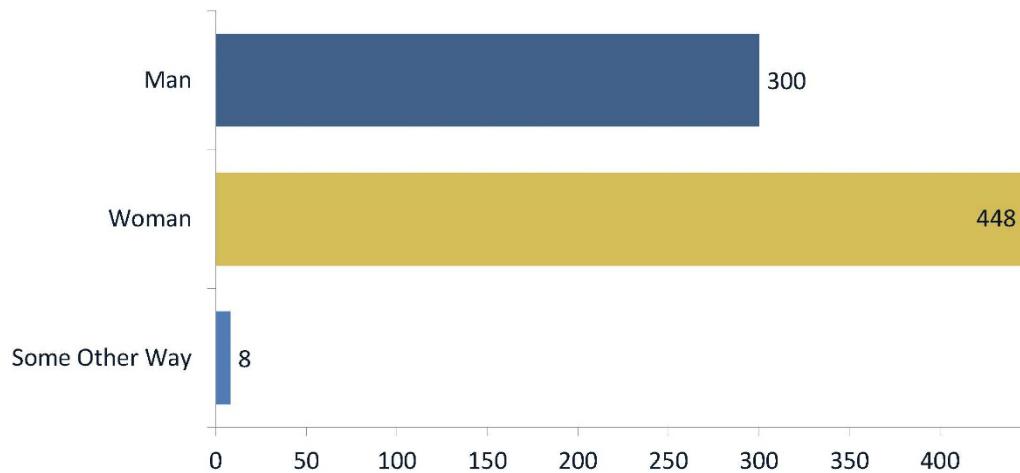
- Answered: 756, Skipped: 291



33

Q28: How do you describe yourself?

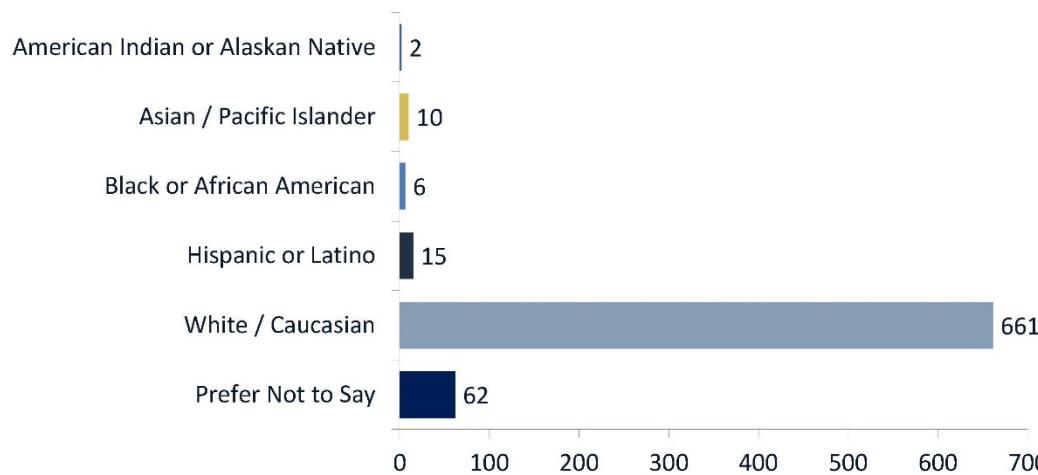
- Answered: 756, Skipped: 291



34

Q29: Which race/ethnicity best describes you?

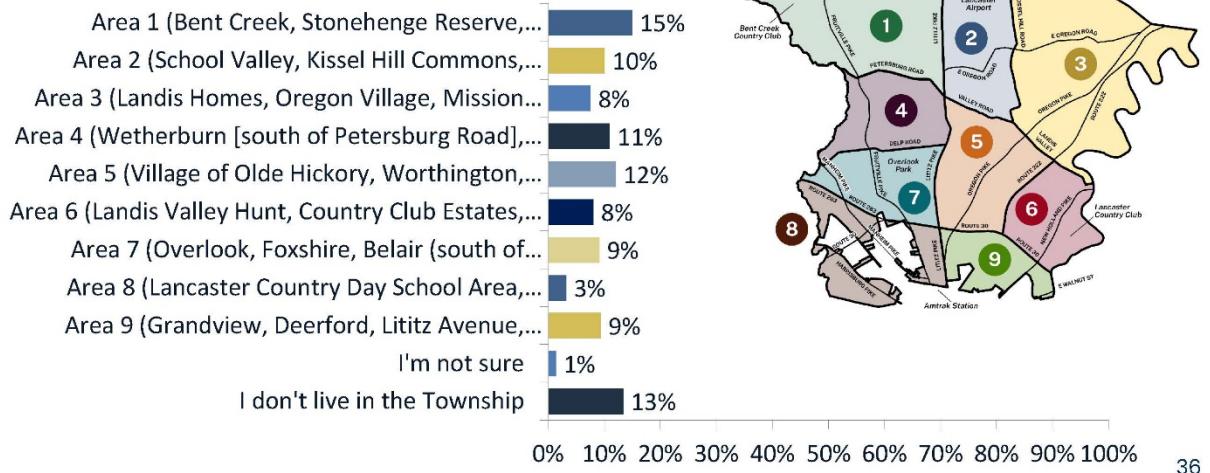
- Answered: 756, Skipped: 291



35

Q30: Using the map above, which area of the Township do you live in?

- Answered: 756, Skipped: 291



36



THANK YOU!

PREPARED BY

Michael Baker
INTERNATIONAL

Appendix D: Focus Group Summaries



Manheim Township Focus Group Common Themes

• Safety

- There is a significant need for improved connectivity in the township, especially for pedestrians and cyclists.
- As the township continues to develop, more technology to increase public safety should be considered. More pedestrian lighting, license plate readers and the like.

• Traffic and Transportation

- The township's transportation network could benefit from better coordination between different entities.
- Traffic is a major concern especially as the population grows.
- Mobility hubs are supported to help alleviate demand on roadways.

• Land Use Policies

- Zoning needs to be flexible and responsive to the goals of the community. Make it easier to build the types of development that is supported by the community.
- Agricultural zoning is too restrictive. Needs to allow for agri-businesses to expand.
- Township needs to protect water quality.
- Township should portray a willingness to work on solutions to development, not be obstacles to development.
- Housing affordability is a concern. Need to allow and encourage mixed developments and more housing options such as ADU's and townhomes.
- Design housing around mobility hubs.

• Development

- Increased density and vertical development should be considered but in coordination with transportation capacity. Multi-modal hubs and networks are important.
- The Township lacks a central hub for the community. Neffsville is viewed as the historic center of the Township but lacks good access and walkability.
- Suggestions for a community center.

• Assets



- The School District was seen as a major asset amongst all groups.
- Community outdoor and recreation amenities are a strength of the Township.



Manheim Township Business Focus Group Summary

February 15, 2024, from 2 – 3:30 p.m.

Participants

Alys Truong
 Dimitri Papadimitriou
 Joe Stahl
 Hollis Buttersworth
 Jay Garber

Anthony Vallone (Manheim Township)
 Andy Bowman (Manheim Township)
 Kathy Wyrosdick (MBI)
 Porter Stevens (MBI)

Summary

The discussion revolved around the comprehensive plan update process for Manheim Township and the challenges facing local businesses. The participants, who are small business owners and representatives in the township, shared their experiences, challenges, and opportunities in their respective industries. They also provided insights on the township's growth, community engagement, and the impact of policies and regulations on their businesses.

Key findings

- The township has a reputation for being tough to work with, particularly in terms of zoning and building regulations, indicating a need for more flexibility in these policies to accommodate the changing needs of businesses.
- The township's workforce is diverse, with employees coming from various parts of the county and beyond, necessitating better connectivity between housing, jobs, schools, and transportation.
- Most attendees did not have issues with finding available workforce. Smaller hospitality businesses do have more challenges since their workforce frequently changes
- Agriculture/farming challenges require flexibility to expand business opportunities on areas zoned for agriculture. They need to be able to expand and grow businesses that are supporting farming in the area. One example is an indoor farmer's market.



- There needs to be a better understanding of future growth opportunities with local businesses. What are the trends that the Township should be aware of that impact how property is developed?

Challenges

- The township's zoning and land development policies can be an impediment to business growth and expansion.
- There is a need for more industrial land in the county to accommodate business growth.
- There is little to no available commercial space in the township.
- Representatives noted that the traffic on Lititz and Fruitville Pike are problematic. Can be a challenge in deliveries and using truck freight.
- The restaurant is competing with other industries that may offer more attractive work conditions or benefits.

Opportunities

- The township is expected to experience significant growth in the coming years, which will impact businesses and transportation.
- The township's diverse and spread-out workforce presents an opportunity to improve connectivity between housing, jobs, schools, and transportation.
- Workforce was not seen as a barrier.
- The restaurant can consider strategies to make it more competitive as an employer, such as offering competitive wages or benefits.
- There was support for more compact development closer to the city. Mix of uses and density but must be developed in concern with transportation capacity.

Conclusion

The discussion provided an overview of the challenges and opportunities facing businesses in Manheim Township. The experiences shared by the participants highlight the need for more flexible and accommodating policies and regulations, as well as improved connectivity between housing, jobs, schools, and transportation. These insights will be crucial in shaping the township's comprehensive plan update.



Manheim Township Health and Wellness Focus Group Summary

February 8, 2024, from 8:30 – 10 a.m.

Participants

Steve Torrance	Harry Norton (Manheim Township)
Tim Kauffman	Andy Bowman (Manheim Township)
Denyse Kling	Anthony Vallone (Manheim Township)
Linford Good	Rick Kane (Manheim Township)
Dale Weaver	Kathy Wyrosdick (MBI)
Ken Ord (Manheim Township)	Porter Stevens (MBI)

Summary

The focus group discussed the health and wellness aspects of the Township, including recreational facilities, walking and biking trails, and community amenities. They also discussed the challenges and opportunities related to growth and density, safety, and community connection. The importance of regional collaboration and the potential for higher density development were also touched upon. Participants also noted that increased development may increase protections for environmental features.

Key findings

- Participants expressed appreciation for the township's recreational facilities, walking and biking trails, and community amenities.
- There was a consensus on the need for improved safety measures, especially for pedestrians and cyclists.
- The township's growth and density were seen as presenting both challenges and opportunities. Allowing for more vertical growth and redevelopment at higher densities is important.
- Participants expressed a desire for more community connection and a central mobility hub for community activities and resources. Secondary mobility hubs identified within the County's Places2040 are located in Manheim Township and should be considered during this planning process.
- The township's school district was highly regarded and seen as a key asset.
- Participants agreed on the need for environmental protection and the importance of sustainable practices.



- There was acknowledgment that the leadership and staff of the Township are engaged and responsive to the community.
- There was support for development of a community center. One that provides for recreational programs but also acts as a center of activities in the community.

Challenges

- Balancing growth and density with the preservation of existing communities and amenities.
- Improving safety for pedestrians and cyclists.
- Enhancing community connection and creating a central hub for community activities and resources.
- Addressing the challenge of new and taller buildings potentially blocking existing solar panels.

Conclusion

The focus group provided valuable insights into the health and wellness aspects of Manheim Township. The participants' perspectives and experiences will be important considerations in the development of the plan. The identified key issues and challenges, as well as the recommendations and action items, provide a roadmap for how the township can continue to improve and enhance its offerings. The next step is to consider the feedback and perspectives shared by participants in the development of the Comprehensive Plan and prepare for the upcoming Comprehensive Plan Committee meeting.



Manheim Township Housing Focus Group Summary

February 8, 2024, from 11:30 a.m. – 1 p.m.

Participants

Ben Lresher	Mark Horst
Charlie Yohe	Amos King
Joe Donaldson	Anthony Vallone (Manheim Township)
Jim Shultz	Andy Bowman (Manheim Township)
Judi Rineer	Rick Kane (Manheim Township)
Rev. Andrea Brown	Sharyn Young (Manheim Township)
Tamer Gomaa	Kathy Wyrosdick (MBI)
Bill Murry	Porter Stevens (MBI)
Jerry Horst	

Summary

The Housing focus group discussed the challenges and opportunities related to housing and development in Manheim Township. The participants, including developers, realtors, community members, and township officials, shared their experiences and perspectives on issues such as affordable housing, zoning regulations, the cost of doing business in the township, and what they would like to see within the comprehensive plan.

Key findings

- Housing affordability is a significant issue in Manheim Township, with many residents struggling to afford rent or mortgage payments.
- The cost of doing business in the township, including the cost of land development, design, architecture, and utilities, is high and can be a barrier to affordable housing development.
- The township's zoning regulations can be restrictive and may not allow for sufficient housing density or multifamily housing.
- There is a need for more diverse housing options, including accessory dwelling units and allowance for more rental properties.
- The process of obtaining approval for development projects can be time-consuming and costly, which can deter developers from pursuing projects in the



township. The Transfer of Development Rights (TDR) process can also negatively impact time and project costs.

- The comprehensive plan is a balancing act that requires buy-in from elected officials.

Challenges

- The township's zoning regulations and approval processes can be barriers to affordable housing development. Zoning should be easier to understand and there should be more certainty within the regulations. Don't leave decisions up to political whims.
- There is a need for more diverse housing options to accommodate the township's growing population.
- The cost of doing business in the township is high, which can deter developers from pursuing projects.
- Land development policies such as Zoning and SALDO need to make development that the Township wants easier. More by-right development should be permitted to build the housing that is needed in the community.
- Lack of transportation options will impact those who need affordable housing. Housing should be designed around mobility hubs.

Conclusion

The focus group provided valuable insights into the challenges and opportunities related to housing and development in Manheim Township. The participants' experiences and perspectives highlighted the need for changes to zoning regulations and approval processes to facilitate affordable housing development. The discussions underscored the importance of providing diverse housing options to accommodate the township's growing population and the need for buy-in from elected officials for incorporating and implementing housing policies within the comprehensive plan.



Manheim Township Land Use Focus Group Summary

February 8, 2024, from 2 – 3:30 p.m.

Participants

Craig Robertson	Sharon Cino (LCPD)
John Biemiller	Christine Le (LCPD)
Jim Mehaffey	John Hershey (LCPD)
Robin Felty	Anthony Vallone (Manheim Township)
Susan Allison	Andy Bowman (Manheim Township)
Alex Rohrbaugh	Rick Kane (Manheim Township)
Jeff Swinehart	Sharyn Young (Manheim Township)
Brandon Conrad	Kathy Wyrosdick (MBI)
Danielle Keperling	Porter Stevens (MBI)
Steve Horst	

Summary

The Land Use Focus Group discussed various issues, challenges, and opportunities related to land use planning in Manheim Township. Topics included the need for more compact development, the scarcity of industrial land, the importance of preserving farmland and historic structures, the impact of development on traffic and infrastructure, and the need for a community recreation center. The group also discussed the importance of collaboration between the township and other entities, such as the school district and county.

Key findings

- There is a pressing need for more compact development in Manheim Township to accommodate population growth and prevent urban sprawl.
- Redevelopment of older commercial properties (ex: Golden Triangle area) is a significant opportunity to accommodate growth without impacting green areas.
- Denser development should be permitted and designed along major corridors and Pikes.
- Neffsville is our historic center and should be designed to function like a central hub for the Township.



- The scarcity of industrial land in the township and the county could potentially limit economic development opportunities. Due to limited land available in the Township the County will need to address future industrial sites.
- The preservation of farmland and historic structures is deemed important, but there are few remaining un-preserved agricultural parcels within the Township..
- Development impacts, particularly on traffic and infrastructure, are significant and need to be addressed.
- There is a strong desire for a community recreation center in the township.
- Collaboration between the township, school district, and county is crucial for effective land use planning. A partnership like the one created between the school district and the township for parks and recreation may help with coordination of development.

Challenges

- The scarcity of industrial land poses a challenge for economic development.
- Traffic congestion and infrastructure limitations are significant challenges associated with development.
- The lack of a community recreation center is seen as a challenge.
- Technical issues, such as unstable connections, hindered full participation of some attendees.
- Water capacity is an issue as is the management of stormwater. Growth needs to be happen concurrently with capacity of utilizes to support it. The Township will need to coordinate with the City of Lancaster Water Department to accommodate current and future growth.

Conclusion

The Land Use Focus Group meeting provided feedback and identified the challenges and key issues related to land use planning in Manheim Township. The discussions highlighted the importance of compact development, industrial land availability, farmland and historic preservation, and collaboration between different entities. These insights will be crucial in informing future land use planning efforts in the township. The follow-up meeting scheduled for June will provide an opportunity to build on the discussions and insights from this meeting.



Manheim Township Public Safety Focus Group Summary

February 15, 2024, from 11:30 a.m. – 1 p.m.

Participants

Eric Bachman, MT Fire Marshal	Doug Schmuckle
Chief Duane Fisher, MTPD	Bette Oberle
Kristine Niehaus	Hollis Buttersworth
Brian Pasquale, Director LCEM	Daryl Sinsnick
Bob Wegman, LBC Head of Security	Anthony Vallone (Manheim Township)
Chief Scott Little, Fire Rescue	Andy Bowman (Manheim Township)
Shawn Watrous, MTAA	Kathy Wyrosdick (MBI)
Anthony Marcavage	Porter Stevens (MBI)
Michael Reihart	

Summary

The discussion revolved around the challenges and opportunities for public safety, traffic, community development, and township services in Manheim Township. Participants discussed the need for comprehensive planning to address future growth, traffic congestion, pedestrian safety, and emergency response times. They also highlighted the importance of community engagement in shaping the township's future. The group discussed the potential for increased density and building height in certain areas, the impact of traffic on safety, and the need for improved infrastructure and technology to support emergency services. The participants also discussed the strain on resources due to tasks that should be handled by the county, such as prisoner transport.

Key findings

- Traffic congestion is a significant concern, impacting safety and emergency response times.
- There is a need for improved pedestrian safety, including better lighting, crosswalks and sidewalks.
- The potential for increased density and building height in certain areas to accommodate growth was discussed. It will need to be coordinated with road capacity, traffic control, and school capacity.



- The use of technology, such as license plate readers and intelligent traffic systems, was suggested to enhance public safety. Opportunities to build this system should be included when considering infrastructure upgrades.
- The township is facing challenges in managing resources, particularly in law enforcement and emergency response.
- There is a need for a more efficient approach to cost management, including a review of legacy costs.
- The township is dealing with issues related to local government employees leaving for private sector jobs and returning as contractors.

Challenges

- Managing traffic congestion and improving pedestrian safety.
- Growth of small electric personal vehicles (scooters, e-bikes, etc)
- Balancing the need for growth and development with maintaining the township's character.
- Leveraging technology to enhance public safety and emergency response.
- Ensuring adequate funding and resources for emergency services as the township grows. Medicare funding system for emergency response and transport is challenging.
- EMS in the township is significantly challenged by low Medicare reimbursement rates and staffing shortages; they are pulled to cover city emergencies too often.
- The township is stretched thin due to tasks that should be handled by the county.
- The trend of local government employees leaving and returning as contractors presents a challenge.
- Coordination with the school district is important to help proactively address population growth and new housing.

Opportunities

- Conduct a comprehensive review of traffic and pedestrian safety issues and develop strategies to address them.
- Consider increased density and building height in certain areas to accommodate growth, while maintaining the township's character.



- Leverage technology to enhance public safety and emergency response.
- Engage the community in the planning process to ensure a wide range of ideas and input.
- Consider a regional resource approach with the county for traffic control in emergency situations.
- Review cost management strategies, particularly in relation to legacy costs.

Conclusion

Key areas for consideration in the township's comprehensive planning process include traffic and pedestrian safety, potential for increased density and building height, and the use of technology to enhance public safety. The importance of community engagement was underscored. The interview also highlighted challenges in managing resources and costs, and the issue of local government employees leaving for private sector jobs and returning as contractors, which could have significant implications for cost management and service delivery. These issues warrant further investigation and potentially policy changes.



Manheim Township Transportation Focus Group Summary

February 1, 2024, from 12 – 1:30 p.m.

Participants

Brenda Kauffman	Cindy McCormick (City of Lancaster)
Michael Piacentino	Will Clark (LCPD)
Chris Schwab	Sharon Sino (LCPD)
Matt Gillis	Anthony Vallone (Manheim Township)
Mike Montgomery	Bill Sauers (Manheim Township)
Kay Mercein Mann	Lisa Douglas (Manheim Township)
Brian M McDonough (Amtrak)	Andy Bowman (Manheim Township)
Christopher Flad (PennDOT)	Kathy Wyrosdick (MBI)
Lauri Ahlskog (SCTA)	Porter Stevens (MBI)
Austin J. Beiler (Airport Authority)	

Summary

The focus group was held to discuss transportation-related issues in Manheim Township, with a particular emphasis on improving connectivity, safety, and accessibility. The participants also discussed the need for better coordination between different entities and the potential for future development and improvements.

Key findings

- There is a significant need for improved connectivity in the township, especially for pedestrians and cyclists.
- Safety is a major concern in the township, which ranks high in the state for crashes per capita.
- The township's transportation network could benefit from better coordination between different entities.
- There is potential for future development and improvements, including the creation of mobility hubs.
- RRTA is developing an updated Transit Development Plan (TDP) and is looking for new opportunities to make connections and develop neighborhood-level mobility hubs.



- Amtrak has strong partnerships with state and county partners, which aid in implementing programs with local municipalities.

Challenges

- The high rate of crashes in the township presents a significant challenge.
- There is a need for even basic safety improvements such as crosswalks, lighting and better signage.
- The lack of connectivity in the township's transportation network is a challenge. Trail extensions and filling gaps within sidewalks can help.
- The need for better coordination between different entities presents a challenge.
- Securing funding for projects is a challenge due to the separation of federal and state funds.
- Streets are too wide to cross safely especially for older people and people with mobility issues.

Conclusion

The focus group interview provided valuable insights into the transportation-related issues and opportunities in Manheim Township. The need for improved safety, connectivity, and coordination were key themes that emerged from the discussion. The potential for future development and improvements also presents exciting opportunities for the township. The group recommended implementing traffic calming measures, improving infrastructure, enhancing coordination, and exploring more partnerships to overcome funding challenges.

Appendix E: Pop Up Events Summary

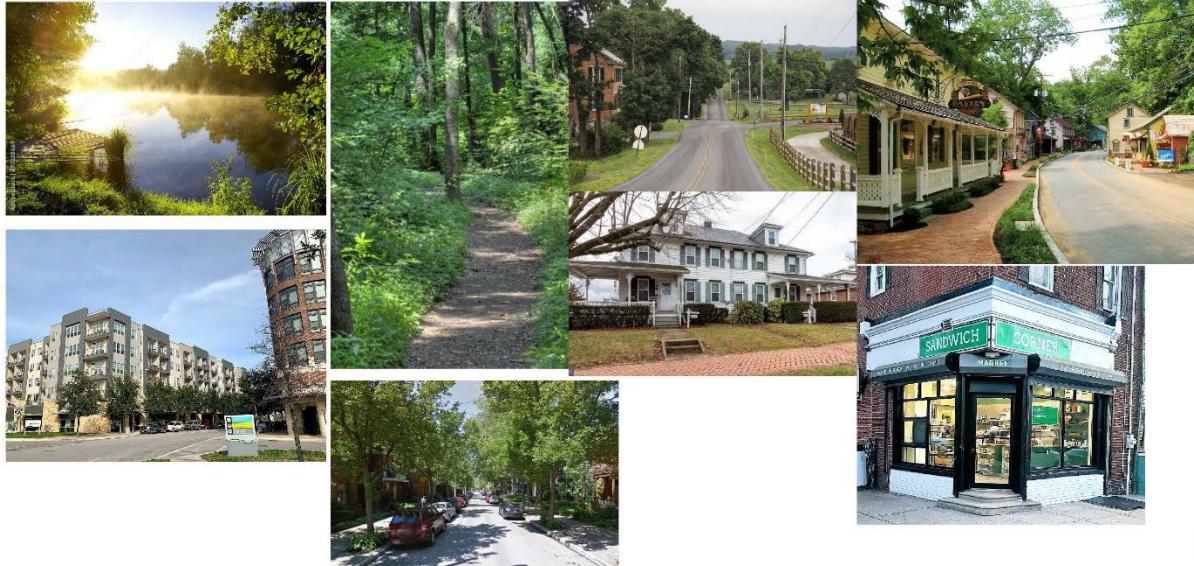


Pop Up Event



2

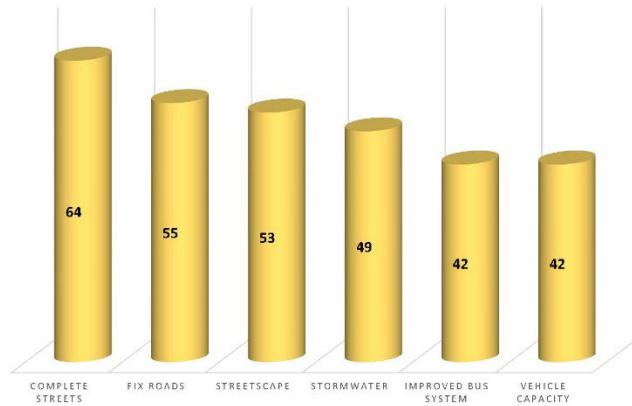
Pop Up Event – Collective Vision



3

Pop Up Event - Transportation

TRANSPORTATION INVESTMENTS



4

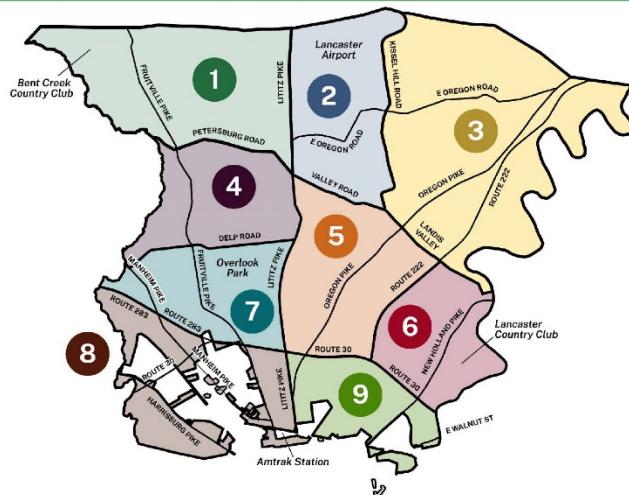
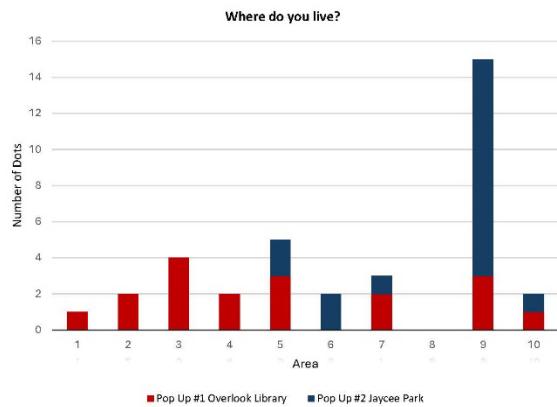
Parks and Amenities Overall Vision Board



Manheim Township Overall Vision Board



Manheim Township Where do You Live



Appendix F: Future Character Areas Full Descriptions

Character Area	Natural Resource/Open Space/Parks
Purpose: Intact natural landscapes, often permanently preserved, that are designed to recharge groundwater, mitigate floods, filter air, purify water, provide recreation opportunities, and retain critical plant and animal habitat.	
Growth Potential	Natural Resource Conservation areas offer very limited residential growth potential. These areas are mostly confined to parks, nature preserves, and stream corridors, so development is limited to structures and infrastructure that support parks and recreation uses, like parking areas, restrooms, pavilions, canoe or kayak launches, and trails.
Economic Development	<ul style="list-style-type: none"> Parks and recreation amenities Small scale commercial development often focused on serving outdoor recreation (i.e. rentals, food stands) Environmental education support services
Infrastructure	<ul style="list-style-type: none"> On-lot sewer and water Limited telecommunications infrastructure Public parks and trails
Mobility	<ul style="list-style-type: none"> Small, low-traffic volume roads; some may be dirt or gravel Paved shoulders to accommodate pedestrians, cyclists, and horse/buggy Off-road trails
Design	<ul style="list-style-type: none"> New structures designed with a low profile, to avoid significant visual impact on natural landscapes Preservation of mature trees and existing vegetation should be encouraged wherever feasible

Character Area	Agriculture/Rural Residential
Purpose:	Primarily agricultural landscapes with limited infrastructure, characterized by scattered low density residential and commercial development.
Growth Potential	Rural areas can only accommodate very low-density, limited residential and commercial growth, due to the lack of water and sewer infrastructure and the predominance of agricultural land uses. Any new growth should be carefully planned to avoid compromising the rural quality of life.
Housing	<ul style="list-style-type: none"> Single-family detached Accessory dwelling units for family members and farm labor
Economic Development	<ul style="list-style-type: none"> Agriculture, including on-farm accessory businesses Forestry Agriculture support businesses, like farm stands, equipment repair, or feed/seed supply Home occupations
Infrastructure	<ul style="list-style-type: none"> On-lot sewer and water Variable telecommunications infrastructure depending on provider service areas Parks and trails
Mobility	<ul style="list-style-type: none"> Small, low-traffic volume roads; some roads may be dirt or gravel State highways to accommodate through traffic and movement of goods Paved shoulders accommodate pedestrians, cyclists, and horse/buggy Offroad trails
Design	<ul style="list-style-type: none"> Lots kept at a large size to ensure agricultural operations remain economically viable Small lot subdivisions limited in number and size to minimize loss of prime agricultural soils Conservation practices adopted to avoid pollutant discharge, especially from farm operations New structures designed with a low profile, to avoid significant visual impacts on the agricultural landscape; exceptions for agricultural structures

Character Area	Neffsville Village
Purpose: Enhancing the developed core of Neffsville, centered on properties along Lititz Pike between Waverly Avenue and Petersburg Road.	
Growth Potential	The Neffsville area is served by public infrastructure, including roads, water and sewer, but is largely built out. New growth will be limited to infill and redevelopment opportunities on underutilized parcels or in vacant buildings. New development should have height and setbacks consistent with existing buildings, promote walkability between uses, and encourage the movement of vehicle access and parking to the rear of buildings to improve aesthetics and transportation functionality in the village.
Housing	<ul style="list-style-type: none"> • Single family detached • Duplexes • Townhouses • Conversion apartments
Economic Development	<ul style="list-style-type: none"> • Locally oriented commercial retail and commercial services • Mixed use • Home occupations • Infill/redevelopment of vacant and underutilized lots
Infrastructure	<ul style="list-style-type: none"> • Public sewer and water service • Variable telecommunications infrastructure depending on location • Local parks • Parks and trails
Mobility	<ul style="list-style-type: none"> • Small, paved, medium to high volume roads, that both serve local travel needs and accommodate through-traffic • Sidewalks • Connections to the surrounding trail network • Public transit including necessary support infrastructure (i.e. shelters, signage, information) • ADA accommodations
Design	<ul style="list-style-type: none"> • Building heights and setbacks match existing development patterns • Parking required to be located in the rear of buildings, accessed by alleys or side roads • Landscaping, screening and buffering used to improve land use compatibility and aesthetics

