



US 521 / SC 9 Corridor Study *Moving Forward*

Implementation

Chapter 8



Successful implementation of the *US 521 & SC 9 Corridor Study* will depend to a great extent on the ability for local, private, and governmental entities to work together in collaboration. This “Action Plan” provides a summary of recommendations found throughout the study including an implementing action, responsible party, timeframe for completion, priority level, and funding costs and sources.

The implementing action describes the action or step the County must take to successfully implement the recommendation. The agency listed as the responsible party is charged with overseeing the successful implementation of that recommendation. The timeframe for completion of a recommendation has been divided into one of three categories: short-term (to be completed by 2015), mid-term (to be completed by 2020), and long-term (to be completed by the end of the planning horizon-2035). Those recommendations that are ongoing should be addressed continuously during the life of the plan. The priority level helps the County prioritize when the recommendation should be implemented. Those actions noted as high priority should be completed first. The project costs are delineated by a range of dollar signs (\$-\$\$\$\$). The breakdown is as follows:

- \$ = up to \$9,999
- \$\$ = \$10,000 to \$99,999
- \$\$\$ = \$100,000 to \$999,999
- \$\$\$\$ = \$1 million or greater

Funding sources are intended to provide guidance when considering how to finance recommendations set forth in the study.

The intent of the action plan is two-fold. First, it provides the County decision-makers with a blueprint for implementation that will enable them to track progress and schedule future year improvements. Second, clearly defined action items enable the County to identify public and private investment opportunities that are healthy, sustainable, and achievable through well-guided recommendations that encourage quality design and environmental stewardship.

The structure of the action plan does not require all recommendations be completed in unison. Instead, the recommendations promote flexibility and partnership between the County and the development community to implement the community’s vision in several phases as development occurs and funding sources become available. Local, regional, and state partnerships can also be levied to ensure strategic and timely improvements. Working together is especially important, given the amount of development anticipated for the study area. With this in mind, the action plan starting on page 8-2 summarizes recommendations made throughout the study.

Specific categories include recommendations from General Development, Transportation, Place-Making, and Economic Vitality.

