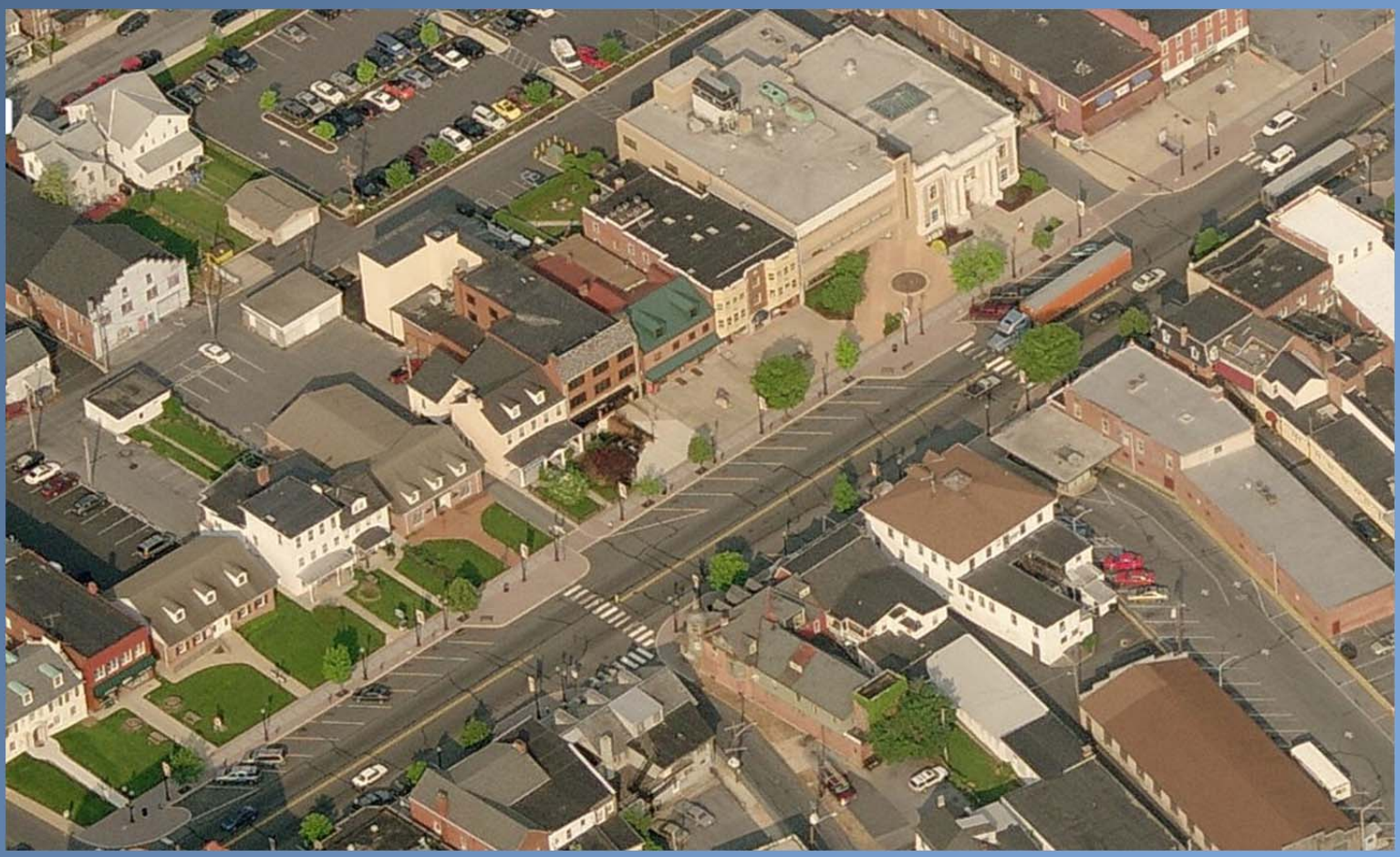

EPHRATA BOROUGH COMPREHENSIVE PLAN UPDATE

Adopted:
September 8, 2014

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CONTENTS

TECHNICAL APPENDICES

A1. Demographic, Housing, and Economic Profile

A2. Maps:

- **Favorite Places**
- **Future Land Use Map**
- **Future Character Zones Map**
- **Downtown and Lincoln Village Core Map**
- **Updated Floodplain Map**
- **Conceptual Riparian Buffer Map**
- **Ephrata Area Future Land Use** (courtesy of Lancaster County Planning Commission)

A3. Background Data: Historic Resources

A4. Background Data: Transportation & Mobility

A5. Walkability Audit

Chapter 1

INTRODUCTION

Courtesy of the Library of Congress, LC-USZC2-5672

1. INTRODUCTION

Ephrata Borough is a historic Borough in northeastern Lancaster County that seeks to maintain and enhance a high quality of life for its residents, while renewing its role as a civic, economic, and cultural hub in the region. This Comprehensive Plan is the Borough's opportunity to purposefully advance a vision for the future, build on its strengths, and acknowledge its challenges in order to create a better community for everyone.

The comprehensive plan is a policy and planning tool enabled by the State of Pennsylvania through Act 247, the Pennsylvania Municipalities Planning Code (MPC). As a policy document (rather than a regulatory document), the comprehensive plan is intended to guide future policy decisions, particularly regarding land use.

The policies and recommendations put forth in the comprehensive plan are primarily implemented through regulatory documents such as the zoning ordinance and subdivision and land development ordinance. However, in a built-out borough such as Ephrata, the goals and strategies not directly related to regulations gain importance. The comprehensive plan is important from a legal standpoint in that it provides the rationale for zoning ordinance and subdivision and land development ordinance (SALDO) provisions and amendments, and other planning initiatives.

The Borough's current Comprehensive Plan was adopted in 2001. While the land use and character of the Borough has not changed significantly since then, the regional, demographic, and economic contexts that influence the Borough continue to evolve, as do the wishes and desires of the residents, business owners, and Borough Officials.

1.2 PLAN OVERVIEW

The Ephrata Borough Comprehensive Plan is organized to emphasize the issues considered by the Borough's Comprehensive Plan Steering Committee to be of the greatest importance to the Borough's future.

Chapter 2 outlines the Borough's vision through a series of Goal Themes, statements of what Ephrata Borough aspires to be and achieve. These Themes recur throughout the main chapters of the Plan and resurface as the main framework for the Implementation plan in Chapter 8.

Chapters 3 through 7 address functional areas of the Comprehensive Plan: Regional Planning, Downtown Revitalization, Housing, Quality of Life, and Transportation. These sections are organized to provide a brief overview of existing conditions and trends, followed by a description of Best Practices. This last section was a special request of the Borough in that it provides specific examples of how others organizations and municipalities have tackled particular issues. Finally, each chapter sets forth a list of Goals, Objectives, and Strategies.

The concluding chapter, Key Implementation Strategies, focuses on the most important next steps, as prioritized by the Steering Committee. In lieu of being organized by Chapter, the Key Strategies are organized by Goal Theme, ensuring that the Plan meets the dual goals of satisfying MPC requirements and reflecting the foremost issues in the Borough.

All background material and supporting data that informs the various aspects of the Plan are contained in the corresponding Technical Appendix

1.3 PLANNING PROCESS

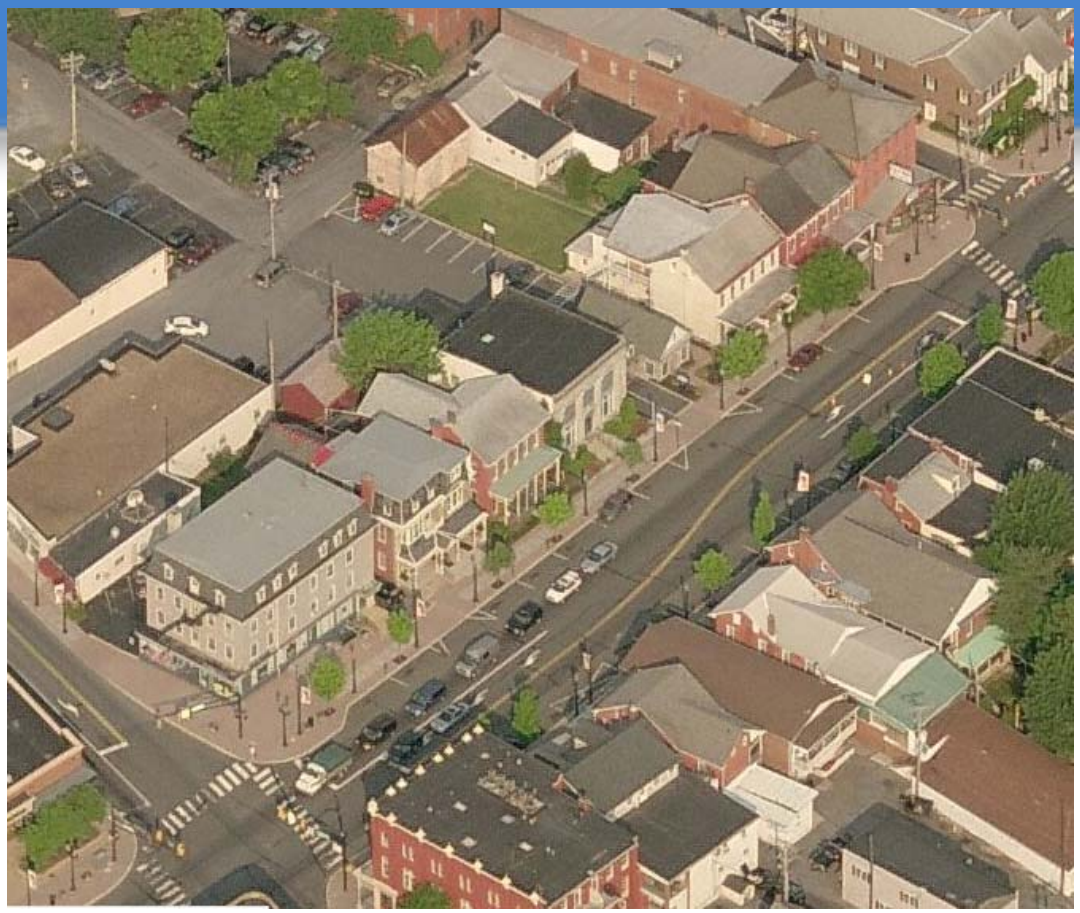
Work on the comprehensive plan update began in April 2013. Meetings of a Borough designated Comprehensive Plan Steering Committee were conducted monthly until December 2013. The policies and recommendations contained in the comprehensive plan update are based on input gathered at the monthly committee meetings, and on various analyses.

With a complete draft in hand, a public meeting was held in front of the Borough Planning Commission on June 17, 2014. The purpose of this meeting was to gather input from a broader range of citizens, as well as that of the Planning Commission members. Staff, consultant, and Steering Committee worked to incorporate new perspectives, suggestions, and concerns into the final draft Plan.

In accordance with the PA Municipalities Planning Code, a draft of the Plan was submitted to the surrounding municipalities, the Ephrata Area School District, and the Lancaster County Planning Commission for comment prior to a public hearing for adoption by Borough Council.

Chapter 2

GOAL THEMES



2. GOAL THEMES

In lieu of a Vision Statement, the Borough of Ephrata, represented by Borough Council, the Steering Committee, and public response, has developed a series of overarching principles or "Goal Themes" to guide the development of this plan. The intent of these Themes is not that they represent specific chapters (for while some do, others do not), but to highlight ideals that are addressed comprehensively throughout the Plan. These themes also form the framework for prioritizing the Key Implementation Strategies found in Chapter 8.

Ephrata Borough Goal Themes	
1.	FOSTER EPHRATA'S REGIONAL ATTRACTIVENESS
2.	BOOST EPHRATA'S ECONOMIC DEVELOPMENT EFFORTS AND STIMULATE DESIRABLE REDEVELOPMENT
3.	RE-ENERGIZE HISTORIC DOWNTOWN EPHRATA
4.	ENHANCE EPHRATA'S COMMUNITY CHARACTER
5.	SUPPORT A VARIETY OF HIGH-QUALITY HOUSING OPPORTUNITIES
6.	ENHANCE TRANSPORTATION AND MOBILITY OPTIONS FOR ALL
7.	EXPAND THE PEDESTRIAN AND BICYCLE NETWORKS
8.	KEEP EPHRATA COST-EFFECTIVE AND SUSTAINABLE FOR FUTURE GENERATIONS
9.	FOSTER EPHRATA'S COMMUNITY PRIDE AND VITALITY
10.	CULTIVATE EPHRATA'S APPEAL TO ALL AGES

Chapter 3

REGIONAL RELATIONSHIPS & LAND USE

KEY FINDINGS

- Ephrata Borough's shared facilities and services are an asset to its residents and the surrounding municipalities. Increased coordination should be proactively pursued, particularly in regards to land use.
- Ephrata Borough is primarily a bedroom community, despite the fact that it has the intensity of development, regional facilities, recreational and cultural amenities, and transportation access that could support its role as the "downtown" of northeast Lancaster County.
- The Borough's historic and cultural character give it a unique identity and sense of place that promotes quality of life for its residents and attracts visitors. The benefits of this character can be maximized through heritage tourism marketing and programming, working in cooperation with the Pennsylvania Dutch Convention and Visitors Bureau and the Lancaster County Planning Commission.
- The Cocalico Creek and Ephrata Mountain are significant assets in the regional green space network and need improved local and regional regulatory protection.
- The Borough's location at the intersection of two key regional transportation corridors, and proximity to others, has significant impacts on the downtown district, the borough's economic vitality, and transportation congestion management.

3.1 REGIONAL RELATIONSHIPS AND LAND USE OVERVIEW

Growth and development patterns, traffic congestion, and the green space network (green infrastructure) are regional issues with significant local impacts for Ephrata Borough. Effectively addressing these issues requires cooperative planning and collective action between the Borough and its adjoining municipalities, the County, and other organizations.

This Regional Relationships plan focuses on:

- Advocating and participating in efforts to increase regional cooperation in the planning and coordination of services and infrastructure;
- Cooperating in regional efforts to cultivate heritage tourism and economic development;
- Strengthening Ephrata's role as a regional center for northeast Lancaster County; and
- Addressing regional transportation and mobility issues with regional partners.

3.2 RELATED PLANS AND STUDIES

***Balance*, the Growth Management Element of the Lancaster County Comprehensive Plan (2006)** The Urban Growth Area strategy of the plan calls for reinvestment in developed areas. Specifically, it calls for the accommodation of 12% of new residential growth and 55% of new employment within Lancaster City, the Boroughs, and Developed Lands within the Township UGAs. Available at: http://pa-lancastercountyplanning.org/127/Growth-Management

***Heritage,* the Cultural Heritage Element of the Lancaster County Comprehensive Plan (2006); *Tourism*, the Strategic Tourism Development Element of the Lancaster County Comprehensive Plan (2005)** Together, these two Plan Elements issue a call to "integrate the preservation of heritage resources into the economic development and revitalization" of the County's municipalities. Available at: http://pa-lancastercountyplanning.org/135/Heritage and http://pa-lancastercountyplanning.org/136/Tourism

Ephrata Township Comprehensive Plan (2009)/Akron Borough Comprehensive Plan (1992)/ Clay Township Comprehensive Plan (1995) – The Comprehensive Plans of the adjoining municipalities sets forth their goals and objectives for future development.

