

# Lincoln Highway Gateway Enhancement Plan



# The Team

## Advisory Committee

- Public Sector
  - Lancaster County Planning Commission
  - East Lampeter Township
  - PennDOT
- Private Sector
  - Major Businesses in Corridor
  - Local Residents
- Nonprofit Sector
  - PA Dutch CVB
  - James Street Improvement District
  - Lancaster Mennonite School

## Consulting Team

- Kise Straw & Kolodner
  - Doug Robbins
- Urban Partners
  - Jim Hartling
  - Chris Lankenau
- IBI Group
  - Martin Hull
  - Brad Gudzinis

# Agenda

- 1. Background -  
*the planning process***
- 2. Big Ideas –  
*strategies to improve the corridor***
- 3. Next Steps –  
*implementing the plan***

# Background

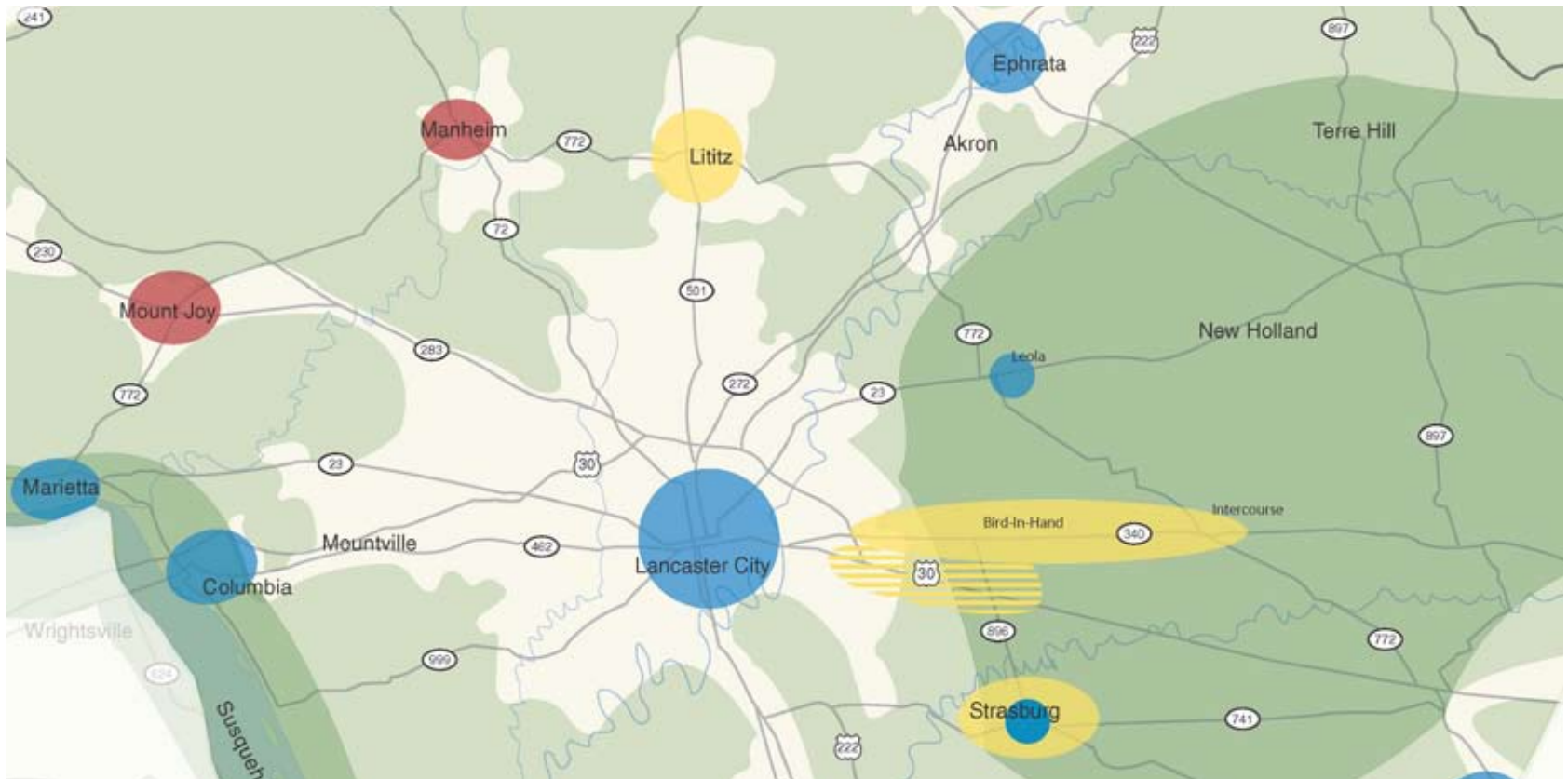
**This project is the first step in implementing the Lancaster County Strategic Tourism Development Plan, adopted by the County Commissioners in 2005.**

**That plan calls on the public, private and nonprofit sectors to adopt strategies that will make Lancaster County a stronger and more sustainable tourism destination.**

# Background

## The tourism plan:

- **Identifies priority areas for development and reinvestment**
- **Calls for the creation of Tourism Development Areas (TDAs) within the county**