Table 8-1— Action Plan						
Recommendation	Implementing Action	Responsible Party	Timeframe	Priority	Cost	Funding Sources
GENERAL DEVELOPMENT						
Update the Joint/City County Comprehensive Plan with recommendations from the US 521 & SC 9 Corridor Study.	Consider incorporating the Gen. Dev. Map into the Future Land Use Map (FLUM) of the Comprehensive Plan.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
Protect valuable open space areas indicated on the General Development Map and Development Considerations Map.	Update/strengthen existing open space requirements.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
Strengthen floodplain regulations to prohibit structural development within the 100-year floodplain.	Update existing development regulations to prohibit most development within the 100-year floodplain.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
Promote a mix of housing types in appropriate locations of the study area that respond to shifting housing markets emerging in the region.	Encourage diversification of housing types through the Comprehensive Plan and current development application process.	Planning Department Planning Commission County Council	On-going	Medium	N/A	N/A
Revise local land development regulations to allow conservation-based subdivisions without the need for a planned development district (PDD) designation.	Revise local land development regulations to allow for conservation-based subdivisions through a shortened development review process.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
Promote the principles of smart growth in new neighborhoods and centers.	Highlight the principles of smart growth during the Comprehensive Plan update and revise codes and ordinances where applicable.	Planning Department Planning Commission County Council	On-going	High	N/A	N/A
Move from strip development patterns toward commercial activity centers.	Discourage and/or prohibit linear development patterns along the study corridor through the existing development approval process and/or consider the creation of overlay or other zoning measures to promote the desired development pattern.	Planning Department Planning Commission County Council	On-going	High	N/A	N/A
Revise local land development regulations to allow town centers or mixed-use neighborhoods without the need for a planned development district designation.	Consider creating one or more new zoning district(s) that encourage compact, mixed-use development comprised of residential homes and two or more of the following uses: business, professional office, civic and institutional, or hotel.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
Provide a wide variety of leisure activities that improve quality of life and meet the recreational needs of County Residents.	Consider developing a Comprehensive Parks and Recreation Master Plan. The master plan should determine locations for new regional parks as shown on the Development Considerations Map, maximize access to the Catawba River, and provide needed amenities as identified by the Parks and Recreation Commission and County residents.	Parks and Recreation Commission County Council	Short-Term	High	\$\$	general fund, grants
Implement “best development practices” represented in the focus area studies throughout the study area.	Encourage the design principles demonstrated through the focus area studies during the development approval process and/or consider the creation of overlay or other zoning measures to promote the desired development characteristics.	Planning Department Planning Commission County Council	On-going	Medium	N/A	developer driven
Protect key sites identified for economic development throughout the study area.	Extend water and sewer service to those sites, improve supporting infrastructure (rail and highway), and do not rezone or downzone properties zoned for employment and industrial uses.	Planning Department Planning Commission County Council LCWSD LCEDC	On-going	High	N/A	N/A
Encourage development in more urbanized areas of the study area (Growth Areas One & Three) through the mid-term planning horizon, 2020.	Ensure that Growth Area Two is protected in the Comprehensive Plan update as best reflected in the Future Land Use Map (FLUM).	Planning Department Planning Commission County Council LCWSD LCEDC	On-going	High	N/A	N/A
Undertake more detailed planning studies for the central portion of the study area (Growth Area Two) to prepare for long-term growth pressures and development opportunities beyond the mid-term planning horizon, 2020.	Consider the creation of a more detailed master plan for Growth Area Two.	Planning Department Planning Commission County Council	Long-Term	High	\$\$	general fund, LCEDC
Ensure adequate potable water and sanitary sewer service is available to support the development patterns and intensities depicted on the General Development Map.	Actively coordinate with LCWSD to ensure compatibility between their master plans and the County’s Comprehensive Plan.	Planning Department LCWSD	On-going	High	N/A	N/A
Coordinate with the Lancaster County School District to implement necessary improvements that ensure adequate capacity is reserved to serve the magnitude and timing of anticipated development.	Coordinate with the School District to ensure an appropriate number of school sites have been selected and acquired.	Planning Department School District	On-going	High	N/A	N/A

