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Executive Summary

The Lancaster Train Station is the third busiest station on the Amtrak Keystone Corridor. Over the past several decades, the station building has undergone physical deterioration and was in a general state of disrepair. The station is currently undergoing major interior and exterior renovations and modernization which are targeted at improving station function and facilities.

During the fall of 2011 and early winter of 2012, the Lancaster County Planning Commission assembled a stakeholder committee and held meetings to identify actionable ways to leverage the ongoing station renovations and public momentum to make the station into a prominent destination as well as provide passengers with a safer, seamless, efficient and enhanced travel experience. The result is the Lancaster Train Station Master Plan which is a product of the Lancaster County Planning Commission and funded by Pennsylvania Department of Transportation.

The plan evaluates existing conditions and identifies goals and actions for improvements for the following functional elements of the station area planning:

- **Physical plant:**
  - **Maintenance:** The station is currently maintained by a mixture of various Amtrak personnel and private contractors. The necessity for coordinated and consistent maintenance is important to ensure the station does not fall into a state of disrepair.
  - **Station capital improvements:** There are a number of opportunities to increase the number of passenger amenities, improve stormwater management, utilize green technologies, and increase parking at the station.
  - **Available non-transportation spaces:** The recent stations renovations created new retail space which provides opportunities for new uses. In addition, there are opportunities to utilize new conference room space for public use.
  - **Station Artwork:** As the station is utilized by thousands of riders each year, it provides an opportunity to feature both public and private artwork inside the station and on its grounds.
  - **Historic preservation:** As the train station is listed on the National Register of Historic Places, care should be taken during future renovations to maintain original and historic elements.

- **Stations operations and administration:** This plan identifies several long range operations and maintenance scenarios for the station with parties responsible for keeping the station well-maintained.

- **Intermodal connectivity:**
  - **Transit hub:** While the station is already served by several modes of transit, there are additional opportunities for transit, student, airport, and vehicular connections.
o **Pedestrian and bicycle**: The plan identifies opportunities to increase pedestrian connectivity and bicyclist-friendly features at the station.

o **Wayfinding**: The station currently contains interior and exterior signage. In addition, there is signage in place on some roads and highways leading to the station to direct users.

- **Marketing**: Marketing of the station is important to attract new riders, find tenants for the retail spaces, and connect visitors to Lancaster destinations.

The goals and corresponding actions developed for each above planning element are organized into three planning horizons:

- Short Term Goals (0-2 years)
- Medium Term Goals (2-5 years)
- Long Term Goals (5-10)

The goals and actions are also prioritized and summarized at the end of the report. While the plan does not provide for funding of the identified actions, it does recommend creation of a Lancaster Train Station Master Plan Advisory Committee comprised of stakeholders to lead plan implementation. It is recommended that the committee meet regularly and identify funding sources, engage partners and parties for project implementation, and track progress.
**Introduction**

The Lancaster Train Station, located on McGovern Avenue between Lititz Pike and North Prince Street in the City of Lancaster, was constructed by the Pennsylvania Railroad in 1929 and is listed on the National Register of Historic Places. The station sits on a 13.8 acre site which includes the station building, parking areas, facilities for Amtrak work crews, and material storage. It is immediately surrounded by Manheim Township, although the station itself is within Lancaster City.

The Lancaster Station is located along the Amtrak Keystone Corridor between Harrisburg and Philadelphia. Total ridership at the Station in 2011 was 532,145, making it the 3rd busiest station on the Keystone Corridor. According to Amtrak, ridership over the past four years has increased by more than fifty percent at the Lancaster Station; supporting the growing need for improvements at the Station.

The station building has undergone physical deterioration over the years and was in a general state of disrepair for several decades. The last major renovations to the station occurred in the 1970s. The Lancaster Station is currently undergoing major interior and exterior renovations and modernization which are targeted at improving station function and facilities, described in more detail below.

Lancaster City and the Lancaster Train Station Area have been the focus of many previous studies for some time. The purpose of the Lancaster Station Master Plan is not to add to the already daunting inventory of planning studies, but rather to identify actionable ways to leverage the ongoing renovations and public momentum to make the Station into a prominent destination as well as provide passengers with a safer, seamless, efficient and enhanced travel experience.

This study is being undertaken during a time of renewed interest in the Keystone Corridor by the Commonwealth of Pennsylvania. The Pennsylvania Department of Transportation (PennDOT) launched the *Plan the Keystone* initiative in 2009 to identify infrastructure investments specifically targeted at the Keystone train stations and their surrounding areas with the goal of enhancing the transit service and strengthening the communities served. This effort is being done in close collaboration with municipalities and local residents along the Keystone Line.

**Summary of Current and On-Going Station Improvements**

The Lancaster Station is currently undergoing major renovations. The renovations began in 2009 as a joint project between Lancaster County and Amtrak, with additional funding provided by the federal government and PennDOT. The project, entitled Phase I for the purpose of this report, is anticipated to be completed in spring of 2012. They consist of improvements to the building infrastructure, expanded space for future retail business, improved access from local streets, increased parking, and some general improvements to the station appearance.
Station improvements for Phase I are summarized in the 2011 Lancaster Station Evaluation and included:

- Upgrades and improvements to the building physical plant,
- Reconstructed motor vehicle and pedestrian access to the station
- Improvements to the working environment for Amtrak infrastructure maintenance personnel (Amtrak Electric Traction, Bridges and Buildings, Communications and Signals, and other groups whose primary purpose is the maintenance and operation of the railroad)
- Office and retail space improvements including:
  - Complete reconstruction of basement level offices and locker facilities
  - New Amtrak Police facility on the second floor waiting room level
  - New storage shed west of the station
  - New Bieber Tourways Bus offices
  - Reconstructed coffee shop
  - Conversion of vacant first floor space into new retail shell space
  - New restaurant space along the track side of the first floor
- Exterior public space improvements consist of significant exterior improvements including:
  - Reconstructed street access
  - Improved parking and lighting
  - Cosmetic improvements to the station exterior such as cleaning of brick and masonry and renovation of the entryway marquis
  - Construction of a new contemporary bus canopy adjacent to the station building
  - The platform canopies are repaired, repainted and new lighting installed
  - Limited repairs to the stairways to the platforms
- Interior public space improvements including:
  - Cleaning the main stairway marble and brass fixtures
  - Cleaning the existing terrazzo floors in the main waiting area

In the fall of 2011, PennDOT completed a Capstone Project evaluation to identify specific improvements not completed under the original project that are needed to return the public spaces of Lancaster Station to a state of good repair, these improvements are referred to as Phase II for the purpose of this report. Through ongoing discussions, Amtrak has agreed to undertake the capstone project and to complete all improvements within two years. These additional improvements, estimated to cost $450,370, will mark the completion of the renovations and return the Lancaster Station to its former grandeur.

Phase II capstone improvements include:
- Contract 1 – Concourse HVAC replacement
- Contract 2 – Main waiting room plaster repairs, painting and lighting upgrades
• Contract 3 – Parking pay stations.
• Contract 4 – Platform canopy repair.
• Contract 5 – HVAC Screening.

Figure 1, Figure 2, and Figure 3 below display floor plans for each level of the Lancaster Amtrak Train Station which reflect the physical modifications to the interior station space.

Figure 1: Lancaster Train Station Second Floor Plan
The second floor of the Lancaster Train Station contains the Amtrak ticket office and main hall. It connects to the passenger concourse. Total square footage of the second floor is 18,166 square feet.

During the station’s early history the east wing of the second floor originally had a drug store and 1,700 square foot restaurant with a service kitchen. Over the years, the drug store and kitchen were converted to a small café and the restaurant’s dining room was converted to Amtrak personnel offices. Recent renovations to the east wing of the second floor resulted in the creation of new conference room space, a station manager’s office and three new retail spaces in addition to the renovated retail space currently occupied by Roda’s Coffee Shop. The east wing also contains Amtrak police offices.

The west wing of the second floor originally contained restrooms and a barber shop. Today the restrooms remain but the barber shop has been converted to an Amtrak radio room. The west wing also contains baggage areas and a ticket lounge.
The first floor of the Lancaster Amtrak Station is the street level. It comprises 20,148 square feet. The original station plans designed the 1st floor to contain the main kitchen for the second floor restaurant, station offices, a taxi office, baggage rooms, and an express room. The first floor today contains the entry vestibule, a new Bieber Tourways ticket office and waiting area in the east wing, as well as Amtrak workshop, staging, and storage space. Renovations on the level created a 440 square foot space to be used as a potential visitor information center, and three retail shell spaces (one of which has been discussed as a location for a future restaurant).
The basement of the Lancaster Train Station was originally designed for employee locker rooms and storage and mechanical rooms. Today it houses Amtrak’s Engineering Department offices, storage rooms, and a locker room for Amtrak personnel. Major renovations in the basement also resulted in the creation of several conference rooms. Total square footage of the basement is 13,844 square feet.
PLANNING HORIZONS
A critical element in planning for the Lancaster Station is the establishment of realistic goals. This plan evaluates existing conditions and three planning horizons for each functional element of the station area planning. Goals are organized by the following planning horizons:

- Short Term Goals (0-2 years)
- Medium Term Goals (2-5 years)
- Long Term Goals (5-10)

In addition, suggested actions are provided for each functional element. Goals and actions are summarized at the end of the report.