# Background

**The county and its partners are working to make the Lincoln Highway the first Tourism Development Area in Lancaster County.**

**The Lincoln Highway is a high priority because:**

- **It's a highly visible gateway into the city and surrounding countryside**
- **It's an important part of the county's economy**
- **It plays a key role in the county's tourism "mix"**

# Background

**The purpose of the Lincoln Highway Gateway Enhancement Plan is to:**

- **Identify some of the challenges the corridor faces**
- **Outline potential solutions to these challenges**
- **Create a management structure to coordinate efforts to improve the corridor**

# Agenda

- 1. Background -**  
*the planning process*
- 2. Big Ideas –**  
*strategies to improve the corridor*
- 3. Next Steps –**  
*implementing the plan*

# Big Idea 1 - Get Organized

**Create a management structure to coordinate efforts to improve the corridor**



# Big Idea 1 - Get Organized

## Challenges

### **The corridor lacks a strong mechanism for businesses to work together**

Right now, the corridor only has one informal group – the business coalition – working to improve the corridor. Most of its activities are focused on short-term events.

### **There isn't any group to plan strategically for the corridor's future as a tourism destination**

Until now, the corridor has relied on the marketplace to deliver the kinds of experiences that visitors are looking for.

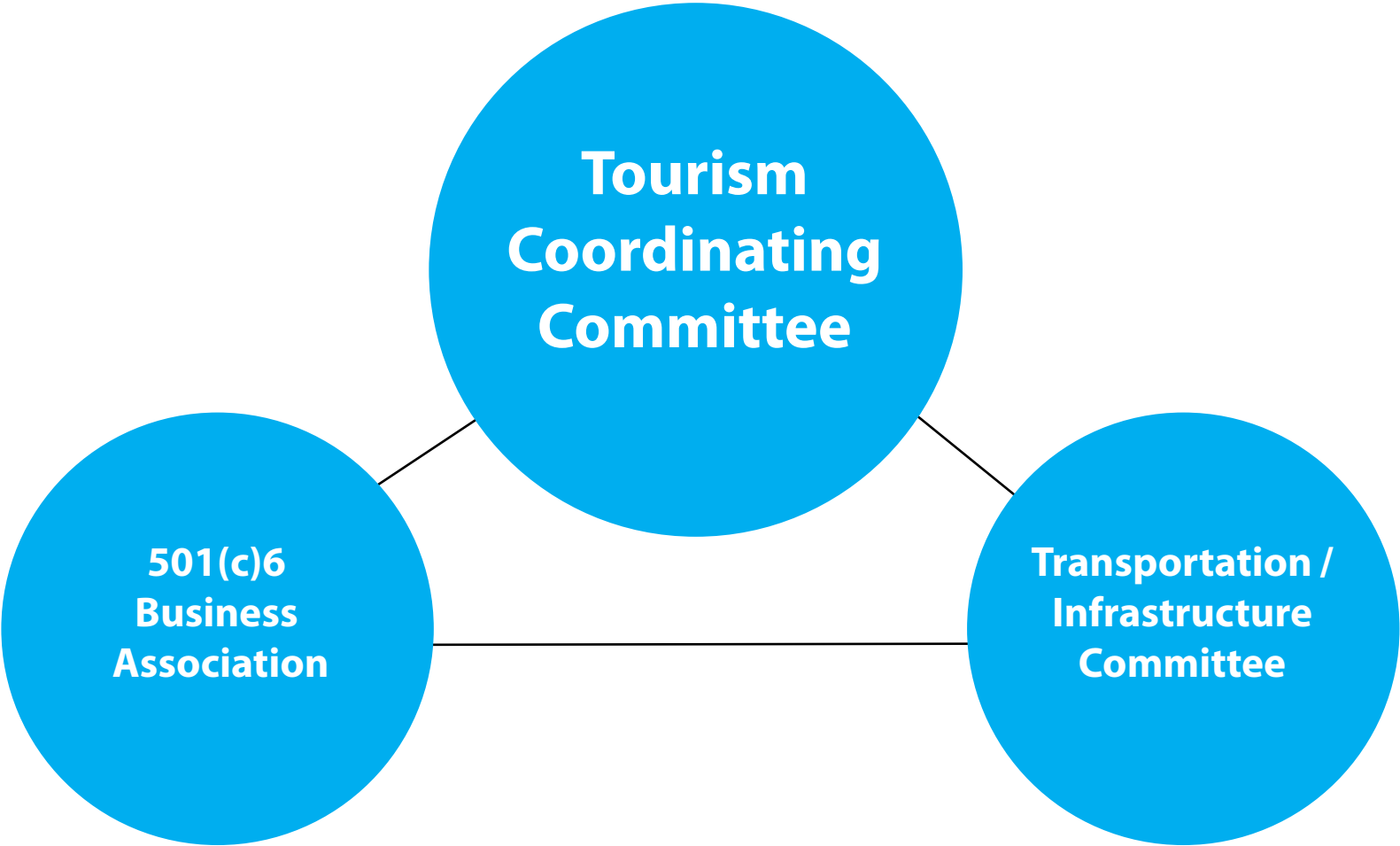
### **The corridor needs infrastructure improvements to spruce up its image**

Past improvements have been made in small increments, without the kind of detailed planning necessary to improve the corridor in a meaningful way.