Table 8-1— Action Plan						
Recommendation	Implementing Action	Responsible Party	Timeframe	Priority	Cost	Funding Sources
Continually monitor new development and public investments in the area to ensure fulfillment of the community’s vision for high quality-of-life, improved community cohesiveness, and increased economic vitality in the study area.	Commission a formal two-year implementation status report (the “report card”) for presentation to the Lancaster County Council. Consider using scenario planning tools, such as CommunityViz® software for regular monitoring.	Planning Department County Council Consultant	On-going	High	\$	general fund
Consider development of an Impact Fee Ordinance and/or Adequate Public Facilities Ordinance (APFO) to tie development approvals to the availability of infrastructure capacity at adopted level of service standards.	Consider creating an ordinance review committee to determine the feasibility of development of an Impact Fee Ordinance and/or an APFO in Lancaster County.	Planning Department County Council Ordinance Review Committee(s) Consultant	Short-Term	Medium	\$\$	general fund
TRANSPORTATION						
Reduce reliance on the arterial street network by promoting connectivity within the study area.	Promote the connectivity of new development through the creation of collector streets as described in this study. Refer to the collector street network when reviewing development projects and require developers to reserve right-of-way for, and in some cases construct, collector streets as generally represented in the Street Typology Map. Likewise, new development should be encouraged to include connectivity between parking fields and amongst project phases.	Planning Department Planning Commission County Council Catawba Regional COG SCDOT	On-going	High	N/A	N/A
Protect travel times to regional destinations (especially Charlotte, York County, and I-77).	Adopt the Preferred Access Management Strategy detailed in the Transportation Chapter of the study. Work with SCDOT to ensure driveway permits, median breaks, etc. are generally consistent with recommendations set forth in the strategy and develop a formal appeals and amendment procedures.	Planning Department Planning Commission County Council SCDOT	Short-Term	High	N/A	N/A
	Improve roads in accordance with the Recommended Cross Section Map. The design and detail of these roads should be generally consistent with the cross-sections detailed in the Transportation Chapter of the study. Amendments to the cross-sections may be required if the conditions/assumptions made in the study change. As gaps in funding are encountered, seek additional funding via grants and existing programs (state & COG), and investigate the creation of new funding sources as well as public-private ventures.	County Council Catawba Regional COG SCDOT	On-going	High	varies	state and local grants, TIP, public-private ventures
	Coordinate traffic signals to optimize traffic flow along the corridor (based on location and distance between signals). Consider funding a timing study.	Catawba Regional COG SCDOT	Short-Term	High	varies	rural transportation dollars, state and local grants
	Require developers to pay costs associated with the installation of new traffic signals and the coordination of the signal timing of the new signal with upstream and downstream signals.	Planning Department County Council SCDOT	On-going	High	N/A	privately funded
	Construct median treatments on segments of US 521 in locations that have sufficient cross access, backdoor access, and onsite circulation for median treatments. Median treatments include non-traversable medians, median u-turn treatments, directional crossovers, left-turn storage bays, and offset left-turn treatments.	SCDOT	Short-Term	High	varies	rural transportation dollars, safety funds
	Promote intersection and minor street treatments throughout the study area. These include establishing proper curb radii and ensuring adequate laneage of minor street approaches as described in the plan.	County Council SCDOT	On-going	High	N/A	rural transportation dollars, safety funds
	Implement the intersection and transportation improvements detailed in the Transportion and Focus Area Chapters of the study (including the realignment of Doby’s Bridge Road and relocated traffic signal).	Planning Department County Council SCDOT	Short-Term	High	\$\$\$	rural transportation dollars, safety funds, private investment, state and local grants
Efforts should be made to improve corridor safety by reducing the number of vehicle conflicts throughout the study area.	Reduce the number of conflict points through the following: limiting the number of driveways and median breaks, strategic driveway placement, driveway relocation, and cross access.	Planning Department Catawba Regional COG SCDOT	On-going	High	N/A	privately funded
	Develop a Greenway Master Plan consistent with recommendations shown on the Development Considerations Map. The County should work in conjunction with the Katawba Valley Land Trust to identify greenway opportunities and secure easements.	Planning Department Planning Commission County Council Katawba Valley Land Trust Catawba Regional COG	Short-Term	High	\$\$	general fund / grants
	Complete a Carolina Thread Trail master plan. Lancaster County has established a committee to identify specific trail routes associated with the Carolina Thread Trail. This committee needs to move forward identifying routes, designing and planning the corridors, acquiring land, and constructing the trails. The committee should refer to the Development Considerations Map for ideal thread trail routes.	Planning Department Planning Commission County Council Katawba Valley Land Trust Carolina Thread Trail Catawba Regional COG	Mid-Term	High	\$\$	planning grants
	Construct wide outside shoulders along US 521 and SC 9 to accommodate experienced cyclists.	SCDOT	On-going	Low	\$\$	developer driven, general construction funds, rural transportation dollars