PHYSICAL PLANT

Maintenance

**Short Term Goal:**
- Provide for a consistently clean station with no additional maintenance issues.

**Medium Term Goal:**
- Provide for a consistently clean station with current maintenance issues resolved.

**Long Term Goal:**
- Provide for a consistently clean station with no outstanding maintenance items, and regular facility improvements.

Maintenance Needs
The Lancaster Train Station is currently owned by Amtrak and thus is the responsibility of Amtrak to provide interior and exterior maintenance services through staff or contractors. Maintenance at the Lancaster Station is currently provided by a mixture of various Amtrak personnel and private contractors discussed below. The lack of a coordinated approach often results in a delay in certain maintenance services. With the near completion of exterior and interior station improvements, the necessity for coordinated and consistent maintenance is vitally important to ensure that the station does not fall into a state of disrepair.
Existing Station Maintenance

General maintenance at the Lancaster Station is currently handled by the Amtrak Building and Bridges (B&B) Department located in Lancaster. They conduct general maintenance, platform work, and track and tie work. Electrical repairs at the Station are conducted by Amtrak’s Downingtown-based fixed property electric department.

Station custodial duties such as the cleaning of restrooms and floors are carried out by Amtrak Station red-caps. Four full-time red-caps service the Lancaster Station through the following shifts:

Weekdays
5am – 1pm
10am – 6pm
4:30pm – 12:30am

Weekends
7:15am – 3:15pm
3:15pm – 11:15pm

The basement of the Lancaster Station houses offices for the Amtrak Engineering Department, locker facilities for Amtrak personnel, and training facilities. Cleaning of the basement is currently contracted to an outside vendor.

Regarding exterior station maintenance, snow removal of the sidewalks and driveways and landscaping is currently completed by Warihay Enterprises under a recently executed agreement.

Future Station Maintenance

Although all maintenance needs are currently met at the station through Amtrak and its contractors, the long term maintenance of the station is a concern. An alternative maintenance structure may provide a better means of managing maintenance. One alternative may be employment of a property management organization to perform necessary maintenance, and bid and manage maintenance contracts and vendors where necessary. For example, in a recent discussion with an experienced Central Pennsylvania-based property management agency, the company explained how it would manage a train station. The agency would handle all aspects of property management with maintenance tasks to be reimbursed by Amtrak. Maintenance tasks under a determined cost threshold would be completed as needed while larger tasks would require prior approval of Amtrak before completion. The company determines annual costs for property management services in the contract and costs are generally based on a percent of the total leased rent in the building or a price
per total square footage of the building. In the case of the Lancaster Station, cost based on price per square foot of the building would be favorable to the property management company, as the majority of floor area in the Lancaster Station is transit support space or public space. The average price per square foot that the sample property management company charges for its services ranges from $0.50 to $0.75 per square foot. Using this estimate, the annual cost for a property management company’s services for the Lancaster Station would range from $19,000 to $28,000. This assumes that basement maintenance services would continue to be the responsibility of Amtrak.

The employment of a property management company to manage station maintenance is one of several options for long-term operation of the station. Additional long term operation and ownership scenarios are discussed later in this document.

Station Capital Improvements

**Short Term Goals:**
- Increase the number of passenger amenities at the station to provide for a positive travel experience for riders and encourage continual use of the station.
- Evaluate options for increasing stormwater management on the station property to help the City of Lancaster meet its stormwater runoff reduction goal.
- Evaluate green technology applicability at the station.
- Evaluate current and future parking needs at the station and alternatives for additional parking.

**Medium Term Goals:**
- Implement passenger amenities at the station.
- Implement stormwater management measures on the station property.
- Implement easily completed green technology items.
- Begin implementing parking improvements

**Long Term Goals:**
- Consistently meet needs of riders in the station.
- Maximize on-site stormwater retention at the Lancaster Station.
- Provide for the station to serve as a model of sustainability.
- Provide an adequate parking supply that meets station demand.

**Passenger Amenities**
Passenger amenities at a train station contribute positively to a rider’s overall travel experience and encourage people to continue to use the station. The Lancaster Train Station currently provides basic rider amenities including restrooms, accessibility for the disabled, a water fountain, vending machines, trash receptacles, and seating. The Lancaster Train Station also currently has one active
retail space, Roda’s Coffee House, which offers snacks and beverages for purchase. The coffee house operates from 6:00 AM until 12:30/1:00 PM, hours determined by the owner.

The station currently lacks visitor information or visitor services aside from a small kiosk which provides pamphlets featuring information about local and regional attractions. However, one of the retail shells on the 1st floor of the station has been recommended for use of the Pennsylvania Dutch Convention and Visitors Bureau (Lancaster Visitors Bureau). A staffed visitor information office in the station could be a great resource to provide travel and tourist information on local lodging, entertainment, and restaurants.

Another rider-friendly feature recently put in place at the Lancaster Station is e-ticketing. Amtrak is currently modernizing its system to move toward “e-ticketing,” similar to the system used by airlines. Amtrak passengers are able to both reserve and print their tickets at home, or have them e-mailed as a barcode file for conductors to scan on-board. Customers can also change their reservations at the last minute, without having to wait in line at the ticket counter. It reduces the need for in-station ticketing staff. In response to the changing requirements for ticketing staff, Amtrak has reclassified employees as ticket and passenger service representatives, which will allow increased flexibility to interact with passengers outside of the ticket office.

Another passenger amenity that could be considered for the future of the Lancaster Train Station is the installation of public access wireless internet. Amtrak already offers free Wi-Fi service on many of its trains and several of its stations (including Philadelphia 30th Street Station) to ensure that passengers can stay productive while en route to their destinations. Installation of wireless internet coverage at the Lancaster Station could be of benefit to business and leisure customers who want to access the internet while using the station. Power receptacles or power stations could also be considered for the Lancaster Station so that passengers can charge laptops, cell phones, or other electronic devices.

Parking
Passenger vehicle parking at the Lancaster Station is currently provided in surface lots. Parking at the station has recently been increased as a result of the ongoing station improvements. There are currently 236 existing public on-site spaces. 211 are these spaces are designated for daily parking.
Twenty-five spaces were originally designated for short-term parking; however demand has caused the parking vendor to convert these to daily parking indefinitely. Figure 4 displays on-site parking at the Lancaster Station. Additionally, there are 77 employee spaces and 11 spaces for Amtrak vehicles.

The passenger parking facilities are currently owned by Amtrak and leased to PRK-MOR. According to Amtrak, the current lease is month-to-month, but officials indicate Amtrak is in the process of seeking a parking vendor for a longer lease. Under the terms of the current parking contract, parking revenues ($5.00 per day per vehicle), minus a set amount determined in the contract, go to Amtrak. It is the responsibility of the parking vendor to provide snow removal and lot repairs. These costs are reimbursed by Amtrak.

Figure 4: On-site parking at the Lancaster Station

Amtrak customers can also park n’ ride at the Queen Street Station Parking Garage if they purchase a monthly parking pass and ride the Red Rose Transit Authority trolley for free to get to and from the train station. The Queen Street Station Parking Garage has 400 public parking spaces, provides
an alternative to on-site parking at the station or on-street parking, and is only a five minute trolley-ride from the garage to the Amtrak station.

Demand for parking at the Lancaster Station is high. In 2008, the Lancaster County Planning Commission (LCPC) undertook a Parking Availability and Demand Study. As part of the study, staff distributed post card surveys to 205 people arriving at the station on the morning of Thursday October 9, 2008. One hundred thirty-nine of the surveys were returned (68% response rate). Ninety-two percent of these passengers indicated that they arrived by car. Of these, 32% parked at the station and 42% parked on-street or somewhere else. Fourteen percent were dropped off at the station.