Ephrata Area School District Comprehensive Plan (2013) – The EASD serves over 4,000 students from Ephrata and Akron Boroughs, Ephrata Township, and Clay Township at seven schools. Available at: https://www.easdpa.org/District/StrategicPlan/pdfs/EASDComprehensivePlan.pdf

Building Better Communities: The Preservation of Place in Pennsylvania (2012). The Statewide Historic Preservation Plan calls for increased preservation planning at the local level; initiating and expanding partnerships; and recruiting new audiences. Available at: http://www.portal.state.pa.us/portal/server.pt/community/preservationplan/20240

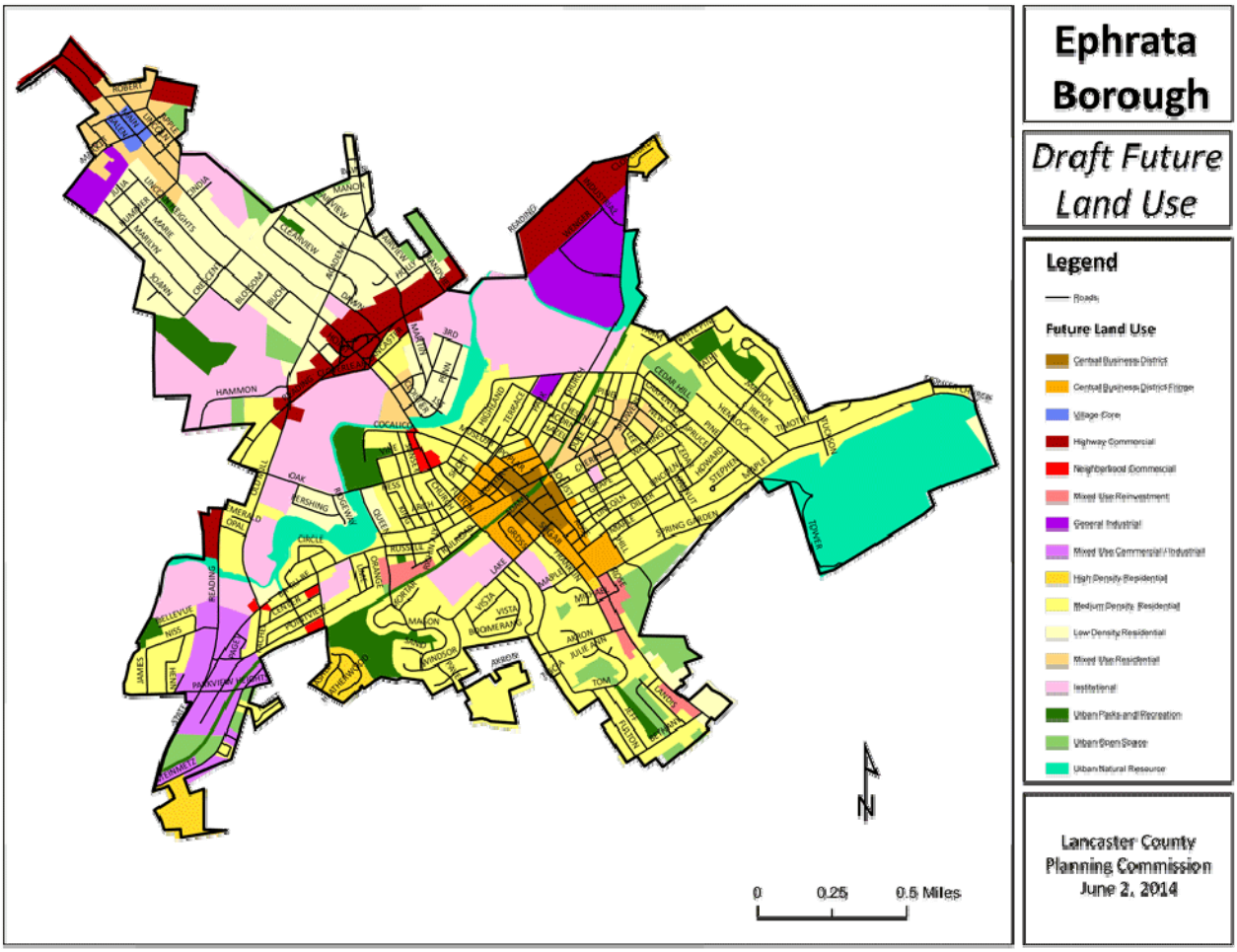
3.3 REGIONAL CONTEXT

REGIONAL PLANNING: GROWTH MANAGEMENT AND LAND USE

- Lancaster County is one of the most rapidly growing regions in the State. Along with Akron Borough and eastern Ephrata Township, Ephrata Borough is contained within Lancaster County's Ephrata-Akron Urban Growth Area (UGA). This Plan intends for new development to be directed into the Boroughs (the "Core Reinvestment Areas") and the eastern quadrant of Ephrata Township, bounded by the Route 272 corridor, Ephrata Borough, and Route 222 (the "General Reinvestment Areas").

- Existing land uses within the immediate Ephrata region are characterized as predominantly residential, with clusters of commercial and industrial development along Routes 272, 322, and 222. Outside of these main corridors, development quickly gives way to scenic agricultural lands and low density residential. Residential densities surrounding the Borough are clearly much lower than the Borough's average of 6 dwelling units to the acre. (See Ephrata Area Zoning Lexicon map, included in Appendix A-2)
- Future Land Use Plans surrounding Ephrata Borough maintain and reinforce these existing development patterns, with the goals of protecting the agricultural economy and lands and directing the majority of new development into already developed areas.
- Given the built out nature of the Borough, the character of most of the Borough is expected to change little in the future. However, there are key areas that are ripe for focused reinvestment and redevelopment. The best use for many of these opportunities is in the form of mixed-use development which provides a greater fiscal benefit to the borough, while maintaining much of the existing character. The Future Land Use map provided in Appendix A-2 and seen below provides a framework for policy decisions regarding land use.
- Excepting the large swath of industrial development along Route 272 in Ephrata Township, Ephrata Borough maintains the development patterns, intensities, and mix of uses that could function as the town center for the region.

Future Land Use Map for Ephrata Borough



REGIONAL HERITAGE

- Lancaster County's heritage is uniquely and richly diverse, encompassing a wide range of people, traditions, and landscapes that tell the collective story of the County's evolution over time.
- The county is committed to working to preserve these resources for future generations and to cultivate these resources as a continued source of community identity and pride, as well as an economic engine for the region, building on the already successful tourism industry.
- Ephrata Borough has a wealth of cultural and historic assets that give it a distinctive place in Lancaster County history. This abundance is recognized in the Lancaster County Long-Range Transportation Plan, which identified the borough as one of the County's 'Treasured Places'. PennDOT and the Lancaster County Planning Commission have agreed to focus special attention of the design of transportation improvements within these places, with the goal of designing these improvements to reflect the character of the local area.
- One particularly significant site is the National Historic Landmark, Ephrata Cloister. This famed religious community founded by German mystic Conrad Beissel directly lead to the settlement of the Village of Ephrata.
- Nearly four blocks of the historic commercial downtown (see Chapter 4) were listed on the National Register of Historic Places as a Historic District in 2006. Additionally, the Mentzer Building, is also individually listed on the National Register. Many other structures, such as the Royer Building, are also significant, despite not being individually listed.
- Historic designation does not protect structures from alteration, deterioration, or even demolition by private parties. Regulatory tools, combined with community appreciation, and advocacy, are the best strategies for protecting the Borough's precious resources. Partnerships with organizations, such as the Historic Preservation Trust of Lancaster County, LCPC, and local historical societies would provide the Borough strong allies in its preservation goals.
- The Borough's heritage and character is more than the sum of the individual parts. Other buildings and sites in the Borough that are less prominent on the national stage remain vital to the overall ambiance of the Borough and are an important element in the Borough's regional attractiveness. Protecting this character as a whole is best achieved through development regulations, such as Form-based Codes, that require alterations, additions, and new development to compliment and emulate the existing neighborhood patterns and buildings.

REGIONAL FACILITIES

- Three key regional facilities that serve northeastern Lancaster County, or parts thereof, are housed in Ephrata Borough. These facilities include the Ephrata Community Hospital, the Ephrata Public Library, and the Ephrata Area School District, which serves four adjoining municipalities. Outside of Ephrata, the closest hospitals can be found in Lancaster City, Reading, and Lebanon.
- Along with these necessary facilities, Ephrata Borough offers a wide variety of unique cultural, recreational, and entertainment facilities, including theaters and performing arts that could help it to function as a social center for the region. These facilities are discussed in more depth in Chapter 5, Quality of Life.

SHARED UTILITIES AND SERVICES.

- Ephrata is exemplary in the region for its ownership and/or joint control of its wastewater treatment, water supply, and electricity distribution. These Borough owned and operated utilities and shared services provide cost effectiveness and fiscal stability for residents and business owners helping to keep taxes low.
    - The Ephrata Area Joint Authority serves public water to Ephrata Borough, Clay Township, and Ephrata Township. Ephrata Borough is the contract manager for the Authority.
    - The Ephrata Borough Authority owns two regional wastewater treatment plants that serves the Borough and five surrounding municipalities: Akron and Denver Boroughs and Ephrata, Clay, and East Cocalico Townships. The Borough operates both treatment facilities.
    - The Ephrata Borough Police Department has a shared services agreement with Ephrata Township that was recently renewed. Clay Township, however, works with the Northern Lancaster County Regional Police Department serving Lititz Borough, Warwick Township, and Penn Township.
    - The Ephrata Community Ambulance Association is a nonprofit organization serving Ephrata Borough and the surrounding areas.
    - Ephrata Borough is served by two all-volunteer fire companies. The Pioneer Fire Company is located Downtown and serves most of the Borough, as well as areas in Ephrata, Earl, and West Earl Townships. The Lincoln Fire Company serves the west portion of the Borough along with parts of Ephrata and Clay Townships.

REGIONAL GREEN SPACE NETWORK (GREEN INFRASTRUCTURE).

Green infrastructure refers to a continuous network of natural areas, waterways, woodlands, and recreational areas that provides habitat for native flora and fauna, improves water and air quality, protects biodiversity, and provides passive recreation. In Ephrata Borough, the Cocalico Creek and Ephrata Mountain are both local resources that contribute greatly to regional green infrastructure network.

- Cocalico Creek. The majority of Lancaster County, including the Cocalico Creek and its watershed, are part of the Susquehanna River watershed, and ultimately drain to the Chesapeake Bay. Efforts to restore the health of the Bay impact most municipalities in the County.
- The Creek is also considered a “supporting landscape” in the 2008 Natural Heritage Inventory of Lancaster County and thus considered to have vital impacts on the downstream habitat of plant and animal species that are considered to be rare, threatened, or endangered.
- Conservation of the Cocalico Creek is a common goal for future land uses in the region as well as the focus on greater regulation by Pennsylvania DEP. Future plans should better protect and integrate this natural resource with the existing residential, industrial, and highway commercial development along northern Route 272.

- Forests and Woodlands. Ephrata Mountain, which is partially located in the Borough and Ephrata Township, is considered important because of the overall size of the intact forest cover. These larger forest stands are considered important for biodiversity of plant and animal species, animal habitat, and impact on water quality. Protecting the steep slopes of Ephrata Mountain is important for regional efforts to prevent flooding and decrease sedimentation of the waterways.

REGIONAL TRANSPORTATION. US 322 continues to be a regionally significant east-west travel corridor and is the Borough's Main Street as it passes through the downtown area. PA 272 has become a major commercial corridor lined with retail stores, restaurants, shopping centers and other uses vital to life in the region.

- The large volumes of traffic along these corridors, combined with vehicles turning into and out of driveways, contributes to congestion and creates conflict points and potential sites for accidents within the Borough.
- The use of the corridors by the Amish and Old Order Mennonite buggies adds another level of complexity to their design and function.

3.4 BEST PRACTICES

RBP1. ***Lititz Borough/Warwick Township/Elizabeth Township Joint Comprehensive Plan:*** The recently adopted Comprehensive Plan for Lititz Borough, Warwick Township and Elizabeth Township is geared towards building on the strengths of each municipality to provide a strong downtown while preserving character, encouraging economic development and being fiscally prudent.

RBP2. ***Regional operation of Shared Services (Ephrata Area Joint Authority/ Ephrata Borough Authority).*** Ephrata Borough's existing shared services, including facilities and capital equipment, police and public safety services provide greater efficiencies and cost effective services and should be continued and expanded.

RBP3. ***Historic Preservation Trust of Lancaster County***. The Historic Preservation Trust works with a wide array of individuals and organizations to research, educate, and advocate for historic preservation of the County's historic resources. Municipalities can partner with the Trust to market historic properties that are for sale, develop and monitor easements on historic properties, and gather support for threatened resources.

3.5 REGIONAL RECOMMENDATIONS

GOAL RR1. Promote and participate in efforts to increase regional cooperation and coordination.

OBJECTIVE A: Continue to support and grow regional organizations and facilities that maximize cost effectiveness and efficiency for all.

STRATEGY: Explore additional options for expanding sharing services with neighboring municipalities, including potentially expanding police services to additional areas.

STRATEGY: Continue to effectively manage and support existing shared services agreements.

OBJECTIVE B: Seek and facilitate more opportunities for regional cooperation.

STRATEGY: Work with Lancaster County and neighboring municipalities to consider a regional green infrastructure plan.

STRATEGY: Continue to work with regional partners to complete the entire length of the Rail-Trail.

STRATEGY: Consider a joint Comprehensive Plan with neighboring municipalities in the future.

STRATEGY: Continue to work with regional partners to address transportation and mobility issues, find design solutions, and seek funding.

STRATEGY: Use existing Ephrata-based regional facilities and partnerships (i.e., Ephrata Public Library and Ephrata Area School District) to strengthen and expand regional cooperation and Ephrata's role in the region.

GOAL RR2. Cooperate in regional efforts to cultivate Heritage Tourism.

OBJECTIVE A: Work with regional partners, such as the Lancaster County Historic Preservation Trust, LCPC, and local historical societies to identify and preserve historic resources.

STRATEGY: Complete an updated borough-wide historic resources inventory.

STRATEGY: Identify and prioritize assets that are threatened.

STRATEGY: Offer zoning incentives for adaptive reuse, such as increased density, flexible lot standards, or additional uses permitted by right.

STRATEGY: Amend the zoning ordinance to require demolition review, and enable denial of demolition and demolition by neglect provisions for historic buildings.

STRATEGY: Work with regional partners, such as the Lancaster County Historic Preservation Trust, to educate and advocate for historic resource protections, such as historic preservation easements, and marketing for appropriate sale and use of historic buildings.

OBJECTIVE B: Preserve Ephrata's overall community character.

STRATEGY: Provide design guidance on appropriate alterations and additions to older structures within the Borough.

STRATEGY: Consider adopting a form-based code that incorporates prescriptive measures for design elements such as block and lot widths; building alignment; building height, width, and orientation; streetscape elements; and parking location.

OJBECTIVE C: Cultivate Ephrata as a destination for heritage tourism.

STRATEGY: Partner with regional attractions to provide more workshops, events, like the Ephrata Street Fair, on a regular basis.

STRATEGY: Partner with the Pennsylvania Dutch Convention and Visitors Bureau, other tourism-oriented organizations, and surrounding municipalities to market the region.

GOAL RR3. Strengthen Ephrata Borough's role as the regional center for northeast Lancaster County.

OBJECTIVE A: Strengthen the Borough's Regional Attractiveness

STRATEGY: Consider marketing the Borough to neighboring municipalities as the downtown for the region.

STRATEGY: Support and expand cultural facilities and programs that bring visitors to the Borough.

STRATEGY: Support and expand the educational, health, recreational, and library resources located within the Borough.

STRATEGY: Emphasize economic development of the whole Borough in order to attract a greater variety of employment opportunities.

STRATEGY: Develop partnerships with area employers, non-profit organizations, and volunteers that strengthen the Borough's position within the region.

Chapter 4

DOWNTOWN VIBRANCY

KEY FINDINGS

- There is a lack of Borough-specific data regarding regional market gaps and market segments most likely to be successful in the Downtown.
- Many organizations participate in efforts to revitalize the Downtown. However a comprehensive, multi-pronged approach from a single organization with a strong liaison within Borough government is needed.
- The wide mix of civic, retail, and restaurant uses permitted in the Downtown is appropriate for drawing residents and visitors.
- The charming and distinctive character of the Downtown and Lincoln Village are strongly based on the historic buildings and development patterns found there. Better protection of this traditional character is needed to ensure that lack of maintenance, building modifications, new development, and redevelopment do not compromise these unique qualities.
- An inviting streetscape, continuous sidewalk network, and the Rail-Trail give the Downtown a high degree of walkability that could serve as an example for other areas of the Borough.
- Travel connections between the Downtown, Lincoln Village, and other popular Borough attractions are currently limited to auto travel for the majority of users and could deter some visitors from patronizing multiple destinations.
- Parking management strategies could better utilize available spaces in the Borough and minimize the perception of the lack of parking.