Character Area	Oregon Village
Purpose: Protecting and enhancing the unique, historic core of Oregon, centered on properties along Oregon Road between Route 272 and Creek Road.	
Growth Potential	The village has very limited access to public infrastructure so growth will be limited to infill and redevelopment opportunities on underutilized parcels or vacant buildings. New development should be compatibly designed to maintain the established village character and promote walkability between uses.
Housing	<ul style="list-style-type: none"> • Single family detached • Duplexes • Conversion apartments
Economic Development	<ul style="list-style-type: none"> • Locally oriented commercial retail and commercial services • Home occupations • Infill/redevelopment of vacant and underutilized lots
Infrastructure	<ul style="list-style-type: none"> • Primarily on-lot sewer and water, limited public sewer and water service • Variable telecommunications infrastructure depending on location • Local parks • Parks and trails
Mobility	<ul style="list-style-type: none"> • Small, paved, low to medium volume roads, that both serve local travel needs and through-traffic • Sidewalks • Paved shoulders or bike lanes • Connections to surrounding trail network • ADA accommodation
Design	<ul style="list-style-type: none"> • Building heights and setbacks match existing development patterns • Landscaping, screening and buffering used to improve land use compatibility and aesthetics

Character Area	Suburban
Purpose: Lower-density, primarily residential areas, served by public infrastructure, that make up the majority of previously developed and new developed land in the Township.	
Growth Potential	Suburban areas are largely built out and have little to no undeveloped land. Future growth will be very limited and will consist largely of small-scale uses like home-based businesses and accessory dwelling units.
Housing	<ul style="list-style-type: none"> • Single family detached • Single family attached (i.e., townhouses, duplex, triplex, etc.) • Apartments • Accessory dwelling units
Economic Development	<ul style="list-style-type: none"> • Urban agriculture • Home based businesses • Institutional uses
Infrastructure	<ul style="list-style-type: none"> • Public water and sewer • Modern telecommunication infrastructure • Local and regional parks •
Mobility	<ul style="list-style-type: none"> • Small or moderate sized, low to medium volume, paved roads. • State highways to serve through-traffic and movement of goods. • Paved shoulders or bike lanes • Sidewalks • Connections to surrounding trail network • Public transit including necessary support infrastructure (i.e. shelters, signage, information)
Design	<ul style="list-style-type: none"> • Varying lot sizes typically depending on infrastructure availability • Moderate levels of disturbance for new construction, with stormwater infrastructure to capture any runoff • Building heights match existing development patterns • Setbacks varied based upon community character • Utilities located underground or designed to blend with surroundings • On-street or driveway parking

Character Area	Traditional Neighborhood
Purpose: Residential areas that are pedestrian scaled with smaller setbacks and sidewalks. Residential uses are on smaller lots and include a wider variety of housing types, like duplexes and rowhouses.	
Growth Potential	Traditional neighborhoods are largely built out and have little to no undeveloped land. Growth would be limited to small scale uses like home-based businesses and accessory dwelling units. There may also be opportunities to redevelop vacant commercial and industrial sites into residential or mixed uses.
Housing	<ul style="list-style-type: none"> • Single family detached • Single family attached (i.e., townhouses, duplex, triplex, etc.) • Apartments, including conversion apartments • Accessory dwelling units
Economic Development	<ul style="list-style-type: none"> • Urban agriculture • Community level commercial retail and commercial services • Institutional buildings and services • Infill/redevelopment of vacant and underutilized lots
Infrastructure	<ul style="list-style-type: none"> • Public water and sewer • Modern telecommunication infrastructure • Local and regional parks • Accessory alternative energy systems with compatible community/environmental design
Transportation	<ul style="list-style-type: none"> • Small or moderate sized, low to medium volume, paved roads • State highways to serve through-traffic and movement of goods • Protected bike lanes • Paved shoulders • Sidewalks • Traffic calming features (bump-outs, chicanes, raised pedestrian crossings, etc.) • Alleys • Connections to surrounding trail network • ADA accommodation

	<ul style="list-style-type: none">• Public transit including necessary support infrastructure (i.e. shelters, signage, information)
Design	<ul style="list-style-type: none">• Building heights match existing development patterns• Setbacks limited and matching existing development patterns• On-street, alley, structure, or other parking in rear of buildings• Public amenities (i.e., benches, bike parking, trash receptacles, etc.)• Variety in street level facades and windows

Character Area	Train Station
Purpose: A new mixed-use district on the border the Township shares with Lancaster City, centered on the Lancaster Amtrak Station.	
Growth Potential	This area features multiple high-profile redevelopment sites, which together creates the opportunity to establish a new infill neighborhood on the southern boundary of the Township. The close proximity to jobs, walkable communities, and robust transportation corridors encourages the development of an urban form, with high-density buildings, a mix of uses, public spaces, and lower parking requirements.
Housing	<ul style="list-style-type: none"> • Single family attached (i.e., townhouses, duplex, triplex, etc.) • Apartments
Economic Development	<ul style="list-style-type: none"> • Community level commercial retail and commercial services • Entertainment facilities (i.e., theatres, art studio, etc.) • Infill/redevelopment of vacant and underutilized lots
Infrastructure	<ul style="list-style-type: none"> • Public water and sewer • Modern telecommunication infrastructure • Small parks and public spaces
Mobility	<ul style="list-style-type: none"> • Small to moderate sized, low to medium volume, paved roads • State highways to serve through-traffic and movement of goods • Sidewalks and alleys • Traffic calming features (bump-outs, chicanes, raised pedestrian crossings, etc.) • Protected bike lanes • Connections to trail networks • Paved shoulders • Public transit including necessary support infrastructure (i.e., shelters, signage, information.)
Design	<ul style="list-style-type: none"> • Variety of building heights • Setbacks limited • On-street, alley, structure, or other parking in rear of buildings • Public amenities (i.e., benches, bike parking, trash receptacles, etc.) • Variety in street level facades and windows.

Character Area	Mixed-Use
	<p>Purpose: Areas that feature a development pattern combining residential and commercial uses. These areas include both older neighborhoods built prior to the creation of zoning codes that mandated the separation of land uses, and new construction that has been built to introduce more walkable and/or transit friendly development patterns into previously suburban areas.</p>
Growth Potential	<p>Existing Mixed-Use areas are built out with homes, duplexes, apartments, and commercial uses on small lots. Redevelopment and infill mixed-used development in older, previously suburban commercial areas represent the best opportunity for the construction of new housing and commercial space.</p>
Housing	<ul style="list-style-type: none"> • Single family detached • Single family attached (i.e., townhouses, duplex, triplex, etc.) • Apartments, including conversion apartments • Accessory dwelling units
Economic Development	<ul style="list-style-type: none"> • Community and regional level commercial retail and commercial services • Institutional buildings and services • Entertainment facilities (i.e., theatres, art studio, etc.) • Infill/redevelopment of vacant and underutilized lots
Infrastructure	<ul style="list-style-type: none"> • Public water and sewer • Modern telecommunication infrastructure • Small parks and public spaces
Mobility	<ul style="list-style-type: none"> • Moderate to large sized, medium to high volume, paved roads • State highways to serve through-traffic and movement of goods • Sidewalks and alleys • Traffic calming features (bump-outs, chicanes, raised pedestrian crossings, etc.) • Protected bike lanes • Connections to trail networks • Paved shoulders • Public transit including necessary support infrastructure (i.e., shelters, signage, information.)

Design	<ul style="list-style-type: none">• Building heights match existing development patterns• Setbacks limited• On-street, alley, structure, or other parking in rear of buildings• Public amenities (i.e., benches, bike parking, trash receptacles, etc.)• Variety in street level facades and windows.
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Character Area	Institutional
Purpose: Features large, multi-building campuses centered around a single organization, like a college campus or educational complexes, continuing care retirement communities with various support services, or uses due to their size and function are unique such as hospitals and large religious institutions.	
Growth Potential	As there is little undeveloped land in the Township, growth would be limited to existing institutional campuses. The growth of institutional uses could take several forms, ranging from the repurposing of existing buildings for new uses, additions onto existing buildings, the demolition and replacement of existing buildings with new ones, or the construction of new buildings on plots of land previously unoccupied by institutional uses. The expansion of institutional uses, especially if they are located in an existing residential neighborhood, should be managed carefully to avoid negative impacts on adjacent communities.
Housing	<ul style="list-style-type: none"> • Single family detached • Single family attached (i.e., townhouses, duplex, triplex, etc.) • Apartments • Continuing care retirement communities • Accessory dwelling units
Economic Development	<ul style="list-style-type: none"> • Residential buildings to accommodate growing resident population or student enrollment • Commercial uses, either solely to service residents/students or open to the public • Public assembly (i.e., outdoor recreation, theatres, convention centers, sports stadiums, etc.) • Redevelopment of vacant/underutilized properties
Infrastructure	<ul style="list-style-type: none"> • Public water and sewer • Modern telecommunication infrastructure
Transportation	<ul style="list-style-type: none"> • Moderate or large sized, medium to high volume, paved roads • Sidewalks connecting buildings on site • Paved shoulders or bike lanes • Public transit including necessary support infrastructure (i.e., shelters, signage, information.)

Design	<ul style="list-style-type: none">• Large lot sizes• Varying building heights• Large setbacks to enhance compatibility with surrounding uses• Screening and buffering used to improve land use compatibility• Adequate on-site parking/circulation provided for vehicles• Lighting intensity and overflow to adjacent properties limited
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Character Area	Airport
Purpose: Centered on the existing Lancaster Airport, but also includes commercial and industrial development located to compliment airport operations and support its economic growth.	
Growth Potential	Growth in this area will include the expansion of services offered at the airport, and the facilities (hangers, maintenance facilities, offices) needed to support them. There is also strong potential for new commercial and light industrial development that both take advantage of the transportation infrastructure available here, like logistics facilities, and are supported by the traffic created by a growing airport, like hotels, restaurants, and retail.
Housing	<ul style="list-style-type: none"> Residential uses limited by proximity to airport and need to maintain clear runway approaches
Economic Development	<ul style="list-style-type: none"> Airport facilities Commercial uses Light industrial uses
Infrastructure	<ul style="list-style-type: none"> Public water and sewer Modern telecommunication infrastructure
Transportation	<ul style="list-style-type: none"> Moderate or large sized, medium to high volume, paved roads State highways to serve through-traffic and movement of goods Sidewalks connecting buildings on site Public transit including necessary support infrastructure (i.e., shelters, signage, information.)
Design	<ul style="list-style-type: none"> Large lot sizes Varying building heights Large setbacks to enhance compatibility with surrounding uses Screening and buffering used to improve land use compatibility Adequate on-site parking/circulation provided for large vehicles Lighting intensity and overflow to adjacent properties limited

Character Area	Enterprise
<p>Purpose: Areas tailored to support a diverse range of enterprises, from manufacturing and light industrial operations to cutting-edge research facilities and innovative startups.</p>	
Growth Potential	<p>The Township offers few properly sized and located undeveloped sites for new Enterprise development. Future growth will include expansions of existing facilities and redevelopment of older properties with similar uses but updated infrastructure. Locations adjacent to major population centers like Lancaster City can be potentially redeveloped into residential or mixed uses.</p>
Housing	<ul style="list-style-type: none"> Residential not appropriate with most intense uses Apartments
Economic Development	<ul style="list-style-type: none"> Regional oriented commercial and retail services Industrial uses with most intense uses near major highways Redevelopment of vacant/underutilized properties
Infrastructure	<ul style="list-style-type: none"> Public water and sewer Modern telecommunication infrastructure
Transportation	<ul style="list-style-type: none"> Moderate or large sized, medium to high volume, paved roads State highways to serve through-traffic and movement of goods Sidewalks connecting buildings on site Public transit including necessary support infrastructure (i.e., shelters, signage, information.)
Design	<ul style="list-style-type: none"> Large lot sizes Varying building heights; exceptions to any height limits for taller industrial or communication facilities Large setbacks to enhance compatibility with surrounding uses Screening and buffering used to improve land use compatibility Adequate on-site parking/circulation provided for large vehicles Lighting intensity and overflow to adjacent properties limited

Appendix G: Fiscal Sustainability Analysis

This chapter outlines key fiscal patterns the Township has experienced, and an action plan to maintain solid fiscal position in the long term. It uses data from the Township's Department of Finance to assess revenues, expenditures, operations, and infrastructure obligations that impact the Township's bottom line.

Manheim Township aims to uphold its responsibility to provide quality public goods and services to residents. In the short term, the Township will accomplish this by having sufficient revenues to cover its operating costs, capital obligations, and other expenses. In the long term, the Township will support policy that ensures that funds continue to be available. This includes more holistic goals outside of the traditional budget process, such as cultivating a diverse and stable tax base and promoting financial sustainability through land use policy. These decisions improve quality of life, business climate, and the ability of the Township to withstand economic shocks.

The Township of Manheim (Township) was established in 1729 and is a council/manager form of government. In 1952, the Township was elevated to a first-class township. The Township Commissioners are composed of five members who serve four-year terms. Services provided by the Township are extensive and include Planning, Zoning, Building Permitting, Code Enforcement/Property Maintenance Enforcement, Police, Fire, Public Works, Street Maintenance, and Park Maintenance. A Nature Preschool, Year-round recreational programming, and summer camps are also maintained and managed.

Infrastructure

Manheim Township is responsible for ownership, maintenance, and development of critical infrastructure. This includes:

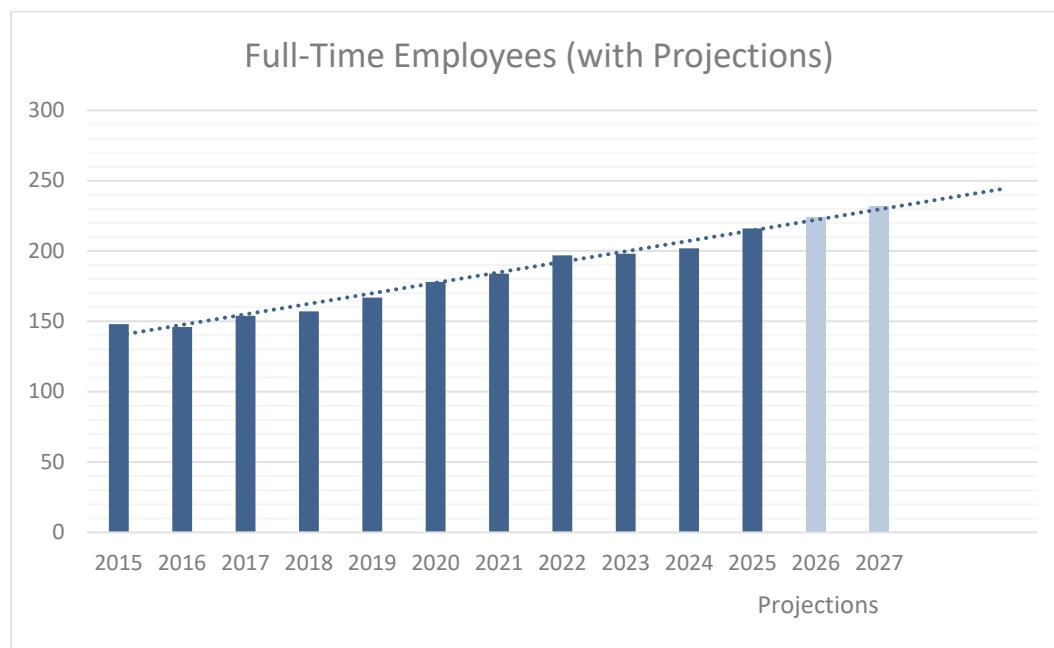
- 165 miles of roadway
- 262 miles of sewer piping
- 19,000 stormwater inlets
- 62 signalized intersections
- 9,200 traffic signs
- 279 outfall structures
- 1.1 million square feet of parking lots
- 1,280 BMP's
- 18 large-span (20' and longer) bridges
- 20 small-span (under 20') bridges

In addition, the Township maintains 18 municipal buildings and facilities. Four standalone fire stations provide rapid response throughout the Township. The Township maintains 14 municipal parks totaling 573 acres, which include a municipal golf course and two pools. The Township assumes responsibility for operations and maintenance of this infrastructure and facilities, which provide economic benefits and contribute to quality of life.

Building maintenance costs have increased an average of 9% annually since 2018 (excluding 2020 due to the Covid-19 pandemic), outpacing both revenue growth and the rate of inflation. This is due to a combination of higher utility costs, increased capital spending due to aging buildings, and increased cost for basic maintenance items.

Employment

The Township provides zoning, code enforcement, police, streets, four libraries, public works management, and parks and recreation services to approximately 43,000 residents in approximately 13,000 households. Currently, the Township employs 216 full-time staff to maintain operations. The Township maintains higher employment levels during the summer and early autumn months, when seasonal positions are filled for pools, park maintenance, leaf collection, and other seasonal work. During these seasons, over 500 employees are on payroll. A trend graph of non-seasonal full-time employees is shown below:



Police and Fire comprise large portions of the Township's employment base. The number of police officers has increased with the Township's population, from 23 officers in 1973, 33 officers in 1985, 43 officers in 1990, and currently 64 full-time police officers and 18 civilian employees. This does not include civilian aides and other support positions, which have also increased. Police Department expenditures have increased 55.68% since 2010. Additional information on the Police Department is available [on the Township website](#).

There are 37 firefighter positions budgeted for 2025. Firefighter employment is expected to increase over the next several years as part-time positions are converted to full-time positions. Fire Department expenditures have increased an average of 20.66% per year since 2010 and is expected to keep increasing. Additional information on Manheim Township Fire Rescue is available [on their website](#).

In addition to the base salaries, the Township pays for benefits for its employees. These benefits have been increasing in cost, particularly health insurance. The average increase in health insurance premiums for Township employees over the past 10 years is 6% annually, outpacing inflation. Between 2024 and 2025, health insurance cost increased 16.9%. This represents an additional cost not reflected in the base salaries employees receive.

Costs for equipment and supplies—essential to the functioning of employees' basic duties—have also increased. Part of this increase is due to general increases in the cost of goods due to changing supply changes and inflation. Another component of these increasing costs is the increasing scope of public employees. For example, Public Works must provide more sign maintenance, curbing maintenance, and other duties that require supplies and equipment, increasing the cost.

Income

The primary way the Township pays for operating and capital expenses is through its property taxes and earned income taxes. It also earns revenues from building permits, planning and zoning fees, subdivision and land development fees, and fees for use of the recreational programs.

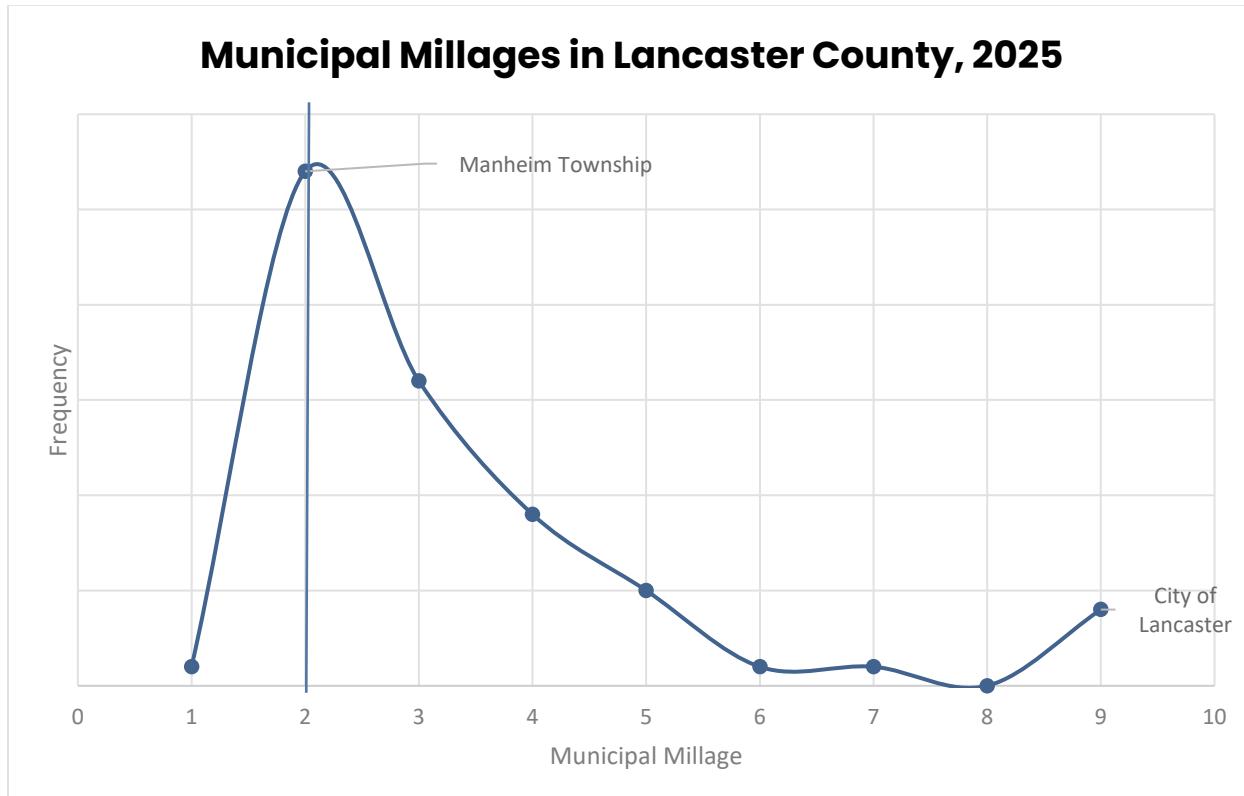
Property Tax

Property tax is levied in accordance with the Township's millage rate. Millage is calculated as 1/1000th of assessed value. The current millage rate on property is 2.034257, meaning that the Township levies \$2.03 in tax per \$1,000 of assessed value. For example, a house assessed at \$100,000 would have a property tax bill of \$203.42 and a house assessed at \$1 million would have a property tax bill of \$2,034.25.

Several adjustments have been made to the millage rates in the Township. In 2009, a fire tax millage of .43 was adopted by Ordinance. In 2010, a real estate tax millage increase of .33 mills was adopted by Ordinance, bringing the total millage to 2.66 mills. This was adjusted down to its current rate after the County reassessment of 2018. This follows the trend in Lancaster County of adjusting millages after a county reassessment, which also occurred in 1962, and 2005.

The millage rate has remained unchanged since 2018. Municipal millage rates (not including school, County, or other taxes) are average compared to other municipalities in Lancaster County. However, Manheim Township has significantly higher levels of public services, such as a high-capacity road network, expansive park system that includes two pool complexes, and paid fire department.

Manheim Township has maintained above-average levels of infrastructure, services, and employees with millage rates that are average by County standards. Below is a histogram of the millage rates, showing Manheim Township at nearly the apex of the "bell-shaped curve." It should be noted that many incorporated areas in Lancaster County are rural and have much lower infrastructure and operating requirements:



Since 2021, property assessments have increased as a whole between 0.7% and 1.475%. Millage has not changed, and average increases over the last 10 years has been \$96,500. This represents a modest increase that has not kept pace with inflation over the past decade.

Earned Income Tax

Earned income tax from commercial activity has created substantial benefits, particularly as the Township has attracted more commercial development as it has grown. These taxes have come to rival property taxes as a net revenue source. In 2024, the Township took in \$7.8 million in earned income taxes compared to \$7.6 million in real estate taxes.

Earned income taxes have also increased at a faster rate than property taxes. Between 2011 and 2023, earned income taxes increased by 5.43%, even after including the decrease during 2020 due to the Covid-19 pandemic. The average increase to revenues over the past 10 years has been \$351,963—a significantly larger increase than property taxes. This tax revenue is likely due to the increased commercial activity and job growth the Township has experienced over the past decade.

Recreation Programs

These fees are for summer programming, the golf course, and other recreational activities the Township maintains. Over the past five years, fees have averaged about \$1.6 million per year. Recreation program fees have increased 6.6% between 2011 and 2023.

Building Permits, Subdivision and Land Development, and Other Revenues

The Township charges fees for building permits, subdivision and land development permits, and planning and zoning review, in addition to other smaller miscellaneous fees. These fees have taken in about \$802,000 annually. From 2011 to 2023, fee revenue has increased 5.7%, or \$46,533, barely keeping up with inflation during this period.

Several one-time revenue boosts have buoyed the Township's financial picture. In 2003, the Township sold its sewer system for approximately \$25.4 million. In 2021, the Township received about \$4.2 million of American Rescue Plan Act (ARPA) funds in response to the Covid-19 Pandemic. ARPA money was spent at the end of 2024, as required by the federal government. It was used for capital expenses in the Township. Several subdivision and utility-related settlements have added about \$3 million in income for the Township. These revenue events have helped the Township provide quality public services and infrastructure for residents.

As one-time events, these sources are not a recurring source of income. Without a systematic long-term plan and revenue analysis, the Township risks outspending its sustainable revenue, which comes primarily through property taxes, earned income taxes,

and a small amount of program income. Historically, the Township has covered gaps between revenues and expenditures from proceeds from one-time revenue boosts. To maintain services and infrastructure, new sources will be required in the future. Recent escalations in costs due to inflation and other economic factors have increased expenses, making the issue more urgent.

Timeline

The timeline below shows key events in the budgetary and fiscal history of the Township:

Fiscal Events in Township History	
YEAR	EVENT
1990	Manheim Township Population 28,880
1990	Manheim Township Police Department – 43 Sworn Officers, 13 Civilian Employees
1990	Manheim Township Fire Service – Volunteer Fire Companies, Neffsville, Eden and Southern Departments. No Municipal Fire Service.
2000	Manheim Township Population: 33,697
2000	Purchase of Overlook Park Land – Future site of Overlook Community Campus, Destination Playground and Foundation Field Soccer Complex
2000	Purchase of Compost Park and Start of Municipal Compost Operation
2003	Sale of Sewer System to LASA for \$25,458,700
2004	Start of State required Municipal Separate Storm Sewer System (MS4) Permit
2009	Adoption of Resolution 2009-38 MT Fire Rescue Strategic Plan
2009	Fire Tax implemented .43 mills, Ordinance 2009-19
2010	Real Estate Tax Increase .33 mills, Ordinance 2010-15
2010	Manheim Township Population: 38,133
2010	Construction of Manheim Township Public Library
2010	Construction of MTAC – Manheim Township Athletic Complex
2010	Hiring of first Manheim Township FT Firefighters
2020	Manheim Township Population: 43,977
2021	ARPA Funds Received (4.2 million Dollars)
2024	MTFR Union Contract, Resolution 2024-56 (19 additional FT firefighter/EMTs between 2025-2027)
2025	End of 20-year police coverage contract with Lancaster Township – absorption of 8 FT police officers back into Township.
2025	Manheim Township Police Department – 64 Sworn Officers, 18 Civilian Employees

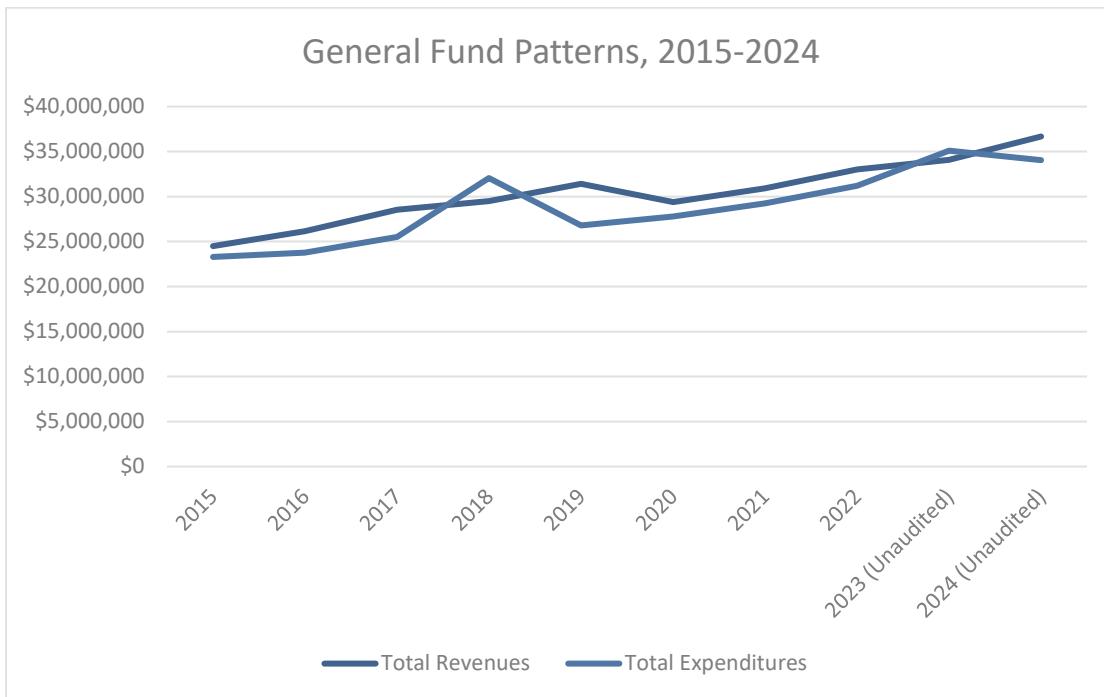
Key Trends

Multi-year operating and capital planning needs to be part of the Township's planning process. This includes prudent fiscal management that balances revenues and expenses to provide quality public services and enable the Township to pay its bills. A review of Manheim Township's 5-year budget reports reveals the following key trends and findings that highlight the Township's fiscal challenges:

- Departmental revenue between 2010 and 2024 increased by about 7.6%. Adjusting for the high period of inflation during this time, this represents a minimal positive change in buying power for the Township.
- Expenditures have increased in cost in all categories since 2010. The average annual increases are listed below:
 - Wages - Increased 4.9%
 - Benefits - Increased 6.1%
 - Supplies - Increased 9%
 - Equipment - Increased 12.8%
 - Fleet Maintenance - Increased 4.3%
- The Township expects the Fire Department to be transitioned from volunteer-based to fully paid in 2027. An estimated 19 new full-time firefighter positions will be added to the Township's operating expenses from 2025 to 2027.
- Private EMS is struggling to meet the demands of the growing population. There is currently no municipal EMS. Additional capacity will be needed over the next several years, particularly as the Township ages. Significant capital and operating expenses will accompany any expansion of municipally funded EMS.

Fund Balances

The General Fund's revenues are mostly aligned with expenditures. The Capital Reserve is more erratic year-to-year due to a smaller fund size and significant high-cost items in certain years. This does not take into account the switch from accrual basis of accounting to cash basis, which the Township undertook in 2022.



Goals

To address its financial challenges, Manheim Township will uphold its responsibility to provide quality public services to its constituency. In the short term, the Township accomplishes this by producing enough revenue to pay its bills and cover expenses. In the long term, the Township will make informed, calculated financial policy decisions that maximize the return on investment per tax dollar levied, continue to improve quality of life for residents, and strengthen the Township's future financial sustainability.

An analysis of the Township's budget and multi-year tax base patterns have guided the goals, tasks, and desired outcomes below.