As part of the 2008 survey, staff counted unused on-site spaces on a Wednesday and Thursday. The conclusion was that station parking fills to capacity early in the day. While parking at the station has recently been expanded since the 2008 study, it is evident that there is still a shortage of on-site parking at the station that results in on-street parking in residential neighborhoods. The 2008 LCPC study also inventoried unrestricted and unused on-street parking within four blocks of the station and concluded that there is available on-street parking during the day on streets around the station with the exception of McGovern Avenue and the northern most block of N. Duke Street (which both fill to capacity early in the day). A January 2012 field view verified that there is ample on-street parking in the area within four blocks south of the station. Figure 5 below shows the availability of on-street parking near the Lancaster Station. The majority of streets within several blocks south of the station have only minor restrictions for street-sweeping, school drop-off zones, and loading zones. Several streets, including the blocks of Queen, Christian, and Duke Streets nearest the station have 30-minute, 2-hour, or 4-hour time restrictions. Additionally, there are several street segments that require permits for parking.
Stormwater runoff at the Lancaster Station is currently transported directly to the City’s storm sewer system by a series of pipes, drains, and culverts.

Figure 5: On-Street Parking Availability near the Lancaster Station (Field Survey, January 2012)

Stormwater Management Improvements
The City of Lancaster is one of more than 700 cities nationwide with a combined sewer system which collects and transports both sewage and stormwater. There is federal and state interest in restoring streams in the Chesapeake Bay watershed prompting the Environmental Protection Agency and the Pennsylvania Department of Environmental Protection to enforce regulations under National Pollution Discharge Elimination Program Municipal Separate Storm Sewer System (MS4) permits. Under the City’s MS4 regulations, it is implementing a program to reduce combined
sewer system overflows into local waterbodies.

The majority of the Lancaster Station property is comprised of impervious surfaces including roofs, parking areas, and sidewalks. Stormwater on the Lancaster Station site is currently transported as runoff from roofs and impervious areas to the City of Lancaster’s storm sewer system. There are two subsurface retention areas under the station’s parking lot which help slow and infiltrate some stormwater before it is transported to the City’s system; however runoff from other impervious areas on the site goes directly to the City’s system. While the stormwater system for the site was designed in accordance with PennDOT and local municipal storm water drainage standards, additional green infrastructure techniques could be employed on-site in the future to further reduce stormwater runoff. Opportunities for green infrastructure retrofits on the Lancaster Station site in the future are displayed in Figure 6. They include bioretention areas, use of permeable pavement or surfaces, and green roofs.

The City of Lancaster’s 2011 Green Infrastructure Plan proposes a goal for the city to eliminate one billion gallons of stormwater runoff in twenty-five years. Most of the City’s efforts to date have focused on gray infrastructure options such as increasing capacity at wastewater treatment plants. Moving forward, the City would like to take a two-pronged approach to managing stormwater: increasing efficiency and capacity of gray infrastructure; and employing green infrastructure methods. Green infrastructure is a series of techniques to reduce stormwater runoff from a site that can involve infiltration, evaporation and transpiration, and capture and reuse of rainfall.
Existing pervious areas on the site consist of grass, shrubs, and trees. While tree canopy assists in evapotranspiration, grass areas that are mowed can provide little infiltration as the soil can become compacted over time. These areas can be redesigned as bioretention areas and re-vegetated with native plant species and other grasses that better infiltrate stormwater. Bioretention areas can also be installed in parking islands to capture and infiltrate stormwater through the use of curb cuts.

Porous pavement is a permeable pavement surface constructed with larger aggregate to provide more void spaces with a stone reservoir underneath. The reservoir temporarily stores stormwater runoff before infiltrating it into the subsoil. While porous pavement is traditionally used on parking lots and other paved areas, it is generally used in low traffic areas due to its tendency to break down faster than traditional asphalt. Due to the high use of the Lancaster Train Station parking lots, permeable pavement is not recommended for parking areas; however, the use of permeable paving on sidewalks and paths would allow stormwater to infiltrate in areas that would traditionally be impervious.
Lancaster City currently has over 50,000 square feet of green roofs. Green roofs involve the installation of vegetation or growing medium over a waterproof membrane or in containers on roofs. They absorb rainwater and serve several other purposes such as providing wildlife habitat and helping to lower urban air temperatures. There are currently opportunities at the Lancaster Station site for green roofs. Keep in mind that while Figure 6 proposes green roof areas, engineering will first need to take place to determine if the structures can handle the additional load of a green roof. In addition, coordination will be needed with a state historic preservation officer to determine if there are any special requirements relating to the installation of a green roof on a historic building or property.

Green Technology
In planning for the future and long term operation of the Lancaster Station, it is important to also plan, implement, and promote sustainable and green design practices. There are a variety of technologies and features that could be implemented at the Station over time which provide environmental benefits of reduced energy consumption and carbon dioxide emissions. Solar panels could be installed to supply electricity and hot water. Rain water can be collected to flush toilets. In addition, future new construction can take place using recycled materials and locally-sourced materials (stone, reclaimed aggregates, crushed glass, recycled plastics and other sustainable materials).

As improvements are made at the Station in the future, consideration could be given to the pursuit of certifications such as Energy Star certification or the U.S. Green Building Council’s LEED Certified, Silver, Gold, and Platinum ratings. Obtaining a certification can exemplify commitment to environmental responsibility. For example, SEPTA’s Fox Chase Regional Rail Station has recently earned LEED certification from the USGBC and is the nation’s first train station to receive LEED Silver (SEPTA, 2011). The attainment of a similar certification for the Lancaster Station in the future could serve as a model for other train stations in central-Pennsylvania as well as other buildings in Lancaster City and County.
Available Non-Transportation Spaces

**Short Term Goals:**
- Consider a master lease for station retail spaces
- Advertise new station retail space to test the market.
- Provide for public meeting space at the station.

**Medium Term Goal:**
- Achieve a minimum 50% occupancy of station retail spaces.

**Long Term Goal:**
- Achieve 100% occupancy of station retail spaces.

Recent renovations at the Lancaster Station resulted in the creation of six new retail spaces in addition to the existing retail space comprising approximately 7,500 square feet (Figure 1 and Figure 2). Three of these new retail spaces and one existing retail space (occupied by Roda’s Coffee House) are located on the second floor of the station. The three new second-floor retail shell spaces currently under construction are adjacent to the currently occupied retail space and are being constructed without partition walls to provide a future tenant the opportunity to purchase more than one space. Although the three new second-floor retail spaces are small (190 square feet each), possible future uses could include but are not limited to:

- book store/news stand
- drug store
- gift shop
- ice cream shop
- candy shop
- coffee shop
- nail salon
- flower shop
- dry cleaner

An additional three retail spaces are located on the street level. One of the first floor spaces has been identified as a possible site for occupation by the Lancaster Visitors Bureau. The retail space to the left of the entry vestibule is currently used by Amtrak as a storage area. It could provide a suitable location for a day-care facility, travel agency, or first class passenger lounge.

There is also a new retail area in the back of the first floor that would be a suitable location for a new restaurant. It has a direct access to the parking lot.
As Amtrak is the current owner of the Lancaster Train Station, it is responsible for marketing the station retail spaces, finding tenants, and managing leases. At this time, Amtrak Real Estate Division’s marketing efforts for the leasable spaces have not identified any prospective tenants; however, Amtrak has met with a group interested in contracting a master lease. This is reportedly the first time an arrangement like this has been entertained by Amtrak.

Amtrak has plans to continue interviewing interested parties and speaking with local improvement districts to find tenants for the retail spaces. Amtrak could continue to advertise the retail space through local media outlets such as the Philadelphia Inquirer, the Lancaster Intelligencer Journal/Lancaster New Era, and Sunday News as well as the minor weekly newspapers, the Lititz Record, Ephrata Review, Central Penn Business Journal, and Lancaster Farming. In addition, Amtrak could consider advertising with online publications that are read by retailers and brokers that represent retailers. The online advertisement could include traffic counts, demographics, tourist counts, and an overview of nearby retail or draws such as Franklin and Marshall College, Millersville University, Pennsylvania Dutch Country, Demuth Museum, and the Fulton Opera House.

There are also several conference rooms on the second floor and basement level that have been created as a result of the recent station renovations. Stakeholders expressed an interest in providing for public use of these rooms for meetings, events, conferences, and other functions. The second floor contains one new conference room and a station manager’s office constructed behind the area occupied by the Amtrak Police. The second-floor spaces could easily be accessed via the existing hallway. Access to the approximately 700 feet of meeting space on the basement level presents a challenge as the basement is currently restricted to Amtrak personnel. The basement contains Amtrak office space and locker facilities which present a security issue if public access is allowed to the basement.

Given the amount of public funding used to finance the Lancaster Station renovations, and ongoing maintenance costs, it is recommended that the conference rooms, especially those on the second floor, be available for public use at a nominal charge. The potential for these spaces is predicated on the existence of the train, and the convenience of rail travel from different parts of the country that can meet at one centralized location via train.