4.1 DOWNTOWN OVERVIEW

Whether referred to as "Main Street" or "Downtown", there is a place in every small town considered to be the commercial, social, and civic "heart". Whether consisting of one intersection or three blocks, downtowns are most successful when they provide a mix of local services, employment opportunities, and regional attractions in a compact, walkable, and charming setting.

Ephrata Borough retains two such "hearts": the traditional Downtown at the intersection of Main Street (US 322) and State Street, and that of Lincoln Village, formerly "New Ephrata", also along US 322 in the northwest corner of the Borough. The historic charm of these areas is self-evident and considered a boon to the Borough's quality of life and regional attractiveness. But achieving and maintaining vibrancy in the Downtown in the face of an evolving economy requires a high degree of creativity and coordination. Redevelopment is needed to attract new businesses and employers, and help older spaces meet modern needs, but rehabilitation needs to be done in a way that respects and enhances the Borough's unique physical character.

This Downtown Revitalization Plan for Ephrata Borough focuses on:

- Providing effective leadership for comprehensive revitalization efforts;
- Spurring appropriate business development;
- Preserving the unique physical characteristics of the Downtown and Lincoln Village; and
- Promoting the Downtown as a regional hub for civic, economic, and cultural activities.

4.2 RELATED PLANS AND STUDIES

Ephrata Wayfinding Plan (2011) This comprehensive study recommends two separate, but interrelated systems of signage for vehicular and pedestrian visitors. Signs and maps are proposed to be installed at key locations to direct visitors and residents to important historic, cultural, and other sites, as well as to parking. Signs are to be organized into those for major destinations, such as the Ephrata Cloister and the Performing Arts Center, and those localized signs that direct visitors and residents to parking, the movie theater and other destinations. The study also recommends the installation of attractive and prominent welcoming (gateway) signs on major corridors leading into the borough.

4.3 EXISTING CONDITIONS

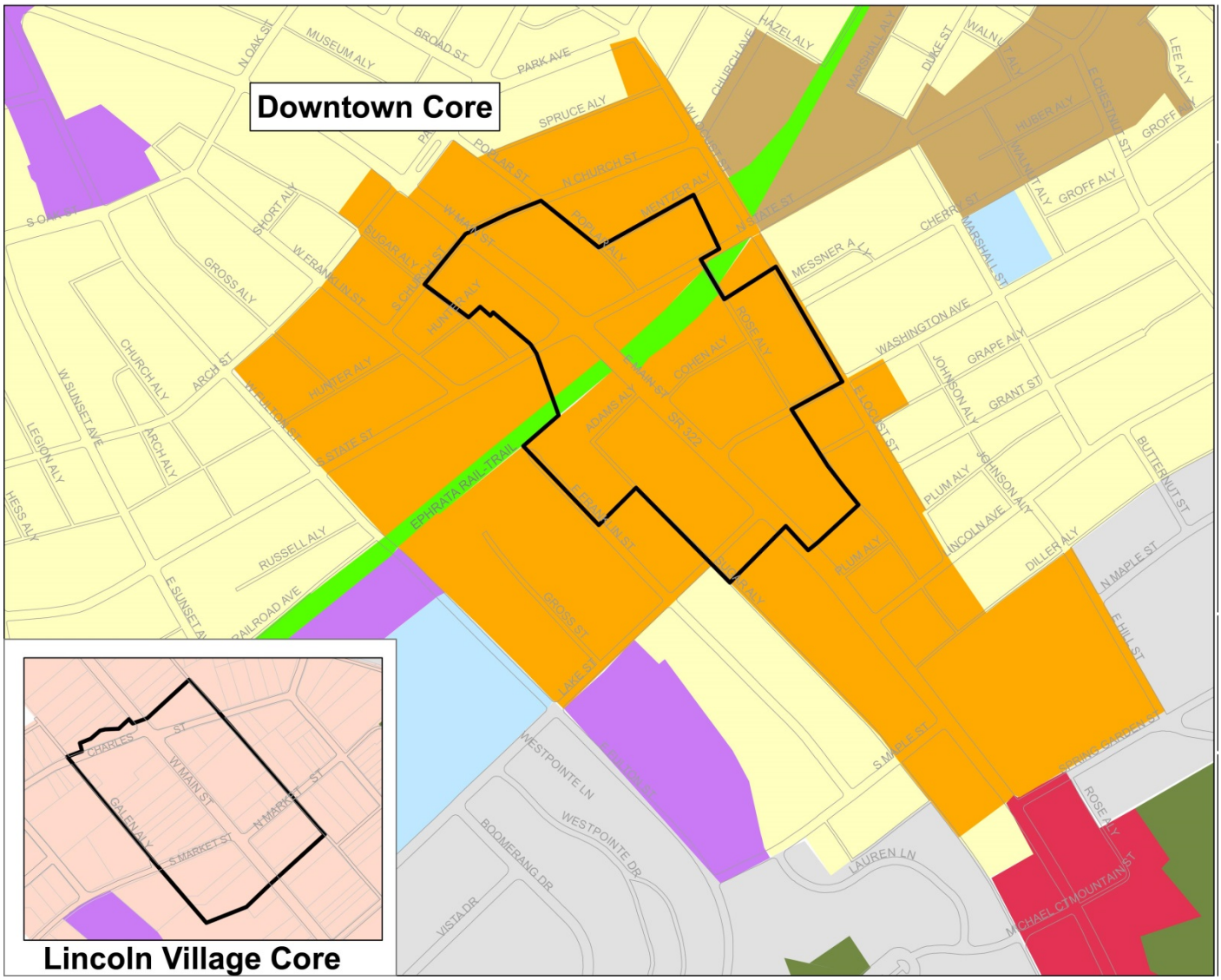
- **Downtown Ephrata Core.** The historic Downtown of Ephrata Borough is comprised of approximately four blocks (about 1/4 mile) between Church and Lake Streets along both sides of Main Street.
    - Area: 56.07 acres zoned as Central Business District;
    - Undeveloped land: 0 acres;
    - Number of businesses: 137
    - Number of jobs: 2,134
    - Number of dwelling units: 516

- **Lincoln Village Core.** The Village of Lincoln, formerly "New Ephrata", was annexed into the Borough of Ephrata in the 1960s, but retains its village feel and identity. The core of Lincoln Village is depicted as the blocks on both sides of Main Street between Market Street and Charles Street, including all four corners at each intersection.
  - Area: 8.29 acres;
  - Undeveloped land: 0 acres
  - Number of businesses: 13
  - Number of jobs: 78
  - Number of dwelling units: 26

- **Core Areas.** The Future Character Areas Map depicts "core" areas for both Downtown Ephrata and Lincoln Village. These Core areas are intended to denote the area where revitalization efforts should first focus in order to make the best use of limited resources. The goal is to create a "hot spot" of activity- created by a continuous string of restaurants and storefronts - from which success can then ripple outward.

  The Downtown "Core" (Central Business Fringe on the Future Land Use Map) radiates outward from the intersection of Main Street and State Street to include the area that has retained the greatest development intensity of buildings set in a traditional pattern. For Downtown Ephrata, the core also delineates the greatest potential for continuity of occupied, ground level nonresidential uses, particularly storefronts. In Lincoln Village, the Core encompasses the two intersections where the greatest number of nonresidential businesses are located.

Core Areas: Downtown and Lincoln Village



DOWNTOWN LEADERSHIP AND PROMOTION

- There are several organizations in Ephrata that have varied and overlapping responsibilities in terms of economic development, marketing, promotion, and overall organization in the Downtown areas. These include Vision Ephrata, Ephrata Merchants Association, Ephrata Economic Development Corporation, Ephrata Area Chamber of Commerce, and Downtown Ephrata, Inc., (currently without a staff person). However, there is no clear lead organization that has the strength and capacity to proactively coordinate a multifaceted revitalization process, and no clear point person within the Borough devoted to coordinating with these organizations. Continuity, communication, and commitment are needed to ensure that long term goals are realized.
- A cohesive marketing plan is key to promoting a positive image for Downtown Ephrata through advertising, retail promotions, and special events give people a reason to come downtown on a regular basis. The Downtown Ephrata Facebook page, vitualEphrata.org website, and events such as the Ephrata Street Fair are good examples of such marketing efforts that benefit the Borough

and Downtown. More regular events, similar to Concerts by the Creek, but that take place directly downtown could be explored.

DOWNTOWN ECONOMY

- **Market Share.** There is no current analysis of the Downtown's market share for typical merchandise categories (i.e., convenience goods, home goods, fashion goods, leisure goods, dining, and entertainment) nor data concerning the breakdown of local versus regional shoppers. Anecdotally, there is a lack of restaurants, particularly outdoor dining opportunities, and services for local residents, while there is a surplus of shops selling second hand goods.
- **Employment.** In 2012, the total number of jobs in Ephrata was 9,921. The Downtown and Lincoln Village Cores provide 22.3% of the overall jobs in the Borough.

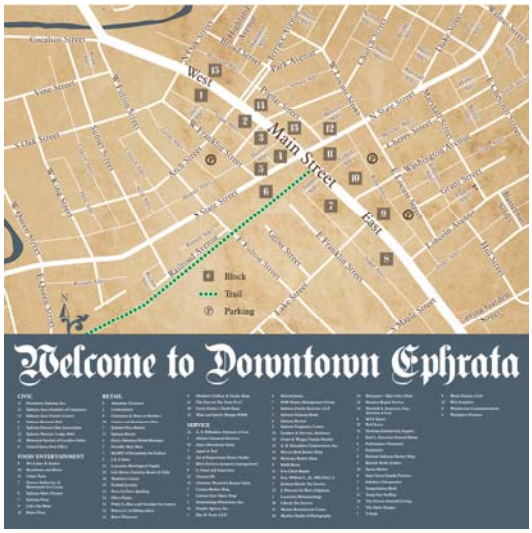
DOWNTOWN CHARACTER

- **Land Uses.** Downtown Ephrata is the center of commerce for the Borough and retains a variety of commercial, office, civic and residential uses. Within the Core, residential uses are not permitted on the first floor in order to reserve this street level space for commercial opportunities, preferably retail storefronts that attract people to walk downtown. Outside the Core, single–use residential buildings are visible, though many have been converted to commercial uses on the first floor. Civic uses, such as the municipal building and a fire station, are located within walking distance of the Downtown, but just outside the boundaries of the core.

  On a much smaller scale, Lincoln Village also has a variety of residential and nonresidential uses. Commercial uses are predominantly located at intersections, with single family residential dwellings - some converted into office uses on the lower floors- along the mid-blocks.
- **Historic Resources.** The Ephrata Commercial Historic District was listed on the National Register of Historic Places in 2006. The 49 parcels and 36 contributing buildings included in the district have an average age of 107 years. The oldest building is the Eagle Hotel located at 8 West Main Street, built in 1810. In addition, the Mentzer Building is individually listed on the National Register of Historic Places. As discussed in more depth in Chapter 3, Regional Context, historic designations, while a potential source of pride and identity for the Borough, do not protect buildings from the actions of private owners, including demolition or alteration.
- **Building Conditions.** At 107 years, the average age of buildings in the Downtown National Historic District far exceeds the average age of buildings in the Borough as a whole. Older buildings obviously require a greater degree of upkeep and maintenance and have a greater chance of being blighted or abandoned. A visual survey of Main Street shows the majority of the buildings Downtown are in fair to good condition, though many would benefit from some exterior "freshening up". A borough report on commercial property maintenance reveals only two building code violation over the past several years.
- **Streetscapes.** The two to three story buildings adjoining the sidewalks of Main Street provide the framework for an attractive, pedestrian-friendly downtown. Because of its importance to the borough, substantial streetscape investments have been made to enhance the appeal of Main Street for pedestrians, visitors and local businesses and to "calm" traffic. Attractive street lights were installed, wide sidewalks with curb extensions were constructed, and highly visible crosswalks at key intersections were applied. Street trees, planters, waste receptacles, and benches complete the inviting look.

Such enhancements have not been extended to the Lincoln Village area, where the intimate streetscape is quite narrow and dominated by overhead wires, nor to the Route 272 Corridor, another major gateway and commercial area in the Borough.

- **Walkability**. A defining characteristic of traditional main streets is their desirability as places to walk. Many experts define the distance that most people are willing to walk for shopping, transit, and other amenities, (the "pedestrian travel shed") as one-quarter to one-half mile (1/4 to ½ mile), provided that the route is marked, well lit, and that there is a continuity of window shopping or other visual cues. Blank walls or vacant storefronts deter pedestrians from continuing down a particular path.



Along Main Street in downtown, the sidewalks are wide and many are constructed of attractive brick pavers. Highly visible crosswalks and curb extensions (bulb-outs) have been installed at key intersections. The south side of Main Street in downtown provides an exceptionally deep setback between the roadway and the building fronts, which offers opportunities for further streetscape improvements.

Lincoln Village has continuous sidewalks that are of appropriate width for the area. However, their location directly abutting the busy main street and the frequent encroachment of utility poles detracts from the overall comfort level for users.

- **Linkages to Other Borough Attractions.** As discussed in more depth in Chapters 3 and 6, one of Ephrata's many strengths is its variety of local and regional attractions for residents and visitors, including the Ephrata Cloister. Ensuring that these destinations are connected to the Downtown and Lincoln Village, and that visitors can easily find and access them through a variety of travel modes is an important part of supporting the dynamic regional downtown that is envisioned.

Distance and topography make pedestrian and cycling access to attractions to the east or west of the Downtown challenging and the travel distance between the Downtown and Lincoln Village is farther than can be expected from the typical pedestrian. For example, Concerts by the Creek take place in nearby Grater Park and draws a crowd. These visitors however, most likely do not make their way downtown. Alternative modes of linking these areas, whether by car, bus, or shuttle should be explored.

The Borough has a plan for cohesive wayfinding signage targeted towards vehicles, cyclists, and pedestrians, but has not yet implemented the recommendations.

DOWNTOWN INFRASTRUCTURE: PARKING AND UTILITIES

- Parking. Inexpensive parking is available throughout the Downtown, in the form of parallel and angled on-street parking, four Borough owned and maintained surface lots with a total of 218 spaces, and a privately managed deck parking structure located on Locust Street. However, the perception of a lack of parking is a continuing concern that can deter potential businesses or visitors. Limited directional signage exists, but better promotion of available parking could help alleviate these perceptions.

- On-street parking is provided on Main Street in the downtown district and on residential roads. Metered parking is provided on the first blocks of East Main Street and West Main Street to

encourage turnover of vehicles and angled parking has been implemented along sections of Main Street.

- Parking management has emerged as an important tool to help downtown areas and neighborhoods improve the safety and efficiency of traffic flow on heavily travelled streets and to enhance quality of life for residents. Conventional parking policies are based on standards that generally set a minimum number of parking spaces for each type of land use and assume that all trips to a location are made by automobile. This often results in an oversupply of parking in urban settings and other locations where alternatives to driving such as transit and walking exist and are used for many trips. A better match of parking supply to actual parking demand in a location would produce significant benefits such as: Reduced impervious surface area and storm water runoff; more land available, particularly in high-priced urban areas, to put into productive revenue-generating uses or public uses such as urban parks; and a more pedestrian-friendly design.

Proposed Parking Signage from Borough Wayfinding Plan.

- Communities are implementing a variety of measures to manage parking such as: metered parking to encourage better turnover of spaces in the downtown area; parking "reserves" in which a developer doesn't initially provide all of the possible demand for parking upfront but "reserves" space to build future spaces if demand materializes; installation of bicycle and pedestrian facilities to reduce driving and demand for parking; angled parking to create more spaces; and employer commuter policies that work with employees to arrange alternatives to solo driving.