# Big Idea 1 - Get Organized

## Solutions

### Lincoln Highway TDA Management Structure



# Big Idea 1 - Get Organized

## Solutions

### Management Roles and Responsibilities

<i>Group</i>	<i>Role</i>	<i>Members</i>
<ul style="list-style-type: none"><li>• Tourism Coordinating Committee</li></ul>	<ul style="list-style-type: none"><li>• Strategic tourism development</li></ul>	<ul style="list-style-type: none"><li>• County Planning staff</li><li>• East Lampeter staff</li><li>• PA Dutch CVB</li><li>• Major businesses in the corridor</li></ul>
<ul style="list-style-type: none"><li>• 501(c)6 Business Association</li></ul>	<ul style="list-style-type: none"><li>• “Clean and safe” issues</li><li>• Promotion</li><li>• General economic development</li></ul>	<ul style="list-style-type: none"><li>• Local businesses</li><li>• Part-time staff person</li></ul>
<ul style="list-style-type: none"><li>• Transportation / Infrastructure Committee</li></ul>	<ul style="list-style-type: none"><li>• Physical improvements</li></ul>	<ul style="list-style-type: none"><li>• County Planning staff</li><li>• East Lampeter staff</li><li>• Business representatives</li></ul>



# Big Idea 2 - Create a Sense of Place

**Help the corridor feel like a real “place” – a destination**



# Big Idea 2 - Create a Sense of Place

## Challenges

### **The corridor is showing signs of wear and tear**

The corridor is in fair physical condition, but it has several dated and deteriorating properties. On the positive side, many of the larger properties have made significant improvements in recent years, and new construction is helping to change perceptions of the corridor.

### **The corridor lacks a strong identity of its own**

Although many residents and visitors are aware of the corridor's importance to Lancaster County's economy, it's a place without a name. Uneven building placement, chaotic signage, and an uncoordinated streetscape add to the sense of confusion.

# Big Idea 2 - Create a Sense of Place

## Solutions

### **Implement a corridor-wide brand identity and theme**

At our public meeting and committee meetings, the theme “Lancaster County’s Main Street” was rated highly. This theme should be applied to the design of the corridor itself and to the corridor’s promotional materials.

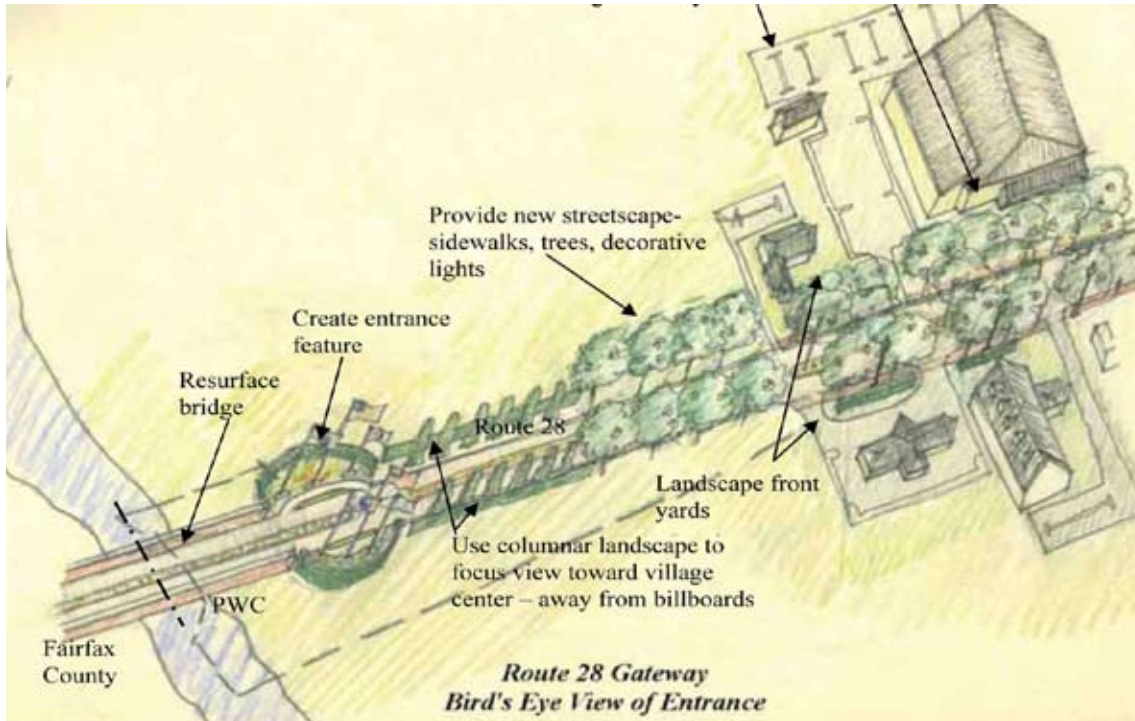
### **Create a schematic design plan for the corridor**