In order to facilitate the public use of the conference rooms, a system to reserve the spaces must be developed (via phone or web). In addition, if the spaces were to be kept locked, it would have to be determined what personnel (red-caps, ticket office staff, Amtrak police, etc) would be responsible for unlocking the rooms for public use. It is recommended that these tasks become the responsibility of a local entity that regularly interacts with organizations that may use the spaces, such as Lancaster economic development entities, or the City itself.
Station Artwork

**Short Term Goals:**
- Identify spaces within the station and on the property to feature local artwork.
- Begin steps to provide for a large-scale art feature on the station property.

**Medium Term Goal:**
- Utilize available public space on station property to feature public art.

**Long Term Goal:**
- Station recognized as important Art resource in Pennsylvania.

According to *Arts & Economic Prosperity III: The Economic Impact of Nonprofit Arts and Culture Organizations and Their Audiences in the City of Lancaster, PA* (Americans for the Arts, 2007), nonprofit arts and culture are a significant industry in the City of Lancaster. The arts generate $27.86 million in local economic activity. The Lancaster Station provides an opportunity to showcase some of the local artwork being created in the City. The Station currently displays little artwork. The 2011 Lancaster Train Station Evaluation Report recommends replacing this bulletin board with framed artwork displaying photos of the historic station, amish-life, and the city. Additional opportunities for artwork are discussed below.

**Types of Art**

There are numerous opportunities to provide art work both inside and on the grounds of the Lancaster Station. Examples of art work to consider include sculptures, paintings, fountains, and decorative benches, walkways, and façade treatments.

While there are no official city guidelines on the installation of public art, the city of Lancaster does have an existing set of guidelines to direct streetscaping throughout the downtown area. The guidelines recommend public art in applications such as bas-relief in sidewalks, decorative fences and railings, utility covers and banners. The guidelines discuss three different streetscape designations for business, residential, and non-residential areas. The guidelines continually stress the importance of incorporating art into as much of the cityscape as possible.

**Local Art Groups**
The city of Lancaster has a public art program in place to direct placement and commission of art throughout the city. Coordination with the Public Art Manager is recommended in order to tap into existing resources and contacts in Lancaster. In addition, the Lancaster County Historical Society maintains collections of items such as historic photographs that could be displayed at the station in kiosks similar to display at the Wilmington Train Station features in the above image.

The City of Lancaster is also home to several local art groups, including the Poetry Paths Program. The Poetry Paths Program is a Lancaster-based group with a mission to “facilitate inspiring and enduring reflections of our rich and complicated city through poetry, urban design, and visual art (Poetry Paths, 2012).” Poetry Paths is a collaboration between Franklin & Marshall College, the City of Lancaster Public Works Department, and the Office of the Mayor. The program involves the creation and installation of site-specific displays of poetry on the streets and in schools and the community. Examples of artwork include custom pavement inserts and poems inscribed on large scale sculptures.

The Poetry Paths program plans to install artwork at fifteen sites in the City of Lancaster. The organization has been in conversation with individuals about installation of artwork at the Lancaster Amtrak Station. A concept for the semi-circle public plaza in front of the station has been designed and is included in the image to the right. The design is inspired by Amish quilt designs that reflect the cultural and history of the Lancaster region. It includes sculptural poetry rings and pathways interwoven with embedded and cascading words.

**Potential Locations for Art**

There are several potential locations for artwork within the Lancaster Station and on the station property. A prime location for art which would enhance the prominence of the station in the downtown would be the installation of a sculpture similar to that proposed by the Poetry Paths Program on the semi-circle public plaza in front of the station. Stakeholders have also expressed an interest in
exploring the creation of an “art park” in this location featuring local art, walkways, and benches.

There are also opportunities inside the station to feature artwork. Framed photos or paintings displaying local images could be installed in the station’s main hall above the ticket office windows and on the parallel wall. In addition, the passenger concourse was previously the location of displays for local industries such as Hamilton Watch and Armstrong. The reinstallation of display cases in the bridge area would provide an opportunity to showcase local artwork or station or city history.

**Historic Preservation**

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<tr>
<th>Short Term Goal:</th>
<th>Medium Term Goals:</th>
<th>Long Term Goals:</th>
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<tbody>
<tr>
<td>• Identify original and historic elements at the station for restoration.</td>
<td>• Restore historic elements at the station.</td>
<td>• Preserve significant station elements for the future.</td>
</tr>
<tr>
<td></td>
<td>• Identify historically significant elements for long-term preservation.</td>
<td>• Showcase historic and original elements of the station and its history.</td>
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The City of Lancaster has a strong history and culture. The City created a local historic district in 1967 in which all exterior alterations to buildings within the district, visible from a street or public alley, are subject to review by the City’s Historical Architectural Review Board. While the Lancaster Train Station does not lie within the local historic district, it does lie within the City’s Heritage Conservation District (created in 1999) for which included properties are subject to a review process for new construction and demolition visible from a public street by the City’s Heritage Conservation Historical Commission.

In addition, many areas of the City of Lancaster are listed as a National Register Historic District and the Station itself is listed on the National Register of Historic Places. Listing on the register honors the area by recognizing its importance but there are no restrictions associated with the National Register that interfere with an owner's property rights for managing or altering the property. The listing does however qualify the building for tax incentives for rehabilitation and mandatory Section 106 review for projects that are federally licensed or funded for their impact on historic resources (Wilson and Kurtz, 2001).

The Lancaster Station building still retains almost all of its original integrity. As future renovations occur at the Lancaster Train Station, care should be taken to maintain original and historic elements and a preservation plan could be created to ensure that this important landmark retains its architectural heritage and character. Restoration and preservation plans could be developed for the station to ensure that it again does not fall into a state of disrepair. In addition, historic and original
elements of the station could be restored and showcased through displays and features such as a historical timeline or history walk.
Throughout the process, stakeholders were particularly focused on the importance of long range operations and maintenance at the Lancaster Train Station. As part of the master planning process, significant effort was expended creating and vetting ownership and operation scenarios. In the end, five ownership and operation scenarios were identified for the station:

**Scenario 1: Amtrak Ownership and Operation (Existing Conditions)**
Under this scenario, the existing ownership and operations conditions would be maintained at the Lancaster Station. Amtrak would maintain ownership of the Station and be responsible for general maintenance. Parking would continue to be leased by Amtrak to an outside vendor and Amtrak would be responsible for managing other vendor agreements for services such as landscaping and snow removal. Amtrak would be responsible for finding tenants for and leasing the new retail spaces at the station. In addition, there is the possibility that Amtrak would hire an additional employee to be the manager of the Lancaster Station with an office at the station.

**Scenario 2: Third Party Property Management Company**
Under this scenario, Amtrak would maintain ownership of the Lancaster Station. Amtrak would enter into an agreement with a third-party property management company to arrange and manage all leasing and vendor agreements (retail, maintenance, parking etc). Maintenance costs would be reimbursed by Amtrak and generated revenues would go to Amtrak with an amount to be provided to the property management company as determined in the contract. This scenario is described more fully in the maintenance section above.

**Scenario 3: Hybrid Organizational Lease**
Under this scenario, the Lancaster Station would be leased to a public entity such as the City of Lancaster, Red Rose Transit Authority, the Lancaster County Transportation Authority, the Lancaster Redevelopment Authority, the Lancaster County Parking Authority, PennDOT, or a newly created local or state authority. The entity would be responsible for arranging and managing all vendors, maintenance, and incremental improvements. Amtrak would retain responsibility for the concourse, platforms, and track.
This future arrangement could be a similar arrangement to the current arrangement at the Harrisburg Amtrak Station. The Harrisburg Station is currently owned by Amtrak but leased to the Harrisburg Redevelopment Authority (HRA). The HRA is responsible for station maintenance except for the concourse, track, and platform areas (which is handled by Amtrak B&B). The HRA is also responsible for finding tenants for and managing the retail spaces at the station. The HRA leases some of the station space back to Amtrak for office space.

Through this arrangement, the local entity may decide to contract with a property management company to perform their functions, details of this arrangement are fully disclosed in scenario 2.

**Scenario 4: Public Entity Full Ownership and Operation**

Under this scenario, the Lancaster Station would be purchased from Amtrak by a public entity such as one of those described under Scenario 3. The entity would assume full ownership and operation of the station. In assuming full ownership and operation, the entity would also assume full liability. Amtrak could retain ownership and thus liability for the tracks, platforms, and concourse.

This future arrangement could be similar to the current arrangement at the Trenton Transit Center. Ownership for this station (as well as several others) was transferred to New Jersey Transit (NJ Transit) in the 1980s. Amtrak retains ownership for the tracks, platforms, and concourse at the station. NJ Transit owns and maintains the station and parking facilities.