- Utilities. Ephrata Borough maintains control over the electric, water, and sewer services provided to its residents and businesses (See Chapter 4, Quality of Life). This position allows the Borough to offer flexibility and incentives in order to attract new businesses. However, the lack of natural gas has been discussed as a deterrent to new businesses, particularly restaurants. While the Borough does not prohibit natural gas, the decision to provide it is outside of the Borough's control.

TRANSPORTATION.

- The Route 322 Corridor, Main Street, is the spine for both Downtown and Lincoln Village Core, and a major regional artery.

- In the downtown, Route 322 consists of two travel lanes with angled parking on one side and parallel parking on the other. Based on 2011 PennDOT data for the Ephrata region, US 322 carries 13,000 to 16,000 vehicles per day, with 5% or less truck traffic.

NATURAL RESOURCES.

- Storm water management is a constant challenge for older Boroughs, and flooding along the Cocalico Creek is an ongoing issue for Ephrata. Maintaining green spaces in the Downtown, such as the Ephrata Rail-Trail, landscape medians, rain gardens, pocket parks, and the like can provide a refreshing and attractive greening to the Downtown, while also serving a vital function to help control storm water runoff issues.

4.4 BEST PRACTICES

DBP1. Venture Lititz. A Main Street type program charged with leading the comprehensive and coordinated efforts to improve Downtown Lititz, through Organization; Promotion; Design; and Business recruitment, retention, and positioning.

DBP2. Second Saturday, Media Borough. Monthly events are one way of bringing visitors to the Downtown on a regular basis. Many Boroughs such as Media provide a different theme for each month, where businesses stay open later, may provide food or music, combined with in-store promotions.

DBP3. Lancaster City Alliance. A newly formed organization that combines the focus on downtown with concern for the City's overall financial stability, safety, and quality of life.

DBP4. Adaptive Reuse. The current redevelopment of the historic Doneckers factory buildings along State Street into assisted living units is a good example of development that will allow the Borough to retain its historic character while repurposing older buildings for continued use.

DBP5. Lititz Borough Form-Based Code. Lititz Borough has adopted this alternative to conventional zoning that prescribes the physical form of development by focusing on such elements as building placement, the relationship between buildings, streets and alleys, the scale and types of streets, and the types of public spaces.

DBP6. Parking Management: City of Lancaster, PA. Many cities, including the City of Lancaster, have implemented contemporary parking technologies, such as debit/credit card payment, to encourage better turnover of spaces in the downtown district. This method has proven to improve revenues to the City and encourage efficient use of the parking spaces.

DBP7. Vehicular Wayfinding: City of Lancaster, PA. Wayfinding is a system of signs that direct visitors and residents to points of interest and to businesses and they can serve as an introduction to the local history, arts and culture of a community. The City of Lancaster completed a wayfinding plan at both the vehicular and the pedestrian scale and has made significant progress towards implementation.

DBP8. Street Signage/Pedestrian-scale Wayfinding: Lititz Borough. Based on the Lititz Borough Wayfinding Plan (December 2009), the borough has installed five pedestrian-scale maps along Main and Broad streets to direct pedestrians to sites of interest, restaurants and other locations. Other communities in Pennsylvania that have adopted wayfinding plans include West Chester and Doylestown.

4.5 DOWNTOWN RECOMMENDATIONS

GOAL D1. Create an effective "one-stop shop" for Downtown businesses, volunteers, visitors, and marketers.

OBJECTIVE A: Designate a lead organization to spearhead and coordinate Downtown revitalization efforts with the Borough.

STRATEGY: Clarify the roles of Vision Ephrata, Downtown Ephrata Inc., the Chamber of Commerce, the Merchants Association, and other organizations with interests in the Downtown.

STRATEGY: Strengthen a single lead organization charged with comprehensively coordinating all Downtown revitalization efforts, and designate a Borough staff person to serve as full-time liaison with this organization OR consider housing such lead position within the Borough for the foreseeable future with the intent of enhancing overall economic development in the Borough.

OBJECTIVE B: Leverage limited resources within the Downtown and Lincoln Village Core.

STRATEGY: Focus revitalization efforts first on the Downtown and Lincoln Village Cores, as depicted on the Future Character Areas Map, to create an outward "ripple effect".
STRATEGY: Build public-private partnerships that support the vision and goals for the Downtown and Lincoln Village.

GOAL D2. Reenergize the commercial core in the Downtown and Lincoln Village.

OBJECTIVE A: Understand and act on Ephrata's business opportunities within the Region.

STRATEGY: Conduct a market analysis to identify market gaps and an appropriate mix of retail, restaurant, and niche businesses.
STRATEGY: Focus on business recruitment, retention, and positioning in accordance with this mix.
STRATEGY: Offer greater support and resources for small businesses.

OBJECTIVE B: Encourage a greater mix of restaurant and retail businesses in the Downtown and Lincoln Village.

STRATEGY: Target retail businesses that can benefit from the Ephrata Rail-Trail as it grows, such as bicycle shops, running shoes stores, juice bars, health food stores, and the like.
STRATEGY: Permit and encourage outdoor dining, especially at street corners, and food trucks to liven up the ambience of the Downtown.
STRATEGY: Draw from the Borough's ethnic mix for new restaurants and bodegas.
STRATEGY: Promote the Borough's ownership of utilities as a major advantage to locating within the Borough.

OBJECTIVE C: Create opportunities for start-up businesses.

STRATEGY: Consider allowing "Pop-up" businesses to have short term leases in vacant buildings and at the farmers market.

OBJECTIVE D: Identify redevelopment opportunities within the Downtown.

STRATEGY: Inventory vacant and underutilized properties in the Downtown and Lincoln village and identify any site-specific barriers to redevelopment (i.e., infrastructure, size, or access limitations or constraints).
STRATEGY: Market the properties through the designated Main Street Organization and EDC.
STRATEGY: Build public-private partnerships to focus on redeveloping key parcels in the Borough.

GOAL D3. Preserve the community character of Ephrata Borough.

OBJECTIVE A: Enhance the overall appearance of buildings and streetscapes in Ephrata Borough.

STRATEGY: Reinstitute the façade improvements program.
STRATEGY: Keep windows of vacant storefronts, occupied and attractive to maintain the continuity of the streetscape.
STRATEGY: Adopt design guidelines for architecturally appropriate alterations and additions.
STRATEGY: Strengthen property maintenance codes and enforcement by increasing inspections.
STRATEGY: Examine opportunities to extend the streetscape design on Main Street to additional streets identified as part of the Downtown Core.
STRATEGY: Develop streetscape plans for PA 272 and the Lincoln Village Core in order to create a more attractive, pedestrian-friendly corridor and village.

OBJECTIVE B: Update Zoning and Subdivision and Land Development Ordinances to preserve Community Character.

STRATEGY: Consider adopting a form-based code that incorporates prescriptive measures for design elements such as block and lot widths; building alignment; building height, width, and orientation; streetscape elements; and parking location.

STRATEGY: Maintain and incentivize mixed-use and multiple use development whenever possible in the Downtown and Lincoln Village, as well as select "business enclaves" identified on the Future Character Areas Map.

STRATEGY: Offer zoning incentives for adaptive reuse, such as increased density, flexible lot standards, or additional uses permitted by right.

STRATEGY: Amend the zoning ordinance to require demolition review, and enable denial of demolition and demolition by neglect provisions for historic buildings.

GOAL D4. Provide cost-effective infrastructure that supports the Downtown.

OBJECTIVE A: Manage existing parking spaces for optimal use and efficiency.

STRATEGY: Establish a task force to work with borough staff to assess current parking conditions and practices and evaluate whether parking management policies and regulations need to be updated.

STRATEGY: Provide shared parking and structured parking standards in the Zoning Ordinance.

STRATEGY: Consider back-in parking for the angled spaces along Main Street.

STRATEGY: Maximize on-street parking opportunities by minimizing curb cuts and maintaining alleys and service lanes.

STRATEGY: Publicize available parking, through maps, brochures, signage, and information on the Borough website.

GOAL D5. Promote the Downtown as a Regional Center.

OBJECTIVE A: Enhance the connectivity of Downtown to other cultural attractions in the Borough.

STRATEGY: Revisit the 2011 wayfinding study and begin implementation of its recommendations.

STRATEGY: Complete the Ephrata Rail-trail and plan to connect to the Cocalico Creek.

OBJECTIVE B: Promote Downtown Ephrata and Lincoln Villages as part of an overall strategy to increase Heritage Tourism.

STRATEGY: Partner with local and regional organizations, historic sites, and programs that promote historic awareness and appreciation of the Borough.

STRATEGY: Continue to support special events and programs, such as the "Ephrata Fair", that celebrate Ephrata as a community.

STRATEGY: Encourage the development of arts, entertainment and recreation activities for a variety of age groups and demographics.

OBJECTIVE C: Enhance Downtown's role as a regional transportation hub.

STRATEGY: Examine the feasibility of establishing a designated downtown transit hub near Main and State streets that could feature an expanded bus shelter, an information kiosk, Wi-Fi, wayfinding information, a taxi stop and bike racks, in addition to being a primary bus stop.

Chapter 5

HOUSING OPPORTUNITIES

KEY FINDINGS

- Median home value and median monthly rent in the Borough are both lower than that of other boroughs in the County. Despite this, a full third of home owners and two-fifths of renters spend more than 30% of their income on housing costs.
- More than half of the households expected to move to Ephrata by 2020 are younger singles and couples, a predominantly rental population.
- The Borough's diversity of housing stock makes it attractive to a variety of demographics and incomes.
- The aging housing stock of the borough adds to its inherent charm but increases typical housing costs.
- The combination of declining household incomes (See Chapter 6) and the Borough's likelihood of attracting moderate to low income households increases pressure to provide creative solutions for housing rehabilitation and renovation through partnerships, programs, and incentives.
- The Borough's ability to meet the future demand for housing is limited by the lack of vacant land and the zoning of the majority of that land as single family detached dwellings. Redevelopment and mixed-use development are needed to meet the changing demographics of housing demand.

5.1 HOUSING OPPORTUNITIES OVERVIEW

Ephrata Borough has a highly diverse, yet aging housing stock that presents many challenges and opportunities for the future. These homes are found in a variety of compact, walkable neighborhoods that grew outward from the Downtown and Lincoln Village commercial centers over time. The housing plan for Ephrata Borough focuses on:

- Improving the quality and safety of the housing stock;
- Preserving community and neighborhood character;
- Meeting market demand for new housing; and
- Ensuring that housing choices exist for families and individuals of all incomes, ages, and abilities.

5.2 RELATED PLANS AND STUDIES

***Choices,* the Housing Element of the Lancaster County Comprehensive Plan.** Vision: An adequate supply, and diversity, of housing opportunities will be available in Lancaster County to give current and future residents greater choice in housing type and tenure (rental and ownership), location, and price for a place to call home. Available at: **http://www.lancastercountyplanning.org/132/Choices**

***Balance,* the Growth Management Element of the Lancaster County Comprehensive Plan.** The Urban Growth Area Strategy of the plan calls for reinvestment in developed areas. Specifically, it calls for the accommodation of 12% of new residential growth (dwelling units) and 55% of new employment (jobs) in Lancaster City, the Boroughs, and Developed Lands within the Township UGAs. Available at: **http://pa-lancastercountyplanning.civicplus.com/127/Growth-Management**

Housing Market Analysis of Lancaster County, (2013). This study commissioned by the Lancaster Housing Opportunity Partnership examined housing trends, conditions, and the characteristics of the current and future housing market in Lancaster County and its 60 municipalities. Available at: http://www.lhop.org/Docs/2013HousingMarketAnalysis.pdf

5.3 EXISTING HOUSING CONDITIONS

- **Total Units and Vacancy**. The housing stock in Ephrata Borough grew by 409 units, or about 7 percent, between 2000 and 2013. With a 96 percent occupancy rate, the Borough's housing units are at functional full capacity, operating above the average occupancy rate among boroughs in the County (95%). (Nielson)
- **Tenure** (Renter/Owner Occupied). About 62 percent of occupied housing units are owned, while 38 percent are rented. The Borough has a lower rate of homeownership than Lancaster County (68%) as a whole, and slightly lower than the average for boroughs (64%). However, the homeownership rate has actually increased slightly in the Borough since 2000 (from 61%), whereas the homeownership rate in the county has declined (from 71%).
- **Median Home Value**. The median home value in Ephrata Borough in 2013 was $159,365; the county median was $189,315; and that of county boroughs was $170,572 (Nielson).
- **Median Rent.** The median rent in 2011 was $727; the county median was $824, and that for county boroughs was $749 (ACS 5-year).
- **Age of Housing Stock**. The lower values in the Borough are at least partially attributable to its comparatively older housing stock. The median year built of all units in the Borough is 1968, as

compared to 1973 for the county overall. More than a third (36.2%) of the Borough's housing stock was built before 1949.

- **Housing Cost Burden**. Despite relatively affordable housing prices, housing cost burden is still an issue. "Housing Cost Burdened" means that a household pays more than 30 percent of monthly income on housing costs. About 35.4 percent of owner-occupied housing units with a mortgage and 41.8 percent of renter housing units are housing cost burdened. When households are burdened by housing costs, they are less able to spend money on dining out, shopping, and other purchases that bolster the local economy. The cost of upkeep of Ephrata's older housing stock adds to this cost burden and can contribute to a lack of maintenance of the homes.
- **Housing Types**. About 40 percent of the housing stock in the Borough is comprised of single-family detached houses, 26.4 percent are single-family attached (townhouses), 8.6 percent are two-family units, 21.8 percent are multi-family units, and only about 3 percent are manufactured homes or trailers.
- **Housing Conditions**. Housing conditions are difficult to assess without a comprehensive survey. The 2010 Census results are self-reported and thus less reliable as an objective assessment. Borough code enforcement reports a total of 362 violations between March 2010 and February 2014. Of these violations, 60 percent were interior issues relating to plumbing, electrical, HVAC and wall conditions. Ten percent regarded the accessory structures, and less than one percent addressed sidewalk issues. The remaining 28 percent of violations were related to the exterior structure, most commonly windows and roof issues.
- **Housing and Transportation Costs**. In Ephrata Borough, about 49.9 percent of households spend more than 45 percent of their monthly income on housing and transportation costs. Ephrata's rate is substantially lower than that of Lancaster County, where around 72 percent of households spend more than 45 percent of their monthly income on housing and transportation costs. Households spending more than 45 percent of income on housing & transportation costs are considered to be "housing and transportation cost burdened" – meaning they may struggle financially or spend less on retail, dining out, or other expenses that contribute to the local economy. In terms of average costs, the typical household in Ephrata spends about $14,037 annually on transportation – lower than the county average of $14,853. Areas with more compact development typically have lower average transportation costs, due to the fact that a variety of transportation options are feasible, such as walking or biking.
- **Land Use and Housing**. Of the Borough's 3.42 square miles, approximately 6.9 percent (152 acres) is classified as vacant (*excluding* the 123 acres in the Conservation District/Ephrata Mountain). Almost three-quarters (72.5%) of the vacant residentially-zoned land allows only single-family detached homes, whereas 51% of the estimated housing need is for multi-family dwellings.

5.4 FUTURE HOUSING NEEDS

The *Housing Market Analysis of Lancaster County* (2013) considered what demographic of people might move to Ephrata Borough in the next 5 years, and what new types of housing might be built in that time. The analysis was based on a variety of sources, including migration trends, mobility, demographic characteristics, and population projections. The estimates are subject to change due to factors such as zoning regulations, the ability of developers to build new housing, quality of the existing housing stock, availability of jobs, etc.

TERMINOLOGY.

- The ***market potential*** is the total universe of people who may be interested in moving to a home in Ephrata. This number includes both those who might move from elsewhere, and those who already live in the Borough but may want a different home.
- The ***capture rate*** is the percent of the market potential that the Borough might actually expect to attract – usually between 5 and 15 percent of the market potential.
- Percentage of ***area median income (AMI)*** describes how much a family makes compared to other families in the area. The 2014 area median income for Lancaster County is $67,200 for a family of four; so a family of four earning 80 percent of AMI earns $53,750.