This plan would include:

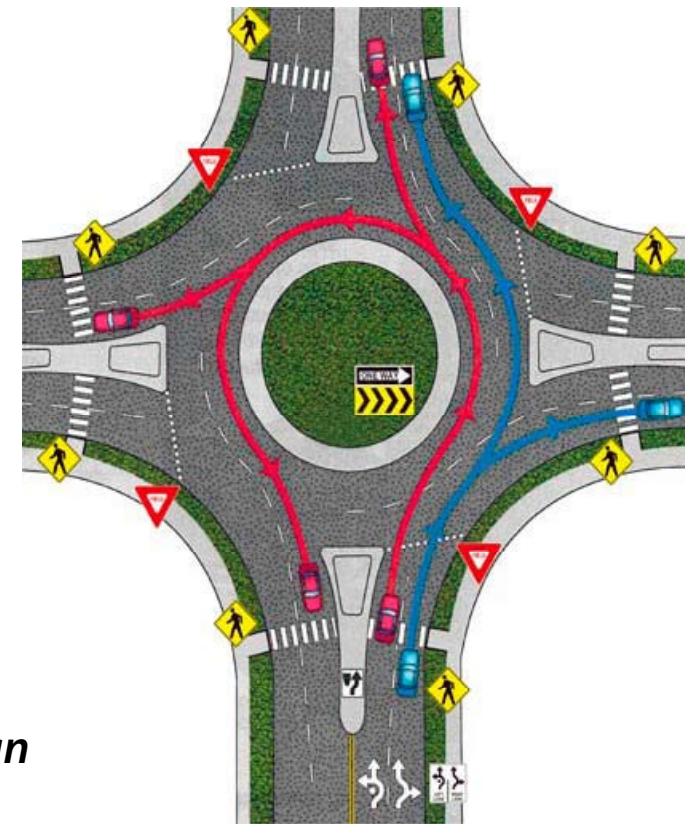
- Streetscape design guidelines
- Gateway features at each end of the corridor
- Schematic drawings and renderings

# Big Idea 2 - Create a Sense of Place

## Best Practices: Gateway Features



**Entrance feature for Route 28 corridor –  
Fairfax County, Virginia**



**Traffic Circle –  
Washtenaw County, Michigan**

# Big Idea 3 - Enhance and Create the Product

## Improve what the corridor offers visitors



# Big Idea 3 - Enhance and Create the Product

## Challenges

### **Occupancy and room rates have been flat**

Existing lodging facilities have marginal occupancy rates, and room rates haven't kept up with inflation.

### **The corridor has seasonal variations in demand**

Demand for the corridor's products and services is inconsistent throughout the year.

### **Visitor services must be upgraded**

Lodging and dining properties need to be modernized – but the current trend of new hotel construction is encouraging.

# Big Idea 3 - Enhance and Create the Product

## Solutions

### **Reinvest in and improve existing tourism services and attractions**

The corridor needs to continually reinvent itself by offering new and different attractions for visitors. These attractions should not be standard “off the shelf” items from other communities, but attractions that reflect Lancaster County in an authentic way. They should complement the county’s character and make Lancaster County a stronger destination overall.

# Big Idea 4 - Deliver the Experience

## Market and promote the corridor



# Big Idea 4 - Deliver the Experience

## Challenges

### **Visitors aren't provided well-organized information about the corridor**

While individual attractions, particularly the outlet centers, offer guides to their properties, there are no materials that introduce visitors to the corridor as a whole.

### **Lack of a consistent promotional message**

To deliver a consistent message about what the corridor has to offer, there must be a proactive marketing effort to reach new audiences and give visitors a reason to return.

# Big Idea 4 - Deliver the Experience

## Solutions

### **Create a map and guide for the corridor**

Rather than simply advertising individual attractions, this guide should focus on helping visitors find their way around and decide what to visit. A web-based application for this guide should be considered.

### **Develop new packages for visitors**

Working cooperatively with Tourism Coordinating Committee, the 501(c)6 business association should create lodging, dining, and retail packages that encourage visitors to extend their stay within the corridor, or to pair their Lincoln Highway experience with activities in the city or other destinations in Lancaster County.