**Scenario 5: Master Regional Lease**

Under this scenario, an entity would lease several stations near Lancaster from Amtrak and be responsible for operational duties for the stations. The regional lease could begin with responsibility for the three Amtrak Stations in Lancaster County (Lancaster, Elizabethtown, and Mount Joy). In the future, it could be extended if desired to include two other western stations (Harrisburg and Middletown). Similarly, stations to the east (Parkesburg, Coatesville, Downingtown, Exton, Paoli, and Ardmore) may consider a master lease, possibly under SEPTA who already leases several stations from Amtrak and is considering extending its service to the west in the future.

The managing entity for the regional lease could be one of the existing public entities described under Scenario 3 or a newly-created regional transportation authority. If a new authority were to be created at the state level, it may be responsible for more than just station management. If a new authority were to be created at the multi-county or multi-municipal level, it would require resolutions or ordinances expressing the willingness of each party to participate.

Each of the five scenarios has potential advantages and disadvantages. These are described in

**Figure 7** below.
Figure 7: Lancaster Station Scenarios Advantages and Disadvantages

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Advantages</th>
<th>Disadvantages</th>
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</table>
| 1. Amtrak Ownership and Operation (Existing Conditions) | Amtrak has experience owning and operating stations – day-to-day operations at the station would continue without interruption  
Little local risk | Amtrak may not provide funding for upgrades (parking, bike facilities etc)  
Would station be well-maintained in the long-term?  
Local hands remain tied in regards to station condition and improvements |
| 2. Third Party Property Management Company          | 3rd party company would have motivation to fill all retail spaces  
Accountability for maintenance and general appearance  
Private sector efficiency and responsiveness  
Likely local business entity | Amtrak responsible for retaining, managing, and funding property management company  
Amtrak responsible for funding all improvements  
Little local control |
| 3. Hybrid Organizational Lease                      | Entity would have motivation to market station and find retail vendors  
Entity would have motivation to keep station well-maintained  
Local control  
Myriad of subcontracting and general property management opportunities | Entity would have to assume liability  
May not have necessary experience to execute responsibilities |
| 4. Public Entity Full Ownership and Operation       | Full control by entity  
Improvements easily implementable  
Current and long term use, form, and function entirely decided by locals | New entity would be entirely responsible for funding all aspects  
No “back-up plan”  
Requires institutional fortitude to execute – be responsible in the long term  
Entity would assume full liability |
5. **Master Regional Lease**

| Entity would have motivation to market station and find retail vendors |
| Current and long term use, form, and function entirely decided by locals |
| Entity would have motivation to keep station well-maintained |
| Myriad of subcontracting and general property management opportunities |
| Requires institutional fortitude to execute – be responsible in the long term |
| May not have necessary experience to execute responsibilities |

Each of the identified scenarios is realistic for the long-term operations and maintenance of the Lancaster Train Station. It is likely that a phased approach would be the most feasible and easily implemented approach. A potential phased approach would be:

- Short term (less than 2 years) Amtrak contracts with property management company while agreements are drafted for leases.

- After agreement is reached between Amtrak and a local entity, the entity to be identified would control all passenger common areas, up to the station concourse. This entity may choose to contract with a property manager, or function as the manager.

- In the long term (likely over 10 years), a regional authority would be formed to purchase stations among the Keystone Line. Amtrak would retain ownership of the platforms, concourse, and track, but a regional authority would be own, operate, and maintain all other station components.
INTERMODAL CONNECTIVITY

Transit Hub

Short Term Goal:
- Improve connections between the Station and Red Rose Transit Services.

Medium Term Goals:
- Identify ways for the station to serve as a regional hub for many forms of transit.

Long Term Goals:
- Provide for the station to operate at capacity for intercity operations.
- Provide for the station to operate as a hub of transit in Lancaster County.

Connections to the Red Rose Transit Authority (RRTA) Queen Street Station

The Red Rose Transit Authority (RRTA) provides public transportation in the city of Lancaster and throughout Lancaster County. RRTA currently operates sixteen regular bus routes, one historic downtown trolley route, and a Millersville University On-campus shuttle. Fourteen of the sixteen bus routes (All except routes 4, 13) serve the city’s transit center, the Queen Street Station, which is located at 225 North Queen Street, approximately eight blocks from the Lancaster Amtrak Station.

Amtrak customers can park n’ ride at the Queen Street Station Parking Garage if they purchase a monthly parking pass and ride the RRTA trolley for free to get to the train station. The Queen Street Station Parking Garage has 400 public parking spaces, provides an alternative to on-site parking at the station or on-street parking, and is only a five minute trolley-ride from the garage to the Amtrak station.

Currently bus route 3 serves the Amtrak Lancaster Station, with a stop at McGovern Avenue and N. Queen Street for both the weekday and weekend schedules. Bus Route 3 travels through the 8th ward along Manheim Pike and serves Park City, Sterling Place, Hershey Heritage Village, the PA Department of Welfare, Sterling Place, and the RRTA Operations Center.

The RRTA’s Red Rose Trolley also serves the Lancaster Station and stops at the station’s front entrance. Its service allows both visitors and locals to access key locations in downtown Lancaster.
from the Amtrak Station. The trolley stops first at the Queen Street Station and Parking Garage, and then heads north to the Amtrak Train Station. It then serves other nearby attractions including the RRTA Clipper Magazine Stadium & Park ‘n Ride Lot.

Bus route 19 travels via Fruitville Pike (Route 72) to East Petersburg and Manheim providing access to K-mart, Red Rose Commons, Granite Run Industrial Park, and Arnold Logistics. The bus runs by the station on the outbound route, so passengers could travel from the Queen Street Station and exit at the intersection of Queen Street and McGovern Ave. However, there is no stop at the station, so passengers could not board the bus near the train station. The inbound route for bus 19 runs nearby the station, so passengers would need to try to exit near the intersection of Fruitville Pike and Prince Street, which could be unsafe. Also, there is no formal stop there, so riders cannot board the bus near the station. A stop could be added at the station for the outbound route and another stop could be added on Prince Street near McGovern Avenue for the inbound route.

Routes 2 and 5 could also be extended to include the train station on their route, as shown in Figure 8 and
Figure 9 below. Extension of these two routes would extend access to different areas of the City. Bus route 2 currently serves the 6th ward which includes New Holland Avenue, Harrisburg Pike, Lancaster General Hospital (LGH), Lancaster Regional Medical Center, the mall at Park City, LGH Health Campus, and LGH Women & Babies Hospital. Route 5 currently serves Lancaster General Hospital, Golden Triangle Shopping center, Lancaster Shopping Center, and Lancaster County Social Services, all northeast of Queen Street Station.

Figure 8: Left – Existing Route 2; Right – Proposed extension of Route 2 to include Amtrak Lancaster Station
Figure 9: Left – Existing Route 5; Right – Proposed extension of Route 5 to include Amtrak Lancaster Station

Routes 10 and 11 run near the station, but significant changes to the schedule would be necessary in order to add a stop for the station to each route. If McGovern Avenue changed from a one way to two way street, a stop could be easily added to each bus route. Currently, passengers could be dropped off near the station at Duke Street and McGovern Street on the inbound route and at E. Liberty Street and N. Queen Street on the outbound route. However, scheduled stops would need to be added at each intersection to allow passengers to board the buses at these locations. Route 10 currently provides access along Lititz Pike to Lancaster Shopping Center, Golden Triangle Shopping Center, Brethren Village, Lancashire Hall, Luther Acres, Sauder Eggs, and Warwick Medical Center. Route 11 travels to Ephrata via route 272 and serves Roseville Apartments, Oregon Dairy, 222 Dutch Lanes Park-N-Ride, K-Mart Park-N-Ride, Wal-Mart, and the Lancaster Shopping Center.

Connections for Intercity Service
Bieber Tourways has an office and waiting area in place at Lancaster’s Amtrak train station. Capitol Trailways formerly served the station with bus service, but the station office was taken over by Bieber and passengers can take buses to New York City or to Harrisburg seven days a week. The bus also makes stops at York, Reading and Norristown in Pennsylvania. From Lancaster, passengers have the option to transfer at Harrisburg, New York City, or Norristown to board connecting Bieber buses or Greyhound buses for trips to destinations as far as Colorado, Florida, or New England. Some destinations may require more than one transfer, which lengthens overall travel time. Tickets may be purchased in Lancaster at the Bieber Tourways ticket counter. Charters and special tours are also available.

Connections for Students
The Lancaster area is home to many colleges and universities. However, only some have adequate access to the train station. Most colleges or universities are located along RRTA bus lines that stop at the Queen Street Station; allowing for students to transfer to the trolley to access the Lancaster
Station. RRTA bus route 16 provides access between Millersville University and the Queen Street Station, where passengers may transfer to a bus or trolley to reach the Amtrak train station.