- **Maintain a balanced budget in both short-term and long-term horizons.**
 - Develop a five-year strategic financial plan that outlines key policy decisions necessary to increase Township revenues and stabilize expenditures. Synchronize OpenGov budgeting, planning, and procurement within the software to make budgeting easier.
 - Phase out the practice of utilizing General Fund Reserves to pay for capital projects.
 - Develop sustainable funding for capital maintenance. Project high-cost capital expenses and budget for them in the future.
 - Plan service (for operations) or maintenance (for capital) continuation as an operating procedure for all grants or short-term funding sources (such as ARPA)
 - Look for ways to reduce credit card fees, which cost the Township about \$126,000 in 2023, as well as bank fees. Consolidate credit card processing to one processor between all departments to lower fees. Charge service fees when appropriate to offset the credit card fee.
 - Establish balance floors or limits that trigger required budget review
- **Modernize the Township's budget process.**
 - Build out the Township's presence and technical expertise in OpenGov, the budget software adopted by the Township in 2023.
 - Develop independent metrics to measure fiscal health and distress, such as assessments of long-run and debt service solvency, and apply them in the budget process.
 - Increase the level of program evaluation built into the budgeting process.
 - Create a multi-year financial forecast for the General Fund, and incorporate an update of this forecast into the Township's budget process.
 - Coordinate transit and paratransit options to serve areas with high concentrations of seniors, or areas where an increase in senior citizens is projected.
- **Implement land use policies that increase resilience to shocks in the tax base.**
 - Encourage a wider variety of commercial and industrial uses within the Township.

- Reduce the acreage dedicated to low-tax-yield uses that could be more productive in nearly any other use, such as surface parking and depreciating commercial spaces.
- Reduce the required footage, setback, and frontage requirements along commercial corridors to increase the per-acre value of developed land.
- Build stormwater abatement requirements into the SALDO to reduce the probability of flooding, which can cause expensive damage to public infrastructure

- **Explore new sources of revenue.**
 - Aggressively pursue grants to supplant General Funds. Add grant sourcing to the scope of existing positions.
 - Apply for the PA DCED STMP program to help develop a 5- year financial plan and phased implementation.
 - Consider dedicated taxes for popular items, such as a stormwater or Parks and Recreation tax to fund implementing the Parks and Rec Master Plan or a Pools tax to fund the pools.
 - Revisit the Act 209 fee schedule and process, in addition to other fees that have not been updated recently.
 - Explore DCED and PennDOT Multimodal grants for street improvements that contain multimodal improvements.
- **Unlock value in underutilized public assets.**
 - Configure zoning regulations to allow for redevelopment in and near Golden Triangle.
 - Study potential TIF districts for key redevelopment sites that could yield more taxes over a 40-year horizon if TIF were in place.
 - Analyze the fiscal impact of the Township owning its pools and golf courses.
 - Bundle road improvements together when they are on the same street. This will save on the combined costs for paving, curb, multi-modal improvements, and sidewalk repair contracts. Pursue Pennsylvania Infrastructure Bank financing against liquid fuels revenue.

- **Further integrate analysis into the municipal budget process**
 - Develop evaluation criteria for all capital improvement and debt financing to determine if projected revenues can adequately cover debt.
 - Have Township staff bill their time to specific projects and programs, to evaluate the total cost of maintaining specific services within departments

Articles and Resources

<https://extension.psu.edu/fiscal-impacts-of-different-land-uses-the-pennsylvania-experience-in-2006>

<https://www.nlc.org/resource/city-fiscal-conditions-2024/>

Appendix H: Housing Analysis

Key Findings and Recommendations

Future housing needs for the Township

- Construct both rental and for-sale housing at rates above current growth rates
- Develop housing at more attainable price points for households making under 150% of the median income.
 - Small-scale multifamily and smaller-lot single-family, and other housing that is affordable for middle-income households who have had their buying power decrease from inflation, housing price spikes, and increased interest rates.
 - Expand housing for smaller households, to solve the mismatch between bedroom count and household size.
- Develop housing for seniors (smaller, accessible) to help them age in place without nursing or supportive care.
- Expand housing for people working in the region's growing labor markets.

Expand New Housing Opportunities

- Strategy #1 – Incentivize the redevelopment of key sites. Develop a criteria list along with the CPC for potential sites. Example: Areas south of Rt 30/Golden Triangle
 - Sites along bus routes, to support use of public transit and make it accessible to non-car households (Low-income, seniors).
 - Near City of Lancaster, near other employment centers to promote walkability in those areas and reduce the need to commute by car.
 - Vacant/less productive commercial or industrial properties, that could be sites for new mixed-use developments
- Strategy #2 - Remove barriers to development in the Township Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO) that increase housing costs. See Zoning Analysis for more details.

Strategy #3 – Assess availability of vacant property for future housing sites. Consider single family lots that are under-developed and where new “Missing Middle” housing may be appropriate.

Potential Funding Sources for implementation

- Community Revitalization Fund Program
- Lancaster County Whole Home Repairs Program
- Lancaster County Rental Housing Rehab Program
- Vacant and Blighted Properties Program
- Local incentives such as leveraging the Township owned TDRs or LERTA should be considered to further the goals of the Comprehensive Plan.

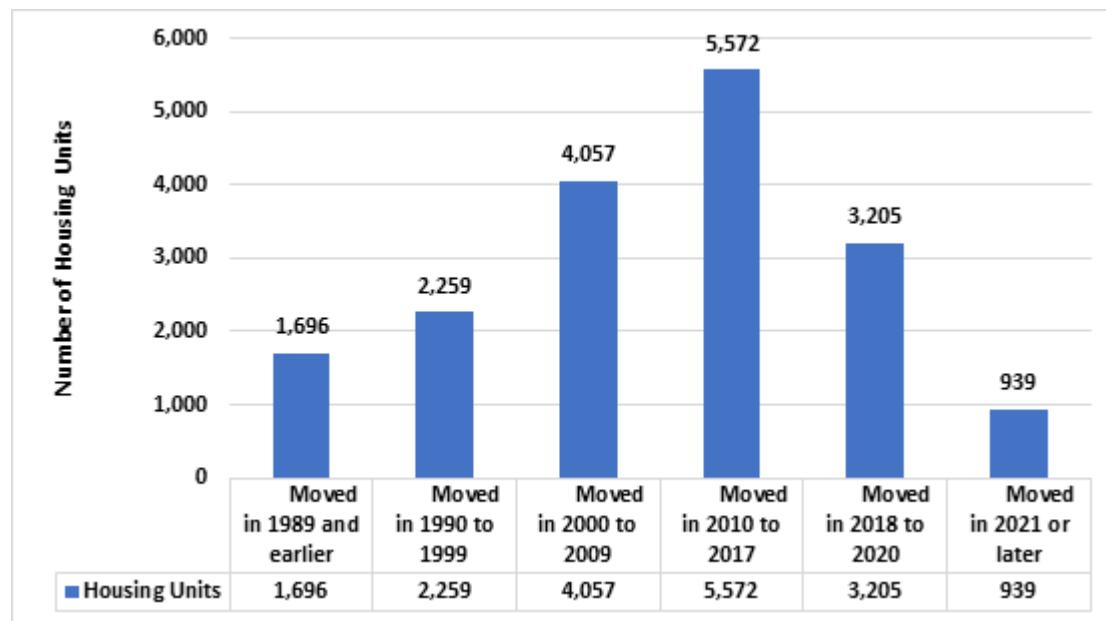
Housing Stock

Manheim Township has successfully attracted new households while maintaining longtime residents. Despite low vacancy and a tight housing market, there's limited new housing construction.

In 2020, Manheim Township contained 17,262 housing units. Of those 16,394 or 95% were occupied and 868 or 5% were vacant. The vacancy rate for the Township was 5%, which is higher than Lancaster County (4.6%) but lower than the Pennsylvania (9.3%) and the U.S. average (9.7%). Low vacancy rates indicate high demand for housing. While vacancy rates rose from 3.6% to 5.0% between 2010 and 2020, this is still an extremely low vacancy rate.

Figure 1 Year Householder Moved into Unit: 2022 shows that about 23% of Manheim Township's residents have moved into the Township within the last 7 years, but there are also a large contingent of longtime residents that have been in the Township for decades. This distribution suggests that Manheim Township has maintained its reputation as being a desirable place to live, successfully maintaining a base of long-term residents as well as attracting newcomers. The Township has experienced sustained growth, as opposed to high-volume "churn" characteristic of urban areas or low-volume stasis characteristic of rural Pennsylvania.

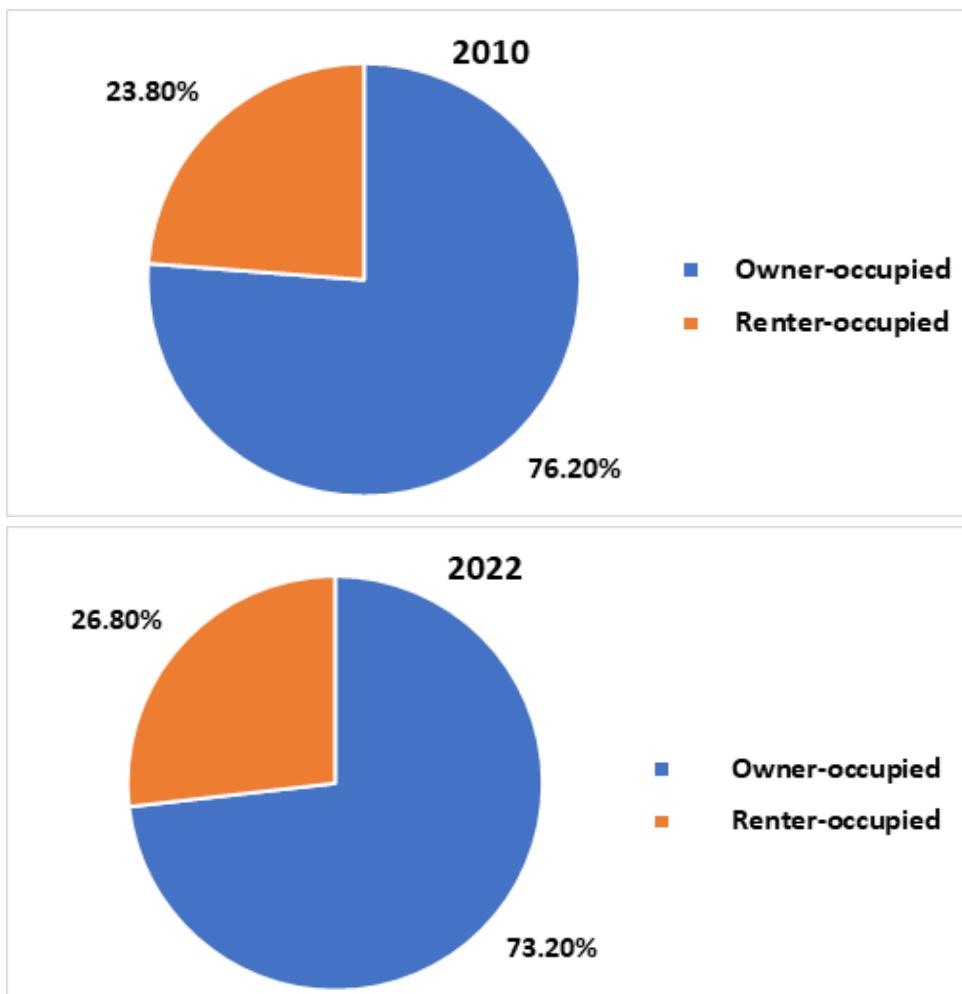
Figure 1 Year Householder Moved into Unit: 2022



Source: American Community Survey

Figure 2 Housing Occupancy 2010: Manheim Township and Housing Occupancy 2022: Manheim Township show a slight (3%) increase in rental units between 2010 and 2022. Most growth in the Township's housing stock has been in renter-occupied homes. This is consistent with national trends favoring renting, either because homeownership is out of reach for many households or because younger households prefer to rent. Although the Census does not name the specific developments, it is likely that these rental units are in several multi-unit housing developments built in the same time period.

Figure 2 Housing Occupancy 2010 & 2022



Source: American Community Survey

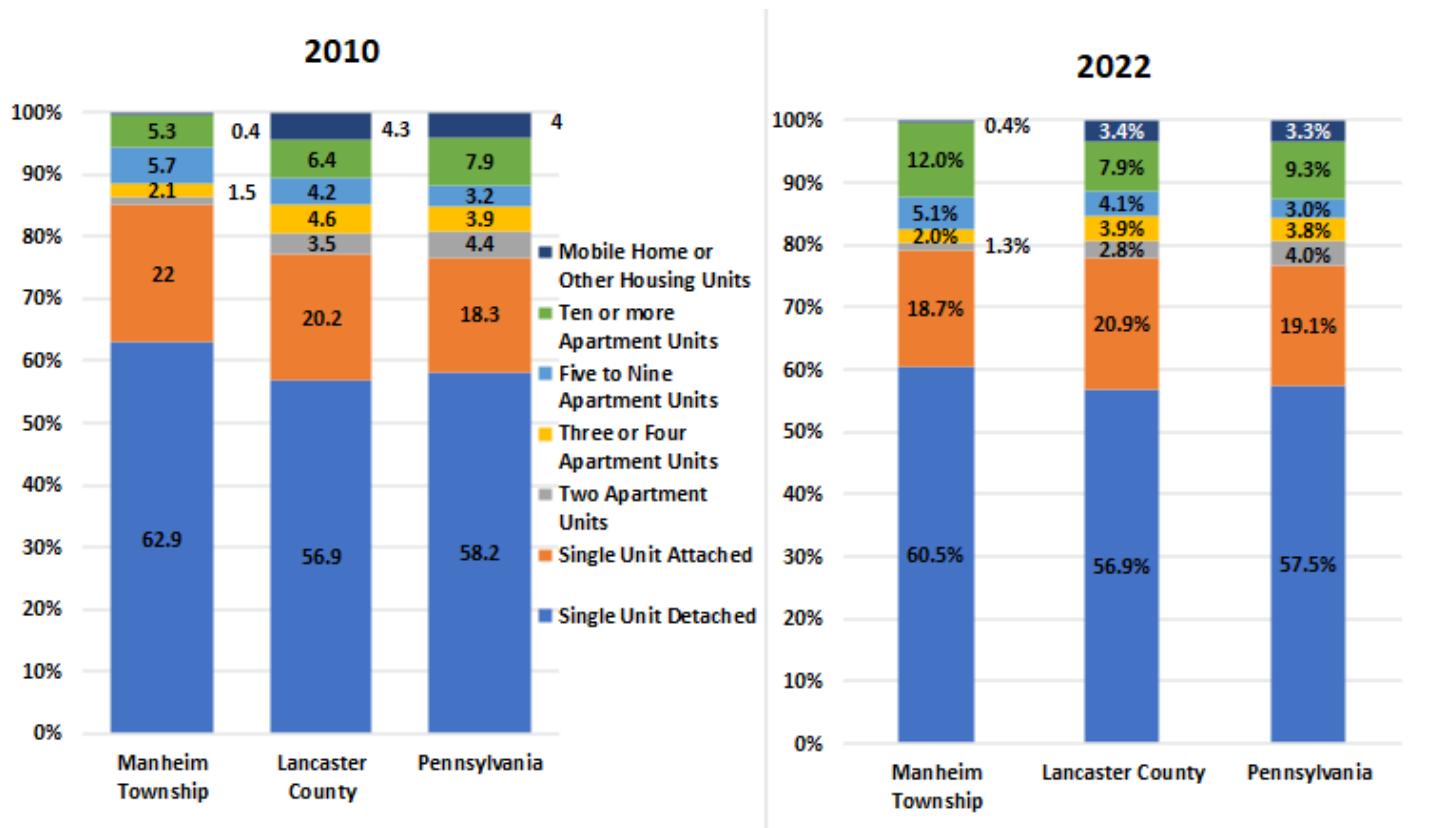
Housing Types

New housing growth has mostly been in multi-family units.

Figure 3 reflects the types of Occupied Housing by Geography for years 2010 and 2022 Pennsylvania, Lancaster County, and Manheim Township. Manheim Township has a higher proportion of Single Unit housing than both Lancaster County and the Commonwealth of Pennsylvania, and lower proportions of multi-unit housing.

In 2022, Manheim Township's housing stock was comprised of about 61% Single Unit Detached and 19% Single Unit Attached. While there are generally lower proportions of multi-unit housing in the Township, 12% of the Township's housing stock was in buildings with 10 or more apartment units. This is a higher percentage than both Lancaster County and Pennsylvania. This growth in proportion of buildings with 10 or more apartment units occurred between the 2010 and 2015 as the percentage grew from 5.3% to 10.5%. This likely reflects that high-density apartment buildings or other form of high-density housing was built in Manheim Township within that 5-year period. Overall, housing in Manheim Township has higher than average levels of diversity, and this may be one of the factors contributing to population growth and retention in Township.

Figure 3 Housing Unit Type 2010 & 2022



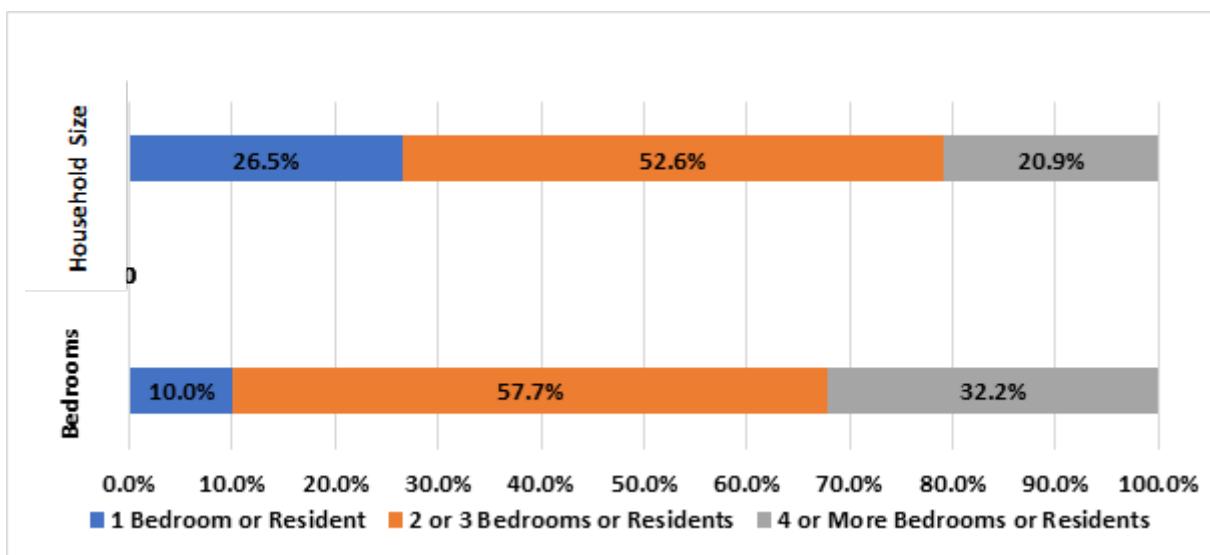
Source: American Community Survey

Household Size

When compared to average household sizes, houses in Manheim Township are large.

Figure 4 compares the number of residents in a household to the number of bedrooms housing units contain. While substantial variation in household arrangement and unit design prevents exact comparisons, the data suggests that the Township's housing unit inventory skews larger than what is needed. About 90% of homes have two or more bedrooms while only 73.5% of households have two or more members. While some bedrooms may be used as live-work spaces, especially given post-Covid working trends, other households might prefer to reside in smaller, more affordable dwellings if they were available. According to a report published by the Lancaster County Planning Department, the reason for this misalignment is because existing and new housing has not kept up with changing demand for smaller studio and one-bedroom units.

Figure 4 Household Size Compared to Unit Size 2022



Source: American Community Survey

Monthly Owner Costs

Renters are burdened by housing costs, and increasingly so.

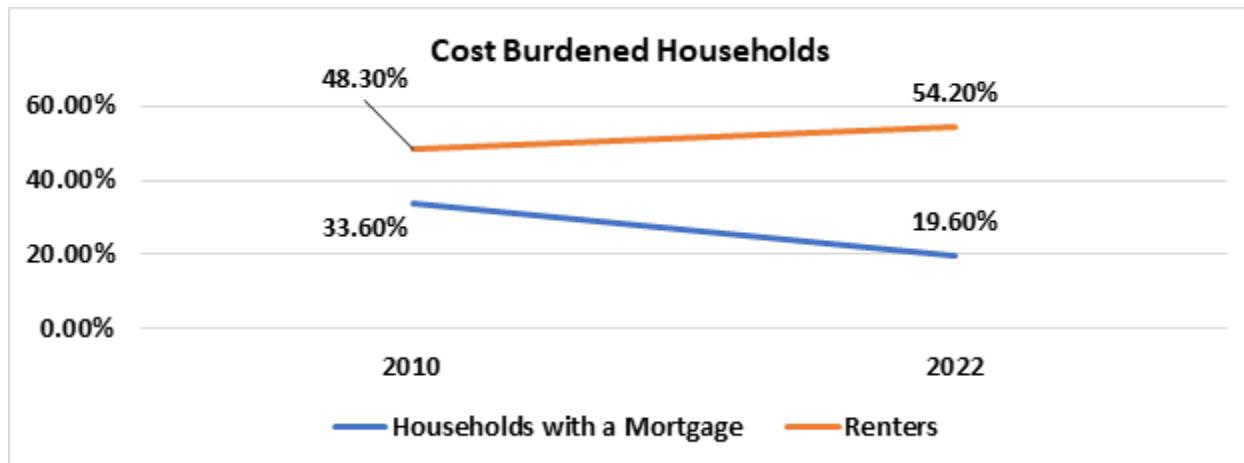
Homeowners are less burdened, and the percentage of them that struggle with housing costs is falling as their incomes rise.

Figure 5 demonstrates cost burden in Manheim Township over time. Being cost burdened means spending a 30% or more of a household's monthly income on housing costs, making it difficult to pay for other essential goods and services, such as food or health care. This figure includes rent or mortgage payments, utilities, and maintenance (for homeowners).

Since 2010, the percentage of renter households in the Township spending over 30% of their income on housing increased by nearly 6%. During this period, the median gross rent increased from \$919 to \$1,472. This rate of increase outpaced inflation and median wage growth, resulting in higher percentages of income being spent on rent.

During the same period, the percentage of homeowner households in the Township that were cost burdened decreased by about 14%. The decrease in monthly owner costs as a percentage of household income could be a product of high resident retention in Manheim Township. As residents retain their mortgages from 2010 but their household incomes grow, a mortgage which initially required a greater percentage contribution from their household income would now require a lower percentage. It could also be a result of newer residents with higher incomes moving in; high-income households can generally find homes they can afford on the market. This coincides with the increase in median household income that Manheim Township experienced during this period.

Figure 5: Households Spending Over 30% of Income on Housing:

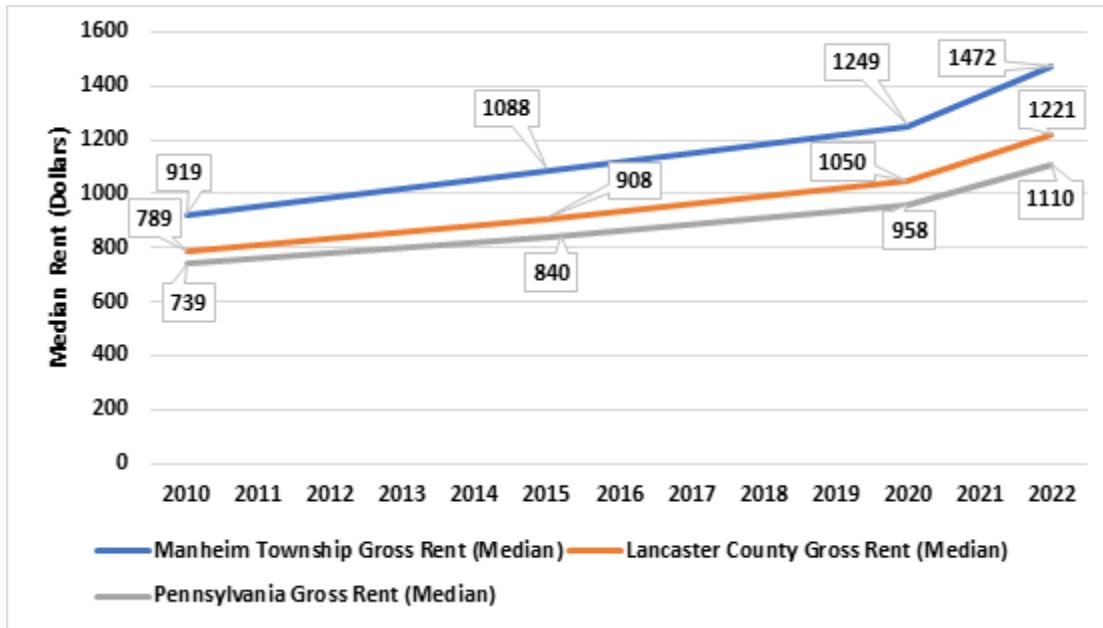


Source: American Community Survey

Rent

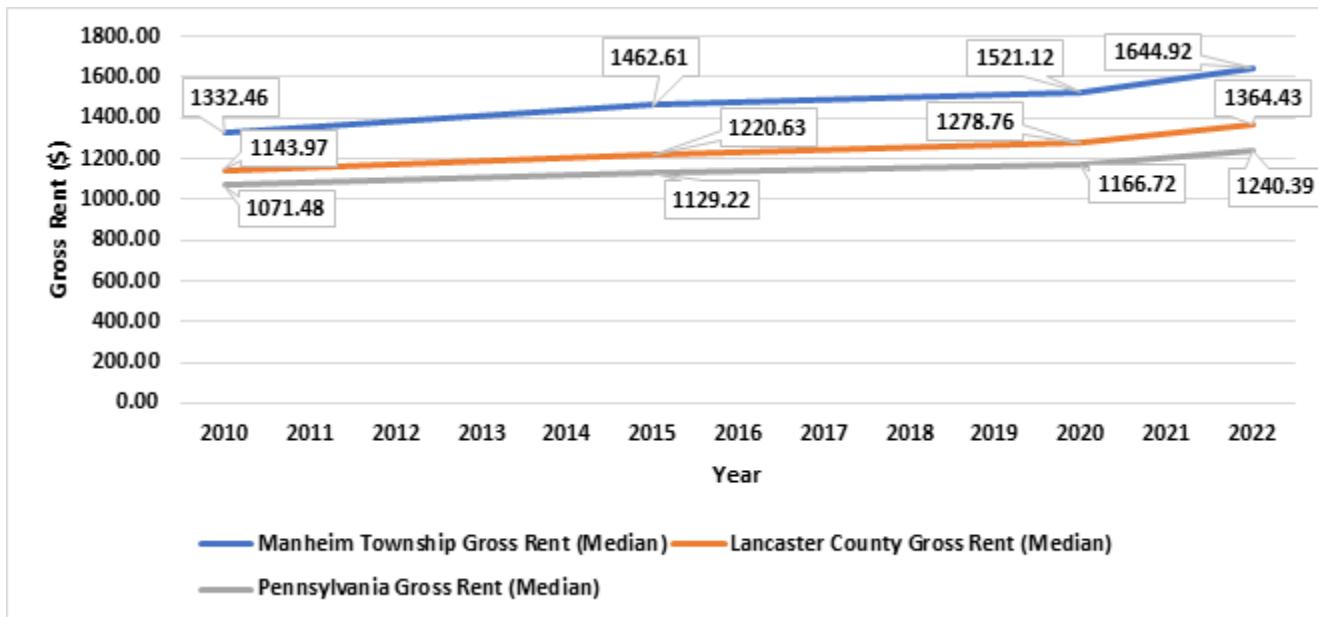
Rents are relatively high, and rising.

Figure 6 shows the sharply rising cost of monthly median rent in Pennsylvania, Lancaster County, and Manheim Township, even after adjusting for inflation. Rents within Manheim Township are higher than both the County and the Commonwealth. Rents increased steadily between 2010 to 2020, spiking between 2020 and 2022. Manheim Township's rents are increasing at a faster rate than Pennsylvania's; the difference between them increased from \$180 in 2010 to \$362 in 2022. This demonstrates a hot rental market within the Township.

Figure 6 Median Gross Rent

Source: American Community Survey

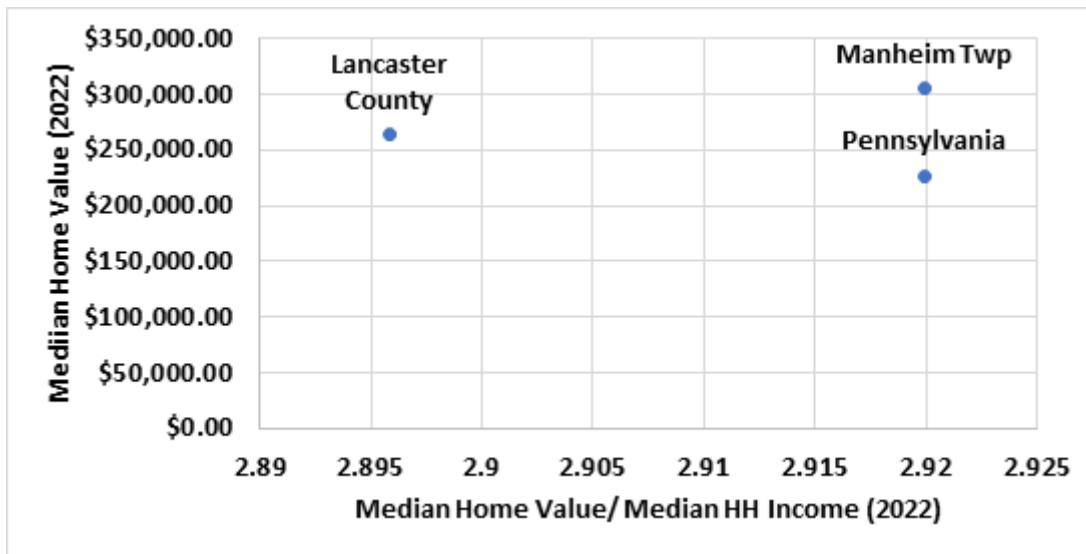
Figure 7 Median Gross Rent Adjusted for Inflation



Source: American Community Survey

The Home Value to Household Income graph (Figure 8) shows that both Manheim Township and the state of Pennsylvania possess a similar proportion of home value to household income at around 2.92. This means that while homes in Manheim Township may cost more, residents of Manheim Township have median household incomes that are higher and able to pay mortgage or rental costs equivalent to their home value. Conversely, Lancaster County possesses a proportion of 2.9 which means that home values – represented by mortgage or rental payments – are more attainable for residents of the county, based on their household income.