### **Improve recognition of the corridor as a destination**

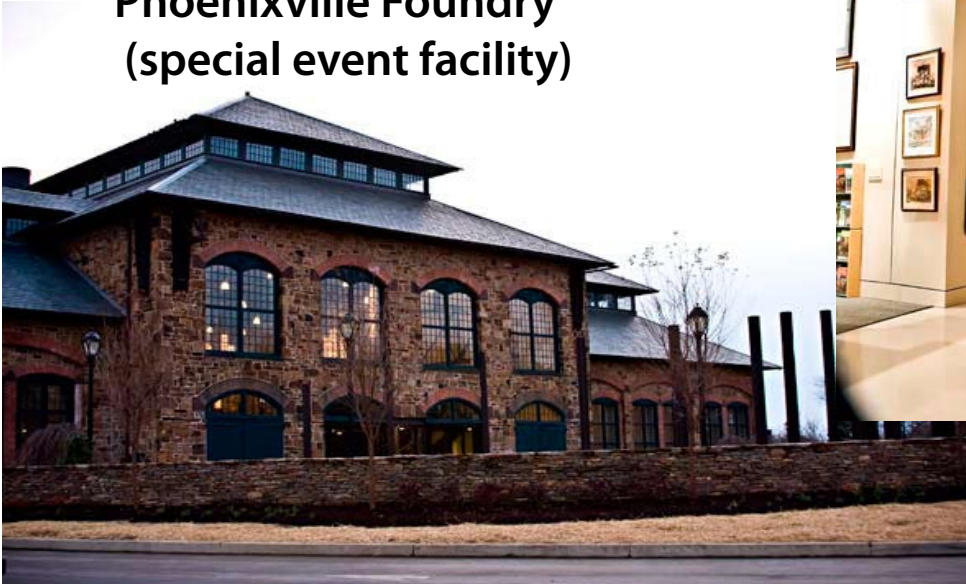
The Tourism Coordinating Committee should work with the PA Dutch CVB to pursue opportunities to recognize the corridor's CVB-member businesses as a group, helping visitors to see the corridor as a place, rather than a collection of individual attractions and services.

# Big Idea 4 - Deliver the Experience

## Best Practices

*Phoenixville, Pennsylvania*

Phoenixville Foundry  
(special event facility)



# Big Idea 5 - Calm Traffic

**Make the roadway safer and more efficient**



# Big Idea 5 - Calm Traffic

## Challenges

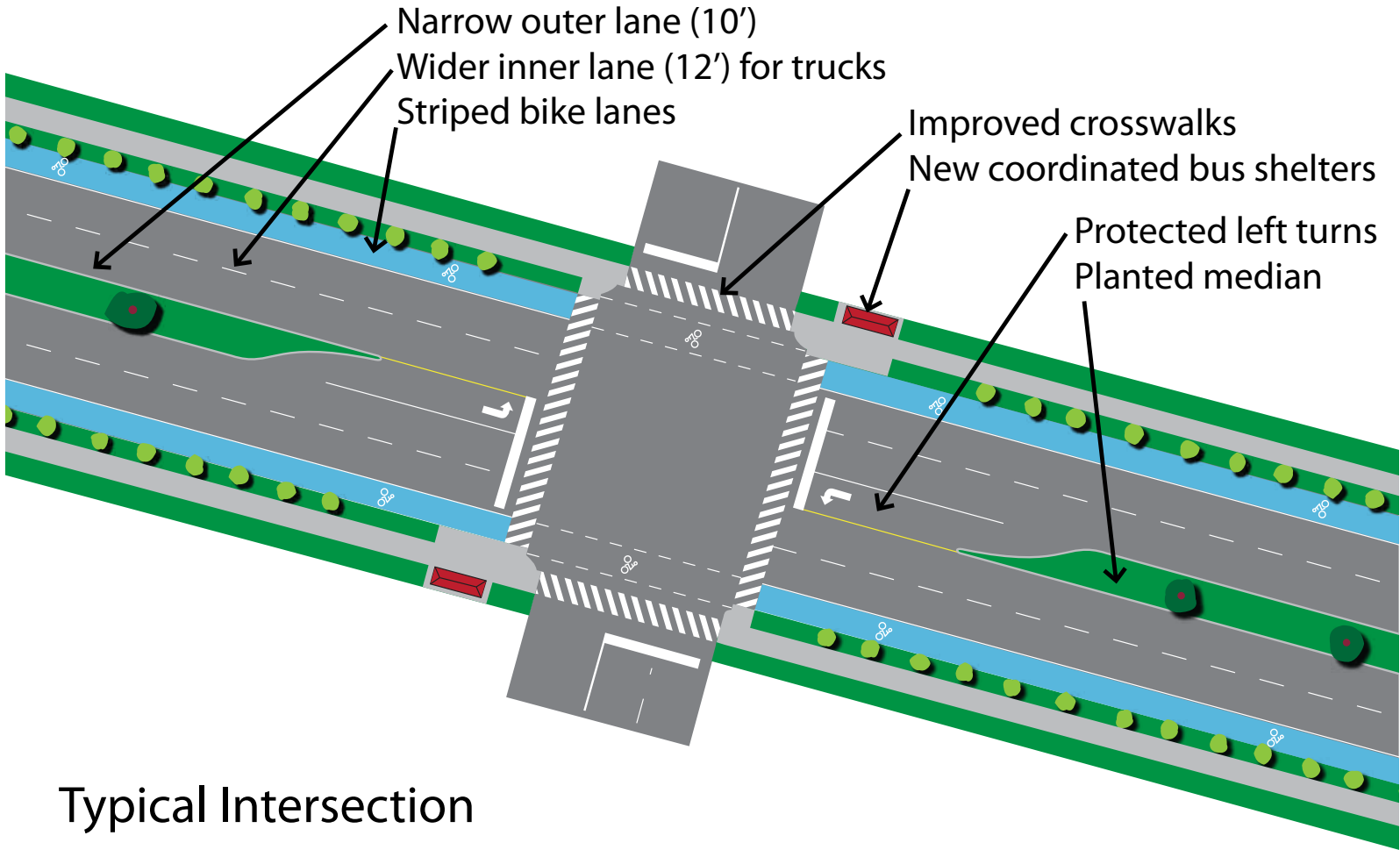
### Traffic Issues

The roadway faces challenges with truck traffic, congestion, traffic accidents and a poor pedestrian, bicycle, and buggy environment.