The Pennsylvania College of Art & Design is within walking and biking distance of the train station, or students and faculty could take a bus or trolley from the Queen Street Station to the Amtrak train station. Franklin & Marshall College (F&M) has access to the Queen Street Station via bus route 1. At the start and end of break periods during the academic year, F&M offers shuttle service to the Lancaster Amtrak Train Station, as well as service to airports in Lancaster, Harrisburg, Baltimore, and Philadelphia (F&M College, 2011).

Stevens College is also within walking or biking distance of Queen Street Station and students also have the option of taking bus route 4 from the dormitories to the Lancaster Station (RRTA, 2011). Bus routes 13, 14, and 20 also run by the campus and connect to the Queen Street Station. The Harrisburg Area Community College (HACC) in Lancaster has a stop along bus routes 13 and 20 connecting to the Queen Street Station. Lancaster Bible College is within walking distance of a bus stop at Oregon Pike and Eden Rd along route 11. The bus stop at Greenfield Road and William Penn Way along bus route 20 is within walking distance of Albright College in Lancaster. Route 20 also runs by Eastern Mennonite University, where a stop could be added to improve service and access.

Penn State’s Lancaster Center is within walking distance of the bus stop at Red Rose Commons along route 19.

Lancaster General College of Nursing & Health Sciences is located within walking and biking distance of the Amtrak station; however, if bus routes 2 and 5 extend to the Amtrak train station, they could take the bus from the stop near Lancaster General Hospital.

While the connections above exist, marketing of these services could be improved so that students and parents are more aware of the opportunities to utilize Amtrak transportation. A marketing plan could be developed in the general Lancaster area with input from Amtrak to advertise and increase the convenience of connections with Amtrak and RRTA service.

**Airport Connections**
The Lancaster Airport (LNS) is small facility located four miles north of Lancaster City on Lititz Pike. It operates about 37,000 local flights, 43,000 itinerant, 4,000 air taxi, and 5,400 military flights per year (AOPA, 2011).

RRTA’s county bus route 10 currently runs north along Lititz Pike, and passes by the Airport. Stops at the Amtrak train station and the Lancaster Airport could be added to allow passengers to travel to and from each. In addition, local cab companies such as Friendly Transportation, Yellow Cab of Lancaster, or D&L Cab Co., Inc. offer transport in Lancaster and the surrounding area.
Furthermore, car service can be arranged with companies like Personal Touch Transportation to travel to and from the airport.

Some local businesses will arrange for a shuttle to pick patrons up at the Lancaster Amtrak Train Station, at LNS, or at Harrisburg International Airport (HIA). An express shuttle service from the airport to the station and back could also be added to encourage ridership with a quicker transfer.

Amtrak is also in the process of moving the Middletown, Pennsylvania station stop closer to the Harrisburg International Airport. The rail station would be located within walking distance of the airport or passengers may take a shuttle from the station’s parking lot to the airport. Lancaster Station has the opportunity to market the option of taking the train to the airport to their clientele.

In addition, many current Pennsylvanians utilize Amtrak and transfer to SEPTA trains to access the Philadelphia International Airport. With a direct connection to the terminal, this method is quick, reliable, and economical.

Instead of parking a car for an extended period of time at the airport, residents of Lancaster and its environs will have the ability to take the train to the new station and leave their car at home. RRTA provides fairly extensive transportation to the Queen Street Station and to the Amtrak train station in Lancaster; so many residents could take advantage of the new service.

As with student connections, there is a general lack of awareness of the opportunities for airport access within the general Lancaster community. In the creation of a marketing plan, airport connections should be a major consideration.

**Vehicular Connections**

Aside from shuttles, buses, and taxis, Amtrak passengers can also use rental cars as a means of transportation to and from the Lancaster Station. Avis currently offers shuttle service from the Lancaster train station to their temporary location at the Park City Center Mall Sears Auto Center while the station is under renovation. Hertz also provides car rental at the station, but pick-up and/or drop-off arrangements must be coordinated ahead of time as there is no rental office at the station.

Lancaster does not have a car share program in place as of yet, but starting a program will be beneficial to the community. Nearby cities with established programs have cars in various locations throughout the city to provide convenient pick-up or drop-off for users. The advantage of car share programs over rental cars is a more affordable rate for frequent users. Lancaster would benefit from placing 10 to 15 car share spots at the train station, based on similar numbers at Amtrak stations in other cities (Zipcar, 2012).
Lancaster also currently has several community car pools. Local residents in need of transportation to the Amtrak Station or other nearby destinations can carpool with other residents instead of driving alone (eRideShare, 2012).

**Pedestrian and Bicycle**

**Short Term Goals:**
- Increase pedestrian connectivity to the station.
- Increase bicyclist-friendly features at the station.

**Medium Term Goals:**
- Complete missing pedestrian links to the station.
- Provide streetscaping around the station to provide a balance between modes of transportation.
- Encourage bicycle commuting as a means of transit to and from the station.
- Promote Transit Oriented Development Opportunities around the station.

**Long Term Goals:**
- Create pedestrian connections from the station to other parts of the city.
- Provide bicycle facilities at the station for Lancaster visitors.

Lancaster Station is located approximately 1.2 miles north of downtown Lancaster City and is easily accessible by motorists and transit users. State highways provide connections between regional roadways and the Lancaster Station, including US 222, Lititz Pike and Fruitville Pike / Prince Street.

While motorist and transit users are adequately provided for, access to the station can be better improved for pedestrians and bicyclists. Lancaster Station is surrounded by medium and high density mixed-use development, including residential and commercial uses. Mixed use development provides an atmosphere that can support pedestrians and bicyclist, if sufficient accommodations are provided. Connections that support safe and direct paths to and from the station are needed to encourage people to use alternate forms of transportation.

**Pedestrian**

Various improvements can be provided to encourage connectivity for pedestrians within a study area. Pedestrian improvements consist of sidewalks, crosswalks, pedestrian traffic signals, lighting and aesthetic treatments. Connectivity improvements should focus on improving existing pedestrian accommodations and providing new improvements where there are existing gaps.
Sidewalks
Lancaster County developed the *Lancaster County Bicycle and Pedestrian Transportation Plan* (currently undergoing an update) which states that the Lancaster City is interested in a walkable community, requiring sidewalks on both sides of the streets. The Transportation Planning Division of the Lancaster County Planning Commission (LCPC) *Gateways Streetscape Inventory* inventoried existing sidewalks, curbs and ADA curb ramps within Lancaster City. Several locations in close proximity to Lancaster Station were identified as needing sidewalks, curbs and ADA curb ramps including the following:

- Charlotte Street, between Jackson and Lincoln
- Cherry Street, between Ross and Liberty Street
- Christian Street, between Ross and Liberty Street
- Ice Avenue, between Lime and Shippen

Several locations near Lancaster Station were identified as having existing sidewalks in poor condition, including the following:

- Cherry Street, both sides between Clay and Ross
- Clay Street, both sides between Prince and Market
- Ice Avenue, both sides between Shippen and Plum
- Keller Avenue, both sides between Glenmoore and Lititz Pike
- Liberty Street, both sides between Queen and Duke, and north side between Lititz Pike and Plum
- Lime Street, west side between Clay and Liberty Street
- Lititz Pike, east side between Ross and Liberty Street
- New Street, west side between Prince and Market
- Plum Street, east side between James and New, and west side between Clay and Ross
- Ross Street, south side between Market and Queen

In addition, the 2008 *Gateways Circulation Improvement Study* identifies several critical missing sidewalk links:

- McGovern Avenue, north side from Lancaster Station driveway to Prince Street and south side west of Queen Street
- Queen Street, McGovern Avenue to Liberty Street
- Prince Street, McGovern Avenue to Jackson Street

Completing the above mentioned sidewalk improvements would provide connectivity to and
from the station to the neighborhoods to the south of the station and ensure local transit users could access the station.

Providing pedestrian accommodations at the intersection of McGovern Street and Queen Street / Lancaster Station driveway should be a priority. This is the only intersection on McGovern Street between Prince Street and Lititz Pike for pedestrians to cross McGovern Street. Existing crosswalks are provided at the intersection, however restriping and providing “ladder” crosswalks could increase visibility. The *Gateways Circulation Improvement Study* mentions installing a raised intersection to provide both pedestrian features and traffic calming measures.

Access from the north of the station is provided by bridges over the railroad tracks at Lititz Pike and Prince Street. On both bridges, a sidewalk is provided on one side of the roadway. On Prince Street streetscaping improvements are provided, including pedestrian scale lighting and decorative barriers. No streetscaping elements are present on the Lititz Pike Bridge. Pedestrian improvements are, however, included as part of the PennDOT Lititz Pike Bridge Replacement project.

An additional pedestrian connection is proposed in *Envision Lancaster*. The proposed pedestrian bridge would involve extension of the Lancaster Station’s existing concourse over the tracks to connect to the Days Inn Site on the north side of the railroad tracks.