Figure 8 Ratio of Home Values to Income



Source: American Community Survey

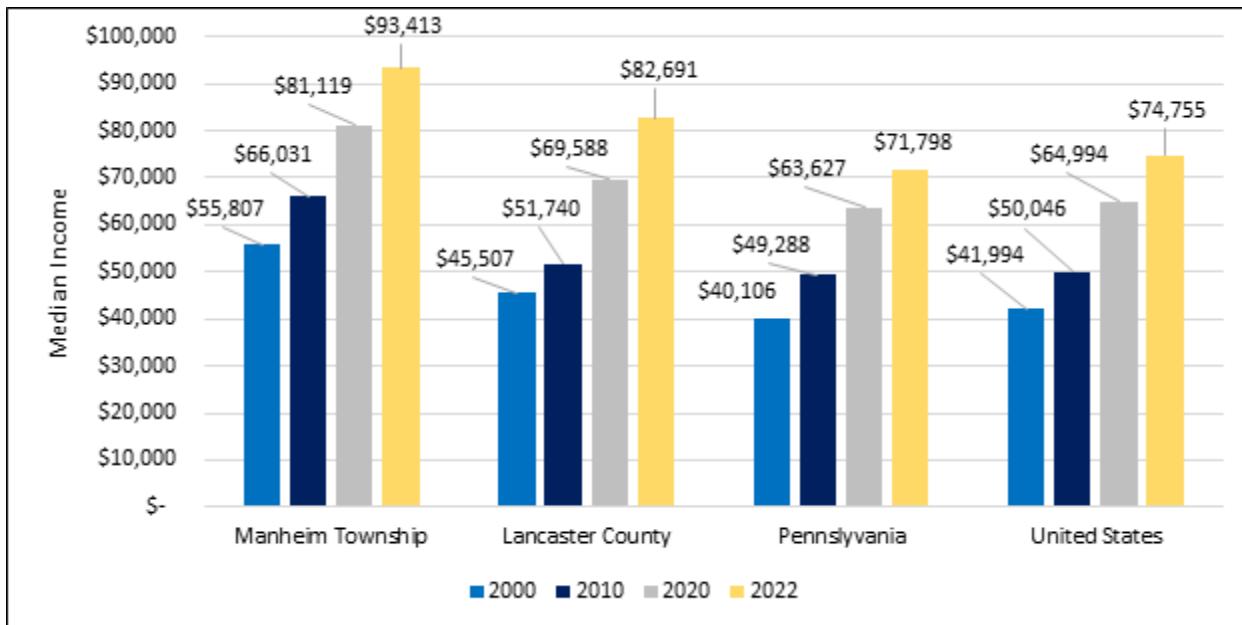
Income & Poverty

Manheim Township is relatively affluent and has been for decades.

Poverty is low.

Manheim Township has a high average level of income and low levels of poverty compared to Lancaster County, Pennsylvania, and the U.S. average. In 2022, the median income in Manheim Township was \$93,413. This is significantly higher than the median income in Lancaster County, which stood at \$82,691, Pennsylvania, which stood at \$82,691, and the national median income of \$74,555.

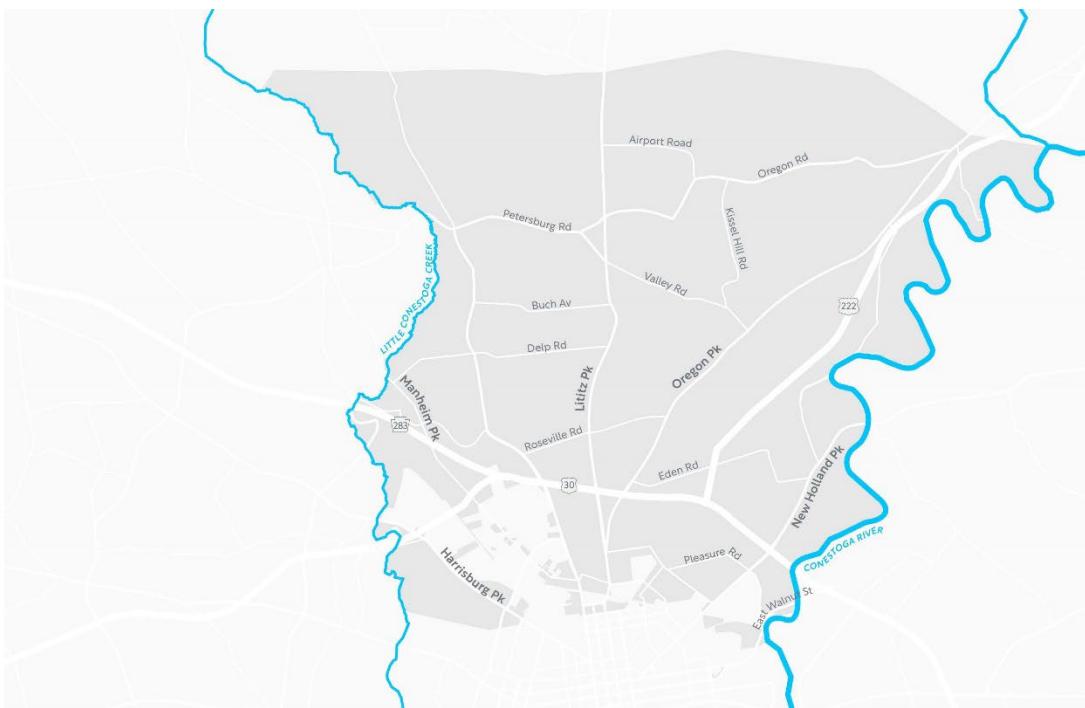
In 2022, 896 households in Manheim Township (5.1%) lived below the federal poverty line. This is much lower than the share of households living in poverty in Lancaster County (9.1%), in Pennsylvania (12.5%), and nationally (12.8%).

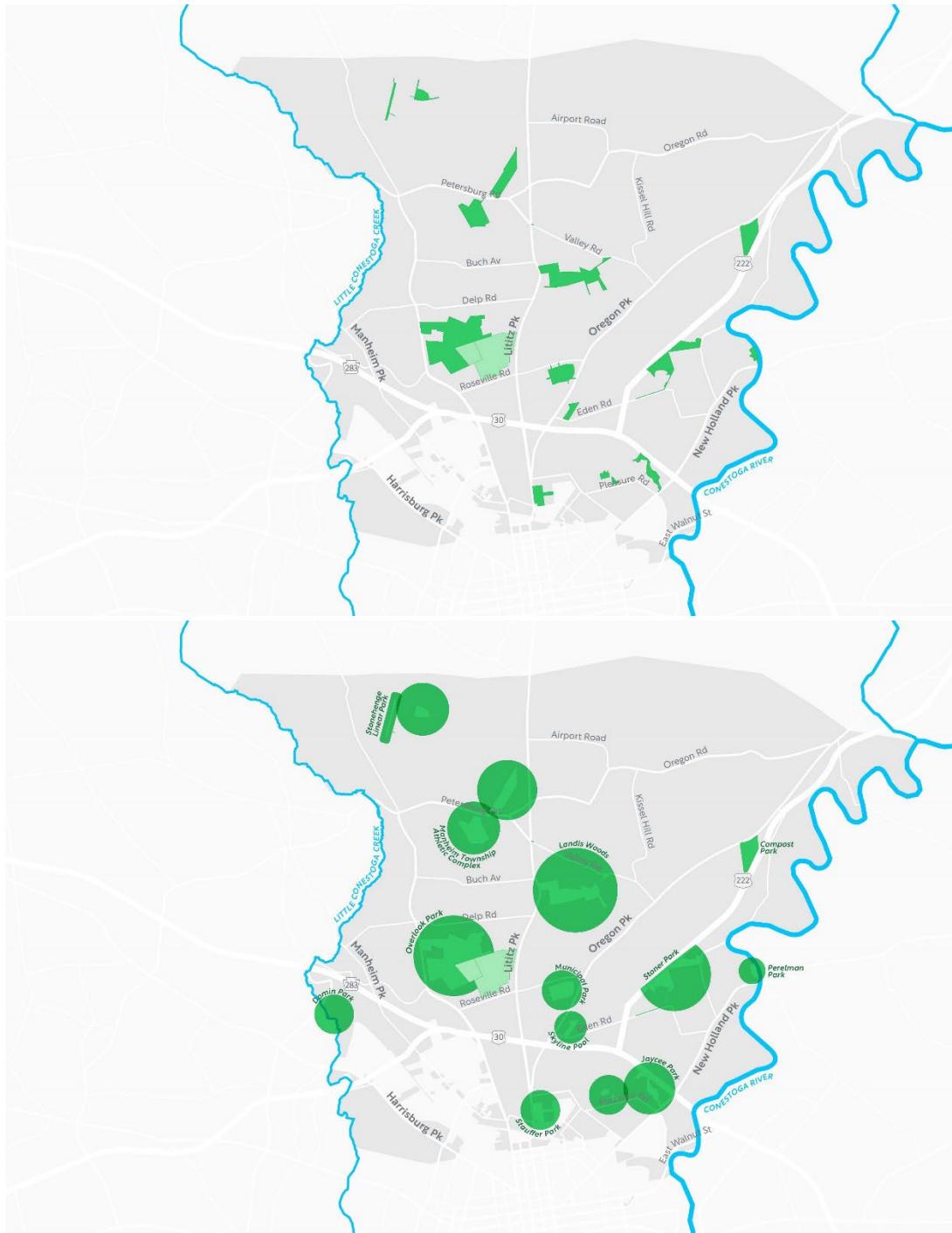
Figure 10 Change in Median Household Income, 2000 - 2022

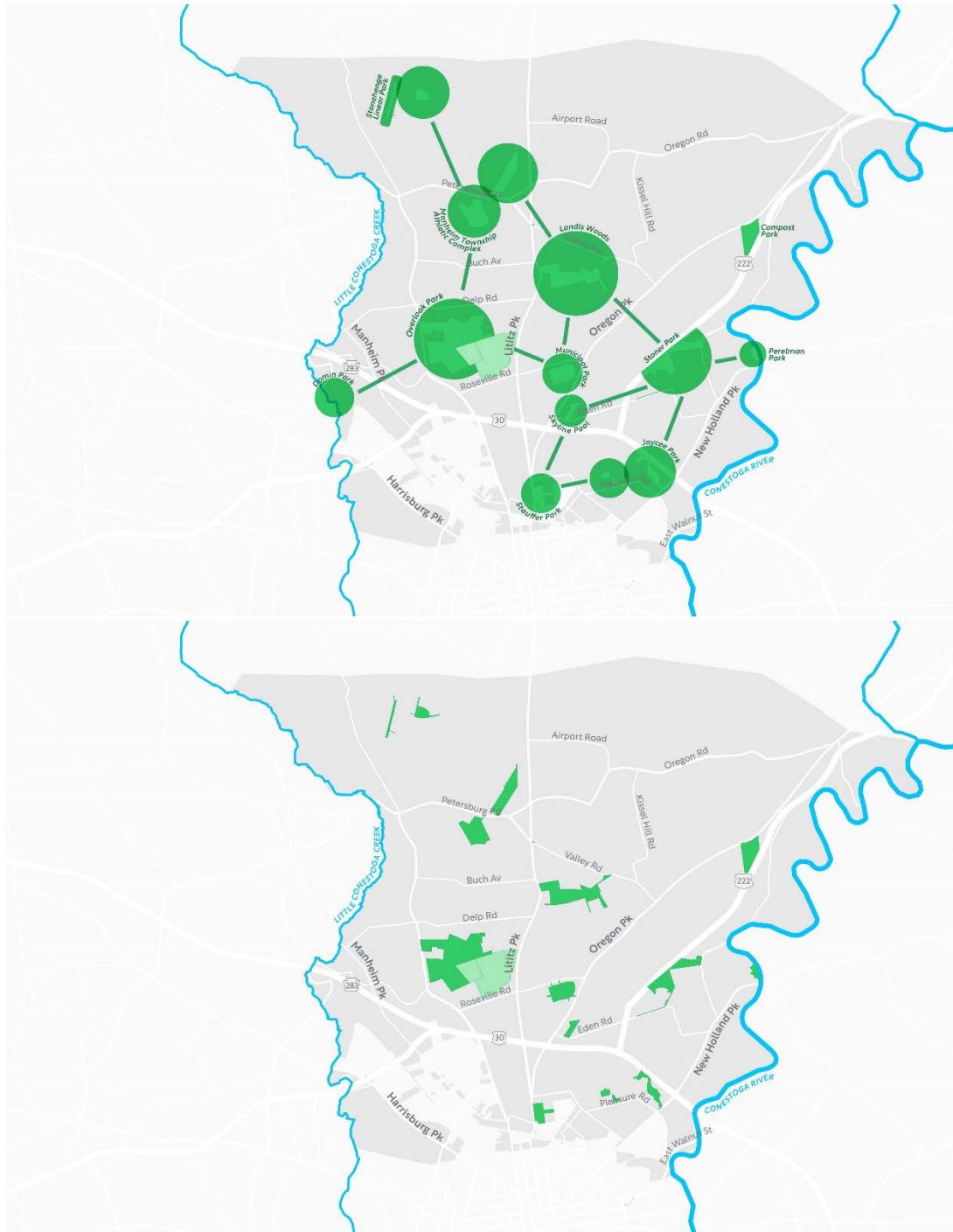
Source: American Community Survey

Appendix I: Connectivity Analysis

Manheim Township Connectivity



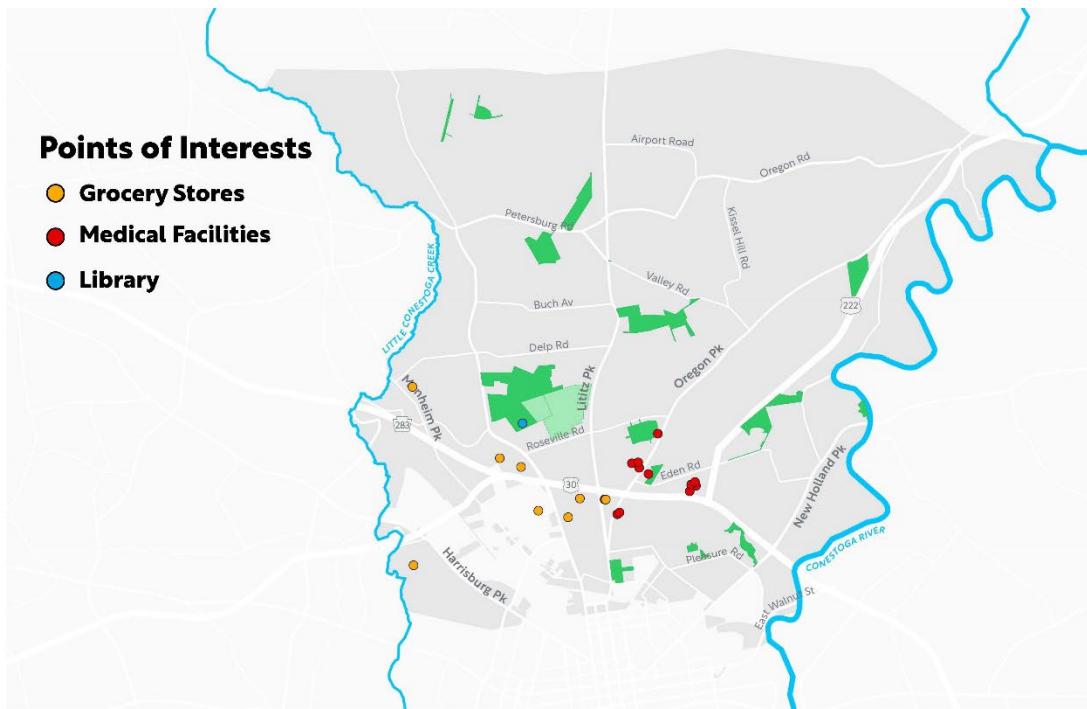


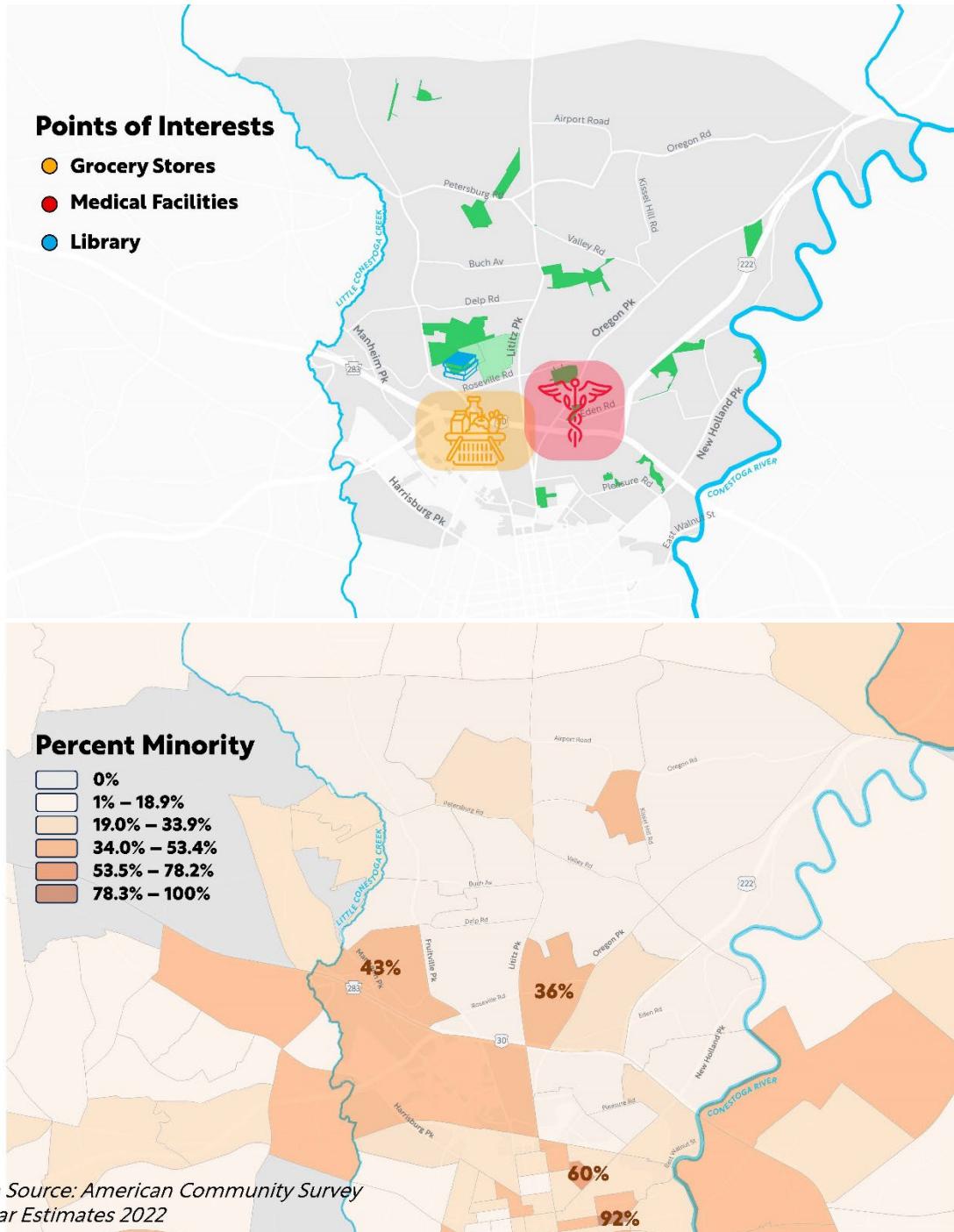


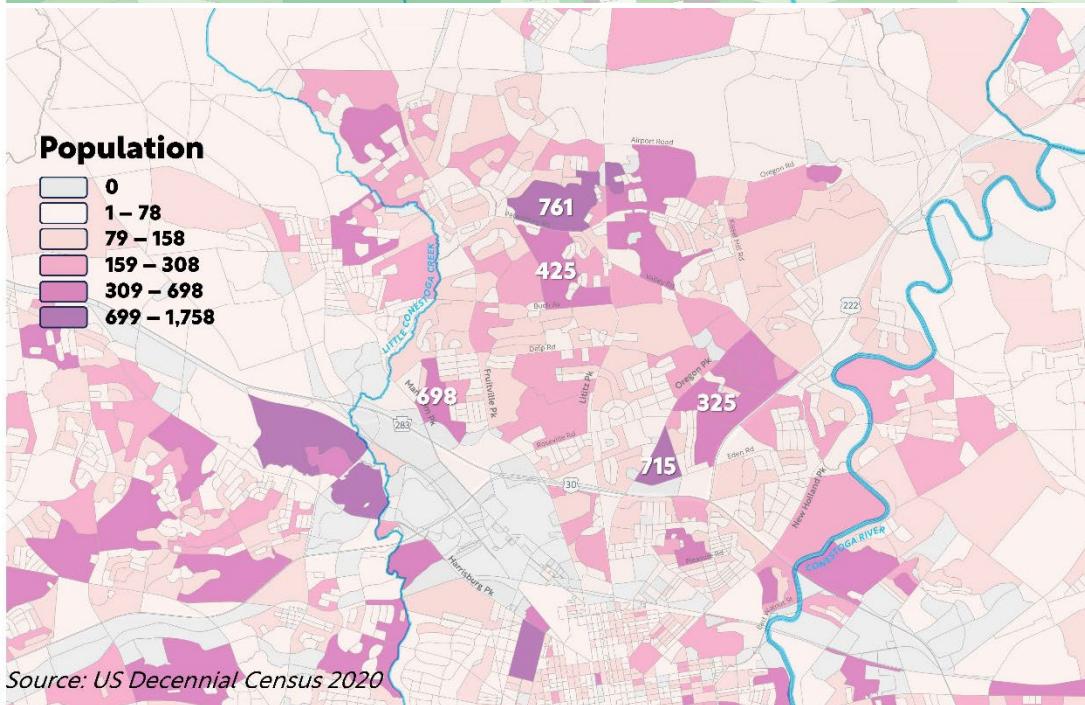
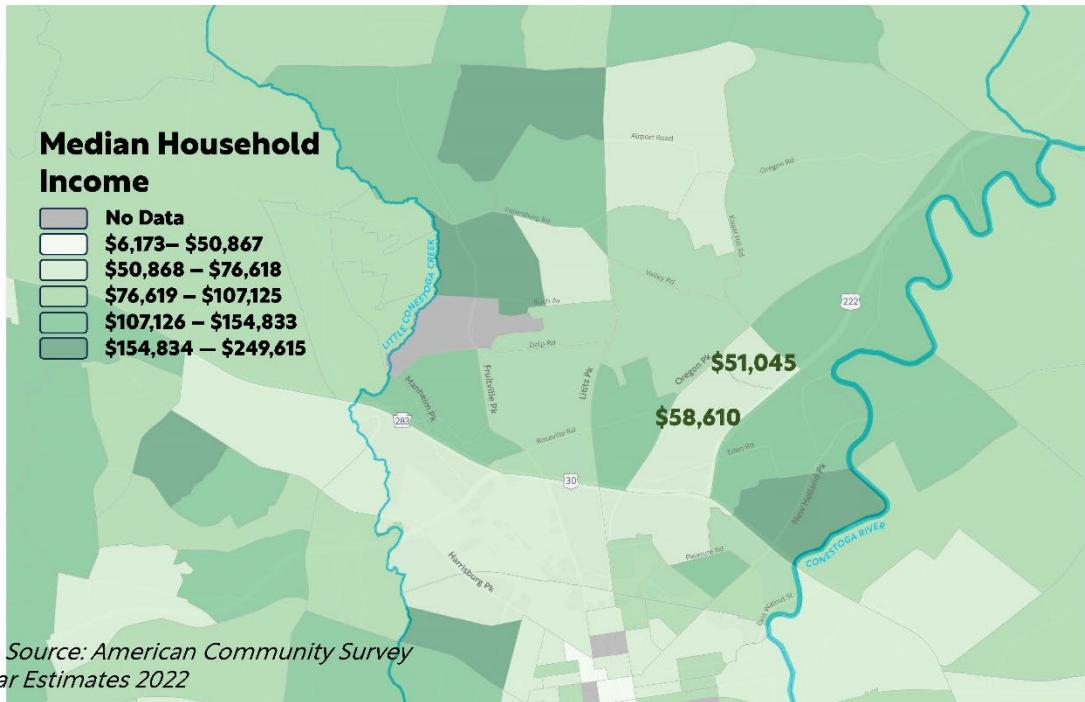
People who...***ARE* Walking and Biking*****AREN'T* Walking and Biking****People who are walking or biking because...*****They WANT or LIKE to******They HAVE to***

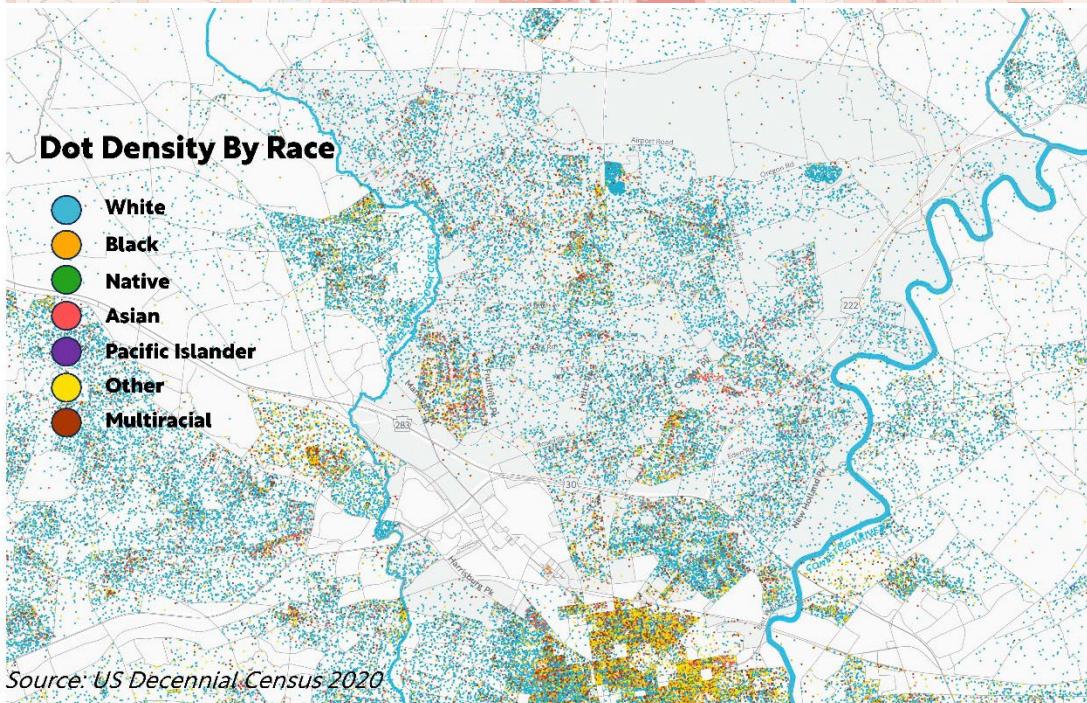
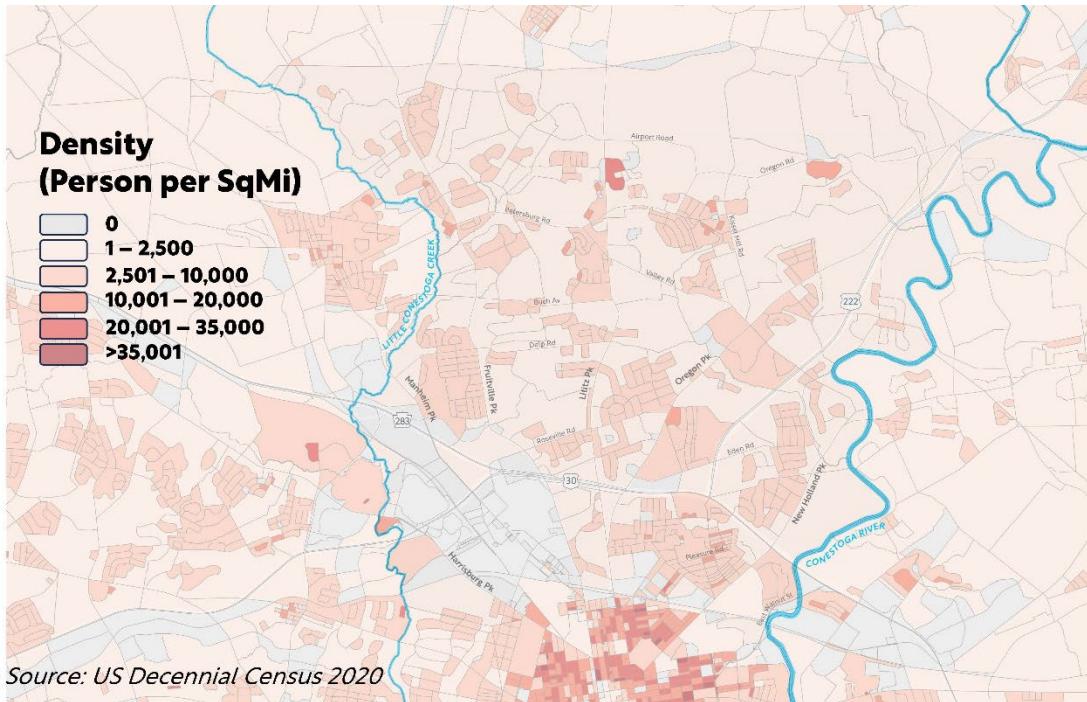
People who aren't walking biking...