MARKET POTENTIAL.

- **Total Market Potential.** Over the next five years, the market potential for new households moving to or within Ephrata Borough is 5,375. This is the total universe of households that *might* move to or within the Borough – it is not the number of people who are *likely* to do so.
- **Household Type.** Of these households, more are likely to be younger singles & couples (51.2%) than families (28.8%) or empty nesters & retirees (20.0%). Younger people will be attracted to the area due to the affordability and variety of housing, availability of transportation options, and proximity of jobs and services.
- **Tenure** (Renter/Owner Occupied). Since younger people are more likely to rent than own, market potential for the Borough leans slightly toward the rental side (50.1 percent).
- **Housing Type.** The study assumes that new rental units will primarily be multi-family units. For new owner-occupied units, the study estimates that about 62 percent of demand will be for single-family detached homes, 23 percent for single-family attached homes, and 14 percent for multi-family/condominium homes. In total, roughly 57 percent of demand will be for multi-family homes, 31 percent for single-family detached homes, and 12 percent for single-family attached homes.
- **Income.** Ideally, new housing in the Borough should be affordable to a broad range of incomes. The study estimates that the market potential will be about 32 percent very low income (earning under 50% of AMI), 30 percent moderate income (earning between 50 and 100% of AMI), and 36.8 percent high income (earning more than 100% of AMI).

CAPTURE RATES & REALISTIC FUTURE HOUSING NEEDS. Capture rates for different housing types and tenures are only between 5 and 15 percent, meaning that the Borough can realistically expect to draw and support a maximum of 15 percent of the total market potential.

- Roughly 400 to 670 households may seek housing in Ephrata from 2013 to 2017.
- Between 270 and 400 of these are likely to be renter households; between 130 and 270 are likely to be owner-occupied households.
- About half (53%) of these households will be moving to the Borough from elsewhere, thus a realistic estimation of the new growth in households is between 210 and 350 households.
- For comparison purposes, the Lancaster County Planning Commission (LCPC) provides linear projections that estimate the population of Ephrata will increase 15 percent (830 residents) by 2040 to 15,560 people. This roughly translates into an additional 565 housing units.

5.5 BEST PRACTICES

HBP1. Employer-Sponsored Housing. Also known as "Live near your work" programs, employer sponsored housing programs offers assistance to employees if they buy or improve a house within specific areas.

HBP2. Purchase Improvement Loans. The Pennsylvania Housing Finance Agency has two programs that assist new homebuyers and existing homeowners to make qualified repairs and improvements to their homes.

HBP3. Landlord & Tenant Education. The Lancaster Housing Opportunity Partnership (LHOP) provides resources to help educate landlords and tenants on their individual rights and responsibilities.

HBP4. Vacant & Blighted Property Registration Program. A City of Easton program requiring: the registration of all vacant or blighted property, property maintenance standards for such properties, and a designated Property Management Company if the owner does not live within 30 miles of the City.

HBP5. Lancaster County Housing and Redevelopment Authorities Home Repair Program. The program offers low or not-interest loans to low-income homeowners for basic home repairs – roof, plumbing, electrical, sewer/wells, etc. - that will enable them to stay in their homes.

HBP6. Adaptive Reuse. Adaptive reuse has the benefits of adapting older buildings to new uses to meet today's demands, use the existing resources and infrastructure in the Borough, and maintain a link with the Borough's history.

HBP7. Form-Based Codes. An alternative to conventional zoning that prescribes the physical form of development by focusing on such elements as building placement, the relationship between buildings, streets and alleys, the scale and types of streets, and the types of public spaces.

HBP8. Accessory Dwelling Units. A secondary dwelling unit located on the same lot as a single family home, providing additional housing options.

5.6 HOUSING OPPORTUNITY RECOMMENDATIONS

GOAL H1. Maintain and improve the quality, safety, and energy efficiency of the housing stock.

OBJECTIVE A: Encourage rehabilitation and renovation of the existing housing stock.

STRATEGY: Develop programs and/or partnerships to educate property owners on proper renovation and rehabilitation strategies for common problems.

STRATEGY: Promote the Lancaster County Housing and Redevelopment Authorities' Home Repair program to qualified residents.

OBJECTIVE B: Stabilize the rental housing stock.

STRATEGY: Consider expanding the rental housing regulations to address curb appeal and consider more frequent inspections.

STRATEGY: Adopt a disruptive tenant ordinance.

OBJECTIVE C: Increase outreach to landlords and tenants to provide education and resources.

STRATEGY: Partner with LHOP to provide landlord and tenant forums and education.

STRATEGY: Provide landlords and tenants with information at the time of inspection.

Bell Tower Apartments: a good example of adaptive reuse and new housing in a high density neighborhood.

OBJECTIVE D: Develop partnerships with area employers, non-profit organizations, and volunteers.

STRATEGY: Pursue the possibility of Employer Sponsored Housing programs with major employers, such as Ephrata Community Hospital and the Ephrata Area School District.

STRATEGY: Pursue housing renovation/rehabilitation programs.

STRATEGY: Consider a housing version of the Ephrata Economic Development Corporation (EEDC).

GOAL H2. Preserve community, neighborhood, and architectural character.

OBJECTIVE A: Revitalize vacant, blighted, and underutilized buildings and parcels.

STRATEGY: Inventory vacant, blighted, and underutilized buildings and parcels.

STRATEGY: Market such buildings to real estate agents and through the EEDC.

OBJECTIVE B: Enact regulatory protections for historic buildings.

STRATEGY: Offer zoning incentives for adaptive reuse, such as increased density, flexible lot standards, or additional uses permitted by right.

STRATEGY: Amend the zoning ordinance to require demolition review, and enable denial of demolition and demolition by neglect provisions for historic buildings.

STRATEGY: Consider multi-family conversions on a case-by-case basis for historic buildings.

OBJECTIVE C: Update Zoning and Subdivision and Land Development Ordinances to better provide adequate and context-sensitive housing.

STRATEGY: Evaluate existing ordinances to ensure that new development within each character area will emulate the best features of existing development.

STRATEGY: Consider adopting a form-based code that incorporates prescriptive measures for design elements such as block and lot widths; building alignment; building height, width, and orientation; streetscape elements; and parking location.

STRATEGY: Allow and incentivize mixed-use development whenever possible.

GOAL H3. Meet market demand for new housing, while ensuring that housing choices exist for families and individuals of all ages, incomes, abilities.

OBJECTIVE A: Provide opportunities for homeownership.

STRATEGY: Partner with LHOP to provide homebuyer education courses & down payment assistance to first-time homebuyers.

STRATEGY: Work with local banks to promote purchase improvement loans.

OBJECTIVE B: Reduce regulatory barriers to housing affordability.

STRATEGY: Allow for a variety of housing types in zones that permit residential uses.

STRATEGY: Consider reducing certain housing-related minimum requirements, such as parking.

STRATEGY: Consider allowing Accessory Dwelling Units for family members in residential zoning districts, where appropriate.

Chapter 6

QUALITY OF LIFE

KEY FINDINGS

- Ephrata is primarily a bedroom community with a high (and growing) proportion of younger, smaller households. The median household has less education and earns less income than in the surrounding region and County as a whole.
- Ephrata Borough benefits from a variety of strong institutions that are invested in the community and could become potential partners in improving its future.
- There is a diverse selection of parks and recreational opportunities serving Borough residents and the surrounding communities. As the Borough population continues to grow, albeit slowly, redevelopment can provide opportunities to add green space and improve neighborhood access and connectivity. The Rail-Trail could be the framework for an enviable trail system that provides the Borough health, social, economic, and environmental benefits.
- Provision of a riparian buffer and trail along the Cocalico Creek could help protect this vital, compromised resource and build on the Borough's successful trail system.
- Ephrata has a slightly younger population than the County and surrounding region as a whole and this is expected to continue. Families, retirees, and empty nesters are part of the mix, but not the majority. Building on diverse, high quality employment opportunities, and a broad array of health, educational, and cultural assets is key to attracting and maintaining these populations in the Borough.
- The lack of vacant land for commercial and industrial development compels the Borough to focus on creative, site specific redevelopment opportunities by working closely with landowners and potential new employers to consolidate underutilized lots, aggressively market available sites, remove barriers to redevelopment, and maximize development potential.
- The Borough needs to focus on attracting new quality employers that pay a livable wage in order to help Borough residents maintain a median income more in line with the rest of the County. Maintaining and enhancing Ephrata's community character and regional amenities make the Borough more attractive to these employers.

6.1 QUALITY OF LIFE OVERVIEW

There are a wide variety of institutions, amenities, and services that make Ephrata Borough a desirable place to live. Ensuring that these variables remain available and accessible to all, as well as improving them for future generations is, in large part, the goal of this plan. This chapter focuses on:

- Enhancing Ephrata as a desirable place to live;
- Cultivating Ephrata's appeal to all ages;
- Expanding recreational and open space opportunities, while enhancing environmental quality; and
- Increasing employment and educational opportunities within the Borough.

6.2 EXISTING CONDITIONS

SOCIO-ECONOMIC INDICATORS

- **Population Growth and Age**. Having gained only 181 residents since 2000, the Borough's growth rate of 1.3 percent is at its lowest point. However, the population as a whole is slightly younger than the County (36.6 years versus 38.2 years) with the greatest proportion being those in the 25-29 years category.
- **Household Income.** Census data shows a median income of $46,012 in 2010, a 13.8 percent increase since 2000. This is less than the County's median of $55,816 and its growth rate of 22.6% (2010 Census). According to the Housing Market Study of Lancaster County, the estimated 2013 median household income was $43,138 for the Borough as compared to $46,627 estimated for all boroughs countywide.
- **Poverty Rate.** However, fewer Borough residents were living under the poverty level: Approximately 7.5% of the total population and 9.7% of children under 18 years of age were living in poverty, compared to 9.9% and 14.2% in the County. (2011 ACS) However, from another perspective, the PA Department of Education considers 42.6 percent of the children attending Highland Elementary School and 50.49 percent of those attending Fulton Elementary School (the two elementary schools serving the Borough) to be "economically disadvantaged" and receiving free or reduced meals, compared to 38.10 for the District as a whole.
- **Education Rate**. The Borough's population lags in attaining degrees of higher learning. At 83 percent, the Borough's high school graduation rate is essentially the same as the County's. However, the proportion of the population that has attained bachelor's degrees has plateaued since 1990, rising only 0.2% in 20 years. The County's college graduation rate during this time rose from 16.7 percent to 23.2 percent. (1990 and 2010 Census)

COMMUNITY FACILITIES. Ephrata has an impressive array of health, educational, and cultural facilities that make it desirable to residents and attractive within the region.

- **Healthcare Facilities:** The Ephrata Community Hospital is the sixth largest employer in Lancaster County and the only hospital in northeastern Lancaster County, contributing to Ephrata's role in the region. The hospital represents an opportunity for further partnership in enhancing overall health in the community, as well as for employment opportunities for Borough residents.
- **Educational Facilities.**
    - The Ephrata Area School District serves Ephrata Borough, Ephrata Township, Akron Borough, and Clay Township. In addition to two neighborhood elementary schools,

both the Middle School and High School are located within the Borough boundaries. This allows an exceptional number of children to walk or bike to school on a regular basis. These facilities play a central role in generating cohesive community identities for the neighborhoods where they're located.

- Ephrata Public Library is a resource for all ages and abilities within the region. In addition to the expected library offerings, EPL strives to become a community cornerstone. Currently, the library provides educational programming for all ages, co-sponsors and coordinates Concerts by the Creek in Grater Park, is the new site for the Ephrata Borough Skatepark, and manages Virtual Ephrata - an online, comprehensive resource for information about Ephrata Borough.

- **Cultural Amenities**.
  - Aside from the health and educational facilities that people need, Ephrata Borough has plentiful cultural, entertainment and institutional sites that enrich the lives of visitors and residents, and add to its community identity and pride.

PARKS, RECREATION AND OPEN SPACE: Publicly accessible parks, open spaces and trails are an important part of a community's infrastructure and an essential component of its quality of life. Ephrata Borough is a good example of a progressive community working hard to provide close-to-home outdoor recreation opportunities for all its residents.

- **Parks and Open Space**.
  - There are approximately 16 public parks of various sizes distributed throughout the community that provide 132.7 acres of outdoor recreation space in Ephrata Borough today.
  - An additional 76.1 acres of recreational land is owned and operated by the Ephrata Area School District at their eight facilities.
  - Amenities include: two outdoor pools, tennis courts, basketball courts, a newly renovated playhouse, a band shell, picnic pavilions, archery ranges, fitness, walking, and nature trails.
  - Until recently, these facilities have been the sole source of parks and recreation for nearby Ephrata Township residents as well.
  - The National Parks and Recreation Foundation's (NRPS) recommends a minimum standard of 10 acres of parkland per 1,000 residents for local municipalities. Translating this into Ephrata's projected population of 14,142 in 2020, the Borough should have approximately 141 acres of parkland in 2020, an additional 8.3 acres of Parkland.
  - Skatepark. The Borough is in the process of designing a new skate park on the Ephrata Public Library property, replacing one that was previously closed, providing more opportunities targeted at youth and leveraging existing municipal grounds.

- **Trails**.
  - Ephrata Borough has worked for over 20 years to convert a section of the abandoned Reading & Columbia Railroad line in the Borough to a hiking/biking recreation resource. To date, Ephrata Borough has completed a 1.6 mile ADA- accessible linear trail that is well within walking distance of many neighborhoods and the Downtown. This trail has become part of a planned 9-mile continuous trail from Lititz Springs Park in Lititz Borough to the Ephrata Borough Authority Sewage Treatment Facility Parking lot on Springhouse Road in Ephrata Township.

The Borough should consider a trail that adjoins the Cocalico Creek as it winds through Ephrata Community Park and the Ephrata Cloister.

- The concept of a trail along the Cocalico Creek has been discussed by the Borough. With the success and future completion of the Rail-Trail, consideration of a connecting trail along the Creek could gain more traction and help to both preserve and provide access to this scenic resource in the Borough.
- Additional trails exist on nearby Ephrata Mountain, but have not been maintained.

- **Natural Resources**.
  - The Cocalico Creek provides scenic and recreational opportunities to Borough residents. As the Creek winds its way through the Borough, development is closely located along its banks creating increased risk of flooding and damage to nearby properties and roads, as well as compromising the health of the Creek itself.
  - The PA DEP considers the Cocalico Creek to be an "impaired stream" that has been degraded by pollutants such as agricultural runoff and storm sewers.
  - Borough ordinances currently do not require riparian buffers, which are key to restoring the water quality and overall health of the Creek. Riparian buffers allow for greater infiltration of water and filtering of pollutants from runoff before they reach the waterway.
  - The Federal Emergency Management Agency has recently released updated floodplain maps of the Ephrata Area. These maps show what many residents and officials already know: that the floodplain has expanded in several areas within the Borough.
  - Trees within the Borough provide various benefits such as water retention, carbon sequestration, energy savings (cooling), and reduced air pollutants. These benefits are amplified as more trees are planted and/or protected within the Borough.

EMPLOYMENT AND INDUSTRY

- **Unemployment Rate**: At 6.5% in July 2013, Ephrata Borough's unemployment rate was the same as the County and lower than the State (7.8%).
- **Occupational Characteristics** (Census 2010).
  - The Lancaster County workforce was made up of 252,430 persons in 2010. With 31.1% of employees in managerial, business, science and arts, and another 24.5% in sales and office occupations, the largest percentage of workers are white collar. The smallest proportion of employees were occupied in natural resources, construction, and maintenance jobs (11%), and 15% in service positions, and 18.2% in production, transportation, and material moving.
  - Ephrata Borough's nearly 10,000 workers are primarily occupied in blue collar jobs. Less than 26% of the Borough's workforce is employed in managerial, business, science, and arts, while more than 20% are involved in the service industry.
  - Workers in the Borough have an average commute time of less than 20 minutes.
- **Top Employers**. Within the Borough, the Ephrata Community Hospital and Ephrata Area School District are 6th and 41st, respectively, on the list of 50 Largest Employers in Lancaster County. (EDC Lancaster Company of Lancaster County)
- **Jobs/Housing Balance.** There are more workers living in the borough than there are jobs available. In 2011, about 5,940 people were employed in Ephrata Borough; however, a total of 6,760 workers resided in the borough. Only about 825 people both lived and worked in Ephrata. (Census OnTheMap, 2011).
- **Land Use**. Vacant land available for industrial/manufacturing uses totals less than 8 acres. Another 21 acres is vacant and commercially zoned. However, many of these parcels are smaller than needed to be commercially viable or are inappropriately located (e.g., too close to the Downtown or residential neighborhoods).