# Big Idea 5 - Calm Traffic

## Solutions

### Reconfigure the corridor as a landscaped boulevard



Typical Intersection

# Big Idea 5 - Calm Traffic

## Solutions

### **Creating a boulevard will involve these steps**

(not necessarily in this order)

#### **1. Construct a median strip with dedicated turn lanes**

Instead of a center turn lane that allows drivers to turn at any point in the road, it is safer to allow turns only at intersections and other major locations along the corridor.

#### **2. Encourage trucks to use specific lanes**

Implement measures to encourage trucks to use the inner lanes (near the center of the road). If trucks are further from sidewalks along the road, pedestrians feel safer and drivers visiting local attractions and services can turn more safely from the outside lanes.

# Big Idea 5 - Calm Traffic

## Solutions

### 3. **Redesign intersections**

On Route 30 today, drivers are only made aware of intersections when they see traffic signals ahead. Major intersections in the corridor should be redesigned to be more obvious to drivers and pedestrians. Essentially, they should become “hubs” for all forms of traffic in the corridor.

### 4. **Reduce the number of driveways with access to the roadway**

Eliminating driveways is a crucial step in making the roadway safer and more efficient. Most turns should only be allowed at major intersections and attractions within the corridor. The key is to provide well-designed signage that indicates where motorists should turn to reach individual businesses. This strategy should be implemented as part of a “wayfinding” system that directs people within the corridor.

# Big Idea 5 - Calm Traffic

## Solutions

### **Lower the speed limit**

Lowering the speed limit from 40 mph to 35 mph would give the road more of a “street-like” feel. This change would reinforce the notion that the Lincoln Highway is more of a city street than a suburban highway.

### **Synchronize traffic signals**

Time traffic signals to coordinate with the posted speed limit, encouraging drivers to slow down, so they can make all the lights as they pass through the corridor.

### **Construct a traffic circle (roundabout) at the eastern end of the corridor**

Roundabouts offer many benefits over conventional intersections. By essentially eliminating left turns at an intersection – a significant cause of conflicts – they improve safety and reduce crashes. A traffic circle at the intersection of Route 30 and Route 896 would help to slow traffic to a speed more appropriate for the corridor.

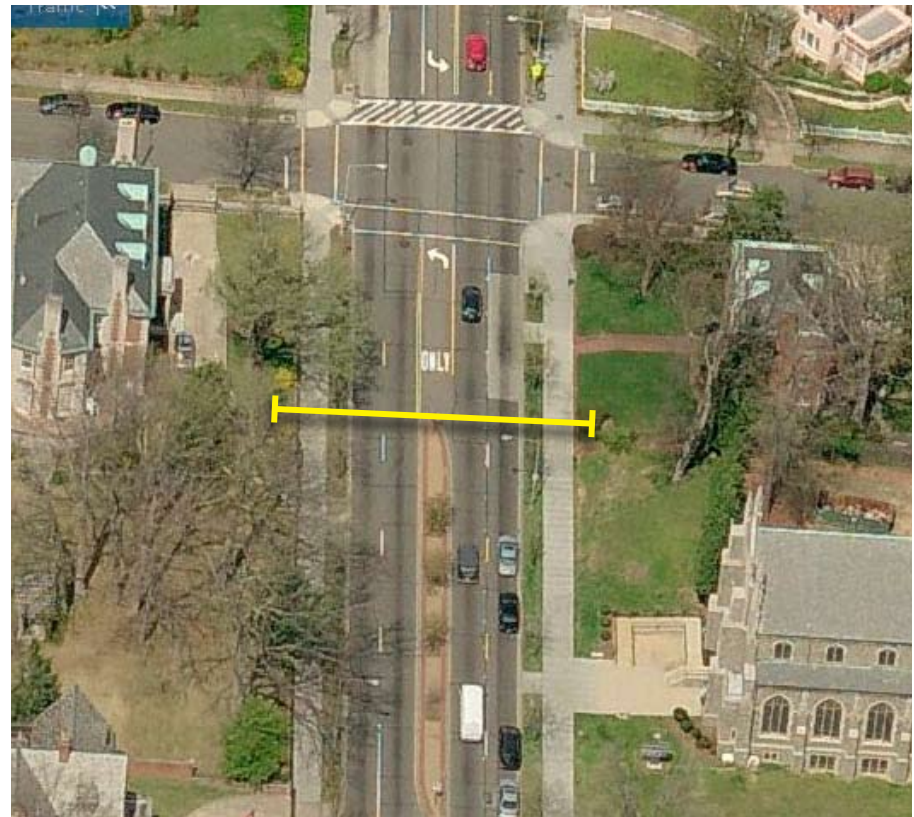
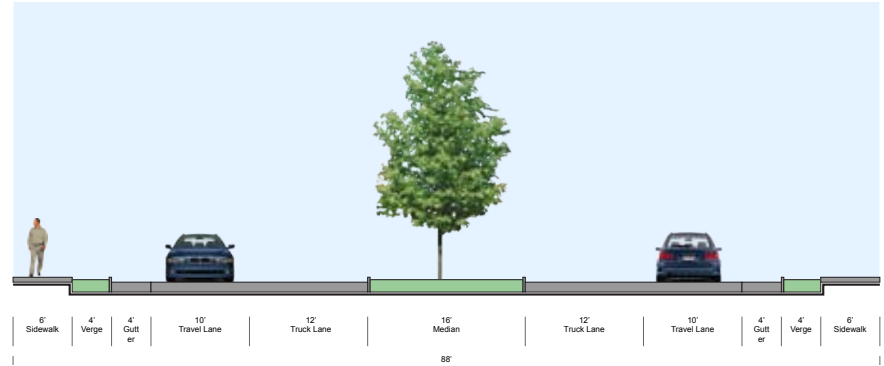
# Big Idea 5 - Calm Traffic