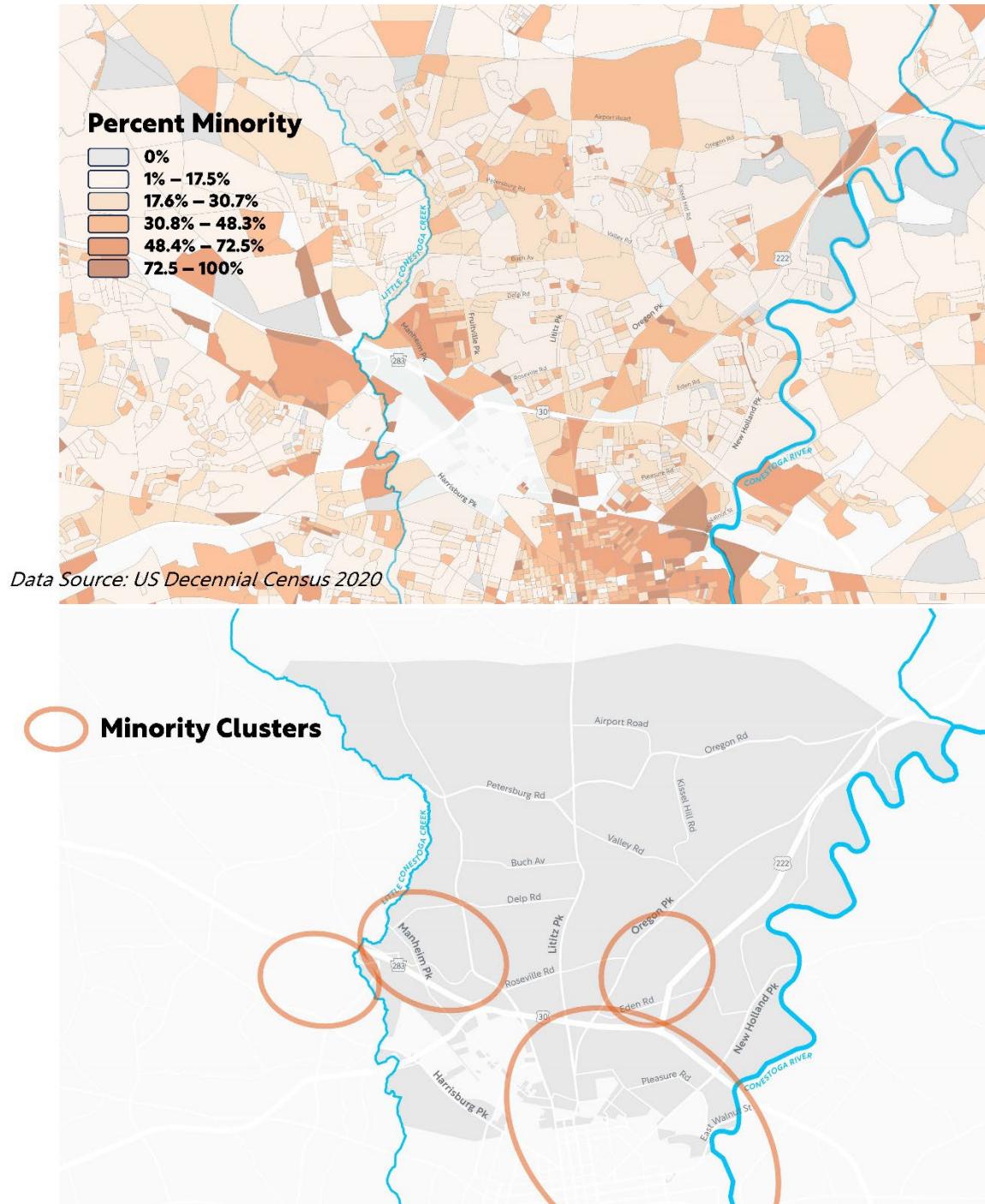
MIGHT if it were safer

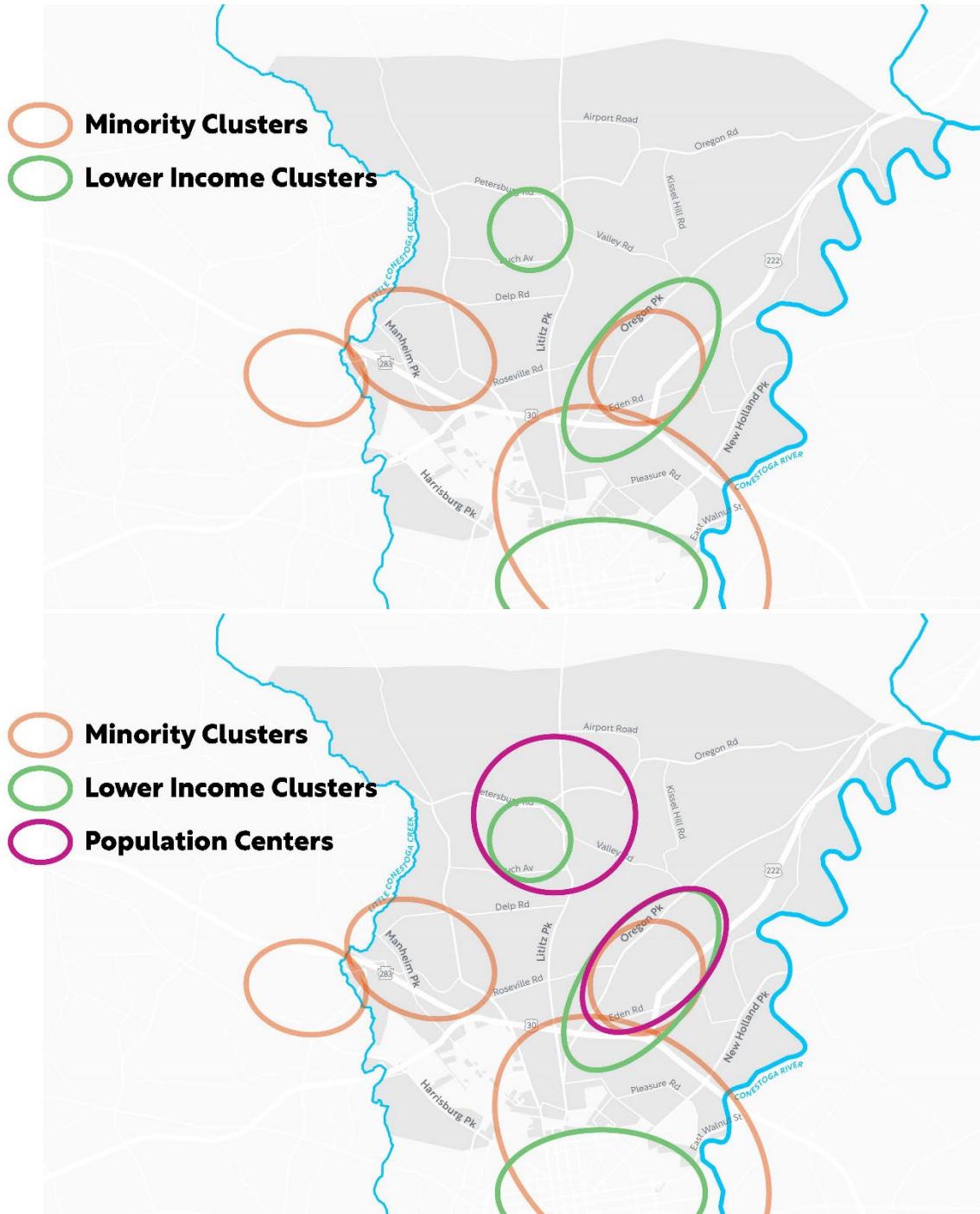


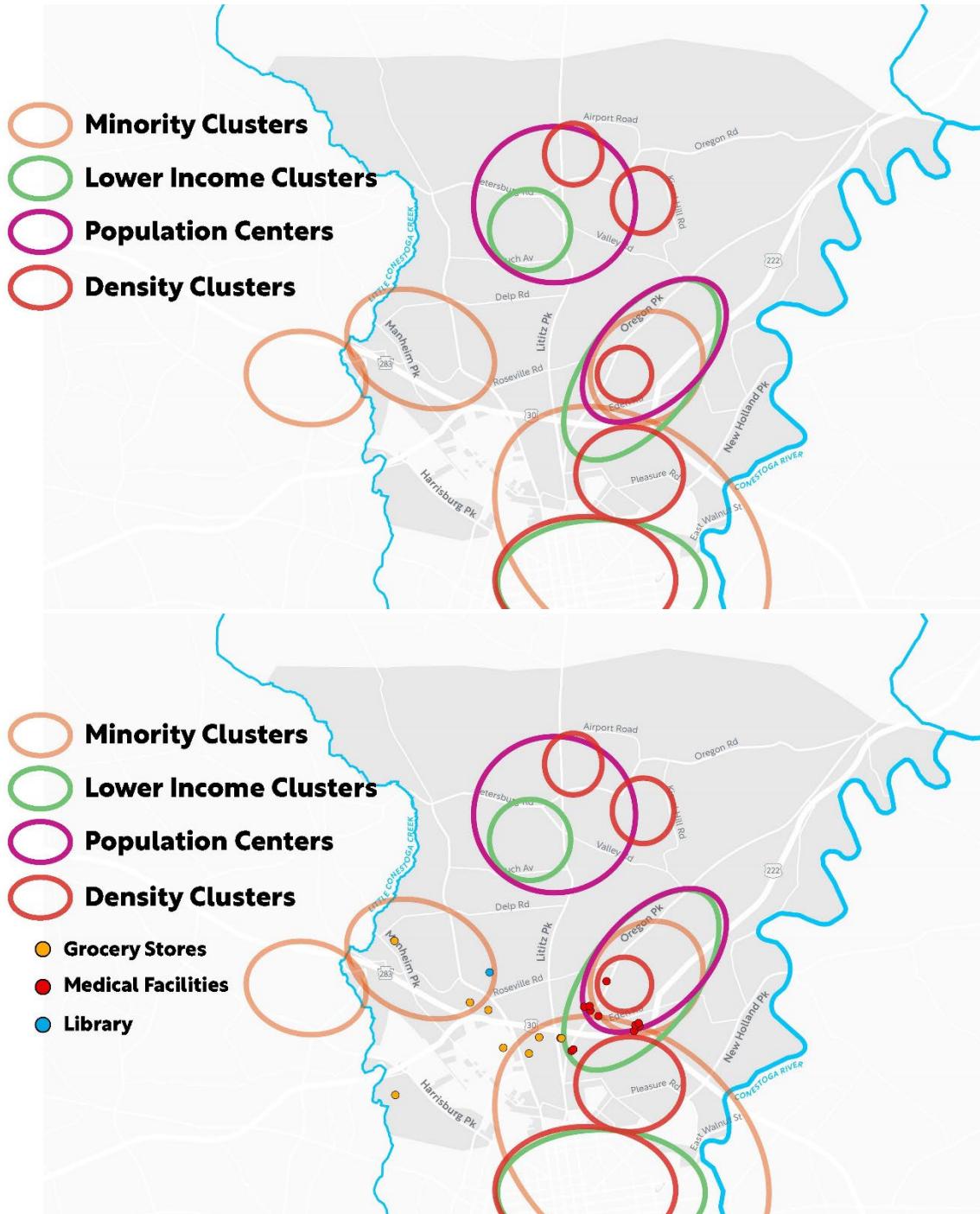


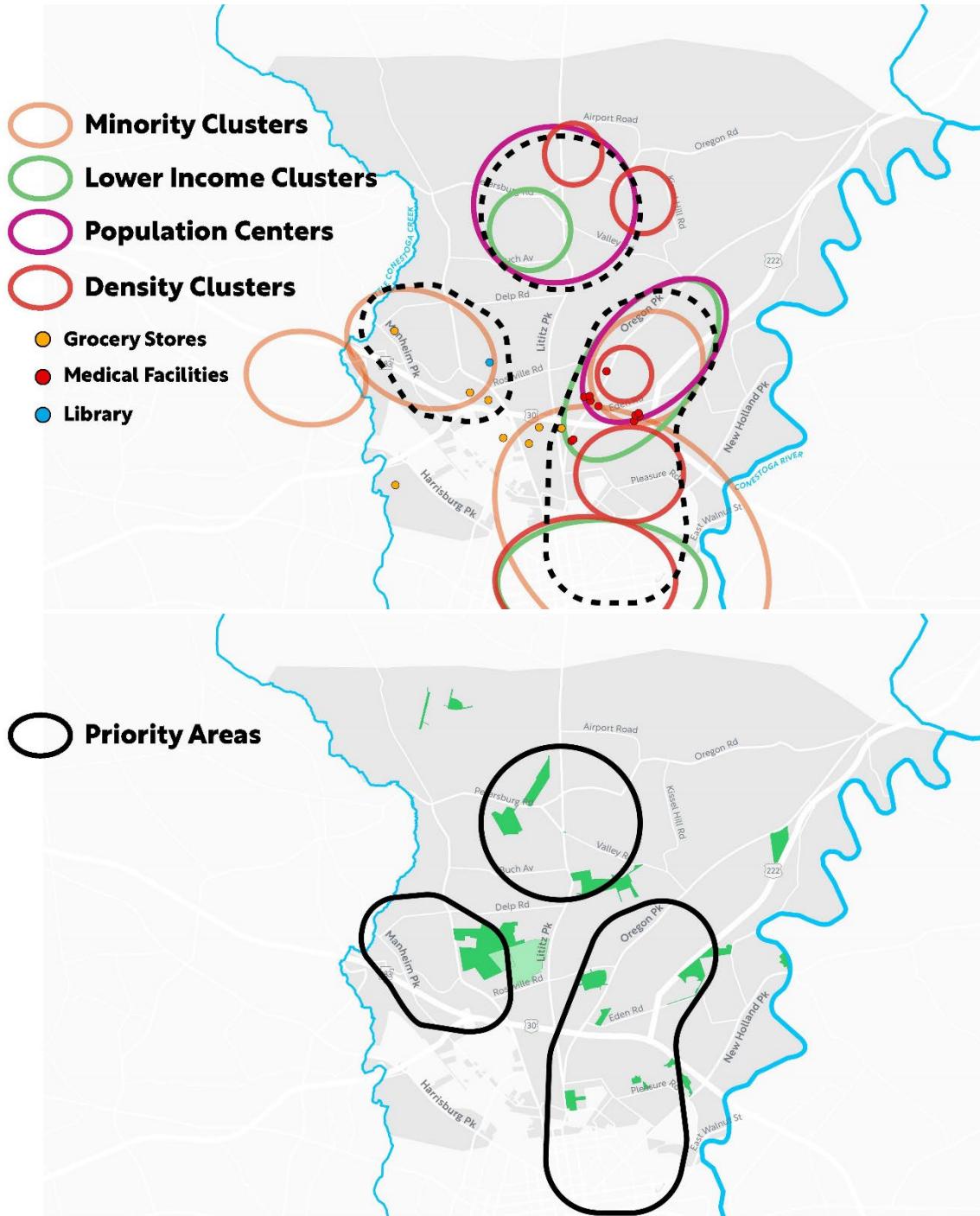


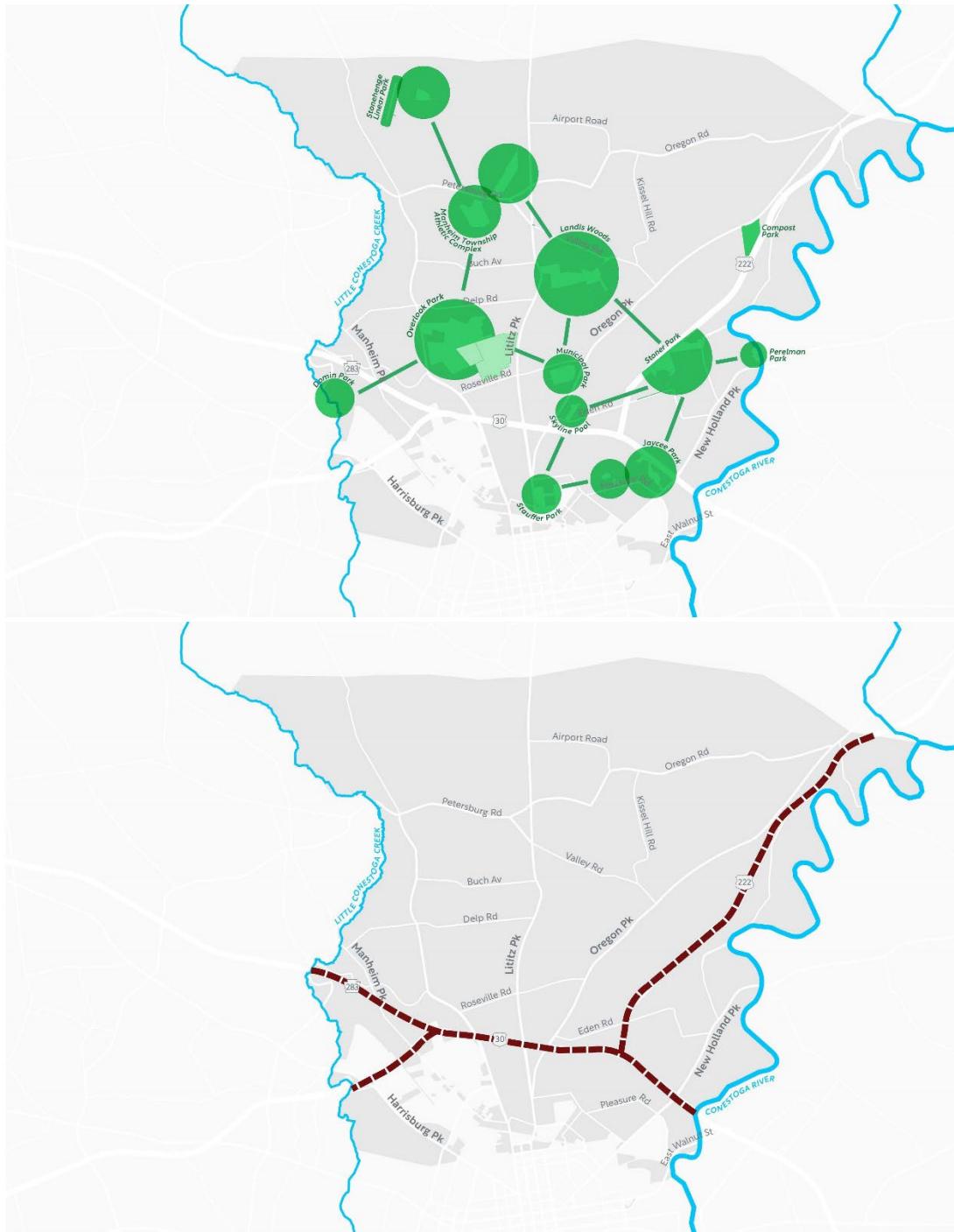


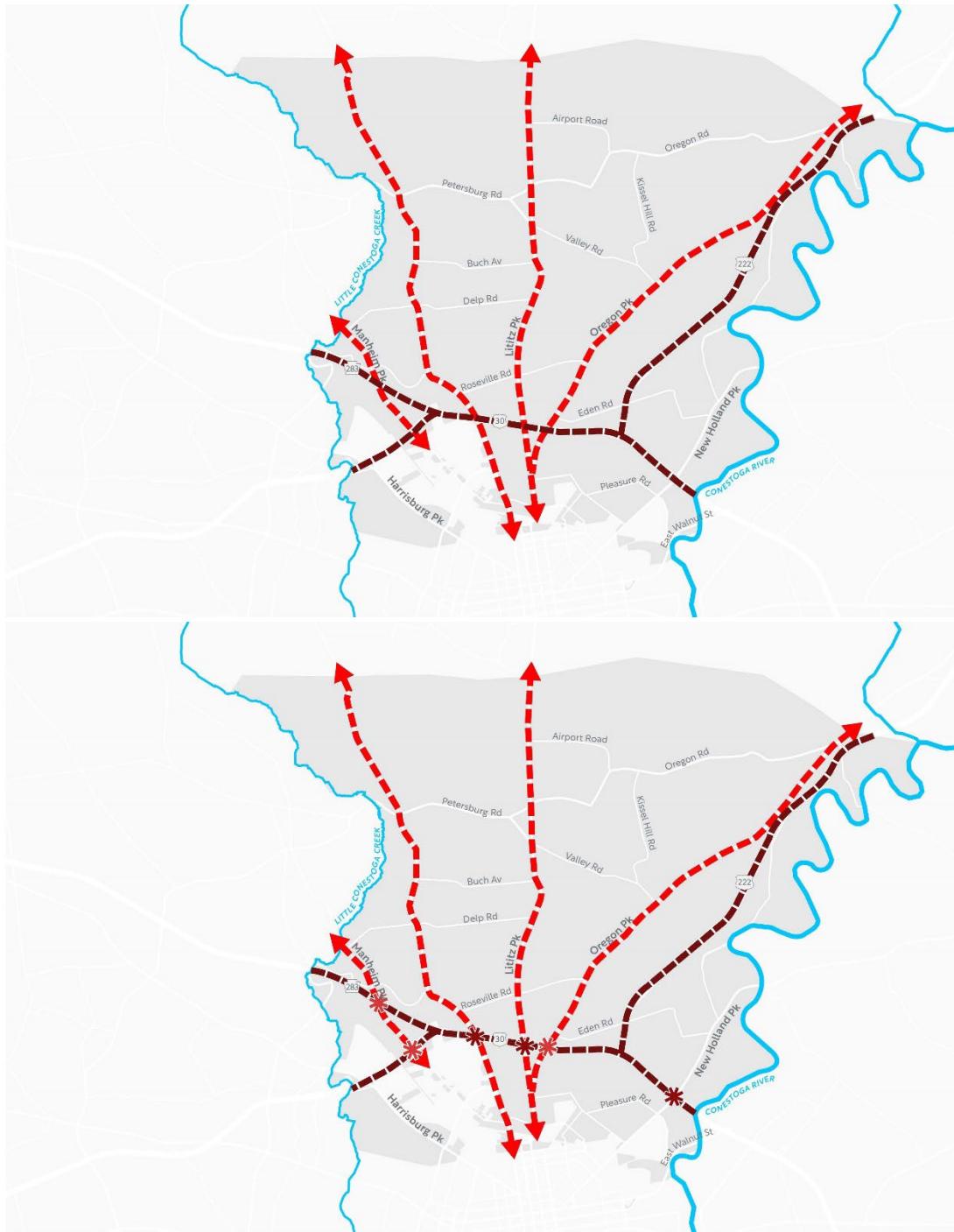


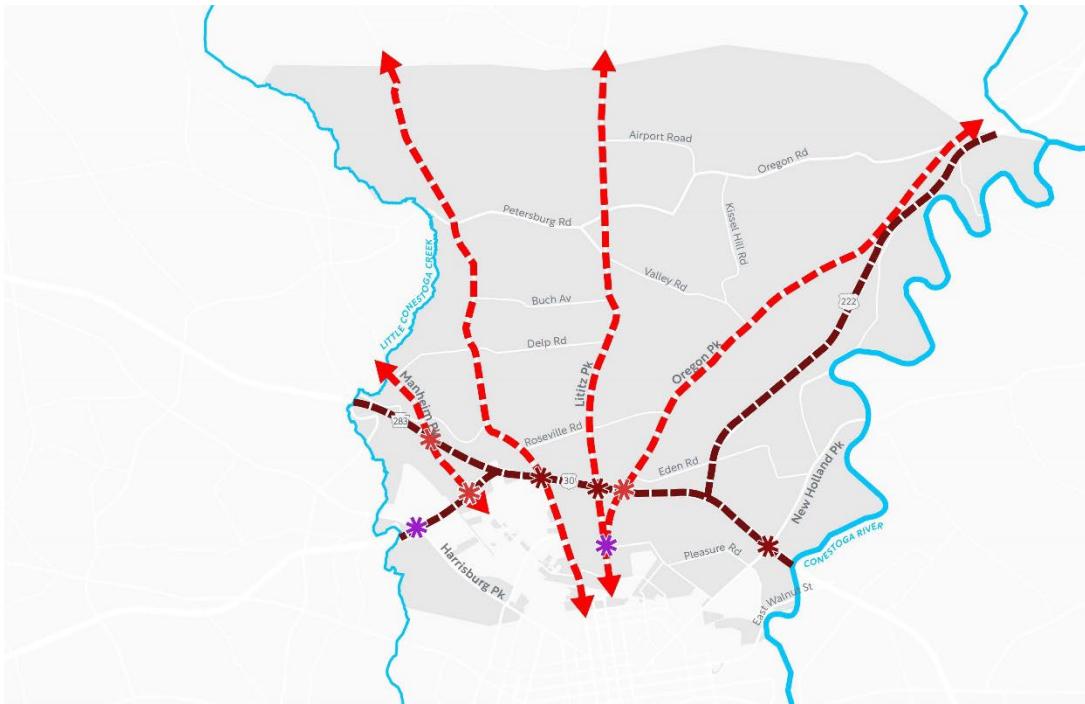












Harrisburg Pike – US 30



Manheim Pike – US 30



Manheim Pike – PA 283



Fruitville Pike – US 30



Lititz Pike – US 30



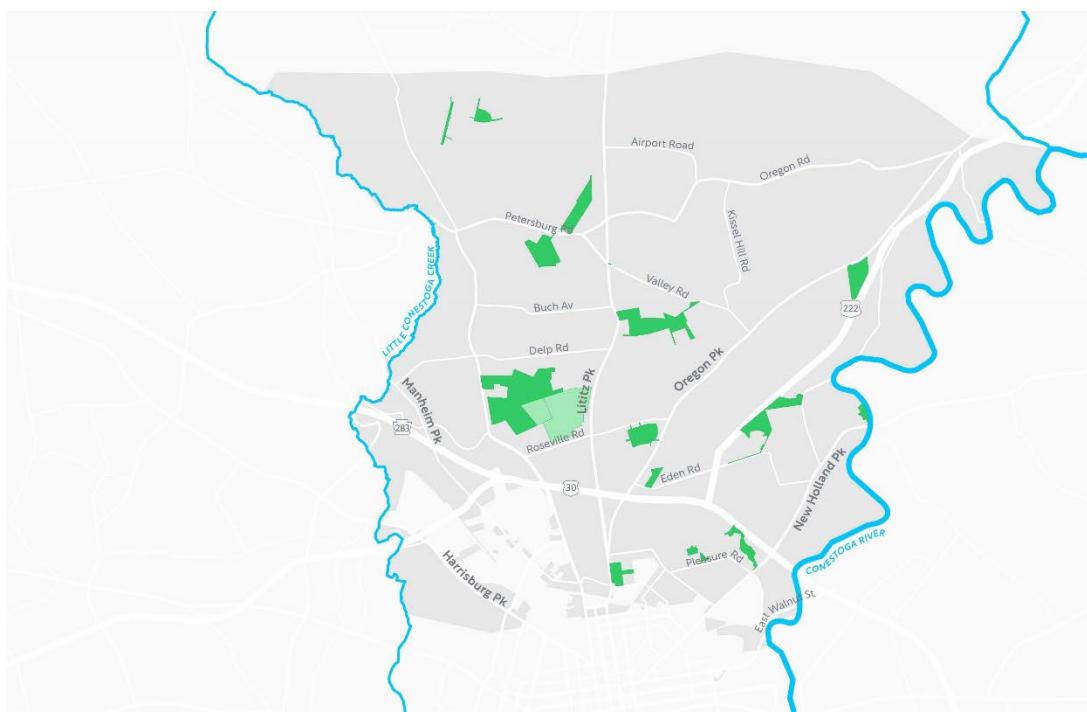
Oregon Pike – US 30

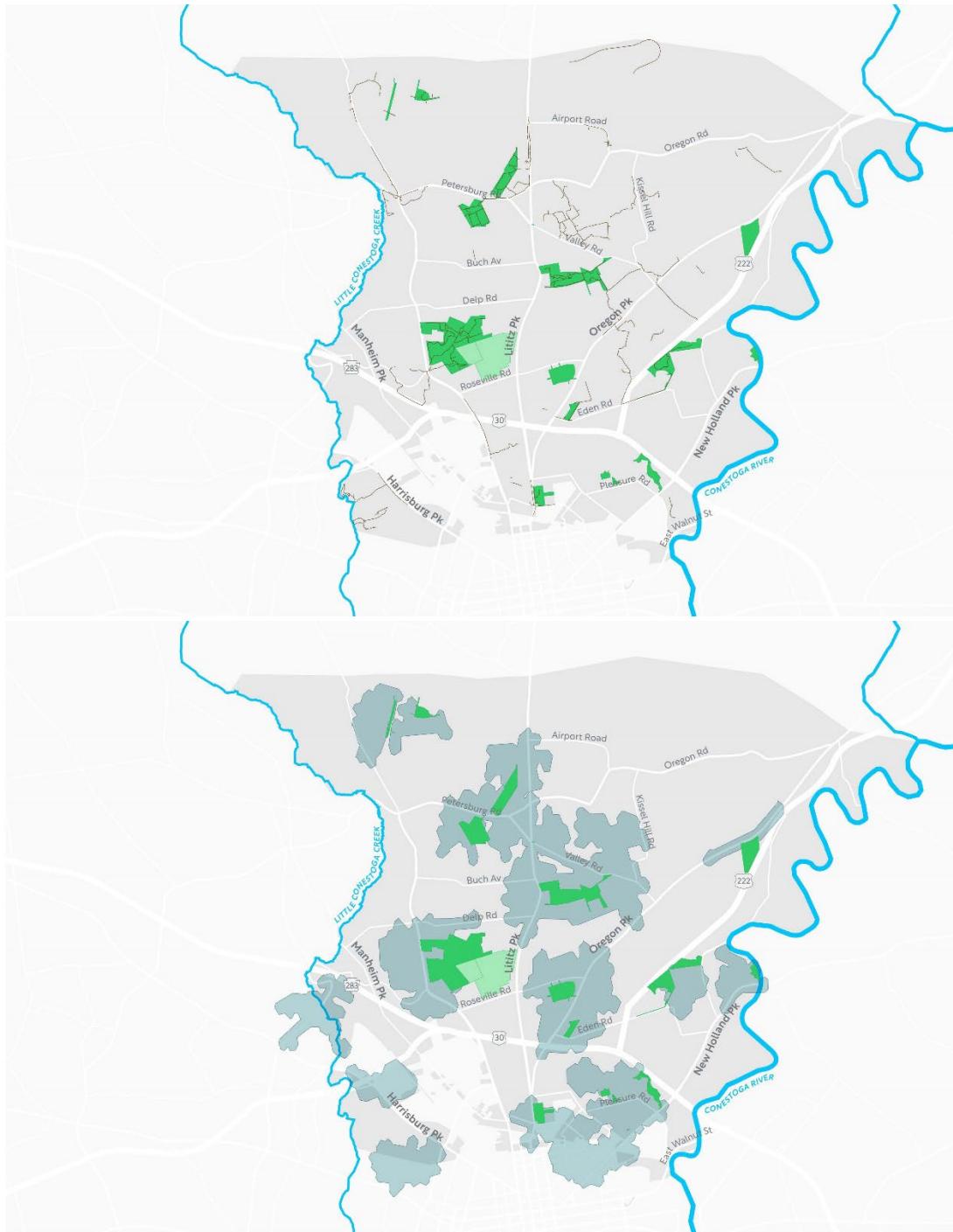


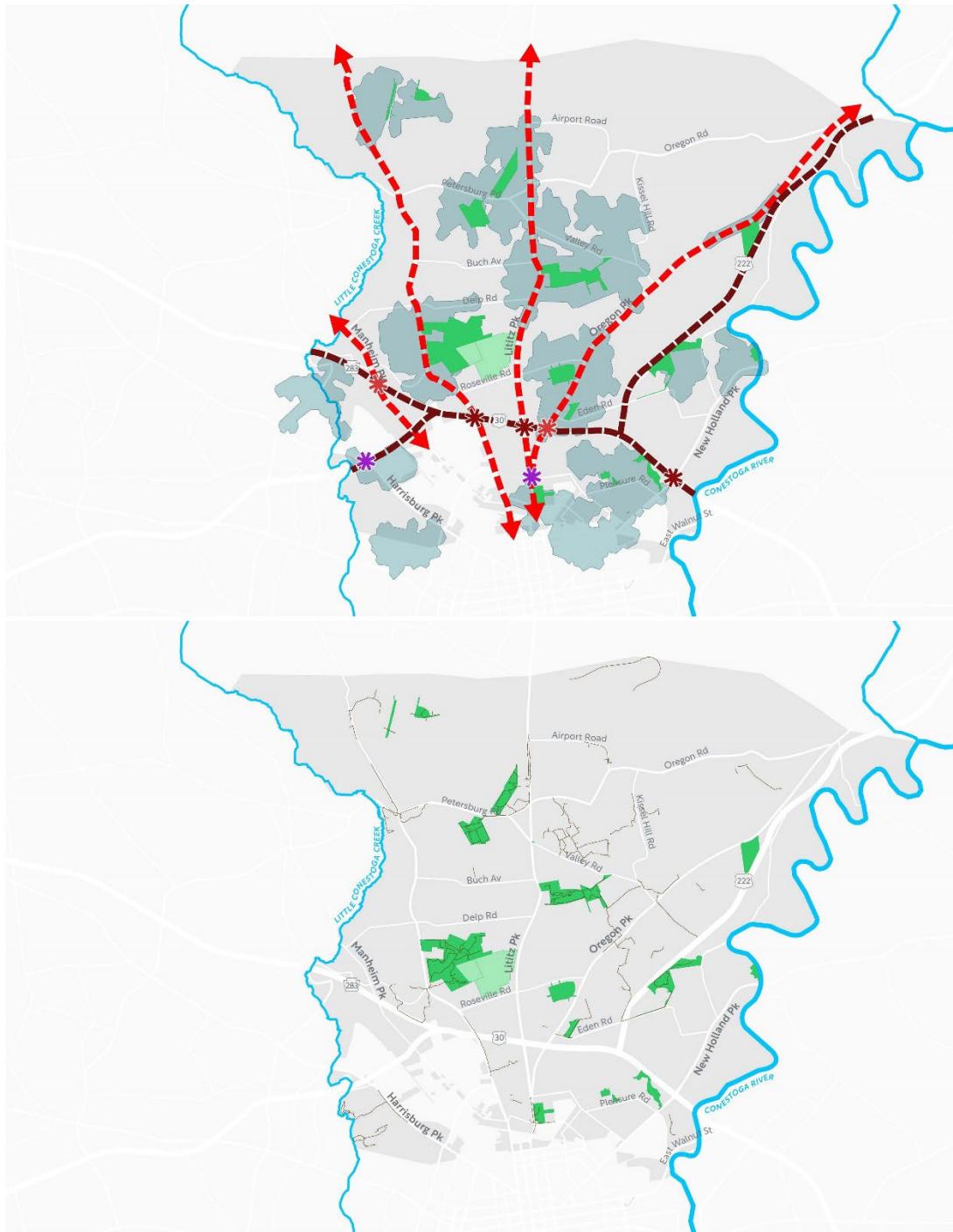
Golden Triangle

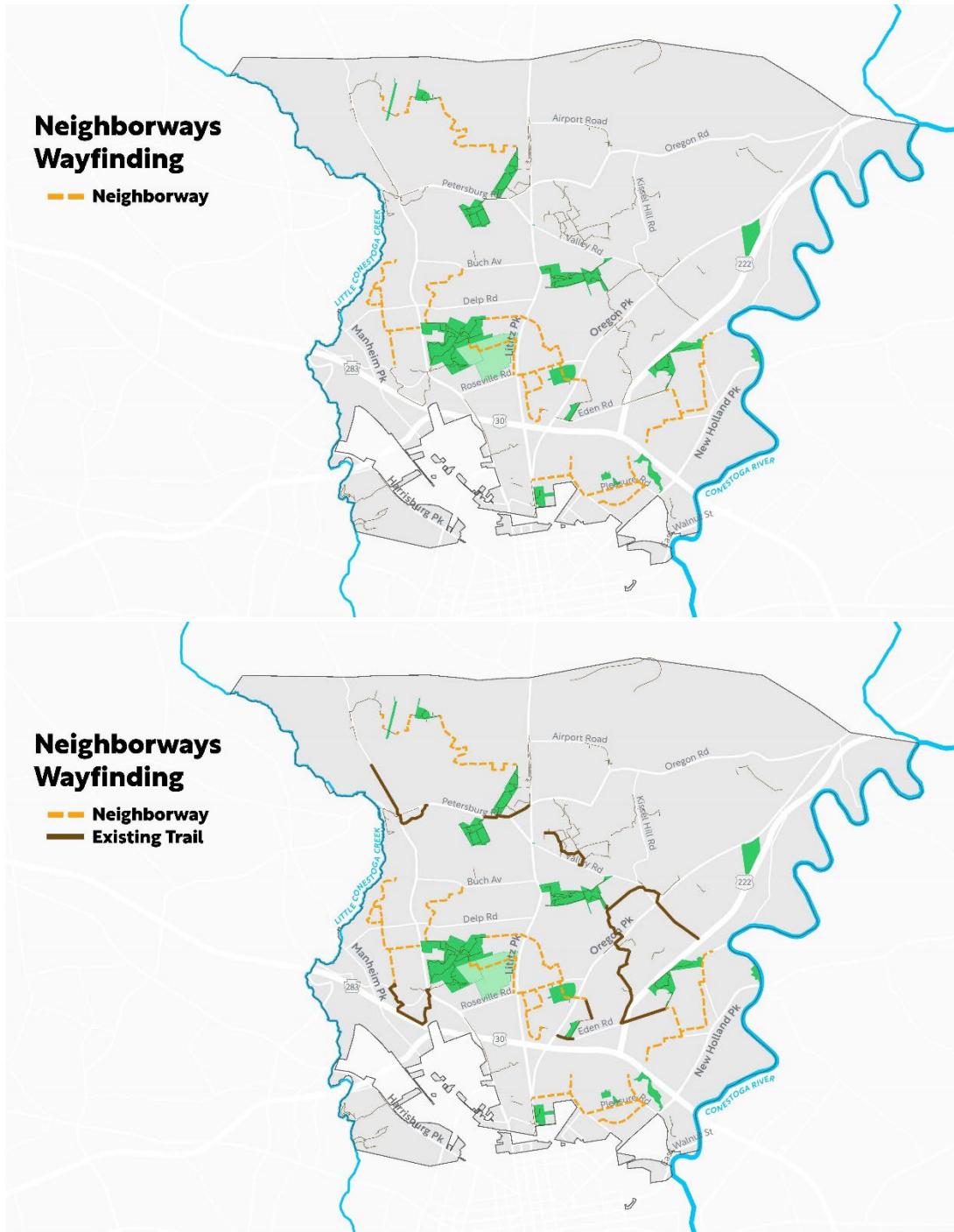


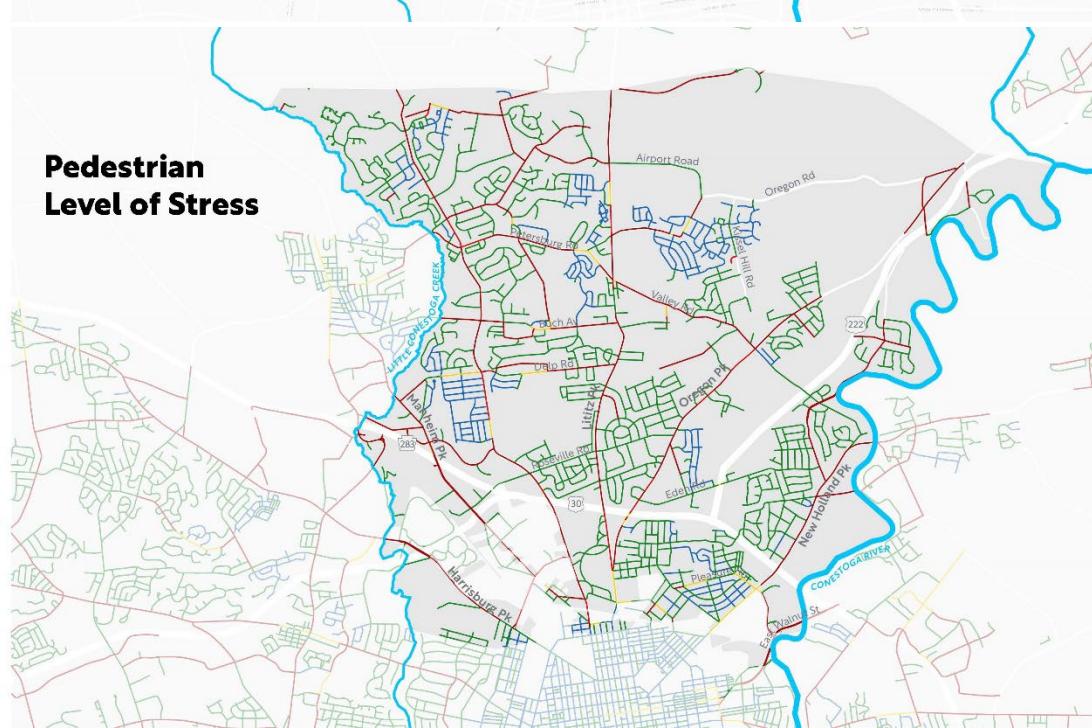
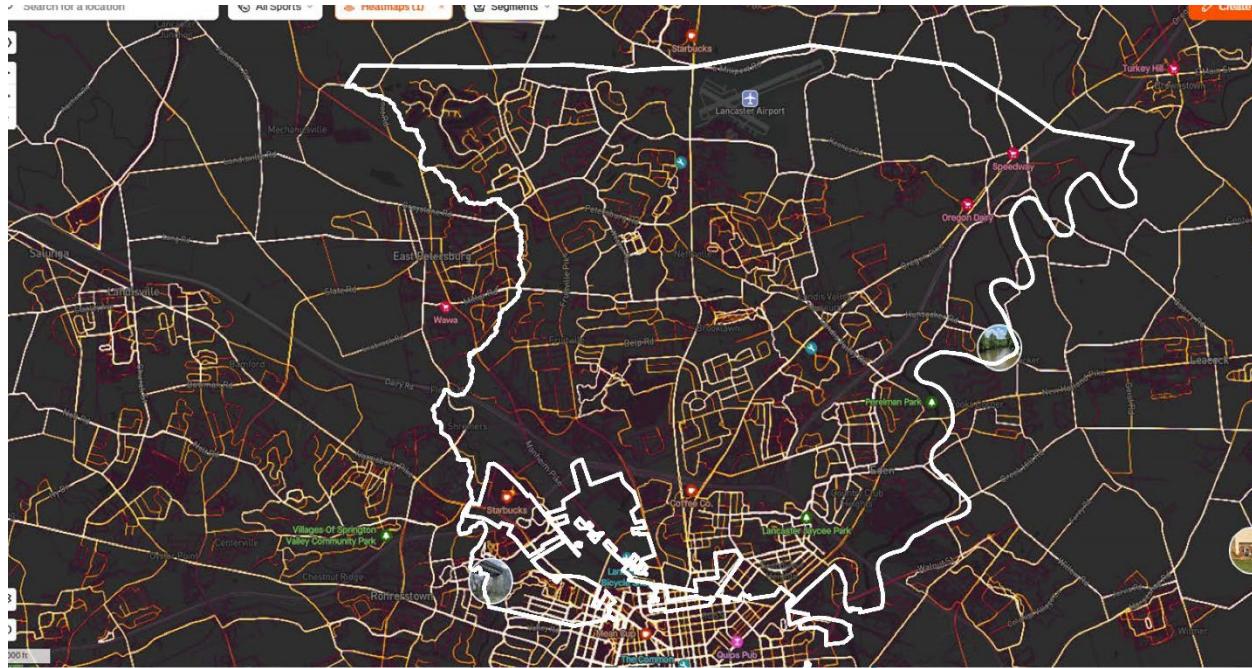
New Holland Pike – US 30

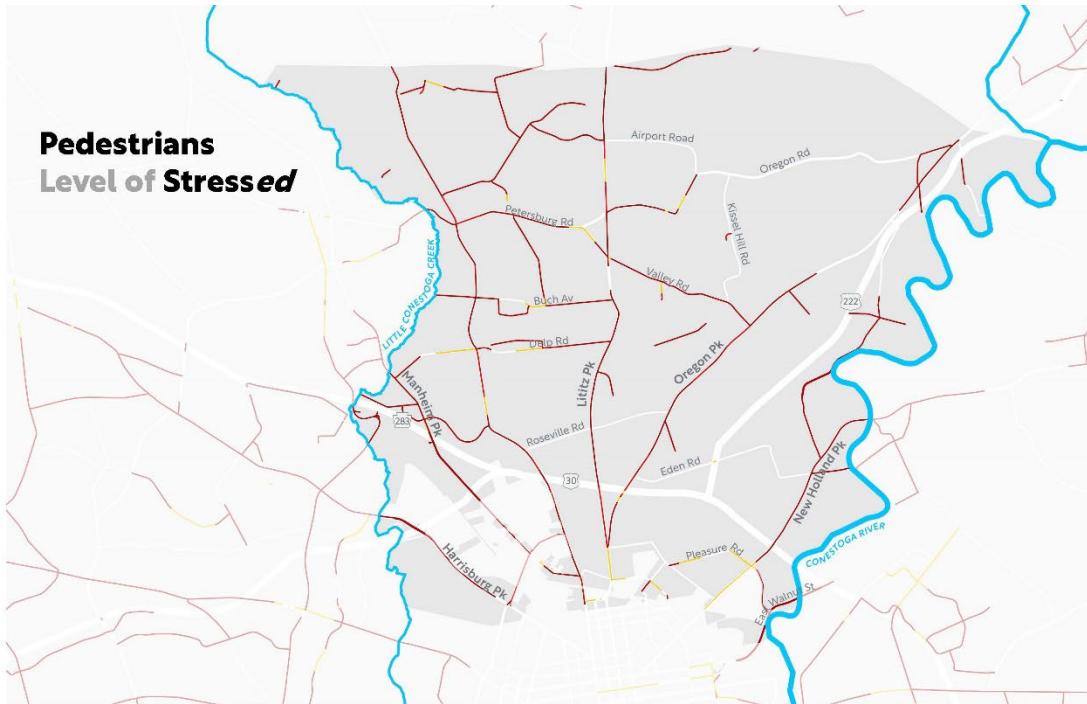


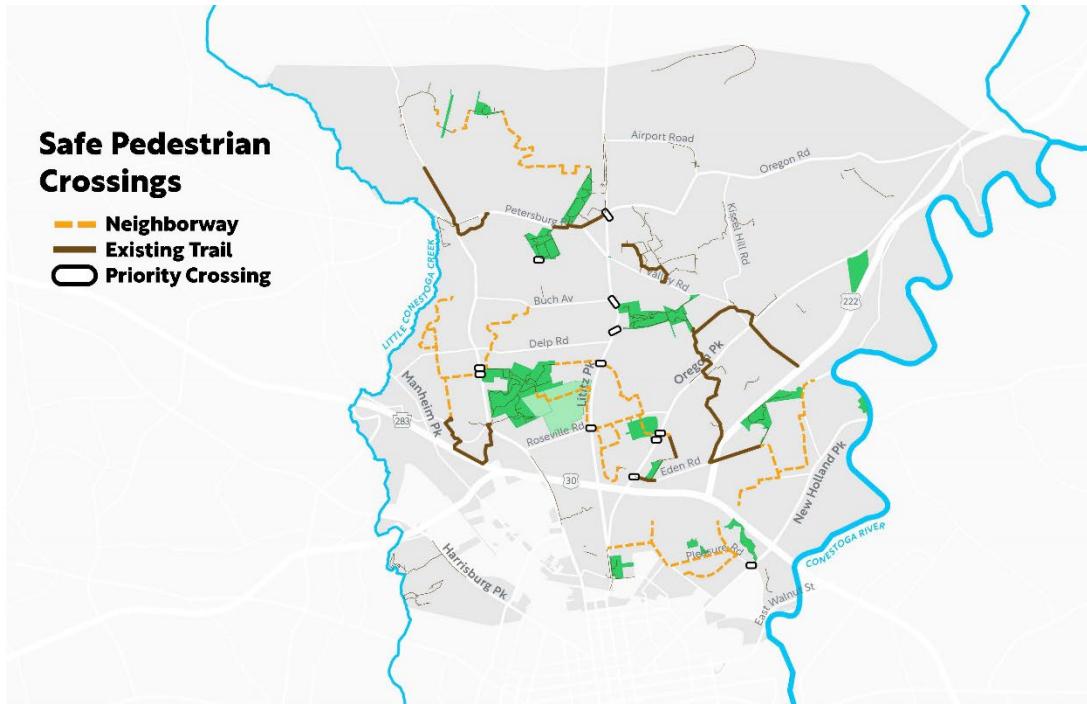




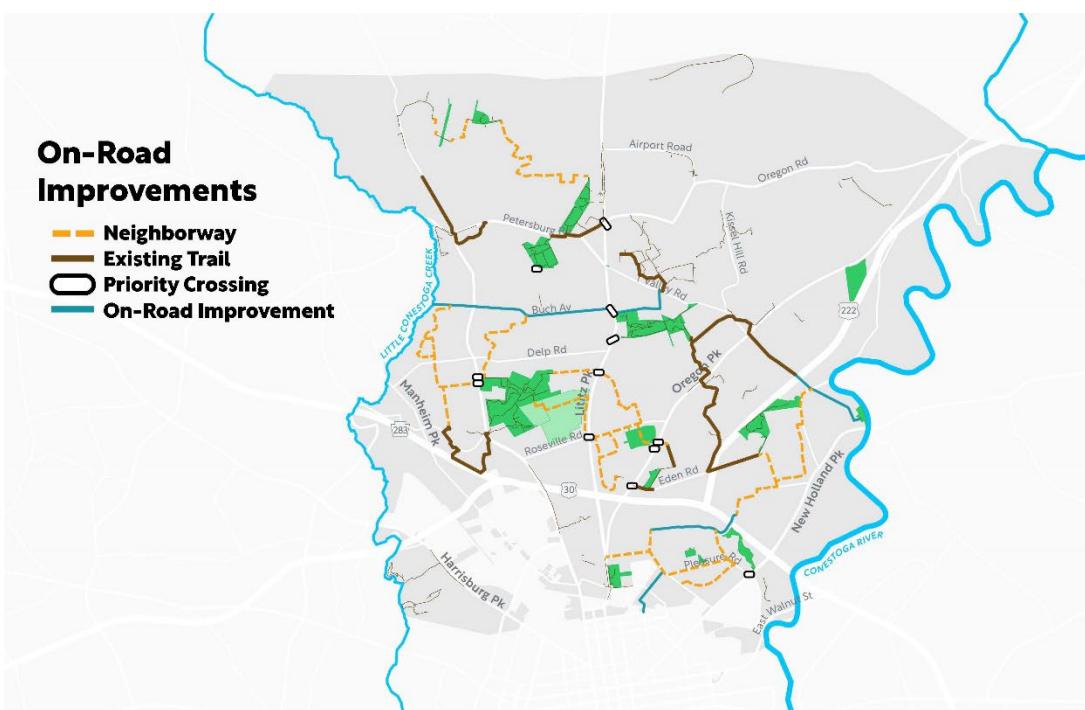