Table 8-1— Action Plan						
Recommendation	Implementing Action	Responsible Party	Timeframe	Priority	Cost	Funding Sources
Increase travel choices throughout the study area by integrating multiple modes into the transportation system.	Educate users of low speed vehicles (golf carts) about SCDMV laws regarding the proper use of such vehicles.	Planning Department County Council SCDMV	On-going	Low	N/A	N/A
	Work to accommodate low speed vehicles into mixed use designs where feasible.	Planning Department Planning Commission County Council	On-going	Medium	N/A	N/A
	Work with the Charlotte Area Transit System (CATS) to develop a park and ride facility in the panhandle along US 521.	County Council CATS Catawba Regional COG	Short-Term	High	\$\$\$	general fund, grants
	Work with CATS to develop an express route commuter bus service to Uptown Charlotte from the Indian Land area.	County Council CATS Catawba Regional COG	Short-Term	High	\$\$\$	general fund, grants
	Work with CRCOG to develop a fixed route bus service or circulator service within the Indian Land Area during the mid-term planning horizon, 2020.	County Council Catawba Regional COG	Mid-Term	Medium	\$\$\$\$	general fund, grants
	Work with CRCOG to investigate the potential extension of the LYNX Blue line (light rail or commuter rail) into the county within the planning horizon of this plan (2035).	County Council CATS Catawba Regional COG Federal Transit Authority	Long-Term	Low	\$\$\$\$	general fund, grants, federal funds
Improve pedestrian accommodations throughout the corridor.	Undertake pedestrian level improvements at all full median opening signalized intersections in the areas north of Twelve Mile Creek where population densities are greatest and pedestrian attraction are most prevalent. These improvements include crosswalks, pedestrian refuge in median splitters, and pedestrian signal timing with countdown heads.	Planning Commission Planning Department County Council SCDOT	Short-Term	High	\$\$\$	local construction dollars, safety funds, general fund, grants, Safe Routes to School
Promote street design that is responsive to the local land use character and purpose of the street.	Refer to the Street Design Priority Matrix found in the Transportation Chapter of the study when designing future streets. Those items indicated as high priority in the matrix should not be compromised during the design process.	Planning Commission Planning Department County Council SCDOT	On-going	High	N/A	N/A
Support regional efforts to improve transportation mobility.	Coordinate regularly with adjacent counties and transportation agencies, including York and Chester counties in SC and Mecklenburg and Union counties in NC (and their municipalities), SCDOT, and the State Infrastructure Bank on proposed and committed transportation projects in the region. One project of particular importance currently is the construction of the Dave Lyle Boulevard extension.	Planning Commission Planning Department County Council SCDOT Adjacent Counties and Transportation Agencies State Infrastructure Bank	On-going	High	N/A	N/A
PLACE-MAKING						
Create recognizable entrances to the study area to distinguish it from adjacent jurisdictions.	Improve primary gateways, secondary gateways, and gateways intersections indicated on the Gateway Locations Map. Improvements to these gateways should be consistent with recommendations set forth in the Place-Making Chapter.	County Council SCDOT	Short-Term	High	\$\$\$	general fund / grants
Enhance visitors’ and locals’ ability to navigate to desired destinations within the study area.	Complete a comprehensive wayfinding plan that includes gateway treatments and directional signage for the following: primary and secondary gateways, vehicular trailblazers, district gateways, banners, and destination markers. The plan should include a sign schedule showing design, content, and location of all wayfinding signage. All wayfinding should incorporate a unique and unified brand identity for Lancaster County.	County Council Consultant	Short-Term	Medium	\$\$	general fund / grants
Create a coordinated directional signage system throughout the study area.	Crete a signage plan that identifies all area destinations. Destinations should be ranked by type (cultural, governmental, etc) and location (panhandle, central Lancaster, southern Lancaster County). The plan should include strategies for installing these signs throughout the study area over time.	County Council	Short-Term	Medium	\$\$	general fund / grants
Create a uniform brand identity for the county.	Establish a uniform brand identity that includes the creation of a graphic identity, a logo, tagline, and brand statement. The brand should be applied to specific marketing strategies and collateral, which would be incorporated into the work plans of various agencies currently promoting Lancaster County. The development of the plan should include a high level of public input.	Consultant General Public	Short-Term	Medium	\$\$	general fund, member organizations
	Develop brand identities for unique districts throughout the study area. These identities should reflect the umbrella brand identity for the County. Districts to consider include Indian Land, Van Wyck, the SC 9 business corridor, and the central rural portion of the study area. In addition to a unique brand, these areas should have distinct design elements such as materials, banners, and landscaping. These elements should be accomplished through both public sector improvements and private sector design.	Consultant General Public	Short-Term	Medium	\$\$	general fund, member organizations
	Extend the brand to other agencies, destinations, and events. Each agency, destination, and event should have its own unique identity that represents its character and purpose, but it should be consistent with and complement the larger brand.	County Agencies/Organizations	Short-Term	Medium	N/A	general fund, member organizations