## Best Practices

### Bridgeport Way

#### *University Place, Washington*

- New landscaped median, narrower travel lanes, and new sidewalks throughout the one-mile corridor
- A continuous center-turn lane, which was a contributing factor in many accidents, was replaced with signalized left- and U-turn bays at intersections
- Average speeds and accident rates were both reduced



# Big Idea 6 - Improve Mobility - for Everyone

**Provide better ways for people to move between visitor attractions and services**



# Big Idea 6 - Improve Mobility - for Everyone

## Challenges

### **Lack of a coordinated signage system**

Too many signs drown out important messages and confuse visitors, forcing them to drive back and forth along the corridor to find what they're seeking.

### **Limited amenities for pedestrians, bicyclists, and buggies**

Sidewalk widths and conditions vary significantly along the corridor. In some locations they are seriously deteriorated. Crosswalks are inadequate and high-speed traffic makes it difficult to ride a bicycle on the shoulder.



# Big Idea 6 - Improve Mobility - for Everyone

## Solutions

### **Implement a visitor-oriented signage system**

This system would include street signs and pedestrian wayfinding signs. Adopting a consistent approach throughout the corridor would add to visitors' comfort level, and encourage them to spend more time in the corridor. This system should follow the pedestrian wayfinding manual developed by the Lancaster County Planning Commission.

### **Implement PennDOT vehicular wayfinding system**

PennDOT is currently developing a statewide system of automobile wayfinding signs, and its plans for that system are scheduled to be completed by the end of 2009. Once the state has authorized the system, local public and private partners should seek early implementation of the system within the Lincoln Highway corridor.

### **Improve transit service in the corridor**

Create a shuttle system that travels along the corridor, linking the Route 30 corridor to the Lancaster Amtrak Station. To ensure the success of a shuttle system, this service must have an easily identified brand, its route and stops must be simple and easy to understand, and it should be operated at intervals of 15 minutes or less.

# Big Idea 6 - Improve Mobility - for Everyone

## Solutions

### **Improve sidewalks and crosswalks**

Install 8-foot-wide sidewalks on both sides of the road, and set them back from the road with a landscaped buffer area. This will help pedestrians feel more at ease. Crosswalks should be well marked and lighted, with countdown signals.

### **Accommodate bicycle and buggy traffic**

The needs of bicycles, buggies, and other non-motorized vehicles should be taken into account in any road improvements planned for the corridor. These lanes could be included in the existing roadway or designed to follow a new path.

### **Create opportunities for properties to share parking**

Allow easements to create shared parking arrangements between properties. Since most parking spaces are only used at certain times, spaces are often left empty. A study of parking demand at different times during the day, month and year would identify opportunities to share this resource.

# Big Idea 6 - Improve Mobility - for Everyone



Early draft of proposed PennDOT vehicular wayfinding system



“Star Shuttle” – fuel cell bus in Hartford, CT

# Big Idea 7 - Rules and Incentives

**Facilitate the kinds of changes we want to see in the corridor**



# Big Idea 7 - Rules and Incentives

## Challenges

### **Existing township regulations are inadequate**

Present regulations allow for standard highway-style development rather than providing incentives and requirements to make the corridor a more attractive and functional “destination.”

### **Funding strategies for corridor-wide improvements haven't been fully investigated**

In the past, public and private investments to improve the corridor have been made into isolation from other goals, and haven't fully utilized the broad range of tools available to make more extensive and meaningful changes.