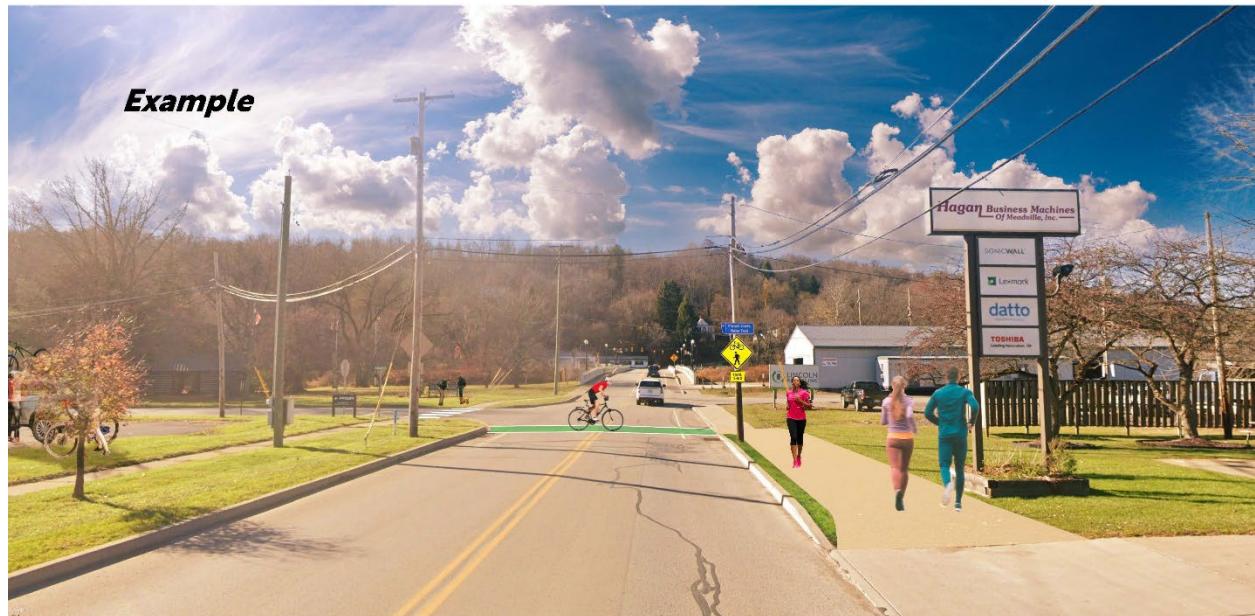


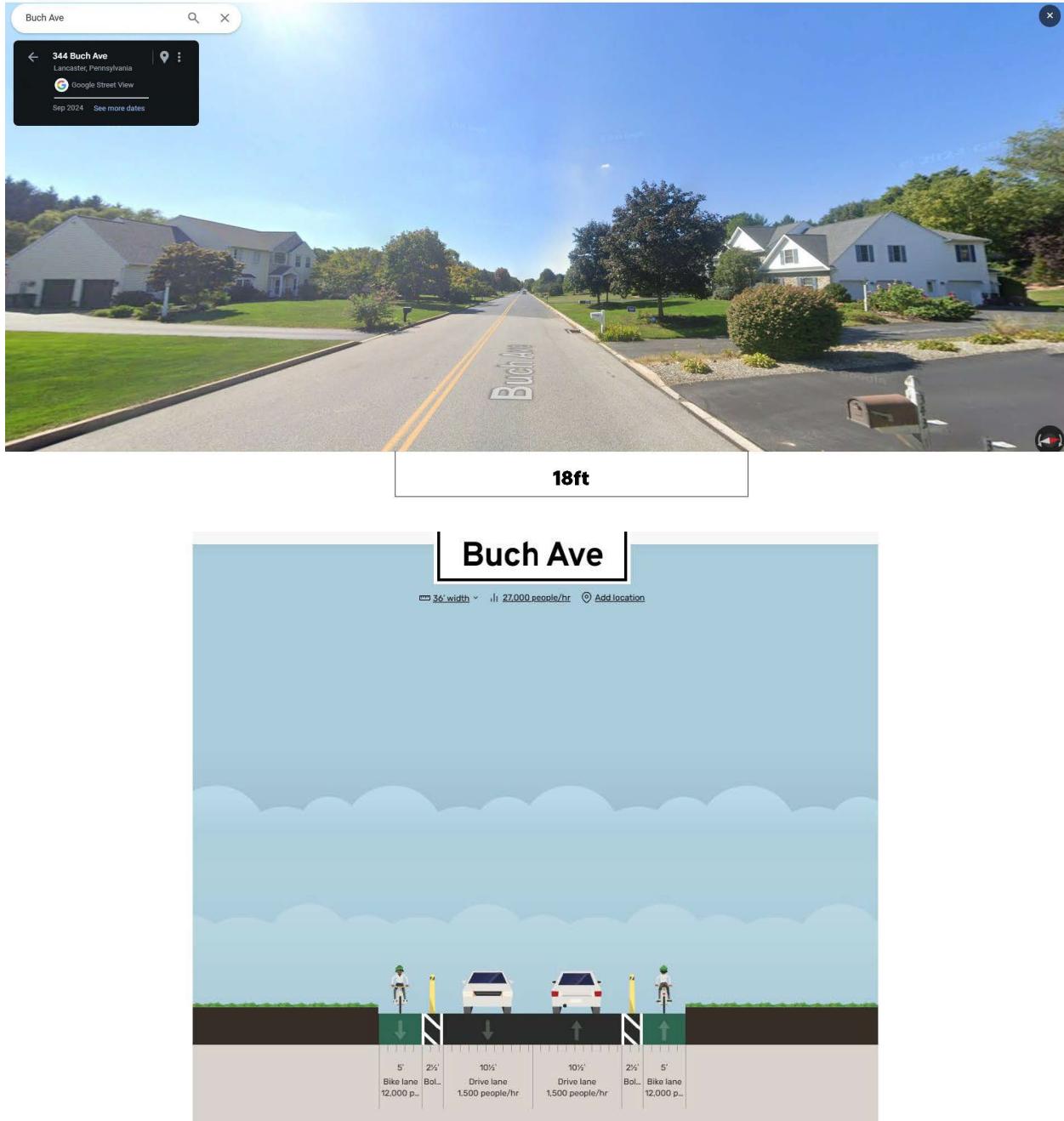




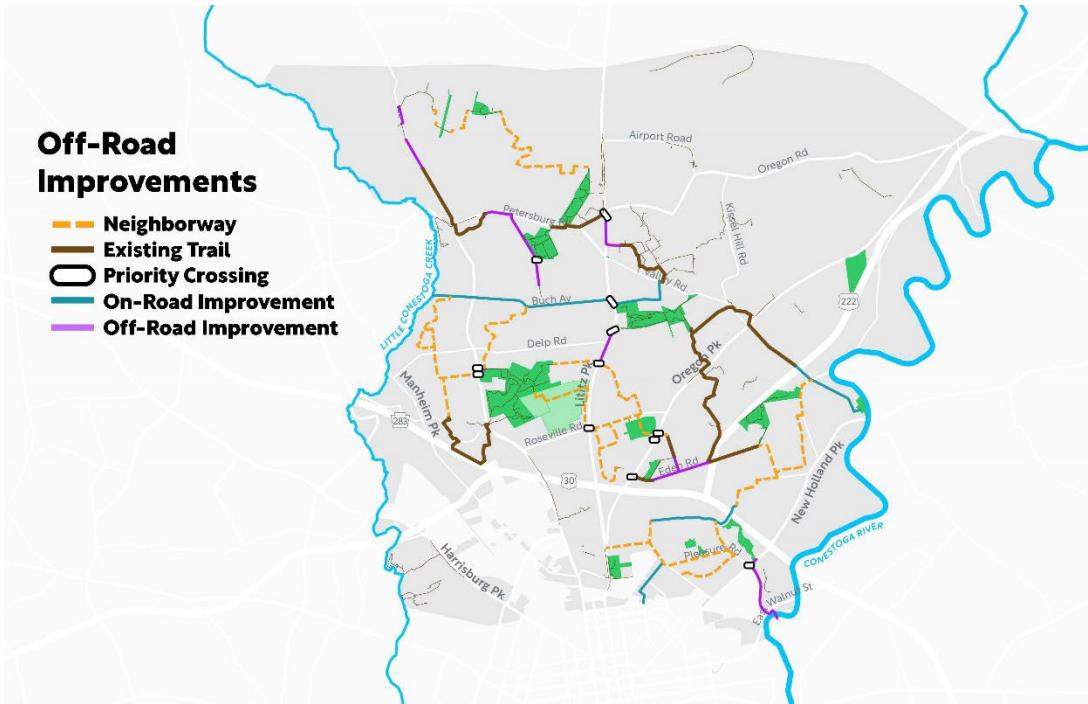








Buch Ave Bike Lane Concept**Buch Ave Bike Lane Concept**



Eden Rd



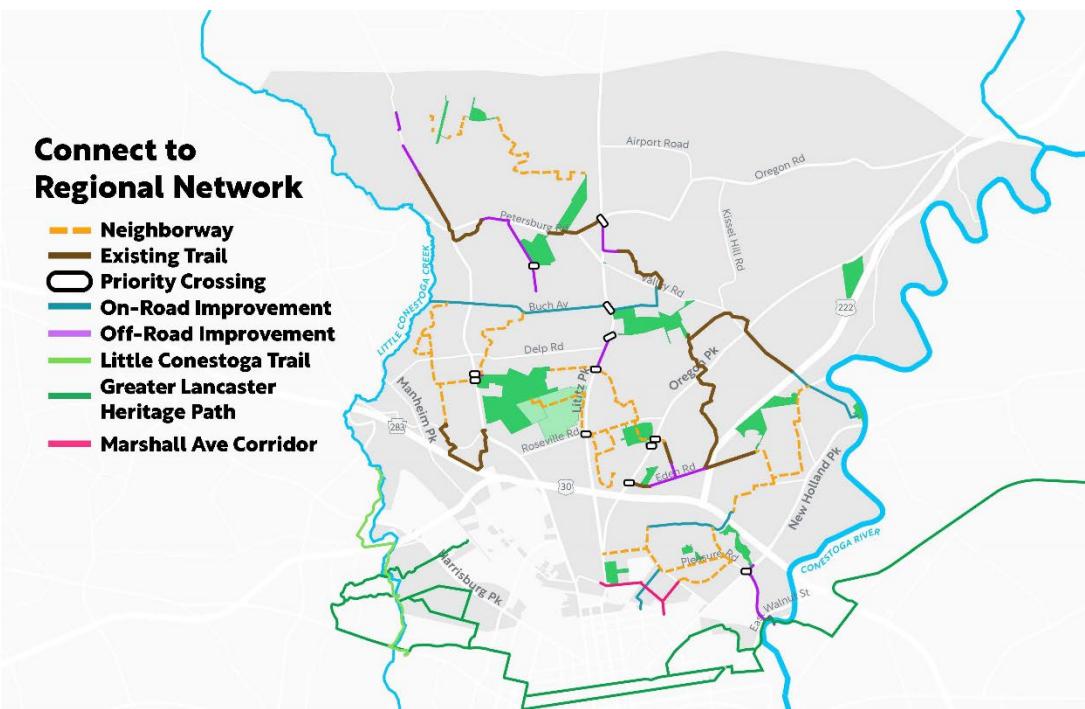
Eden Rd

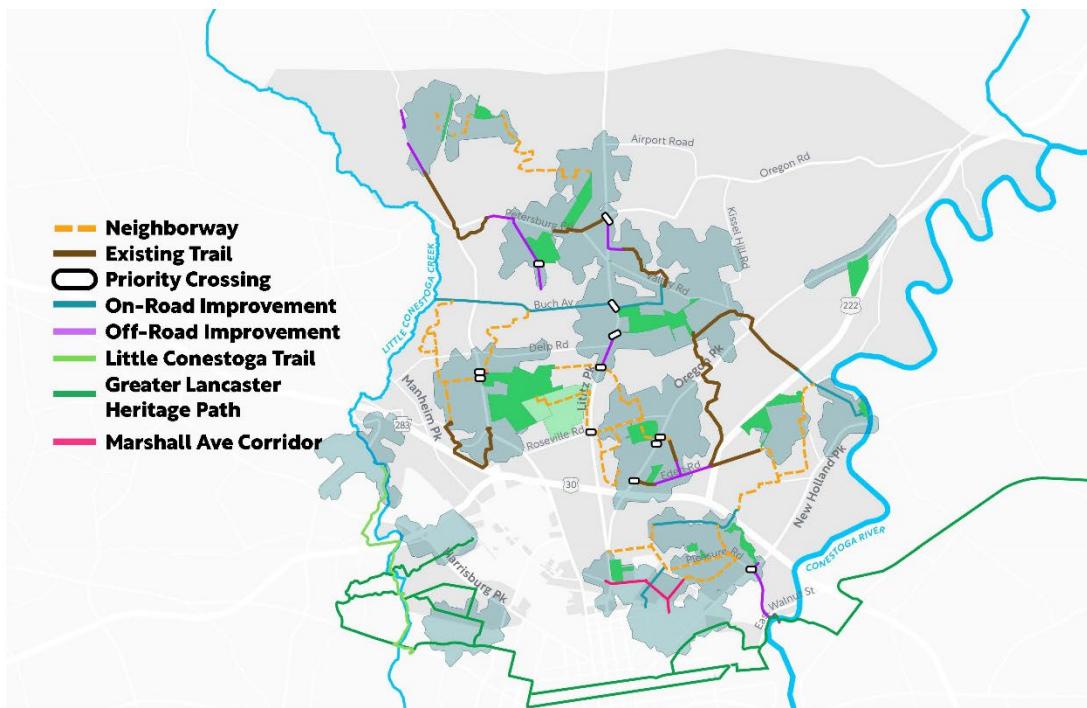


Lititz Pike



Lititz Pike





Appendix J: Complete Streets Analysis

Complete Streets in Manheim Twp.

Exploring a New Vision for Oregon Pike

What is Complete Streets?

“Complete Streets are streets for everyone. Complete Streets is an approach to planning, designing, building, operating, and maintaining streets that enables safe access for all people who need to use them, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities”

“...there is no singular design prescription for Complete Streets. Each one is unique and responds to its community context.”