Table 8-1— Action Plan						
Recommendation	Implementing Action	Responsible Party	Timeframe	Priority	Cost	Funding Sources
Ensure design standards are in place that encompass preferences of the community for sign type, mass, materials, and overall design.	Consider amending the UDO through a staff, Council, and Planning Commission driven amendment process.	Planning Department Planning Commission County Council	Short-Term	Medium	N/A	N/A
	Consider establishing an ordinance review committee(s) to have a public review and discussion of existing regulations relating to site design. Amend/Update the UDO when necessary.	Planning Department Planning Commission Ordinance Review Committee(s) County Council	Short-Term	Medium	N/A	N/A
	Consider establishing an overlay district(s) along US 521 and/or SC 9 that includes strengthened site design guidelines.	Planning Department Planning Commission County Council	Short-Term	High	N/A	N/A
	Consider prohibiting the construction of additional billCommissions in the study area through one of the various methods described above.	County Council	Short-Term	High	N/A	N/A
ECONOMIC VITALITY						
Identify important stakeholders to join in the development of a marketing plan.	Identify and contact all relevant agencies to assist in the development of an overall marketing plan for the County.	LCEDC	On-going	High	N/A	N/A
Create a marketing plan that capitalizes on the existing efforts of the County, City, Chamber of Commerce, "See Lancater", and Lancaster County Economic Development Corporation.	Development a marketing strategy to enhance current marketing efforts, expand market reach, and facilitate growth and investment in the county.	Consultant	Short-Term	High	\$\$	general fund / grants
Capitalize on opportunities identified in the market study report, i.e. market opportunities that are “leaking” outside of study area.	Build additional retail to recapture expenditures that are leaking outside of the study area and capture dollars from outside of the immediate vicinity.	Private Sector	On-going	Low	N/A	developer driven
Guide growth and development towards priority economic development sites using the focus areas as designed in the focus area chapter as a guide of how to integrate with the natural and built environment.	Promote key economic developments sites by addressing the following in the marketing plan: recruitment efforts, creation of economic development collateral, development of incentives tied to these locations, and highlights on the LCEDC website.	LCEDC	On-going	High	N/A	N/A
Consider creating criteria for determining when it is appropriate to deviate from the priority economic development sites and recommendations set forth in this chapter.	Consider the creation of criteria for considering exceptions to plan recommendations so that the integrity of the study recommendations are maintained. If and when a large employment center is located contrary to the study recommendations, revise the comprehensive plan to reflect this change in order to capitalize on the positive impacts of the new center.	Planning Department Planning Commission County Council LCEDC	Short-Term	High	N/A	N/A
Continue implementing recommendations found in the Economic Development Strategic Plan.	Implement key recommendations found in the <i>Economic Development Strategic Plan Target Industry Study Marketing/Implementation Plan</i> . Ensure that new plans developed as a part of this study are consistent with findings and recommendations stated in the plan.	Planning Department Planning Commission County Council LCEDC	Short-Term	High	N/A	N/A
Reinforce recommendations from previous chapters (Transportation, General Development, Place-Making).	Implement recommendations from the Transportation, General Development, and Place-Making chapters of this study.	Planning Department Planning Commission County Council LCEDC	Short-Term	High	N/A	N/A
Coordinate with LCWSD to ensure water and sewer is available at all prime economic development sites.	Work with the LCWSD to establish a strategy for extending service to priority sites. Consider splitting the cost of extending service with the developer or other forms of incentives to ensure service becomes available in these desired locations.	Planning Department Planning Commission County Council LCWSD	Short-Term	Medium	\$\$\$\$	N/A
Increase public funding for LCEDC to comparable levels of adjacent counties.	Consider increasing development related fees to comparable levels and shifting funds to LCEDC.	County Council	Short-Term	Medium	\$\$	general fund
Develop design guidelines specific to business, office, and industrial parks.	Consider amending existing development regulations to require a master plan for all business, office, and industrial parks or develop design guidelines specific to parks.	Planning Department Planning Commission County Council	Short-Term	Medium	N/A	N/A
Continue to support and increase funding for workforce training that is responsive to the changing economy.	Increase educational attainment and employment opportunities to ensure that residents possess the skills and education to perform the job duties desired by the types of businesses the County is looking to recruit.	County Council	Short-Term	High	\$\$\$	general fund, grants