6.3 BEST PRACTICES

QLBP1. CEOs for Cities. A national nonprofit organization of cross-sector, cross-generation urban leaders focused on making cities more connected, innovative, and talented. The organization provides research on topics such as attracting and retaining college graduates by creating places (like Ephrata) that are affordable, diverse, walkable, and offer varied arts and culture. Available at www.ceosforcities.org.

QLBP2. Rockford, Illinois/Etsy.com Partnership. Etsy.com and the neighborhood of Rockford, Illinois co-created a Craft Entrepreneurship Curriculum, with the goal of teaching people that if they have a craft skill, entrepreneurship and economic opportunity are within reach.

6.4 QUALITY OF LIFE RECOMMENDATIONS

GOAL Q1. Maintain and expand the parks, recreation and open space opportunities within the Borough while enhancing environmental quality.

OBJECTIVE A: Maintain adequate park and recreational facilities to serve future development.

STRATEGY: Work with EASD to keep school recreational facilities open to the public.

STRATEGY: Consider additional environmentally sensitive recreational uses on Ephrata Mountain.
STRATEGY: Use redevelopment as an opportunity to add more green space, pocket parks, and outdoor recreation in the Borough, particularly in the southeastern section of the borough.
STRATEGY: Brainstorm new sources of funding and support for recreational programs, including expanding the recreation-fee-in-lieu ordinance so that new non-residential development pays a fee to help support recreational improvements.
STRATEGY: Continue to develop the Skate Park at the Ephrata Public Library as a new recreational activity for Borough youth.

OBJECTIVE B: Protect and restore Cocalico Creek and Ephrata Mountain.
STRATEGY: Amend Borough Ordinances to require a riparian buffer along the Cocalico Creek, potentially as an Overlay District.
STRATEGY: Educate property owners on the value of riparian buffer and encourage appropriate buffer plantings on private property.
STRATEGY: Consider increased slope controls.

OBJECTIVE C: Expand the Borough's tree canopy.
STRATEGY: Amend Borough Ordinances to protect existing trees during construction.
STRATEGY: Consider amending Borough Ordinances to require tree replacement of certain types of trees.
STRATEGY: Consider a "tree bank" concept when required trees are not appropriate for a particular site.

OBJECTIVE D: Expand the trail network.
STRATEGY: Assess the feasibility of a trail along the Cocalico Creek.
STRATEGY: Continue to build the Rail-Trail as envisioned and encourage neighboring municipalities to complete their sections.
STRATEGY: Create a Rail-Trail trailhead at the sewage treatment facility to enable visitors to park their vehicles and walk/bike ride into town.
STRATEGY: Identify and reopen existing trails on Ephrata Mountain.

GOAL Q2. Cultivate Ephrata's appeal to all ages.

OBJECTIVE A: Provide arts, entertainment, and recreational activities that appeal to all ages.
STRATEGY: Increase the number of establishments that serve youth, young singles, and young couples.
STRATEGY: Partner with local institutions to provide more educational and volunteer opportunities for all ages to have hands-on experiences in preservation of community character.
STRATEGY: Continue to provide and promote a diverse range of affordable housing.
STRATEGY: Encourage partnerships between Downtown business/attraction owners and local elderly housing/retirement communities to organize tours, targeted programming, and coordinate senior discount days.

GOAL Q3. Increase employment opportunities within the Borough.

OBJECTIVE A: Increase workforce training and lifelong learning opportunities for residents.
STRATEGY: Build on Heritage Tourism as an economic driver for the Borough.
STRATEGY: Consider connecting with a trade school, apprenticeships, or community college, to provide local training and educational opportunities.
STRATEGY: Encourage arts and online entrepreneurship through strategic partnerships with sites such as Etsy.com.
STRATEGY: Increase the effectiveness of communications and partnerships with the Ephrata Area Economic Development Corporation and other regional economic development organizations.
STRATEGY: Work with EAEDC to attract higher wage employers rather than service opportunities.

STRATEGY: Identify and remove barriers to redevelopment, such as rigid minimum parking standards (particularly outside of the Downtown), lack of appropriate infrastructure, lot size, and flexibility of permitted uses.

GOAL Q4. Maintain and enhance Ephrata as a desirable place to live and locate businesses.

OBJECTIVE A: Continue to provide competitive, cost-efficient services to Borough residents and businesses.

STRATEGY: Continue to explore options for modernizing the efficiency and effectiveness of the infrastructure systems and services.

STRATEGY: Work with UGI to bring natural gas service to the Borough.

OBJECTIVE B: Maintain, support and enhance health, educational, and cultural facilities and amenities that make the Borough unique.

STRATEGY: Work with the EASD to maintain neighborhood schools.

STRATEGY: Partner with local organizations, historic and cultural sites and programs that promote historic and/or cultural awareness and appreciation of the Borough.

STRATEGY: Consider pursing partnerships with a community college, trade school or other type of higher education institutions in order to increase post-secondary and lifelong learning opportunities for area residents.

OBJECTIVE C: Protect and enhance Ephrata's community character.

STRATEGY: Discourage demolition, and promote adaptive reuse and form based infill development and redevelopment through Borough ordinances.

STRATEGY: Develop a streetscape enhancements plan for other areas of the Borough, including Lincoln Village and Route 272.

STRATEGY: Enhance Borough gateways, working with adjoining municipalities where necessary.

STRATEGY: Maintain and expand the pedestrian network of the Borough, including the trail network.

STRATEGY: Consider utilizing the Local Economic Revitalization Tax Assistance Act (LERTA) to encourage more businesses to rehabilitate historic properties.

Chapter 7

TRANSPORTATION & MOBILITY

KEY FINDINGS

- The transportation network of Ephrata Borough has been evaluated in a number of recent plans and studies that can provide sound guidance for future multi-modal transportation planning.
- The borough's location at the intersection of two key regional transportation corridors and proximity to others has significant impacts on the downtown district, the borough's economic vitality and transportation congestion management.
- Ephrata Borough's grid pattern of local streets provides a high level of connectivity and serves the community well through the availability of on-street parking.
- The current level of Red Rose Transit service to the borough is basic.
- Horse-and-buggy operators are an unevaluated transportation user group that would benefit from further consideration in the borough's transportation planning, while bicycle users are served reasonably well, with significant enhancement opportunities pending or available to the borough.
- The form and pattern of Ephrata Borough's development history and recent borough investments in downtown encourage a relatively high level of walkability in many areas of the borough.
- The borough's development regulations, which permit cul-de-sacs, reflect a more suburban approach than warranted by the borough's actual development pattern, but offer a number of innovations.

7.1 TRANSPORTATION & MOBILITY OVERVIEW

Historically, Ephrata Borough grew, in large part, because of its location along major transportation routes. While the trains no longer run through the Borough, the proximity of major routes such as US 322, the Pennsylvania Turnpike, and US 222 continue to have significant impacts for the borough's economic vitality, traffic congestion, and quality of life. Within the Borough, accommodating users of alternative modes of transportation is gaining importance for future plans and design of the existing network of local roads.

This Transportation and Mobility Plan for Ephrata Borough focuses on:

- Promoting greater regional cooperation and coordination in transportation and mobility issues;
- Improving the design and safety of local road networks for all users, including pedestrians, bicycle users, and horse and buggy riders; and
- Promoting "complete streets" as a guiding principle for future transportation planning within the borough.

7.2 RELATED PLANS AND STUDIES

***Connections 2040*: The Lancaster County Long Range Transportation Plan (2012).** The Lancaster County Long Range Transportation Plan (LRTP) supports projects in designated growth areas that are catalysts for economic development, support land use plans along key travel corridors, and establish the infrastructure for alternatives to driving. The growing demand for travel countywide noted by the LRTP is also seen in and projected to continue in the Ephrata region. Available at: http://pa-lancastercountyplanning.civicplus.com/133/Connections

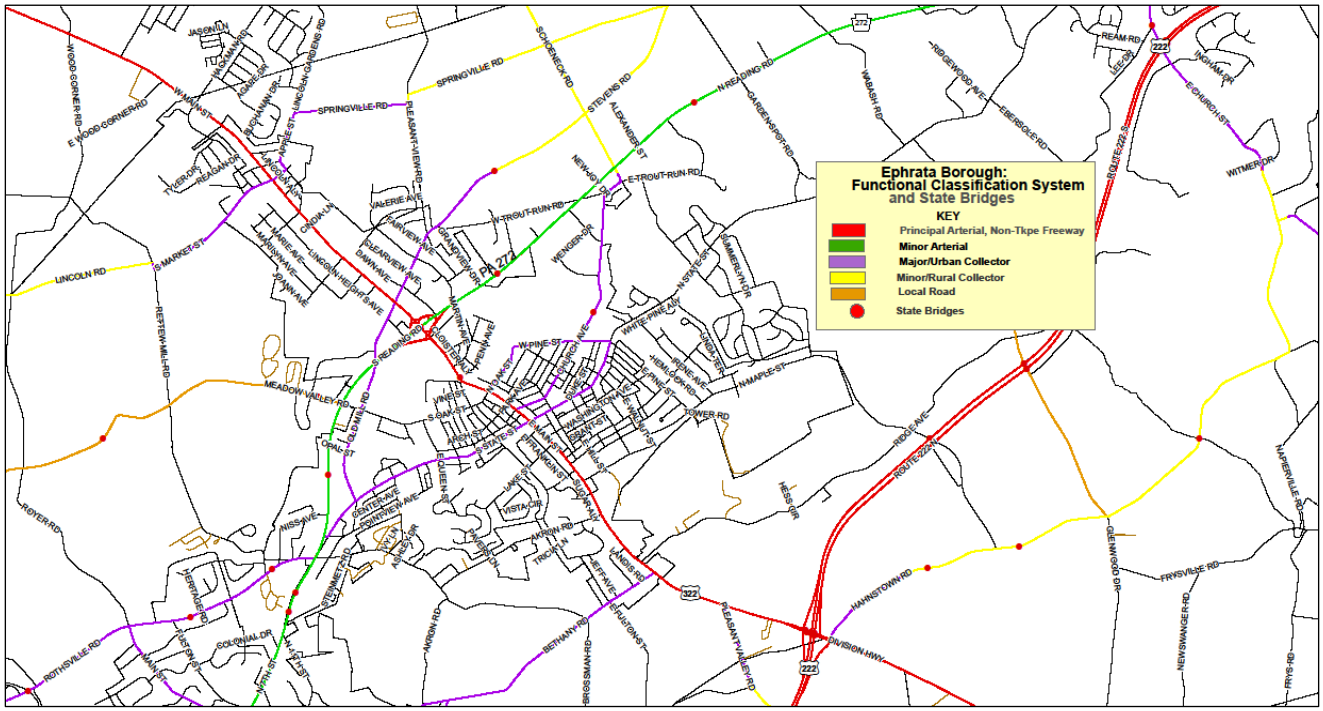
***Ephrata Borough Comprehensive Traffic Study* (2009).** The study provides recommendations to address current and anticipated traffic issues to the year 2019, with a goal of reducing congestion on borough streets. Recommendations include the implementation of optimized signal and coordination plans to improve traffic flow through Main and Market Street, Main and Hummer Road/Apple Street, Main and Academy Drive, Main and Fulton Street; installation of a new signal at Main, Fulton and Cocalico Streets; construction of a series of improvements at Reading Road and Rothsville Road/Parkview Heights; the replacement of traffic signals with state-of-the-art signals; and installation of pedestrian signals at various intersections.

US 322 Road Safety Audit (2013). The audit assessed the safety performance of US 322 from Ridge Avenue to the US 222 interchange in Ephrata Township. A series of corridor-wide and intersection specific recommendations are made that can be implemented as time and funds permit.

7.3 EXISTING CONDITIONS

REGIONAL STREETS NETWORK

- Based on 2011 PennDOT data for the Ephrata region, PA 272 carries 18,000 vehicles per day, with 6-10% truck traffic on large segments of the corridor, while US 322 carries 13,000 to 16,000 vehicles per day, with 5% or less truck traffic. These routes are used primarily to move large volumes of traffic into, out of and through the borough.
- PA 272 and US 322 are major commercial corridors lined with retail stores, restaurants, shopping centers and other uses vital to life in the region.
- State Street also carries a heavy volume of traffic south of its intersection with US 322, in the range of volumes on PA 272 and US 322. This drops down north of US 322.



Regional Street Network of Ephrata Borough

- The importance of US 322, a principal arterial, is recognized at the county, state and national levels given its status as part of the National Highway System, which designates roads important to the United States' economy, defense and mobility, and part of the Lancaster County Metropolitan Planning Organization's Congestion Management Process.
- Vehicles turning into and out of the driveways along US 322 and PA 272 contribute to congestion and pose conflict points and potential sites for accidents. The buggies of the Amish and Old Order Mennonite families that live in the area influence these issues as most roadways were not designed to accommodate buggies and narrow shoulders may force buggy drivers onto the cartway.
- PennDOT has programmed two structurally deficient bridge replacement projects on PA 272 in Ephrata Township at Cocalico Creek and near Garden Spot Road. The only weight-restricted bridge is on Meadow Valley Road over Middle Creek, west of the borough in Ephrata Township.

LOCAL STREETS NETWORK

- The network of local and connector roads in Ephrata Borough consists primarily of a traditional grid pattern with sidewalks on both sides of the street in many areas. Local roads in the newer residential neighborhoods west of PA 272 are wider than in the older neighborhoods, but generally adhere to a grid pattern with sidewalks.
- The short block lengths on most roads provide a high level of connectivity that encourages walking and bicycling and provides good pedestrian access to transit stops in the borough.
- Posted speed limit on local roads is 25 mph. Posted speeds are higher (35 mph) on regional arterials such as PA 272 and US 322. On-street parking is provided on most local roads, which is important to many local residents whose homes were built without driveways and garages.
- Traffic calming features are not used except along Main Street in downtown. Collector streets, such as Academy Drive and State Street, carry more traffic than most local roads (6,000-8,000 vehicles per day) and deserve special focus with respect to traffic calming measures.

TRANSIT SERVICES NETWORK

- Red Rose Transit Authority (RRTA) provides transit bus service six days per week between the City of Lancaster and Ephrata Borough. Route 11 operates eleven roundtrips on weekdays and five roundtrips on Saturday. There is no Sunday service. The RRTA schedule shows one designated stop in the Borough at the intersection of Main Street and State Street, while there are a number of posted bus stops, and the bus will stop along the way to pick up passengers on an as needed basis.
- RRTA is considering a new northern bus route that would connect Mount Joy, Manheim, Lititz and Ephrata Boroughs.
- There is a designated Park'n Ride area at the K-Mart in Ephrata Township at the intersection of PA 272 and Rothsville Road, where bus passengers can park free of charge. A covered shelter is provided at this stop.
- Residents of Ephrata Borough are also served by a shared-ride paratransit service, Red Rose ACCESS. This door-to-door transportation service is available to senior citizens and persons with disabilities in Lancaster County who are unable to access RRTA's regular fixed route bus system.
- The Borough is devoid of bus shelters along the existing transit route.

BUGGY USERS

- Roads in the borough and region generally do not have wide shoulders to accommodate the slower-moving buggies of the sizeable Amish and Old Order Mennonite communities in the area.
- For the period 2006–2010, there were 150 such crashes involving horse-and-buggies in Lancaster County, although a breakdown of the crashes specifically in Ephrata Borough is not available.