# Big Idea 7 - Rules and Incentives

## Solutions

### **Create incentives for the kind of development we want to see**

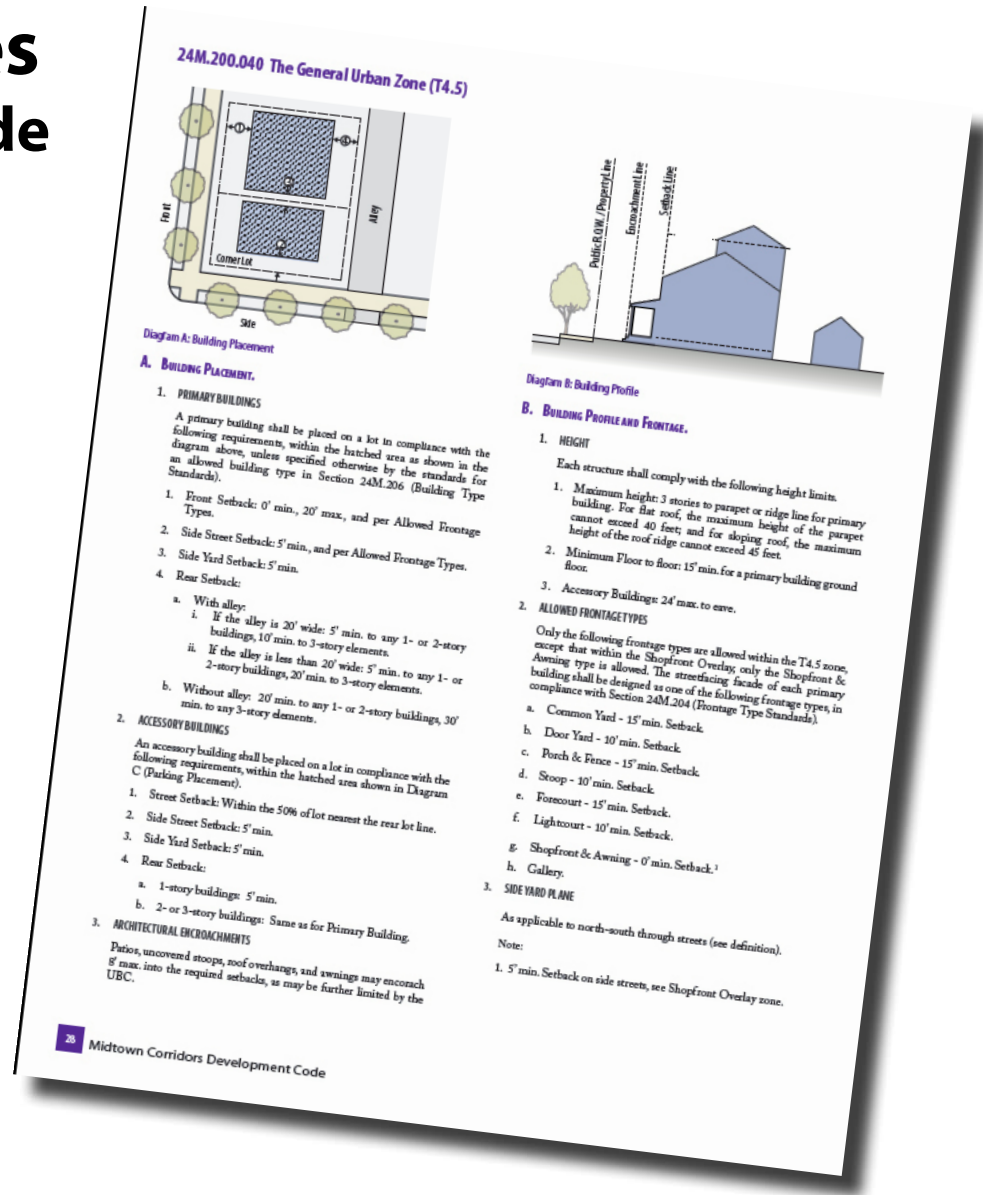
Instead of focusing only on preventing what we don't want to see, it's important to identify the kind of development we ***do*** want to see, and to make it attractive for investors to do it. It's OK to ask for what we want, as long as the rules are clear, consistent, enforceable, and easy to understand.

### **Adopt a form-based code as an overlay**

A form-based code (FBC) present land-use regulations in a simple, graphical format. Because they are prescriptive (what we want), rather than proscriptive (what we ***don't*** want), FBCs can achieve a more predictable physical result. Non-professionals find FBCs easier to use than conventional zoning documents because they are much shorter, more concise, and organized for visual access and readability.

# Big Idea 7 - Rules and Incentives

## Best Practices Form-Based Code Ventura, California



# Big Idea 7 - Rules and Incentives

## Solutions

### **Consider a Transit Revitalization Investment District (TRID)**

A TRID is a way to finance transportation improvements and transit-oriented development (TOD). A TRID is similar to tax increment financing. To create a TRID, the township would establish a special district where municipal bonds would be issued to pay for improvements. These improvements would generate additional revenue which would then be used to pay off the bonds.

### **Focus on environmentally sensitive solutions**

Being more environmental conscious isn't just the right thing to do – it would highlight the corridor's commitment to being a world-class destination. The corridor's design guidelines should include requirements and incentives to make improvements that reflect recognized "best practices" for environmentally sensitive design.

# Agenda

1. Background - *the planning process*
2. Big Ideas – *strategies to improve the corridor*

## **3. Next Steps – *implementing the plan***

# Next Steps

## Implementing the Plan

**Complete the gateway plan by the end of summer**

**Establish 501(c)6, tourism coordinating committee and transportation committee by end of this year**

**Undertake a branding and schematic design plan**

**Secure funding for infrastructure improvements**