Sidewalks are provided throughout the Lancaster Station site. Recent renovations have provided a network of sidewalks that provide pedestrian circulation throughout the site to and from McGovern Street, the parking lots, the station and bus stops.

**Streetscaping**

In addition to providing safe pedestrian routes by installing continuous sidewalk, streetscaping improvements can be constructed to provide a balance between modes of transportation. Streetscaping improvements, including pavers, planters, street furniture and curb extensions increase motorists’ awareness of pedestrians and bicyclists.
In 2004, Lancaster City developed Streetscape Design Guidelines in which three templates for streetscaping improvements were identified.

- Central Business District and Key Corridors – Streetscape “A”
- Residential Areas – Streetscape “B”
- Non-Residential Areas – Streetscape “C”

McGovern Street is included in Streetscape “C”, due to it not being identified as a Central Business District street and being zoned as CM – Central Manufacturing. To provide conformity between treatments at the train station and the surrounding street network, elements of Streetscape “C” could be incorporated at the train station, including landscaping, sidewalk treatments and aesthetic fixtures. For example, one aesthetic fixture identified for Streetscape “C” is a vertical flat strap bench with black powder coat finish. This bench could be placed on McGovern Street at the Lancaster Station.

The LCPC Gateways Streetscape Inventory determined that McGovern Avenue between Prince Street and Duke Street appears to be underserved or without street lights. As mentioned above, streetscaping templates for Lancaster City were identified including lighting fixtures. Streetscape “A” and “C” include a single or double-headed acorn fixture. Existing cobra lights are provided throughout the parking lots, however pedestrian scale lighting could provide both an aesthetic treatment and increase safety for train station users. Lighting throughout the station parking lots and on the walkways to and from the station would increase visibility and passenger’s security.

**Bicycle facilities**

Accommodating bicyclists has become an important goal of the City of Lancaster. In fact, the City’s Subdivision and Land Development Ordinance requires bicycle parking as part of new development that includes at least 50 parking spaces.

A 2008 Amtrak Station Parking Survey conducted by the Lancaster County Planning Commission found that 3.6% of those passengers surveyed arrived at the train station...
via bicycle. The Station currently has two bike racks at the front of the station. A January 2012 field visit observed that the bicycle racks were nearly full. A second bike rack that can hold eleven bikes is being installed near the future restaurant space. Installation of additional bicycle racks may be necessary in the near future as train ridership increases.

To encourage bicyclist’s use of the station, other cyclist friendly features could be considered including the installation of sheltered bicycle racks which can protect bikes from the weather. In addition, the installation of bike lockers at the station could be considered. Bike lockers offer long-term and secure parking. Nevertheless, all bike facilities should be placed in open locations with good lighting.

As the Lancaster Station increases in prominence and attracts riders to visit the City of Lancaster as a destination, a bicycle sharing system may be considered for the station. Bike share programs are services in which bicycles are made available for shared use. Bicycles can be provided for free or for a small cost to for short distances in an urban area. Bike share programs reduce dependence on motorized transportation and reduce congestion, noise, and air pollution.

Bike share programs are in place in many locations in the United States and in other countries. A prominent program, the Capital Bikeshare, has over 1,000 bikes at 110 stations across Washington, D.C. and Arlington, Virginia (Capital Bikeshare, 2012). Users can use a credit card at a kiosk to borrow a bike for a day or three days, or they can sign up online for a monthly or annual membership to receive a key for unlimited use of bikes.

The Lancaster County Citizens Bicycle & Pedestrian Advisory Committee and the Lancaster County Planning Commission have created a Lancaster County Bicycle Map. Its provision in the station may also encourage biking. The Lancaster County Bicycle Map classifies roadways within Lancaster City based on bicycle conditions. The criteria uses average daily traffic (ADT) and roadway features to determine if a roadway has above average, average or below average bicycle facilities. These criteria were used in the Gateways Streetscape Inventory to identify several roads within close proximity to Lancaster Station that are below average for bicycling (shoulders less than 4’ wide and an ADT greater than 10,000). The roads identified are the following:

- Harrisburg Avenue
- Manheim Pike
- Prince Street
McGovern Avenue

In 2007, Envision Lancaster study also identifies several roadways on which the creation of bicycle accommodations could enhance access to the Lancaster Station. In addition to the streets identified in the Gateways Streetscape Inventory, the following roadways were also identified:

- Queen Street
- Duke Street
- Lime Street
- King Street
- Lemon Street
- James Street
- Liberty Street

Providing bicycle accommodations on the surrounding roadway network would encourage passengers to travel to and from the train station on bicycle, encouraging a more diverse group of train users. The Gateway Circulation Study notes that providing bike lanes in the urban sections of Lancaster City are not feasible due to the existing roadway widths. Removing parking is not a feasible solution; therefore bicyclists must travel in the travel lane.

**Trails**

There are no trails or paths in close proximity to the Lancaster Station. The closest trail is the Northwest Corridor Linear Park, a small trail between Harrisburg Avenue and Lemon Street. Compared to the neighboring counties, Lancaster County has the highest percentage of people who bike to work, suggesting that a trail or path would be frequented.

In 2009, Greenscapes was developed as part of the Comprehensive Plan for Lancaster County. Included in Greenscapes is a list of proposed trails in the County, including the following:

- Conestoga Trail Extension (South)
- Southern End Transmission Corridor
Trail
- Octoraro Creek Trail
- Octoraro Creek Water Trail
- Atglen-Susquehanna Trail
- Turkey Hill Trail Extension
- Washington Boro Trail
- Northwest River Trail Extension
- Manheim Region Rail Trail
- Manheim-Lititz Rail Trail
- Warwick – Ephrata Trail
- Denver Borough Trail Extension
- Elizabethtown Spur
- Conestoga Greenway
- Conewago Trail Extension
- Reading & Columbia Trail
- New Holland Trail
- Lancaster Junction Trail Extension (South)
- Lancaster Junction Trail Extension (North)
- Little Chiques Trail
- Pequea Creek Water Trail

Creation of any new trails in Lancaster should be designed to tie into a network of bike lanes so that bicyclists can access the Lancaster Station.

The Lancaster City has a large amount of historical and cultural resources. *Envision Lancaster* proposes a trail, the Rose City Trail, to encourage pedestrian and bicyclists to visit the many attractions within the city limits. The plan proposes a trailhead at the Lancaster Station. Four themes would be highlighted along the trail, including faith, industry, the Underground Railroad and urban form. Providing a historical attraction in close proximity to the Lancaster Station would encourage users to access the attraction via train, potentially increasing ridership.

While efforts continue to improve the bicycle trail network, the Lancaster Station should be considered a prominent part of those efforts, wherever practical. Given Lancaster City’s prominence in attracting visitors, the Rose City Trail should be considered one of the first implemented to take advantage of existing resources and leverage use of popular city destinations, including the Lancaster Station.
Wayfinding

Short Term Goal:
- Ensure appropriate signage is provided to direct users to the station.

Medium Term Goal:
- Develop a means to coordinate signage within the City of Lancaster and on roads leading to the station.

Long Term Goal:
- Provide for a clear and easy to use path to Station.

Wayfinding is the provision of visual guidance through signs and maps to help motorists, pedestrians, bicyclists and transit users navigate to and from local destinations and attractions within a community. Local attractions and destinations are included on wayfinding signs and maps and are placed strategically at major intersections, community gateways, and local attractions, including transit centers.

An existing sign inventory was performed on January 18, 2012 at the Lancaster Station, within Lancaster City, and on state roadways approaching the Lancaster Station. The sign inventory documented two types of existing signage: signage at the Lancaster Station and signage directing people to the Station.

Signs at Lancaster Station
At Lancaster Station both interior and exterior signs were inventoried. There were two categories of interior signs: amenities and transportation modes. Amenities signs direct motorists to the various attractions within the station property. The amenities at the Lancaster Station include the following:
- Restrooms
- Elevators
- Stairways
- Tickets & Information
- Roda’s Coffee House
- Amtrak Police
- Conference Rooms
- Parking

Transportation mode signs direct people to the various modes of transportation that connect at Lancaster Station. The transportation modes signs that exist at Lancaster Station include the following:
- Amtrak
- Red Rose Trolley

Existing sign inside the Lancaster Station.
• Bieber Tourways
• Taxis

Exterior station signing is provided to guide transit users to the following areas:
• Long term Parking
• Short term Parking
• Taxi Drop off
• Local Bus Stop
• Passenger Drop-off/Pick-up
• Employee Parking
• Exit (to McGovern Avenue)

Figure 10 displays the location of the existing exterior signs at the Lancaster Station.