(Smart Growth America)



Why Complete Streets *in Manheim Twp?*

1. Make Your Roads More Welcoming
2. Better Prepare for Future Development

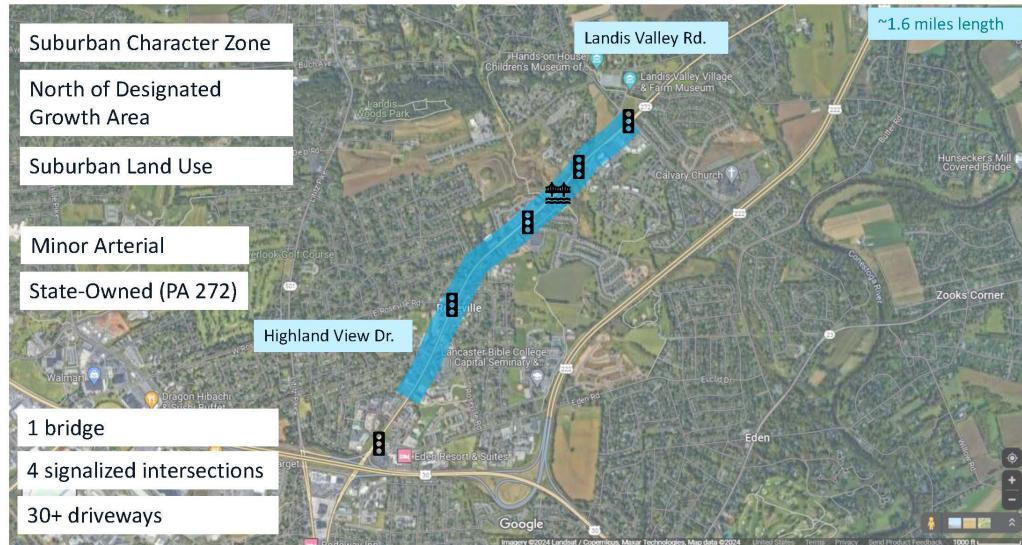


3

Complete Streets on Oregon Pike

4

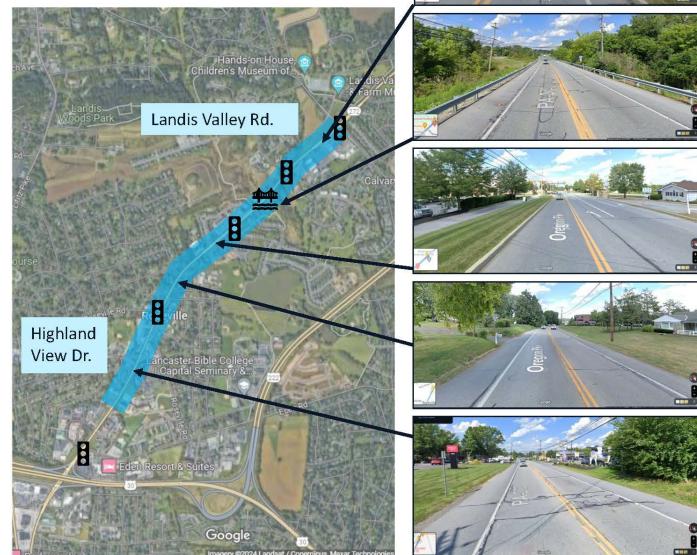
Existing Corridor – Context & Infrastructure



5

Existing Corridor – Infrastructure

- One lane each direction, with turn bays at some intersections
- *TWLTL* between Valleybrook Dr. and Landis Valley Rd.
- Shoulders, curbs, and sidewalks drop in and out along corridor





41 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



44 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



48 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



44 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



41.5 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



41 FT
PAVEMENT WIDTH



Assume 60 Ft ROW



41 FT
PAVEMENT WIDTH



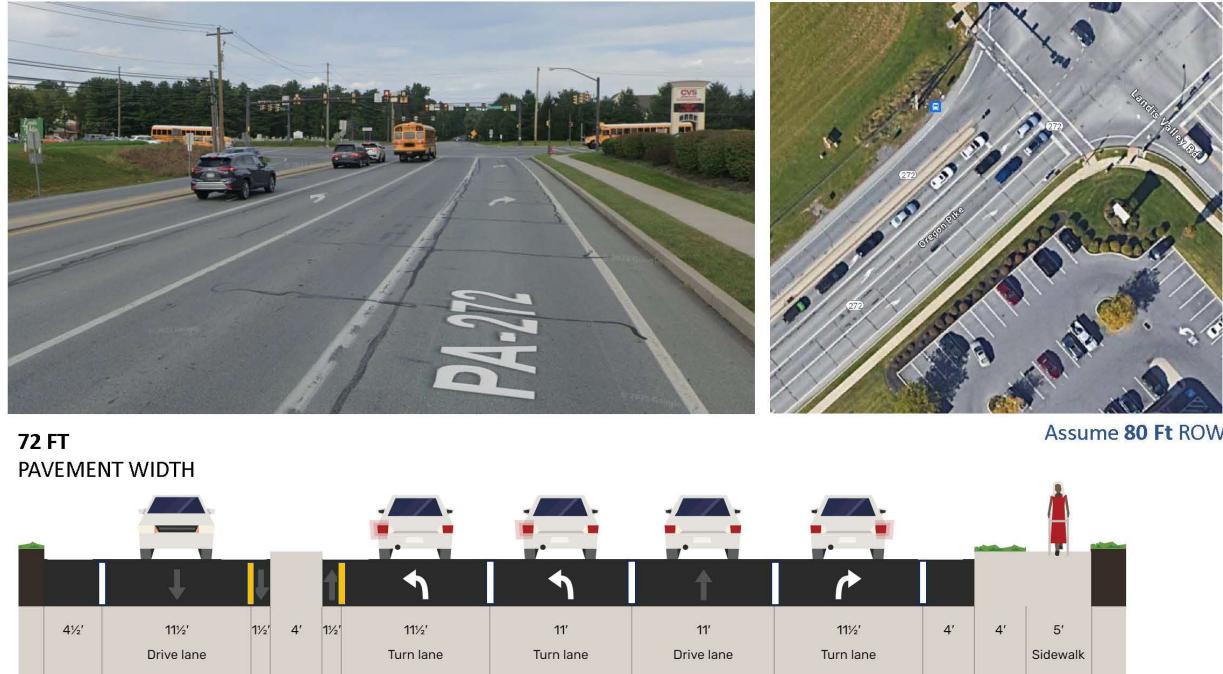
Assume 60 Ft ROW



43.5 FT
PAVEMENT WIDTH



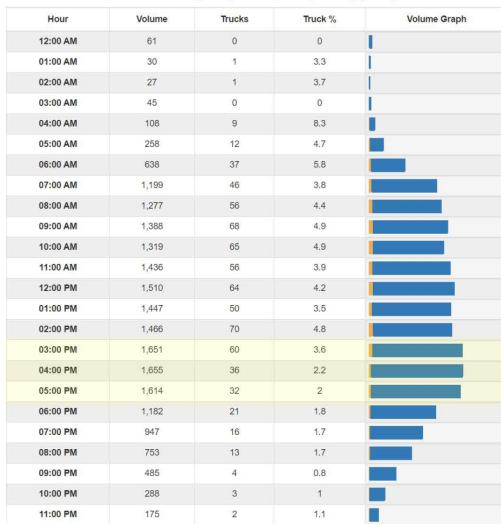
Assume 60 Ft ROW



Existing Corridor – Operations

- Minor Arterial
- 19,000 – 20,000 vehicles per day (ADT)
- 13 Intersections
 - » 4 signalized
- 30+ driveways
 - » Commercial & residential
- This corridor experiences vehicle congestion

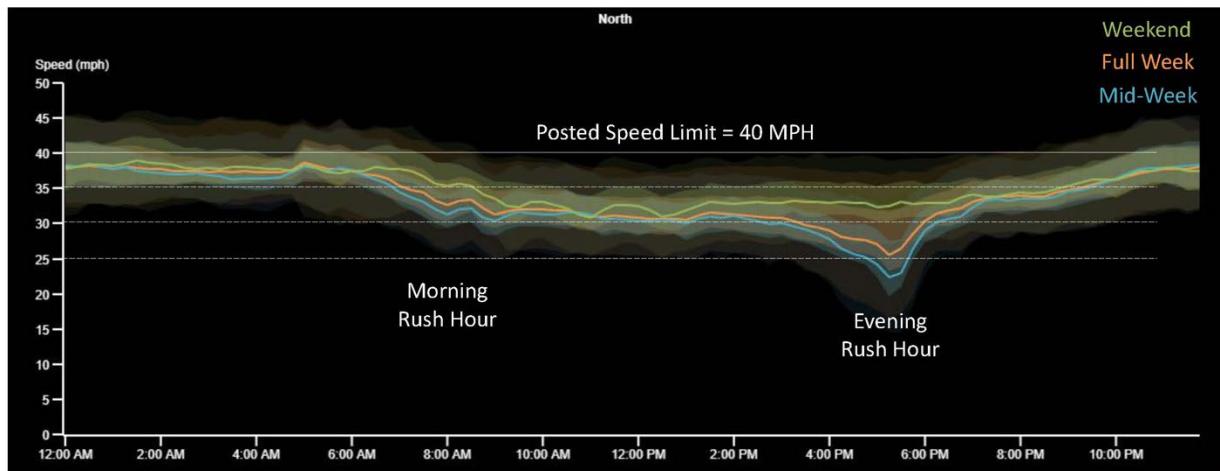
2022 Traffic Information Repository (TIRe)



16

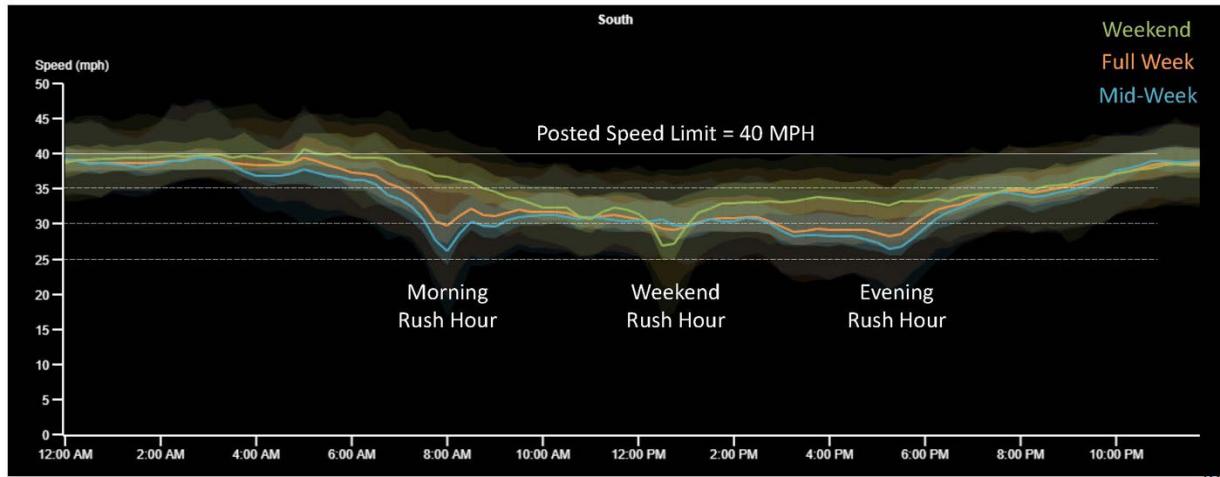
Existing Corridor – Speeds (Northbound)

- 40 MPH posted speed limit



Existing Corridor – Speeds (Southbound)

- 40 MPH posted speed limit



Existing Corridor - Safety

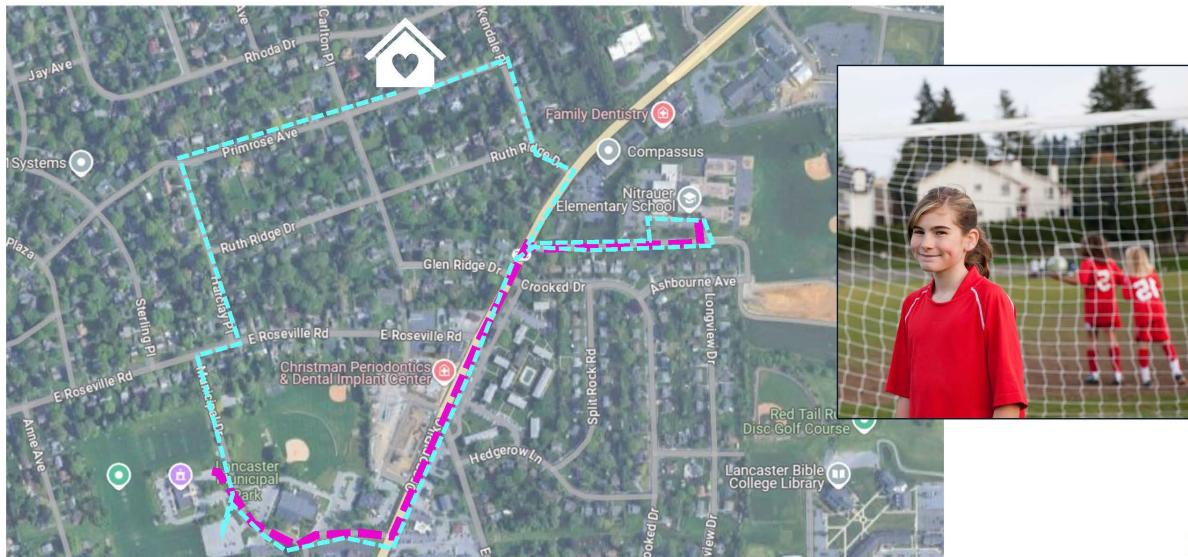
- Perceptions of being unsafe for people walking & biking
 - » Shoulders, curbs, and sidewalks drop in and out along corridor
 - » Only marked pedestrian crossings are at signalized intersections
 - » Rated as LTS-4 in the Lancaster Co. Active Transp. Plan
 - » 40 MPH speed limit
- Crash data reveals rear-end, angle, and hit fixed object crashes along the corridor (with clusters at turning locations)

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Storytime: John, Bicyclist

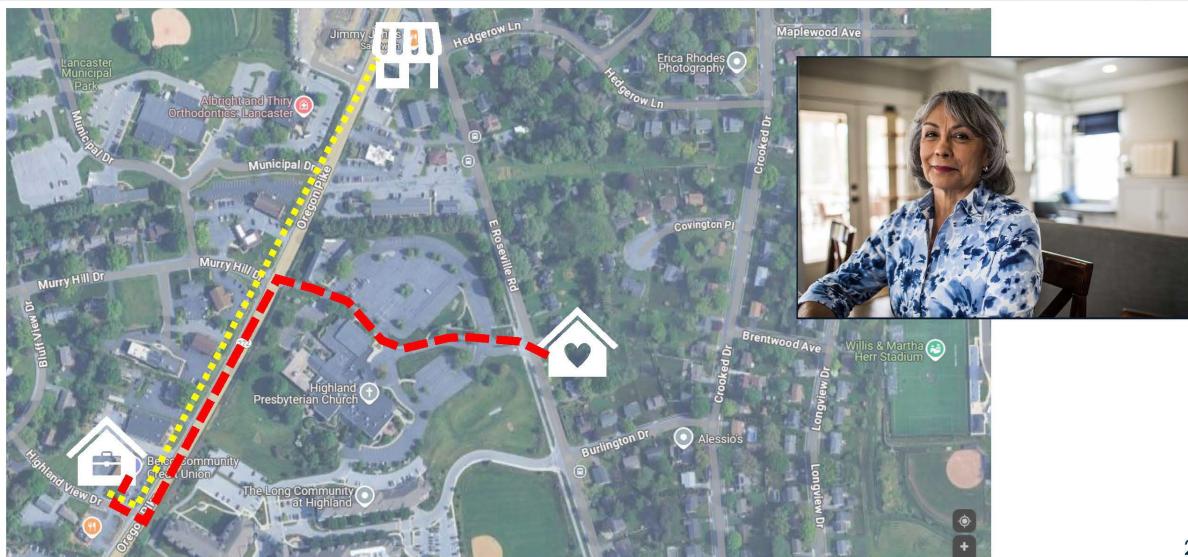


Storytime: Maddie, 5th Grader



21

Storytime: Maria, Local Worker



22

Why Complete Streets *in Manheim Twp?*

1. Make Your Roads More Welcoming
2. Better Prepare for Future Development



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Complete Streets Approach on Oregon Pike



Speed Management
Strategies



New Roadway
Cross-Sections

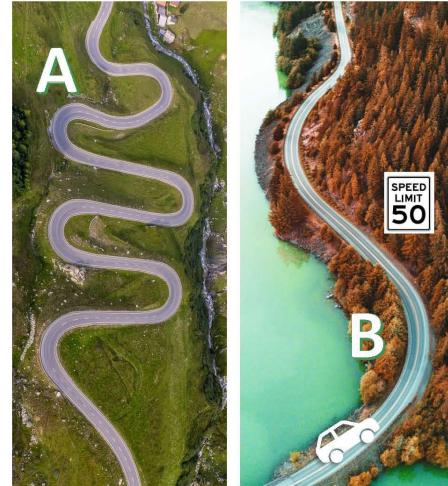


New Pedestrian &
Bicyclist Crossings

24

Speed Management

- **Design Speed** – the speed used to design specific geometric elements of the road
- **Posted Speed (or Statutory Speed)** – the max lawful vehicle speed at a specific location on the road
- **Operating Speed** – speeds at which vehicles are observed traveling during free-flow conditions
- **Target Speed** – the max operating speed that vehicles should ideally operate based on the roadway in a specific context



25

Speed Management – Target Speed for Contexts



26

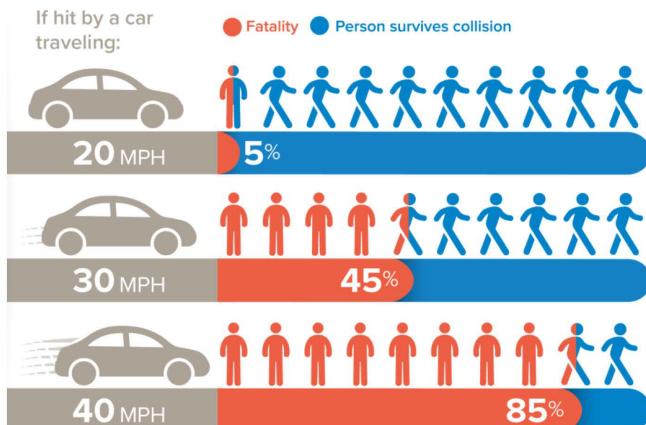
Speed Management

Reducing speeds will:

- » make it more comfortable for pedestrians and cyclists
- » increase the stopping distance for vehicles braking
- » reduce the severity of crashes

Speed Mgmt. Strategies:

- » Posted speed limit reduction
- » Contextual road design
- » Traffic calming elements
- » Enforcement (if needed)



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Speed Management – Speed Limit Reduction

How much time are we really talking about?

- 1.6 miles / 40 MPH = .040 hours = 2.4 minutes
- 1.6 miles / 35 MPH = .046 hours = 2.7 minutes 18 seconds longer
- 1.6 miles / 30 MPH = .053 hours = 3.2 minutes 48 seconds longer
- 1.6 miles / 25 MPH = .064 hours = 3.8 minutes 84 seconds longer

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Complete Streets Approach on Oregon Pike



Speed Management Strategies



New Roadway Cross-Sections



New Pedestrian & Bicyclist Crossings

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New Roadway Cross-Section

- Provide pedestrian and/or bicyclist accommodations
 - » Within the roadway vs. Adjacent to the roadway
 - » Within the existing ROW vs. Beyond the existing ROW
 - » Dedicated vs. Shared Facilities
- Consider vehicular operational improvements (like two-way left-turn lanes) to reduce crashes and ease congestion*

**Perform an engineering study to confirm operational need*



30

Existing Roadway Cross-Section



31

Proposed Conceptual Roadway Cross-Sections

Note: The following proposed cross-sections are simply conceptual designs based on a high-level analysis of the existing conditions. Further analysis will be needed to determine feasibility across the corridor.

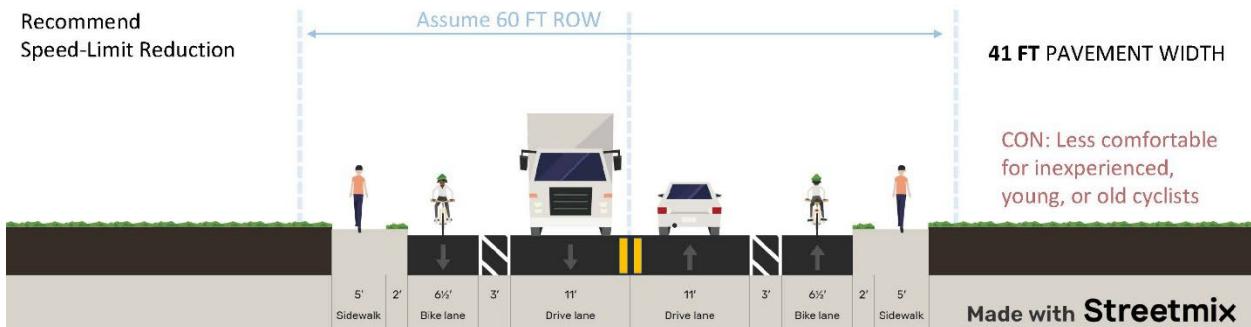
32

Recommend
Speed-Limit Reduction

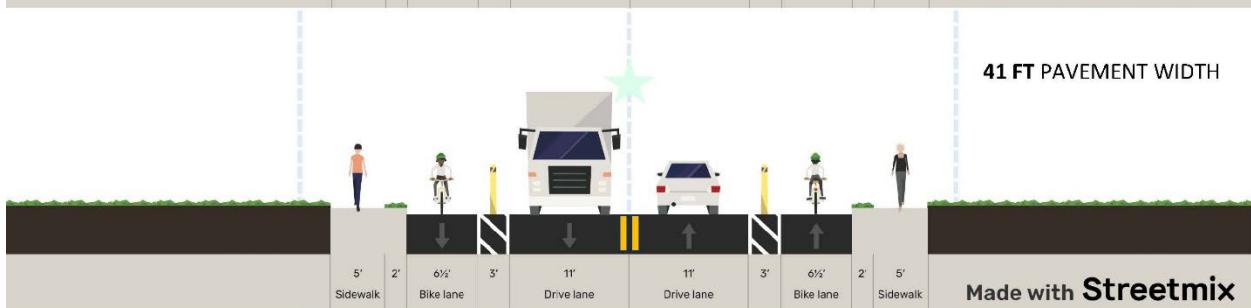
Assume 60 FT ROW

41 FT PAVEMENT WIDTH

CON: Less comfortable
for inexperienced,
young, or old cyclists



41 FT PAVEMENT WIDTH



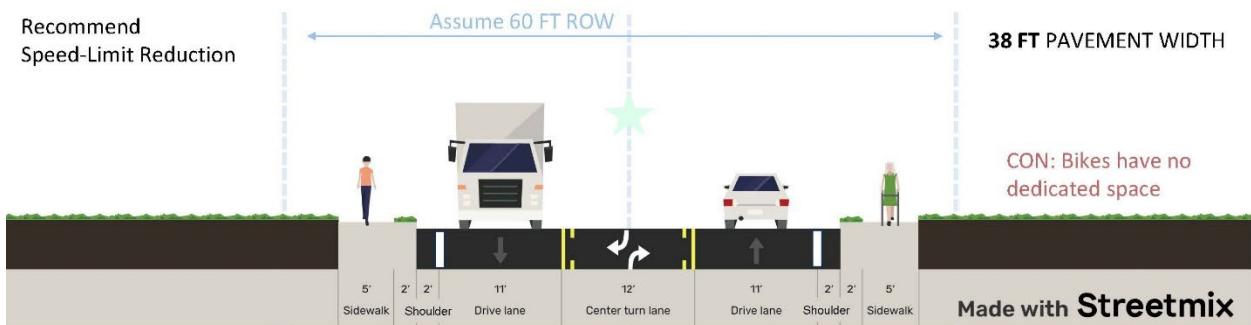
33

Recommend
Speed-Limit Reduction

Assume 60 FT ROW

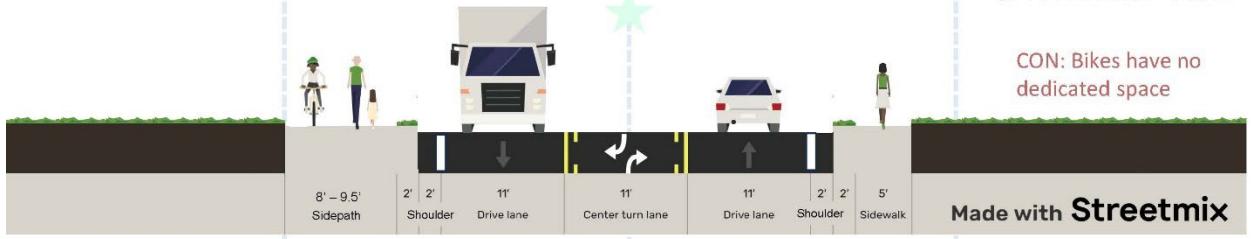
38 FT PAVEMENT WIDTH

CON: Bikes have no
dedicated space

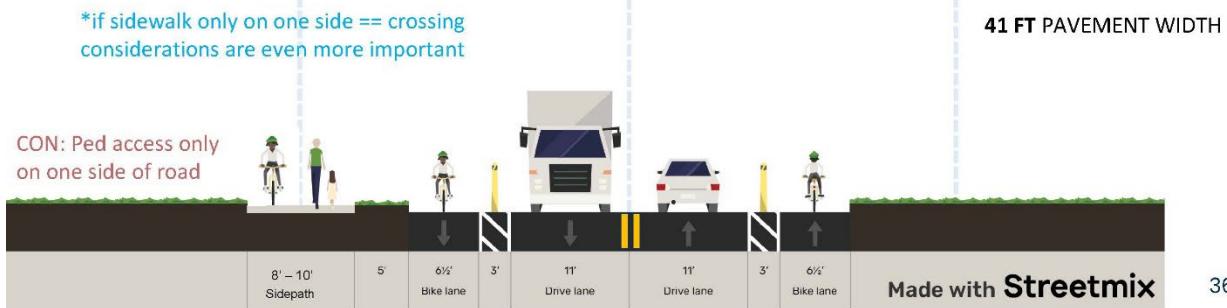
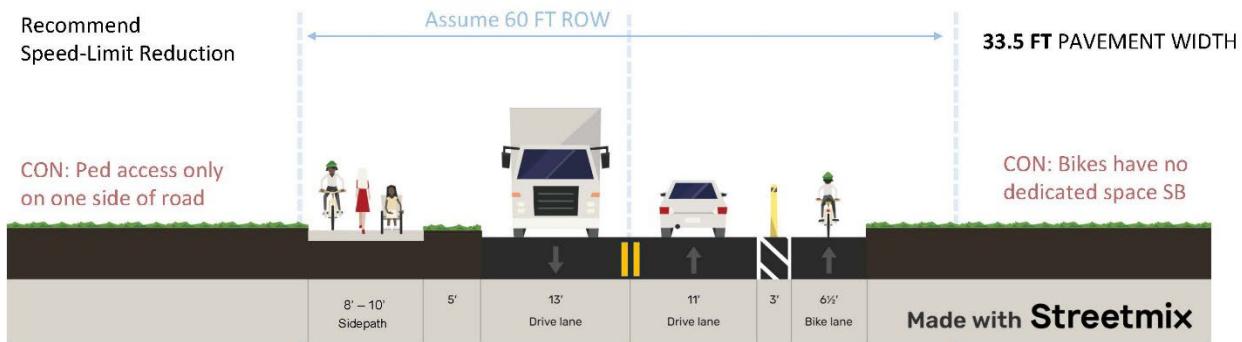
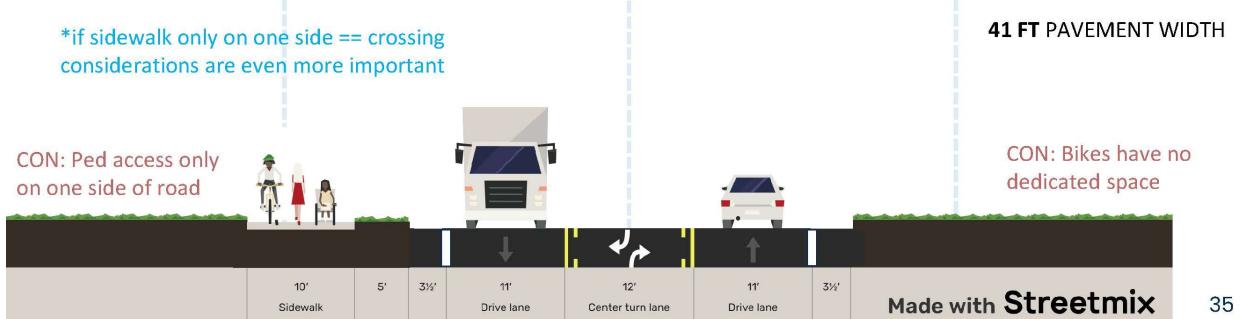
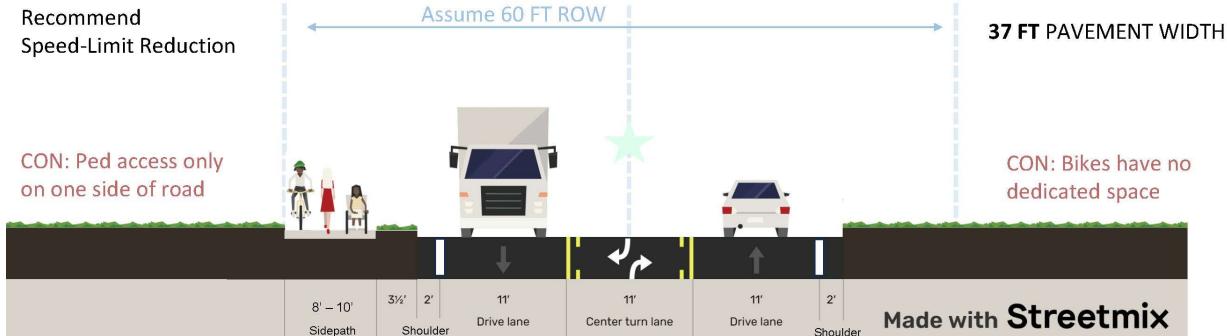


37 FT PAVEMENT WIDTH

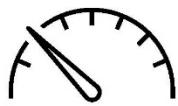
CON: Bikes have no
dedicated space



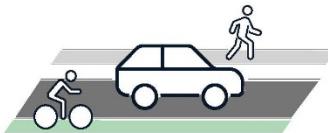
34



Complete Streets Approach on Oregon Pike



Speed Management Strategies



New Roadway Cross-Sections



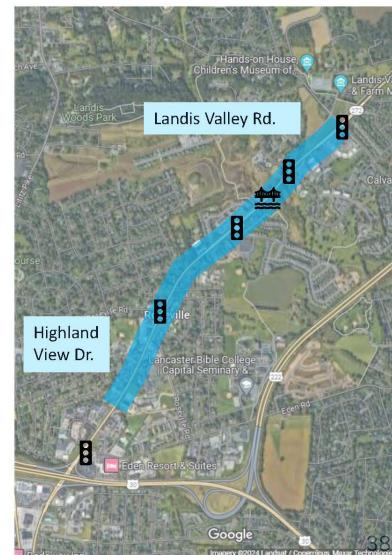
New Pedestrian & Bicyclist Crossings

37

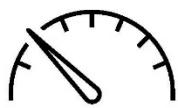
Pedestrian & Bicyclist Crossings

- Marked crossings are only at signalized intersections
- Signalized intersections are farther apart on the southern half of the corridor (upwards of 2/3 mile)
- **Recommend adding at least two new pedestrian crossings to reduce distance between crossings to no more than 1/2 mile*:**
 - » Between Eden Rd. and E Roseville Rd.
 - » Between Roseville Rd. and Royer Dr.