BICYCLE USERS

- Bicycling in Lancaster County is becoming increasingly popular for recreation as well as for work, shopping and other purposes. The Ephrata region also has a substantial Old Order Mennonite population that uses bicycles for work and daily needs.
- Prior analyses rated many of the roads in the borough as average or above average for cycling. The Lancaster County Bicycle Plan shows some of the roads in the borough, such as South State Street, South and North Reading Street and Old Mill Road, as very supportive of bicycling (levels of service A thru C).
- The borough has made several investments in bicycle infrastructure: bicycle racks exist at some locations, such as the Ephrata Cloister and the visitors center; the Cocalico Trail in the borough is popular with local bicyclists and walkers (this trail will connect to the Ephrata Linear Trail that will extend from Ephrata Borough to Warwick Township and Lititz Borough, creating a new and safe non-motorized way to travel between the municipalities).

WALKABILITY

- Ephrata Borough has an excellent interconnected network of sidewalks, as confirmed by mapping data from Lancaster County GIS. The majority of missing links are along North/South Reading Road (PA 272), which prevents residents who live in nearby neighborhoods from walking to nearby commercial services.
- The interconnected network of sidewalks throughout most of the borough provides a safe way for residents and visitors to walk to many destinations, including schools, stores, restaurants and tourist and other destinations.

- Students at all public schools located in the borough have safe walking routes to school and as a result, many walk rather than ride the bus.
- The multi-use trails, such as the Cocalico Trail and the Ephrata Linear Trail, in which the borough has made significant investments, also provide safe and attractive facilities for walking.
- Along Main Street in downtown, the sidewalks are wide and many are constructed of attractive bricks. Highly visible crosswalks and curb extensions (bulb-outs) have been installed at key intersections. The south side of Main Street in downtown provides an exceptionally deep setback between the roadway and the building fronts, which offers opportunities for further streetscape improvements.

7.4 FUTURE BOROUGH TRANSPORTATION PLANNING GUIDELINES

- The borough's zoning ordinance sets forth regulations related to parking. Although they rely on the provision of ample off-street parking, on-street and shared-use parking credits are offered for the downtown district.
- The borough's subdivision and land development ordinance (SALDO) generally provides a suburban model of street design. For example, all streets require a minimum right-of-way of between 50 and 80 feet, alleys are discretionary and the consideration of sidewalk waivers is specifically referenced. Also, the SALDO does not explicitly include trails as a permissible recreation and open space dedication.

7.5 BEST PRACTICES

TBP1. **Model Access Management Ordinance: Lancaster County PA.** The Lancaster County Metropolitan Planning Organization (MPO) has developed a model Access Management Ordinance that can be applied by local municipalities for major roads, such as US 322 and PA 272.

TBP2. **Traffic Calming: Ephrata Borough.** Ephrata Borough has implemented a series of traffic calming measures on Main Street in the downtown district. These include angled parking on the south side of Main Street and curb extensions (bump-outs) at a number of intersections to reduce the width of roadway that pedestrians have to cross.

7.5 BEST PRACTICES (Continued)

TBP3. **Bus Shelter Energy Self-Sufficiency: SEPTA (Philadelphia).** In the Philadelphia area, SEPTA recently installed a green roof demonstration project on a bus shelter to help ease the summer heat and reduce the amount of rain water run-off. New Jersey Transit is embarking on a project to replace 100 existing shelters with new solar-powered shelters made from recycled aluminum. The use of solar power for the lighting will greatly reduce or completely eliminate electricity costs.

TBP4. **Bus Shelter Design Program: City of Tucson, AZ.** Through funding support from a local arts council and private donors, the bus shelter program integrates public art into new shelter design. The shelters also include solar energy systems for lighting needs. The creatively designed shelters help relate the facilities to the community and provide another venue for art in the public realm.

TBP5. **Multi-use Roadway Facilities: Lancaster County, PA.** For roads in Lancaster County that experience heavy horse-and buggy-traffic, especially in the eastern part of the county, efforts are being made to design or retrofit the roads with wider shoulders that enable buggies to ride out of the mainstream of faster-moving traffic. Examples of wide shoulders can be seen along PA 340, near Smoketown, and portions of PA 23 in Upper Leacock Township.

TBP6. **Horse and Buggy Driver's Manual: PennDOT.** This 2008 publication, prepared by PennDOT in collaboration with the Lancaster County Planning Commission and members of the Plain community, sets out essential rules of the road and good roadway travel practices for horse-and-buggy operators.

TBP7. **Bicycle and Pedestrian Transportation Planning: Lancaster County, PA.** The Lancaster County Bicycle and Pedestrian Transportation Plan Phase 2 recommends a system of safe and convenient bicycle and pedestrian facilities throughout the County. This will require physical improvements to roadways, sidewalks, and trails; and education for bicyclists, pedestrians and motorists.

TBP8. **Bicycle Plan: City of Pittsburgh.** The City of Pittsburgh's bicycle plan (2005) provides extensive planning and design guidance for a full range of bicycling experiences in the city. The plan has since been supplemented by the Mayor's Cyclist and Pedestrian Initiatives (2009), which give policy guidance in the areas of engineering, education, enforcement and events; bicycle parking policies; rack design standards; and bicycle facility guidelines and policies.

TBP9. **Walkability Audits: Lancaster County Healthy Communities Initiative.** This local group supports implementation of interventions in healthy and safe physical environments through a number of initiatives, including conducting local walkability audits. This data can then be used to determine investments to improve pedestrian facilities. Recent walkability audits in Lancaster County have been conducted for the City of Lancaster, the village of Intercourse (Leacock Township) and Lancaster Township.

TBP10. **Safe Routes to School Program: Columbia Borough, PA.** The Safe Routes to School Program is part of the federal Transportation Alternatives Program and provides funding to communities to improve the safety of students who walk to school. Through funding from the program, Columbia Borough is working to improve the safety of its students. Brick crosswalks, signage and pedestrian signals have been installed to provide safer access to an elementary school and the borough is installing curbing and sidewalks, as well as crosswalks, pedestrian signals and signage, to improve the safety of students walking or biking to the borough's high school.

7.5 BEST PRACTICES (Continued)

TBP11. Pedestrian Furniture and Amenities: Ephrata Borough. Ephrata Borough has made significant investments to improve the environment in the downtown area along Main Street. These types of measures are more fully described in *Streetscape Design*.

TBP12. Streetscape Guidelines: Downtown Alliance Streetscape Design Guidelines; Seattle, WA; City of Lancaster, PA. The Downtown Alliance, a national organization, has developed a Streetscape Design Guidelines manual that identify the sidewalk as the primary zone for pedestrians and present a number of elements that are key to creating places that encourage pedestrian activity. They also discuss public art and other aspects of streetscape design that make a downtown area appealing and vital.

The City of Lancaster developed guidelines in 2004 through a community process to reinforce a sense of place and economic vitality and promote visual continuity throughout the City of Lancaster. The standards are designed for three zones: a pedestrian zone, a planting zone and a clear zone, and address paving, plantings, lighting and street furnishings and apply to the city's downtown area and for major corridors emanating out from downtown.

TBP13. Complete Streets: Charlotte, North Carolina, Maricopa Association of Governments. The City of Charlotte adopted Urban Street Design Guidelines that have been recognized by the U.S. EPA as a model in complete streets planning and design. The guidelines apply to all plans, programs and projects that have the potential to change the physical features of existing non-local streets or result in the construction of new, non-local streets. The process ensures that the guidelines' street classifications and designs result in mutually reinforcing land use and transportation decisions. The Maricopa Association of Governments for the Phoenix, Arizona, metropolitan area developed an attractive, easy to read Complete Streets Guide that presents the rationale for adopting complete streets, an implementation process to incorporate such streets into transportation and land use planning and design techniques to achieve it.

7.6 TRANSPORTATION & MOBILITY RECOMMENDATIONS

GOAL T1. Improve the regional transportation system for all users.

OBJECTIVE A: Evaluate regional transportation issues with the borough's regional partners and seek funding and design solutions in a regional partnership.

STRATEGY: Evaluate the transportation congestion and safety issues in the borough in a holistic manner with specific attention to the needs of all road users.

STRATEGY: Continue seeking partnerships with adjacent municipalities, Lancaster County, PennDOT and private business to address multi-modal transportation planning and funding issues on a regional basis.

STRATEGY: Implement the recommended improvements to signalized intersections from the 2009 traffic study and pursue traffic signal coordination with PennDOT, adjacent municipalities and the Lancaster County MPO.

STRATEGY: Evaluate the need for other infrastructure improvements, such as turning lanes at key intersections, and implementation of access management policies to limit the number and location of driveways.

STRATEGY: Continue to monitor and address road and bridge preservation, safety and congestion problems with PennDOT.

STRATEGY: Evaluate the desirability of improvements and signage that might divert pass-thru traffic from PA 272 and US 322 to an alternative street network that could act as a reliever system.

GOAL T2. Improve the design and safety of the local streets network.

OBJECTIVE A: Expand traffic-calming strategies to local streets, as needed, and enhance local vehicular wayfinding.

STRATEGY: Convene a task force to work with borough staff to examine opportunities for traffic calming on local streets. A comprehensive approach would help identify priority projects to be implemented to make roads safer for pedestrians and other non-motorized users.

STRATEGY: Implement the vehicular wayfinding recommendations of the borough's 2011 wayfinding study.

STRATEGY: Review the borough's zoning and subdivision ordinances to ensure that they provide for interconnected streets in new development, maintain block lengths that encourage alternatives to driving, minimize the creation of cul-de-sacs, and provide for traffic calming, where appropriate.

GOAL T3. Position the Borough more prominently on the transit services network.

OBJECTIVE A: Partner with Red Rose Transit and other interests to establish a downtown transit hub and to facilitate more convenient and attractive public transit stops.

STRATEGY: Study the boardings and alightings along State Street and Main Street in partnership with Red Rose Transit to determine if additional signed bus stops are warranted in the borough.

STRATEGY: Examine the feasibility of establishing a designated downtown transit hub near Main and State streets that could feature an expanded bus shelter, an information kiosk, Wi-Fi, wayfinding information, a taxi stop and bike racks, in addition to being a primary bus stop.

STRATEGY: Work with Red Rose Transit, community arts groups and local businesses to develop partnerships for the provision of additional bus shelters that incorporate public art, solar energy and stormwater management into their designs.

STRATEGY: Partner with Lancaster County, neighboring municipalities and Red Rose Transit to determine whether there is sufficient demand for a second Park'n Ride location near the US 322 and PA 222 interchange (a medium priority recommendation from the 2009 Traffic Study).

STRATEGY: Partner with local businesses and organizations to provide bus shelters within borough boundaries.

GOAL T4. Increase and improve travel options for non-motorized transport and mobility.

OBJECTIVE A - BUGGY USERS: Develop a transportation improvements strategy serving the needs of horse-and-buggy users.

STRATEGY: Work with the Amish and Old Order Mennonite communities to determine the roads most heavily travelled by horse-and-buggies and examine if modifications to road design could be made to better accommodate this slower traffic in future road planning and design.

STRATEGY: Install buggy hitching posts at commercial businesses and borough parking lots heavily frequented by the Amish and Old Order Mennonite communities and encourage horse shelters for larger scale commercial developments.

STRATEGY: Post the PennDOT Horse and Buggy Driver's Manual on the borough's website to help inform motorists and other residents as to the rights and obligations of horse-and-buggy operators on public roadways.

OBJECTIVE B- BICYCLE USERS: Continue to make bicycle planning and walkability as key focus areas of the borough's transportation planning.

STRATEGY: Convene an advisory group to work with borough staff to designate a priority network of bicycle routes in the borough and identify routes that are currently used.

STRATEGY: Consider applying to the League of American Bicyclists for "Bicycle Friendly Community Status" and consider implementing recommendations from their feedback report.

STRATEGY: Install bicycle signs on roads that are most suitable and safe for bicycling, based on the Lancaster County Bicycle LOS survey and considerations of the borough and input from the community.

STRATEGY: Continue to invest in the network of bicycle-pedestrian trails that are being developed by the borough, such as the Ephrata Linear Trail and Cocalico Trail.

STRATEGY: Study the local roads in the borough and determine which roads could be retrofit to include bicycle lanes.

STRATEGY: Continue to encourage bicycle racks at major destinations and businesses to enable residents and visitors to make trips by bicycle instead of driving and work with employers to educate them on the benefits of bicycling and walking and to encourage them to install bicycle racks.

STRATEGY: Incorporate the concept of "complete streets" and national standards for bicycling safety and efficiency into the planning and design of roads and borough regulations, so that the accommodation of pedestrians and bicyclists becomes customary rather than the exception.

OBJECTIVE C- WALKABILITY: Promote and enable walkability throughout the Borough as a means of improving health, access, and mobility options.

STRATEGY: Consider walkability as the borough and PennDOT make improvements to existing roads, undertake major maintenance projects and design and plan new roads.

STRATEGY: Identify gaps in the existing sidewalk network and prioritize projects for funding, such as the gap on Main Street between Academy Drive and the Ephrata Cloister and crosswalks at the PA 272 cloverleaf, and determine where gaps exist for residents who use Red Rose Transit's bus services.

STRATEGY: Discourage waivers of the requirements for the installation and maintenance of sidewalks.

STRATEGY: Partner with the Lancaster County Healthy Communities initiative to conduct walkability audits in selected neighborhoods and along PA 272 to assess travel quality, safety and connectivity for pedestrians; the results can then be used to determine priority projects for funding.

STRATEGY: Implement the recommendations of the 2011 Ephrata Borough Wayfinding Study.

GOAL T5. Establish Borough transportation planning guidelines.

OBJECTIVE A: Integrate the principles and techniques of complete streets into the borough's regulations and practices.

STRATEGY: Establish a group to examine the issue of complete streets in the borough and develop a complete streets policy or integrate the concepts into existing borough regulations and practices.

STRATEGY: Update documents, plans and processes used in transportation decision-making to reflect the pattern and scale of the existing community rather than promoting suburban models of development.

STRATEGY: Expand the on-street and shared-use parking credits that are offered for the downtown district through zoning to the historic Lincoln district and other suitable areas of the borough.

STRATEGY: Integrate sidewalks and trail connections into the everyday transportation planning practices of the borough.

STRATEGY: Identify possible locations where such enhanced street projects might be implemented as demonstration projects to build public support for the concepts.

STRATEGY: Measure the performance of complete streets projects once they are implemented to determine how they have improved traffic flow and use of the street by multiple user types.

Chapter 8

KEY IMPLEMENTATION STRATEGIES

8.1 KEY IMPLEMENTATION STRATEGIES

Once the initial plan was drafted, Steering Committee members weighed in on the top three to five strategies they deemed most important to the implementation of this plan. These "Key Implementation Strategies" are organized by the 10 Goal Themes previously discussed in Chapter 2 and are recognized as the first achievable steps towards the Borough's larger goals. This is not to say that all of the Strategies found within the specific chapter recommendations are not considered to be important, but that those listed below should be part of the Borough's initial focus. Each strategy is preceded by a label that references the Chapter (e.g., RR= Regional Relationships, etc.), Goal, and Objective from within the main body of the Plan.

Ephrata Borough Council is responsible for directing the Staff, Authorities, Committees, Commissions, and other associated organizations to oversee these specific tasks. Delegation of such tasks is recommended to occur (labeled "A" tasks below) as soon as possible after Plan adoption. Sequencing of Strategies is depicted below using an "A" for initial tasks needed to build the foundation for future tasks, including the secondary priorities or "B" tasks. "Ongoing" efforts are those that should guide the everyday policies and actions of those persons and organizations who direct the Borough's development.

The Committee and Borough are strongly committed to using this Strategic Comprehensive Plan for its intended purpose: directing policy and strategically, proactively guiding future outcomes in the Borough. As such, Borough administration intends to provide an annual report to Borough Council on the progress of plan implementation. As such, being able to measure the Plan's implementation is of great importance. When parties are designated to implement the specific tasks listed below, a critical component of the next steps should be deciding the metrics by which the outcomes will be measured, in both quantitative and qualitative terms.

1. Foster Ephrata's Regional Attractiveness		Sequence
RR1A	Explore options for expanding shared services with adjoining municipalities and proactively reach out to potential partners, building on the Borough's existing networks and partnerships.	Ongoing
RR2C	Partner with the Pennsylvania Dutch Convention and Visitors Bureau, other tourism-oriented organizations, and surrounding municipalities, to market the region.	Ongoing
RR3A	Develop partnerships with area employers, non-profit organizations, and others that strengthen the Borough's position within the region.	Ongoing
RR3A	Support and expand cultural facilities and programs that bring visitors to the Borough.	Ongoing
RR3A	Support and expand the educational, health, and library resources located within the Borough.	Ongoing

2. Boost Ephrata's Economic Development Efforts and Stimulate Desirable Redevelopment		Sequence
D2A	Inventory underutilized, vacant, or blighted buildings and aggressively market them.	A
	Permit a wider range of uses for underutilized or struggling industrial sites, such as Flex Space, and live-work units.	A
D2D	Identify and remove barriers to redevelopment.	A
D2D	Build public-private partnerships to focus on redeveloping key parcels in the Downtown and Borough as a whole.	Ongoing
Q4A	Urge UGI to bring natural gas into the Borough.	A
Q3A	Encourage arts and online entrepreneurship through strategic partnerships with sites such as Etsy.com.	B

3.Re-energize Historic Downtown Ephrata		Sequence
D2A	Complete a market study to identify market gaps and an appropriate mix of retail, restaurant, and niche markets.	A
D3A	Reinstitute a façade improvements program.	A
D3A	Strengthen property maintenance codes and enforcement, including increased inspections in the Downtown District.	A
D2D	Inventory vacant and underutilized properties in the Downtown and Lincoln village and identify any site-specific barriers to redevelopment (i.e., infrastructure, size, or access limitations or constraints).	A
D1A	Strengthen a single organizational lead in the Downtown, and consider a designated Borough Staff Person.	A/Ongoing
D2A	Focus on appropriate business recruitment, retention, and positioning.	B
D4A	Publicize available parking, through brochures, signage, and information on the Borough website.	B

4. Enhance Ephrata's Community Character (through Historic Preservation and Property Maintenance)		Sequence
D3B	Consider adopting a form-based code that incorporates prescriptive measures for design elements such as block and lot widths; building alignment; building height, width, and orientation; streetscape elements; and parking location.	A
D3B	Offer zoning incentives for adaptive reuse, such as increased density, flexible lot standards, or additional uses permitted by right.	A
D3B	Amend the zoning ordinance to require demolition review, and enable denial of demolition and demolition by neglect provisions for historic buildings.	A
Q4C	Consider utilizing the Local Economic Revitalization Tax Assistance Act (LERTA) to encourage more businesses to rehabilitate historic properties.	B
RR2A	Undertake a borough-wide historic resources inventory.	B
D3A	Develop a streetscape plan for PA 272 and the Lincoln Village Core in order to make more attractive, pedestrian friendly places.	B

5. Support a Variety of High-Quality Housing Opportunities		Sequence
H1B	Adopt a disruptive tenant ordinance.	A
H1B	Expand rental housing regulations to address curb appeal and consider more frequent inspections.	A
H3A	Work with local banks to promote purchase improvement loans.	A
H1C	Partner with LHOP to provide landlord and tenant forums and educations.	Ongoing
H3A	Partner with LHOP to provide homebuyer education and down payment assistance to first-time homebuyers.	Ongoing
H2A	Inventory vacant, blighted and underutilized buildings and parcels and aggressively market them.	B

6. Enhance Transportation and Mobility Options		Sequence
T1B	Continue seeking partnerships with adjacent municipalities, Lancaster County, PennDOT and private business to address multi-modal transportation planning and funding issues on a regional basis.	Ongoing
T1F	Evaluate the desirability of improvements and signage that might divert pass-thru traffic from PA 272 and US 322 to an alternative street network that could act as a reliever system.	A
T2A	Convene a task force to work with borough staff to examine opportunities for traffic calming on local streets. A comprehensive approach would help identify priority projects to be implemented to make roads safer for pedestrians and other non-motorized users.	A
T2C	Review the borough's zoning and subdivision ordinances to ensure that they provide for interconnected streets in new development, maintain block lengths that encourage alternatives to driving, minimize the creation of cul-de-sacs, and provide for traffic calming, where appropriate.	A
T3B	Examine the feasibility of establishing a designated downtown transit hub near Main and State streets that could feature an expanded bus shelter, an information kiosk, Wi-Fi, wayfinding information, a taxi stop, and bike racks, in addition to being a primary bus stop.	A

7. Expand the Pedestrian and Bicycle Network		Sequence
T4F	Continue to invest in the network of bicycle-pedestrian trails that are being developed by the borough, such as the Ephrata Linear Trail and Cocalico Trail.	A
T4K	Identify gaps in the existing sidewalk network and prioritize projects for funding, such as the gap on Main Street between Academy Drive and the Ephrata Cloister and crosswalks at the PA 272 cloverleaf, and determine where gaps exist for residents who use Red Rose Transit's bus services.	A
T4J	Consider walkability as the borough and PennDOT make improvements to existing roads, undertake major maintenance projects and design and plan new roads.	Ongoing
T5D	Integrate sidewalks and trail connections into the everyday transportation planning practices of the borough.	Ongoing
T4E	Install bicycle signs on roads that are most suitable and safe for bicycling, based on the Lancaster County Bicycle LOS survey and considerations of the borough and input from the community.	B
T4G	Study the local roads in the borough and determine which roads could be retrofit to include bicycle lanes.	B

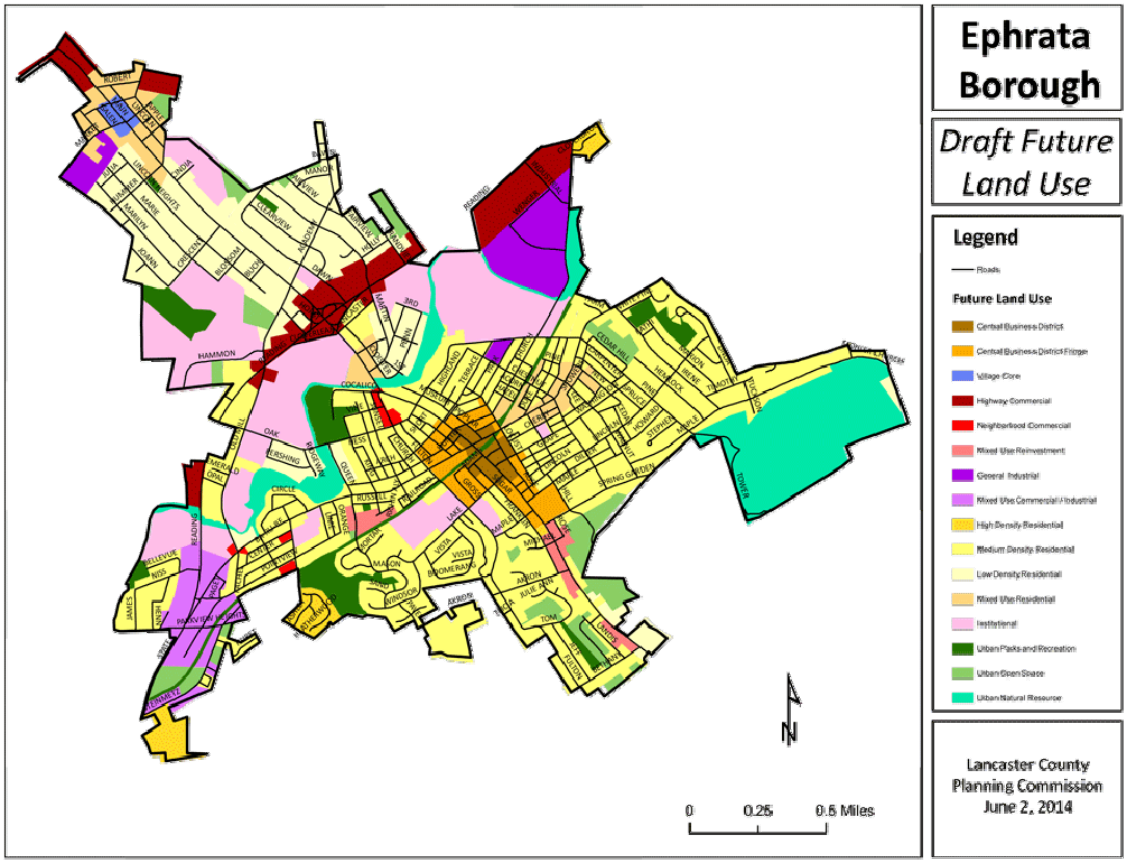
8. Keep the Borough Cost-Effective and Sustainable for Future Generations		Sequence
Q4A	Continue to explore options for modernizing the efficiency and effectiveness of the infrastructure systems and services.	Ongoing
Q1A	Use redevelopment as an opportunity to add more green space, pocket parks, and outdoor recreation in the Borough, particularly in the southeastern section of the borough.	Ongoing
RR1D	Work with Lancaster County and adjoining municipalities to consider a regional green infrastructure plan.	Ongoing
Q1A/ Q1C	Consider a riparian buffer and trail along the Cocalico Creek that connects with the Ephrata Rail-Trail.	A
Q1A	Enhance the recreation fee-in-lieu program, so that new residential and new non-residential development pays a fee to help support recreational improvements.	A

9. Foster Ephrata's Community Pride and Vitality		Sequence
Q4E	Pursue partnerships with a community college, trade school or other type of higher education institutions in order to increase post-secondary and lifelong learning opportunities for area residents.	Ongoing
D5D	Continue to promote and support special events and programs in the Borough such as the Ephrata Street Fair, Playhouse in the Park, Hospital Days at the Park, the Fourth of July Fireworks, and the Jack Frost Parade.	Ongoing
D5C	Partner with local and regional organizations, historic sites, and programs that promote historic awareness and appreciation of the Borough.	Ongoing

10. Cultivate Ephrata's Community Pride and Appeal to All Ages		Sequence
Q2A	Identify business opportunities and recreational activities that serve young families, children and youth, and retirees.	Ongoing
Q2B	Partner with local institutions to provide more educational and volunteer opportunities for all ages to have hands-on experiences in preservation of community character.	Ongoing
D5E	Encourage the development of arts, entertainment and recreation activities for a variety of age groups and demographics.	Ongoing

8.2 FUTURE LAND USE PLAN

The Future Land Use Plan is intended to serve as a guide for future planning and zoning decisions and implementation of this plan's many strategies. The Future Land Use Plan presents the land use patterns that this plan encourages as part of its implementation strategy. Whereas the Character Zones describe strategically the existing character of the borough's districts, neighborhoods and enclaves, the Future Land Use Categories guide the specific land uses that should prevail in each area.



The Future Land Use Plan provides 16 Future Land Use Categories that have been derived from the stated intents of the various Character Zones, current zoning, existing land use and visual analysis. These categories are based upon Lancaster County Planning Commission categories and should not be confused with Ephrata Borough Zoning classifications. Existing residential neighborhoods have been categorized as to their densities (units per acre), while nonresidential development has been broken out by general location and type and intensity of development.

The following table summarizes the intent of the Future Land Use Categories:

Table 8.2 Future Land Use Categories

Future Land Use Category	Description
Central Business District	Daily or specialty sales and services in a compact, densely developed and well-defined area, with a strong pedestrian orientation and urban character
Central Business District Fringe	Transitional area characterized by residential development with a variety of housing types/ densities supporting local businesses
Lincoln Village Core	Characteristics similar to the CBD, but at a smaller scale
Highway Commercial	A variety of commercial establishments that offer goods and services on a local as well as a regional basis
Neighborhood Commercial	Retail, service, entertainment, with incidental residential types, within a neighborhood setting intended to serve primarily local customers
Mixed Use Residential	A mixture of residential types integrated with commercial, office, cultural, or institutional uses in a single structure or related complex of structures
Mixed Use Reinvestment Areas	Underutilized areas and properties that offer opportunities for reinvestment or revitalization to commercial, office and residential uses
General Industrial	Areas for industrial or manufacturing uses, including wholesaling, warehousing and office, with limited retail sales or services
Mixed Use Commercial/Industrial	Mixes of commercial, retail, office, cultural, institutional, and light industrial uses in a single structure or related complex of structures
High Density Residential	Housing patterns of various types exceeding, on average, 7.5 units per acre
Medium Density Residential	Housing patterns of various types ranging, on average, from 4.0 to 7.5 units per acre
Low Density Residential	Traditionally, single-family detached development at less than, on average, 4.0 units per acre

Table 8.2 Future Land Use Categories	
Future Land Use Category	**Description**
Institutional	Public/private uses related to governmental functions, education, elder care, cultural facilities, hospitals or religious facilities
Urban Parks & Recreation	Functional recreational areas, such as public parks, heritage areas, or trails
Urban Open Space	Natural open space for conservation, preservation, or recreational use
Urban Natural Resource	Environmentally sensitive areas designated for protection or conservation

GLOSSARY

ACCESS MANAGEMENT – A set of transportation planning techniques used to control access to high volume roadways, increase the capacity of these roads, manage congestion, and reduce crashes.

ADAPTIVE REUSE – The repurposing of an existing building for a new use that it was not originally intended for in order to maintain the building's viability.

AREA MEDIAN INCOME – The amount that describes how much a family makes compared to other families in the area. The 2014 area median income for Lancaster County is $67,200 for a family of four; so a family of four earning 80 percent of AMI earns $53,750.

CAPTURE RATE- The percent of the market potential that the Borough might actually expect to attract – usually between 5 and 15 percent of the market potential.

COMPLETE STREETS- A transportation planning policy that promotes the design or retrofitting of streets so that they safely accommodate all users – pedestrians, cyclists, the elderly, youth, disabled, and (in Lancaster County) buggies.

FORM-BASED CODE – An alternative to conventional zoning that incorporates prescriptive measures for design elements such as block and lot widths; building alignment; building height, width, and orientation; streetscape elements; and parking location.

GREEN INFRASTRUCTURE – A planning concept that advocates for a continuous network of natural areas, waterways, woodlands, recreational areas, and like type areas that provide habitat for native flora and fauna, improve water and air quality, protects biodiversity, and provides passive recreation. The term is intended to raise awareness for the vital functions that environmental resources perform in a community.

HERITAGE TOURISM- Tourism based on the desire to "experience the places, artifacts and activities that authentically represent the stories and people of the past" (National Trust for Historic Preservation), including cultural, historic and natural resources.

HOUSING COST BURDENED – Term describing a household that pays more than 30 percent of monthly income on housing costs.

INFILL- New development that occurs on vacant or underutilized lot(s) located among lots that are already predominantly developed.

MARKET POTENTIAL - The total universe of people who may be interested in moving to a home in Ephrata. This number includes both those who might move from elsewhere, and those who already live in the Borough but may want a different home.

PEDESTRIAN TRAVEL SHED- The distance that most people are willing to walk for shopping, transit, and other amenities, typically defined as one-quarter to one-half mile (1/4 to ½ mile).

RIPARIAN BUFFER - An area located adjacent to a waterbody or waterway that is kept in a natural state in order to promote and protect water quality by slowing down storm water runoff, promoting infiltration, and filtering pollutants .

STREETSCAPE- The space bounded by building face to building face across a street, and typically consisting of sidewalk, curb cut, on-street parking, travel cartway (the “street”), and any amenities including street trees, street lighting, benches, bus shelters, and the like.

URBAN GROWTH AREA (UGA) - Areas designated in the Lancaster County Growth Management Plan as the desired locations for new development, population growth, and employment centers. Ephrata Borough is part of the Ephrata-Akron UGA.

WAYFINDING- Wayfinding is a system of signs that direct visitors and residents to points of interest and to businesses and they can serve as an introduction to the local history, arts and culture of a community.