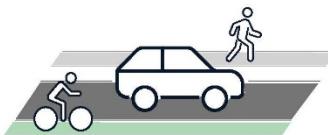
**Perform an engineering study to select the best location for these new crossings based on safety (sight distance, desired crossing locations, traffic operations, etc.) and to identify the best traffic control devices for the crossing.*



Complete Streets Approach on Oregon Pike



Speed Management
Strategies



New Roadway
Cross-Sections



New Pedestrian &
Bicyclist Crossings

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How to Bring this Vision to Reality

- 1 **Create a Unified Vision Internally**
» Build leadership understanding/support, identify advocates, etc.
- 2 **Incorporate Key Elements into your Plans & Policies**
» Comprehensive Plans, Zoning/SALDO Codes, etc.
- 3 **Openly Communicate & Build Partnerships with Stakeholders**
» PennDOT, MPO, County, City of Lancaster, etc.
- 4 **Identify Key Infrastructure & Development Timelines**
» Repaving/restriping projects, major developments, etc.
- 5 **Identify Strategic Pre-Work Activities**
» Studies, utility work, demonstration projects, community outreach, etc.
- 6 **Identify and Pursue Funding Opportunities**
» Public/private grants, MPO/state LRTP funding, etc.

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Making Oregon Pike More Welcoming for All



John
Bicyclist



Maddie
5th Grader



Maria
Local Worker

41

Questions?

Appendix K: Zoning Analysis

Zoning is a critical component of land use planning that shapes the development and character of our communities. In Pennsylvania, control over zoning and land use—primarily the Zoning Ordinance and the Subdivision and Land Development Ordinance (SALDO)—is left mostly to local municipalities. These pieces of legislation are some of the most powerful tools a municipality has for developing the built environment in accordance with its long-term planning goals. Effective zoning practices not only guide growth and development but also ensure the preservation of Manheim Township's unique cultural and environmental resources, including open space and farmland preservation.

This chapter outlines the zoning framework that will support sustainable development, enhance community livability, and promote economic vitality across the region. The analysis explores the Township's zoning districts with a focus on barriers that may exist to promote fair housing and affordable or attainable housing.

General Observations of Zoning Districts and Standards as They Relate to Housing

Residential

Manheim Township's Zoning Ordinance promotes agricultural land preservation and low-density residential development in much of the Township. The majority of the Township is zoned for low-density residential or Agriculture, with 65% of the Township in either the A-Agricultural, R-1 Residential or R-2 Residential District. Agriculture is permitted by right in all zoning districts, including non-residential districts. Non-residential developments are permitted along major corridors and in the southern portion of the Township, near Route 30.

The table below lists the acreage and the percentage of the Township that is within each Zoning District.

Manheim Zoning Districts		
PRIMARY ZONING DISTRICT	Acres	% of Total Land
Agricultural District A	2,149	14%
Residential District R-1	3,715	24%
Residential District R-2	4,098	27%
Residential District R-3	1,829	12%
Business District B-1	220	1%
Business District B-2	103	1%
Business District B-3	137	1%
Business District B-4	668	4%
Industrial District I-1	895	6%
Industrial District I-2	294	2%
Industrial District I-3	844	5%
Institutional District IN	470	3%
TOTAL	15,423	

The intent of the **A-Agricultural District** is to promote the continuation and preservation of agricultural activities in those areas most suitable for them. The intent is also to protect and stabilize the Township's viable agricultural economy by eliminating uses that are incompatible with farming but permitting limited agricultural support businesses. Prime farmland is protected, and residential uses are limited to help preserve land. The density permitted is one dwelling unit (DU) per 40 acres. A Transfer of Development Right (TDR) can be used to develop a single home site.

Most of the Township is zoned either as R-1 (24%) or R-2 (27%) Residential. The intent of the **R-1 District** is to encourage continued agricultural activities in those parts of the Township where agriculture is the predominant use and to provide for controlled expansion of lower-density residential development in those areas where public sewer and water facilities are available. Some specifications for this district include:

- Density: 1 DU/10 acres without public water/sewer OR 2.2 DU/acre with public water/sewer
- Minimum Lot Area: 60,000 sf with no public water/sewer OR 20,000 sf with public water/sewer
- With the purchase of a TDR, minimum lot size can be reduced to 10,000 sf
- Adding more density than the basis of 2.2 requires purchase of TDRs.

R-2 Residential allows duplexes and townhomes by-right, but is mostly dedicated to single-family residential uses. The intent of this district is to maintain existing residential areas and to allow for development of those areas which have public water and public sewer facilities. Some specifications for this district include:

- Density: 1 DU/10 acres without public water/sewer OR 2.9 DU/ac with public water/sewer
- Minimum Lot Area: 60,000 sf without public water/sewer OR 15,000 sf with public water/sewer
- With the purchase of a TDR, minimum lot size can be reduced to 7,500 sf
- Minimum Lot Area for semi-attached dwelling: 10,000 sf
- With the purchase of a TDR, minimum lot size can be reduced to 5,000 sf

The **R-3 Residential District permits multifamily-dwelling developments exceeding 2 units.** The intent of the R-3 district is to permit higher-density residential development by permitting a variety of dwelling types. Areas zoned R-3 are largely limited to the southern portion of the Township, areas around Neffsville Village and along Oregon Pike. Only 12% of the Township is zoned R-3; however, more than half of the total area zoned for R-3 is also under a separate T-Zone Overlay district, which requires additional design standards which may increase the cost of multiple family housing. The specifications of this district are:

- Density: Minimum Lot Area: 7,000 sf with public water/sewer
- Density: Minimum Lot Area for semi-attached & duplex: 6,000 sf
- With the purchase of a TDR, minimum lot size can be reduced to 5,000 sf
- Minimum Lot Area for apartments: 20,000 sf with a density of 6,000 sf/DU
- With the purchase of a TDR, minimum lot size can be reduced to 5,000 sf

- Minimum Lot Area for townhouses: 3,000 sf

The Table below provides a breakdown of how residential uses are permitted within each Residential district.

KEY:

X = By-Right

SE = Special exception

C = Conditional

	R-1	R-2	R-3
Accessory dwelling units	SE	SE	SE
Apartment dwellings			X
Bed-and-breakfast establishments		SE	SE
Boardinghouses			SE
Conversion of single-family detached farm dwelling		SE	SE
Duplex dwellings			X
Group homes	X	X	X
Mobile home parks			C

Planned residential developments	C	C	C
Single-family detached dwellings	X	X	X
Single-family semidetached dwellings		X	X
Townhouse dwellings			X

Business, Institutional and Industrial Districts

Manheim Township has four business districts including B-1, B-2, B-3 and B-4. The intent of Business Districts is primarily to encourage and support the development of commercial, retail, and Institutional uses. Only about 7 % of all land area in the Township is zoned for business uses.

Multi-family dwelling units are permitted in combination with office or commercial uses by right in all business districts, but not as a stand-alone use. Residential densities are not regulated but are limited by bulk, area, and dimensional standards. These requirements is extremely limiting to the type and flexibility of mixed-use developments and would not permit apartment buildings separate from non-residential structures.

The IN-Institutional District permits a wide range of institutional, civic, and public uses. Retirement home communities are also permitted within this district. The total area zoned for IN is 3% of the Township.

The remainder of the Township is zoned for **industrial uses, including I-1, I-2, and I-3, which do not permit residential uses;** this is common practice within many communities. About 13% of the Township is zoned for industrial uses.

T- Zone Overlay Districts

Overlay districts add supplemental regulations to development within each primary district where they are applied. Regulations and standards within overlay districts are required, not optional, for all development located within the district. There are 7 overlay districts within the Manheim Township Zoning Ordinance. Most of the overlay districts are applied to areas near and around Route 30 and adjacent to the City of Lancaster. In total, 28% of the Township is regulated by an overlay zone. The table below details the T-Zone Overlay Districts within the Township and the acreage and percent of land within each.

Manheim Transect/Overlay Zones		
Name	Acres	Percent of Total Under Overlay
D-A Airport	1222.38	28%
D-C Corridor	88.43	2%
D-R Retrofit	1531.91	36%
T-4 Urban Neighborhoods	856.34	20%
T-5 Neffsville	197.74	5%
T-5 Oregon	185.94	4%
T-6 Urban Transition	208.73	5%
TOTAL ACREAGE/% OF TOWNSHIP	4291.47	28%

Several dimensional requirements apply to all overlay districts:

- Building height remains the same as the underlying district unless TDR's are purchased. However, if the property is adjacent to a residential district then building height is limited to that of the underlying district.
- A buffer yard is also required when building height is exceeded.

Overlay Districts can create complex and costly standards within areas that are desirable for high density residential and mixed-use development. All land south of Rt 30, closest to the City of Lancaster, is regulated with an Overlay District in addition to zoning.

The **D-C Corridor Overlay** is generally located along the Oregon Pike, south of Landis Valley Road. This corridor's underlying zoning and uses include a mix of B-1, B-2, and R-2. Height increases are limited by adjacency to residential and increases can only occur within 300 ft of the D-R overlay. Heights may also increase to 50 ft with the use of TDRs.

The **D-R Retrofit Overlay** covers the largest area of all overlay zones. Underlying zoning includes a mix of B-4, I-1, I-2, and R-3 districts. In this district, there is an increase in the perimeter buffer required for 5 ft of height above 45 ft. Heights may also increase to 50 ft with the use of TDRs.

The **T-4 Urban Neighborhoods Overlay** is generally applied to the R-3 zoning districts located south of Rt 30. Use requirements are same as the underlying district and the build-to line (where the building façade must be in relation to the property line) ranges from 10 ft to 25 ft. In the R-3 district, the minimum front setback is 25 ft. Building heights may be increased to 35 ft, except for mixed uses within 150 ft of the T-6 overlay.

The **T-5 Neffsville Village Overlay** is applied over a mix of underlying zoning districts, including B-1, B-3, IN, R-2, and R-3. This overlay has the most variation in uses within any overlay given its size, including apartments. A Planned Residential Development (PRD) is required for any development over 5 acres.

The **T-5 Oregon Village Overlay** only allowable uses permitted within the underlying zoning, which are a mix of B-2, B-3, B-4, and R-3 districts. A development proposed in this overlay can include different uses if a master site plan is proposed, which requires a conditional use review and approval. TDR is required for every 3 acres of land within a master site plan, any development using a master site plan, or building heights increases.

The **T-6 Urban Transition Overlay** encourages a mix of uses and transit-oriented development. Uses are permitted to expand beyond the underlying zoning district and include apartments and townhomes. Building height may increase up to 85 ft, but a perimeter buffer must be included when the new building is adjacent to a residential district, and increased 1 ft in length for every 5 ft increase above 35 ft in height.

Transfer of Development Rights (TDR)

Article 26 of the Manheim Township Zoning Ordinance establishes the standards for the Township's Transfer of Development Rights (TDR) program. According to the Township "This program grew out of Manheim Township's efforts to better manage the patterns and impacts of land development so as to accommodate continued growth while protecting natural resources that are important to the Township's residents. Having experienced a long period of development as a result of growth pressure in the Lancaster City Suburban areas, development extended out from the City and expanded into the northwest side of the Township, leaving a predominantly rural landscape of farmland in the northeastern portion of the Township. The Township opted to protect the remaining farmland through agricultural zoning and the creation of the TDR program. In the early years of the TDR program, the Township purchased TDRs directly from the property owner in an effort to jump start the program. Today, both developers and the Township buy TDRs directly from the property owner."

The TDR program is fairly complex in its administration since TDRs can be used in multiple ways depending on the underlying zoning and/or the overlay district that is applicable to property. According to the Township, when the program was established, there were 1,298 TDRs allocated for 46 farms totaling just over 2,000 acres of farmland within the program. Since its inception in 2000, 965 TDRs have been sold leaving 371 TDRs available. Early in the program Manheim Township purchased a number of TDRs and still holds 271 TDRs. The value of the TDRs is based on market demand and according to the Township and local developers, the cost is now over \$20,000 per TDR, with the price rising as high as \$30,000 for each TDR. As a comparison, the current average cost for a conservation easement in the Lancaster County Farmland Preservation Program is around \$4,000/acre.

TDRs are utilized by the Township to permit additional density or height for new development, including the following:

- TDR's may be used to increase density within Residential Districts. This is based on the standard of 1 TDR = 1 additional dwelling unit.
- The R-1 district permits a density of 2.2 to 2.9 DU/acre - .8 DU/acre more. Adding more density requires purchase of 1 TDR per unit.
- The R-2 district permits a density of 2.9 to 4.3 DU/Acre or 1.5 DU/ac more.
- Density increases in the R-3 district is only noted in the T-5 overlay, but not in R-3 outside of the overlay. Building height increases are permitted with 1 TDR for every apartment unit built above the standard 35 ft height limit, or above 40 ft if it is a PRD.
- For non-residential districts, 1 TDR is required for every 3,000 sf of non-residential space above permitted base height.
- Building length increases are permitted in T-4, T-6, D-R, D-C and D-A with TDRs. One TDR is required for every 5,000 sf of additional building length beyond what is permitted in the underlying zoning district.

Fair Housing

The Housing and Community Development Act of 1974 requires that any community receiving HUD funds affirmatively further fair housing. Communities receiving HUD entitlement funds are required to:

- Examine and attempt to alleviate housing discrimination within their jurisdiction
- Promote fair housing choice for all persons
- Provide opportunities for all persons to reside in any given housing development, regardless of race, color, religion, gender, disability, familial status, or national origin
- Promote housing that is accessible to and usable by persons with disabilities
- Comply with the non-discrimination requirements of the Fair Housing Act

An impediment to fair housing choice is defined as any action, omission, or decision that restricts or has the effect of restricting the availability of housing choices to members of the protected classes. The federal Fair Housing Act prohibits discrimination in housing based on race, color, religion, sex, national origin, familial status, and disability. These are referred to as protected classes because they are groups of individuals protected by fair housing law

Since zoning ordinances govern the location and characteristics of various land uses, they have the potential to limit or expand housing choice. Many common fair housing zoning issues are interrelated with housing affordability issues. Because members of the protected classes are disproportionately affected by a lack of housing, zoning that effectively restricts certain types of housing development can be an impediment to fair housing choice as well. For example, many zoning ordinances place restrictions on the location of multi-family housing units. While restricting density can have positive impacts, it can also limit housing options to certain locations and price points that are unattainable for some residents

Manheim Township's Zoning Ordinance was reviewed to identify policies that may potentially impede housing choice and affordability. The analysis was based on topics raised in HUD's Fair Housing Planning Guide, which include:

- The opportunity to develop various housing types (including apartments and housing at various densities).
- The treatment of mobile or manufactured homes.
- Minimum lot size requirements.
- Dispersal requirements for housing facilities for persons with disabilities in single family zoning districts.
- Restrictions of the number of unrelated persons in dwelling units based on the size of the unit or the number of bedrooms.
-

Zoning Ordinance Regulatory Provision	Notes	Concern?
Ordinance defines "family" inclusively, without cap on number of unrelated persons, with focus on functioning as a single housekeeping unit	Consider adding "domestic partnership" to the definition of Family to include non-traditional couples. The cap of three unrelated individuals living together is low, but likely does not impede housing choice.	No
Ordinance defines "group home" or similarly named land use comparatively to single family dwelling units	Group home is defined and subject to the same restrictions as single-family dwelling units	No
Ordinance allows up to 6 unrelated people with disabilities to reside in a group home without requiring a special use/conditional use permit or public hearing	Ordinance says "group homes shall be subject to the same limitations and regulations by the Township as single-family detached dwellings" which could be interpreted to mean they can only hold three unrelated individuals. Consider revising the definition of either "Group Home" or "Family"	Yes
Ordinance regulates the siting of group homes as single-family dwelling units without any additional regulatory provisions	Group homes are allowed by right in R-1, R-2, and R-3, allowing them to be sited without additional regulations.	No
Ordinance has a "Reasonable Accommodation" provision or allows for persons with disabilities to request reasonable accommodation/modification to regulatory provisions	Not found—add a Reasonable Accommodation provision to allow persons with disabilities to request modifications, such as waiving a setback requirement to build an ADA-compliant ramp.	Yes

<p>Ordinance permits multi-family housing of more than 4 units/structure in one or more residential zoning districts by-right</p>	<p>Duplexes, townhouses, and apartment dwellings are allowed by right in R-3. The R-3 district is very limited within the Township and is subject to additional regulations from the T-Zone Overlay Areas. These overlay restrictions may increase development costs for apartment dwellings or force developers to purchase TDR's. Adding more density than the baseline (either 2.2 or 2.9 du/acre) requires purchase of TDRs.</p>	<p>Yes</p>
<p>Ordinance does not distinguish between “affordable housing/multi-family housing” (i.e., financed with public funds) and “multi-family housing” (i.e., financed with private funds)</p>	<p>No distinction is made between housing financed with public funds, affordable housing, and non-subsidized housing. The Zoning Hearing Board allows challenges for residential projects, based on the “impact of the proposal upon regional housing needs and the effectiveness of the proposal in providing housing units of a type actually available to and affordable by classes of persons otherwise unlawfully excluded by the challenged provisions of this ordinance.”</p>	<p>No</p>
<p>Ordinance does not restrict residential uses such as emergency housing/homeless shelters, transitional housing, or permanent supportive housing facilities exclusively</p>	<p>No restrictions of this type are included.</p>	<p>No</p>

to non-residential zoning districts		
Ordinance provides residential zoning districts with minimum lot sizes of $\frac{1}{4}$ acre or less	R-2 minimum lot area for semi-attached housing is 10,000 square feet. R-3 minimum lot areas vary between 3,000 and 7,000 square feet.	No
Ordinance does not include exterior design/aesthetic standards for all single family dwelling units regardless of size, location, or zoning district	Overlay Districts create complex and costly standards within areas that should be desirable for high density residential and mixed-use development. All land south of Rt 30, closest to the city is under an Overlay District.	Yes
Ordinance permits manufactured and modular housing on single lots like single family dwelling units	Ordinance states that “modular homes may be considered single-family detached dwellings so long as they comply with the general requirements of a dwelling.”	No

Housing Goals

The following actions can help the Township make progress towards its housing goals:

- **Permit “Missing Middle” housing: mid-density residential, such as triplexes, fourplexes, and sixplexes, which tends to be more affordable for middle-income households.**
 - Permit these by right within R-3 and appropriate Business Districts, reducing risk of a lengthy approval process for developers
 - Adjust minimum lot sizes and parking requirements to make these types of housing units feasible to build on existing lots, not just permitted on paper
 - Critically evaluate the permitting and approval process for housing to examine whether certain types of housing are not economically feasible due to local land use regulations
- **Help residents age in place.**
 - Coordinate transit and paratransit options to serve areas with high concentrations of seniors, or areas where an increase in senior citizens is projected
 - Provide financial incentives, such as matching grants or zero-interest loans, for home renovations that improve accessibility, such as installing ramps or grab bars
 - Develop a policy that encourages multi-unit housing developers to increase the number of accessible units to a percentage above the ADA-mandated level. A more appropriate benchmark would be the percentage of senior citizens in the Township’s population, which is above the national average
 - Work with local community organizations to distribute information and technical assistance about telehealth, which can help seniors receive necessary medical care from the comfort of their homes
- **Adjust minimum lot sizes to reflect what already exists, which can be smaller than current zoning allows**

- Help residents understand the services available to them by providing housing education and information about other municipal programs in multiple languages
- Expand partnerships between Manheim Township and the real estate community
 - Hold a listening session with local developers to understand the constraints and needs of the real estate industry. Specifically include affordable housing developers and senior housing developers
- Balance walkable, pedestrian-friendly residential areas with preserved open space
 - Retool the zoning and SALDO ordinances to encourage density to develop in already-dense areas. Preserve open space and farmland in coordination
- Schedule quarterly check-in meetings with the Lancaster Housing Authority to assess regional housing needs and coordinate ongoing projects.
- Support redevelopment opportunities by identifying critical sites near employment areas and near the city

Zoning Recommendations

Based on the results of this analysis, the following changes are recommended to the Township ordinance:

- **Rethink the zoning ordinance to permit what already exists**
 - Review residential areas where minimum lot sizes are larger than existing lot sizes or clusters of duplexes or triplexes already exist. These are prime for adjustments in the zoning ordinance
- **Publish the Township's code on a third-party hosting site that allows easy access for the public. Differentiate it from the Manheim Township in York County to avoid confusion by the public**
- **Sync the definitions of "Group Home" and "Family" to allow licensed group homes the same rights as residential districts**
- **Create a reasonable accommodation policy, which will enable persons with disabilities to modify their homes, which will help residents age in place. For example, allowing an access ramp that is needed by a resident in a wheelchair but would make the structure out of conformance with setback requirements**
- **Re-Evaluate the T-Zone Overlay Districts to ensure that they are designed to encourage the type of development that the Township desires**
 - Revise guidelines, as applicable, within the T-Zone Overlay sections of the Zoning Ordinance so that design standards reflect the goals of the Township
 - Reassess buffer requirements on all overlay areas, which may be adding unnecessary complexity to the approval process
 - Evaluate whether the design standards and material requirements in the Township's Zoning and SALDO ordinances increase housing costs, particularly in the overlay districts
- **Create opportunities for denser housing that remains in character with the Township**
 - Review density levels near transit and assess the feasibility of increasing density

- Allow duplexes by right in R-2 districts
- Remove R-3 Areas from T-Zone Overlay Districts
- Create standards to allow ADU's by right in at least one residential district. This can be a pilot overlay district in a particular neighborhood
- Case study: Garfield ADU overlay, Pittsburgh
- **Perform a benchmarking check-in on the TDR program to ensure it is meeting its original goals of preserving farmland and encouraging density in catalytic areas**
 - Evaluate the impact of allowing single-family units at 5,000 square feet without the purchase of a TDR, as many lots in R-2 are already at or below this size already
- **Revise the definition of “Dwelling, Single-Family Detached” to read “modular and manufactured homes may be considered single-family detached dwellings so long as they comply with the general requirements of a dwelling”**
- **Encourage pedestrian connectivity and walkability by making selective revisions to the zoning and SALDO ordinance:**
 - Permit corner stores, coffee shops, and other neighborhood-serving businesses to be located in R-2 and R-3. This can reduce car dependency and create neighborhood amenities
 - Amend parking requirements on walkable businesses to discourage unnecessarily large parking lots

Appendix L: Priority Redevelopment Scenario

These concepts show a mix of uses with ground floor retail, upper floor commercial and/or office space, apartment units, and attached dwellings including townhouses and some smaller attached units (duplex, triplex).

- Most of the site is in the D-R district overlay, applied over the B-4 district.
 - Maximum height: 45'
- **Assumptions for mixed use: 3 floors**
- **Assumptions for residential only: could be a tight 4 floors**
- Height can be increased to 64' with TDR
- **Assumptions: 5 floors**
- **Assumptions for office uses: 4 floors allows taller ground floor heights.**
- No height increase within 150' of the T4 overlay UNLESS adjacent buildings in T4 are at the maximum allowed height
- **At a high concept plan level, all development within this site is >150' from existing buildings due to existing setbacks and street width.**
- Floor area above floor shall be set back 10 feet.
- **I did not factor this into capacity counts. It is a minimal factor at this conceptual phase.**
- Buildings may not be longer than 250'
- **I did show a few longer buildings as concepts, but in refined design these could be broken into 2 buildings.**
- **TDR allows longer building length.**
- Building footprint may not exceed 20,000 SF

- Dwelling units are permitted in combination with professional offices or commercial uses.
- **Residential buildings do not seem to be permitted currently in B-4 or D-R.**
- **TDR only addresses residential in other districts; does not address D-R**
- **CHANGE: this concept depicts a zoning change to allow residential uses in this area. It depicts T-4 uses allowed, while keeping D-R heights and TDR allowances.**
- The recommended concept shows the potential on this site to mirror the adjacent T-4 district standards to promote more mixed use, walkable development patterns, and housing opportunities.
- Maximum height: 36 feet
- **Assumptions for mixed use: 2 or 3 floors**
- **36' is a tight 3 stories, or 2 stories with taller retail and office heights.**
- Except within 150 feet of the T6 overlay district: maximum heights may increase to 50 feet with the purchase of TDR
- **No part of this site is within 150' of the T6 overlay.**
- Residential and mixed use are permitted.

Heights are assumed to be a range of 2-5 stories per the zoning code.

Concept Plan Capacity

Retail SF (Ground Floor)	Commercial/Office SF (upper floors)	Multifamily SF (units)	Attached Dwelling
132,800	176,400	614,400	21

*approximate apartment
units: 400*

Golden Triangle

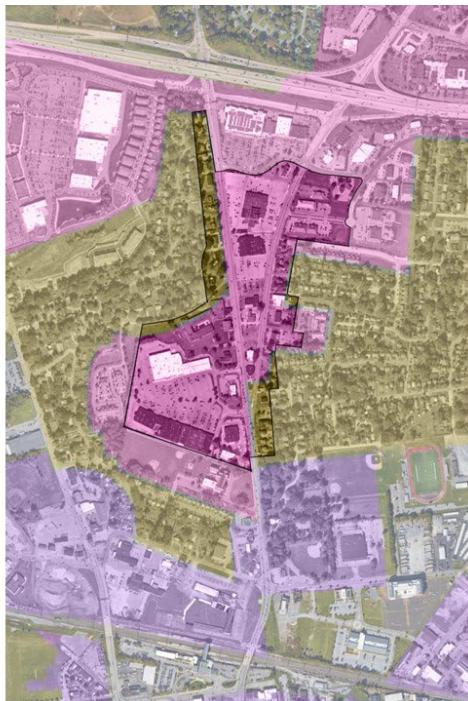
Focus Area



1

Golden Triangle

Current Zoning



D-R *Most of focus area*
 No residential permitted
 45' Maximum height
 • 3-4 stories

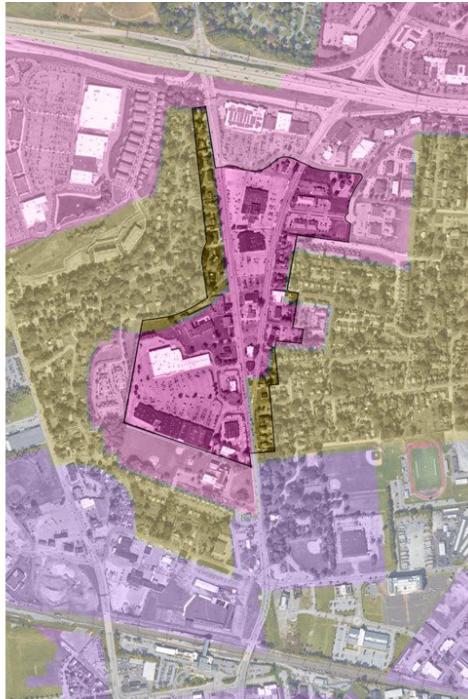
T-4 *Edges of focus area*
 Residential and mixed use are permitted
 36' Maximum height
 • 2-3 stories

T-6 *Outside focus area*
 Highest density allowed

2

Golden Triangle

TDR Impact



D-R 64' height with TDR
• Gain of 19'
• Up to 5 stories
• Building footprints and length may be higher
• Change to allow residential use

T-4 50' height with TDR
• Gain of 15'
• Up to 4 stories

3

CURRENT ZONING





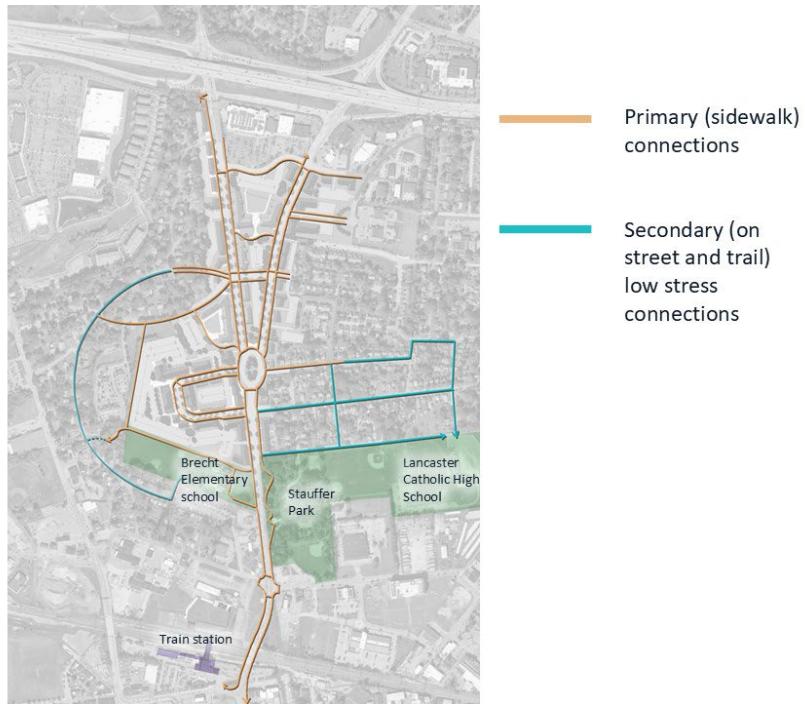
Golden Triangle

Redevelopment Potential



Golden Triangle

Circulation



Golden Triangle

Redevelopment Potential



Golden Triangle

Height Diagram



9

Golden Triangle

Capacity of Concept Plan

Concept Plan Capacity

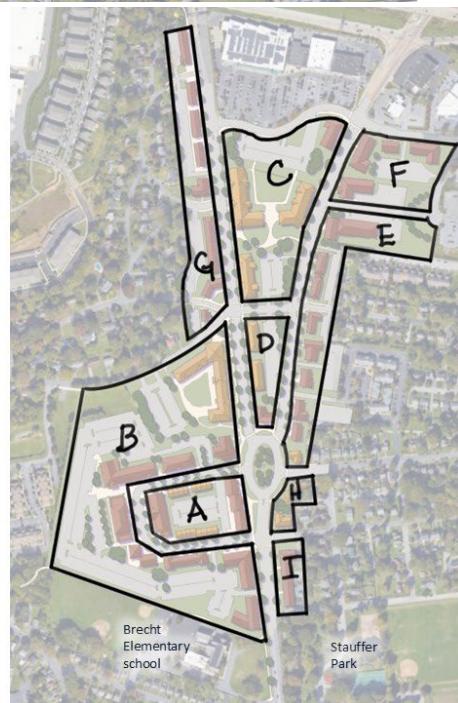
Retail SF (Ground Floor)	Commercial/Office SF (upper floors)	Multifamily SF	Attached Dwelling (units)
231,400	654,400	950,000	21

includes primarily office

~698 approximate apartment units

Blocks

- A & B Ground floor retail, upper floor apartments, townhomes on an internal street, and senior housing complex.
- C & D New housing with no ground floor retail. 5 stories enables the density needed to support courtyards and landscaping to make it a marketable location for residential.
- E Small, existing parcels are suited to infill and expansion. Shown here as office/commercial.
- F Existing buildings, suited to expansion, shown here as office/commercial.
- G Small, existing parcels may be consolidated for mixed use development with shared access and parking.
- H Small infill housing
- I Apartment opportunity site



Golden Triangle

Plaza
Alternative

*From 2021
discussion*



11