Signage outside the station directs drivers and passengers to short term parking, long term parking and to the designated drop-off/pick-up area.
Figure 10: Map of Existing Exterior Signs at Amtrak’s Lancaster Station
As demonstrated by the map on the previous page, existing amenities and modes of transportation at the Lancaster Station are signed. As the Lancaster Station expands, additional signing could be incorporated to ensure that users can easily navigate through the station property. A comprehensive sign inventory of both interior and exterior signs for the station can be found in Appendix A.

Along McGovern Avenue, new signs have been added to mark the station entrance. The large sign in the adjacent picture helps to guide drivers unfamiliar with the area into the station property.

**Signs Directing People to Lancaster Station**

During the field visit, it was determined that two types of signs are installed to direct users to Lancaster Amtrak Station: standard information signs and decorative wayfinding signs. Standard information signs are included in the Manual on Uniform Traffic Control Devices (MUTCD) dated 2009 and are illustrated in Figure 11 below.

**Figure 11**: Left – Example of Type A sign in Lancaster, Right - Standard Information signs (MUTCD, 2009)
Decorative Wayfinding Signs
Decorative wayfinding signs use attraction names and arrows to guide users to local attractions. Several attractions are listed on each sign, including “Amtrak Station” when applicable.

A map illustrating the existing standard information signs (green) and decorative wayfinding signs (blue) that direct people to the Station is shown in Figure 12. A photo of each type of standard information sign, A through G, is included in Appendix B. An inventory of each decorative wayfinding sign located on the map is found in Appendix C.
Figure 12: Map of Existing Standard Information and Decorative Wayfinding Sign Locations
As demonstrated on the map on the previous page, standard information signs are primarily on the north side of the station on regional roadways leading to the station. There are existing standard information signs on the following roadways:

- Lititz Pike
- Chester Road
- Manheim Pike
- Fruitville Pike
- McGovern Avenue
- N. Queen Street
- Liberty Street
- N. Prince Street

Though the land south of Lancaster City is more rural and less developed, the incoming traffic volumes are significant at these locations, so additional signage will help guide the inbound drivers. Due to the lack of existing signing and the level of traffic volumes on regional roadways to the south of Lancaster Station, standard information signs are proposed at the following locations:

- US 30 and Harrisburg Pike
- US 30 and PA 23
- Walnut Street (PA 23)
- New Holland Ave (PA 23)
- US 222
- PA 462
- PA 999

Decorative wayfinding signs, as shown above on Figure 12, are found on the major north / south streets in Lancaster City as well as a few east/west streets. There are existing signs on the following roadways:

- McGovern Avenue
- N. Queen Street
- Harrisburg Pike
- W. James Street
- S. Lime Street
- Vine Street
- E. Chestnut Street

As mentioned in the trails section of this plan, there is a proposed trail called the Rose City Trail that will guide visitors to and from the train station past important historic and cultural destinations in downtown Lancaster. Several aesthetic treatments are proposed on the trail route that could supplement the wayfinding signs. For example, pavers could be constructed on the trail to ensure users know they are on the trail and on their way to the train station.
In addition, the 2008 *Gateways Circulation Improvement Study* recommends the conversion of several one-way streets to two-way operation including the following:

- McGovern Avenue, between Lititz Pike and Prince Street
- Liberty Street, between Lititz Pike and Queen Street
- Duke Street, between Liberty Street and McGovern Avenue

Any roadway improvements that impact circulation in Lancaster City should include updating the wayfinding signs as needed.
Marketing

Short Term Goal:
• Develop a means to market the Lancaster Station to commuters, visitors, and station retail owners and patrons.

Medium Term Goal:
• Market the station locally and regionally.

Long Term Goal:
• Continually expand ridership based on marketing efforts.

The Amtrak real estate department is currently in the process of advertising new station retail space to find tenants. It currently uses several means to market the station as described above. While Amtrak does not have an official marketing plan for the station, it may benefit from the creation of one to ensure that station retail spaces remain occupied.

A future marketing plan could also consider ways to market the station to commuters and visitors to the city and County. Lancaster is home to many destinations which are accessible from the Amtrak Station. In marketing the station, Amtrak could consider that visitors to Lancaster via the Amtrak Station can connect to many RRTA bus routes at the Queen Street Station via the RRTA historic trolley. Figure 13 below displays popular Lancaster destinations and the RRTA bus route that provides service to each location.

Amtrak also currently organizes excursions to different destinations on its Keystone Corridor for special events such as the Flower Show in Philadelphia. Lancaster has many destinations and special events that could be considered to be part of the “PA Rail Excursions Program.”
The future owner or operator of the Lancaster Station should also work with organizations such as Commuter Services of Pennsylvania and the Lancaster County Transportation Management Services to work with local and regional employers to provide opportunities to employees to utilize Amtrak as a means of transit. These opportunities can include vanpools, provision of transit guides, ridematching services, among others.

<table>
<thead>
<tr>
<th>Destination</th>
<th>RRTA Bus Route</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entertainment</strong></td>
<td></td>
</tr>
<tr>
<td>American Music Theatre</td>
<td>14</td>
</tr>
<tr>
<td>Dutch Wonderland</td>
<td>14</td>
</tr>
<tr>
<td>Fulton Opera House</td>
<td>1</td>
</tr>
<tr>
<td><strong>Museums</strong></td>
<td></td>
</tr>
<tr>
<td>Demuth Foundation</td>
<td>14</td>
</tr>
<tr>
<td>Heritage Center Museum</td>
<td>2</td>
</tr>
<tr>
<td>Lancaster Museum of Art</td>
<td>5</td>
</tr>
<tr>
<td>Landis Valley Museum</td>
<td>11</td>
</tr>
<tr>
<td>North Museum</td>
<td>2</td>
</tr>
<tr>
<td>Watch &amp; Clock Museum</td>
<td>17</td>
</tr>
<tr>
<td>Lancaster County Quilt and Textile Museum</td>
<td>Trolley</td>
</tr>
<tr>
<td><strong>Shopping</strong></td>
<td></td>
</tr>
<tr>
<td>Central Market</td>
<td>2, Trolley</td>
</tr>
<tr>
<td>East Towne Center</td>
<td>14</td>
</tr>
<tr>
<td>Golden Triangle Shopping Center</td>
<td>5</td>
</tr>
<tr>
<td>Lancaster Shopping Center</td>
<td>5</td>
</tr>
<tr>
<td>Leola Village</td>
<td>12</td>
</tr>
<tr>
<td>Park City Center</td>
<td>1, 2, or 3</td>
</tr>
<tr>
<td>Red Rose Commons</td>
<td>19</td>
</tr>
<tr>
<td>Tanger Outlet Center</td>
<td>14</td>
</tr>
<tr>
<td><strong>Recreation</strong></td>
<td></td>
</tr>
<tr>
<td>Buchanan Park</td>
<td>2</td>
</tr>
<tr>
<td>Long’s Park</td>
<td>2</td>
</tr>
<tr>
<td>Musser Park</td>
<td>2</td>
</tr>
</tbody>
</table>
**Summary of Goals and Actions**

The following table summarizes the Goals and Suggested Actions for each element of the plan.

**Figure 14: Summary of Goals and Actions for the Lancaster Train Station**

<table>
<thead>
<tr>
<th>Goals</th>
<th>Corresponding Actions</th>
<th>Priority</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>MAINTENANCE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short:</strong> Provide for a consistently clean station with no additional maintenance issues.</td>
<td>• Identify current maintenance issues. &lt;br&gt; • Develop a maintenance schedule. &lt;br&gt; • Create list of regular and incremental improvements needed at the station. &lt;br&gt; • Create a suggestions box for passengers to report maintenance problems or suggest station improvements. &lt;br&gt; • Identify funding sources for future station improvements.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Medium:</strong> Provide for a consistently clean station with current maintenance issues resolved.</td>
<td>• Investigate possibility of employing a property management company to management station maintenance. &lt;br&gt; • Complete regular and incremental improvements.</td>
<td>High</td>
</tr>
<tr>
<td><strong>Long:</strong> Provide for a consistently clean station with no outstanding maintenance items, and regular facility improvements.</td>
<td>• Utilize property management company to manage maintenance activities and contracts.</td>
<td>High</td>
</tr>
<tr>
<td><strong>STATION CAPITAL IMPROVEMENTS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short:</strong> Increase the number of passenger amenities at the station to provide for a positive travel experience for riders and encourage continual use of the station.</td>
<td>• Develop an actionable list of passenger amenities to be added at the station including visitor services, e-ticketing, passenger information display systems, Amtrak ambassadors, wi-fi, and power stations.</td>
<td>Medium</td>
</tr>
<tr>
<td>Goals</td>
<td>Corresponding Actions</td>
<td>Priority</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>increasing stormwater management on the station property to help the City of Lancaster meet its stormwater runoff reduction goal.</td>
<td>• Develop stormwater management plan for future improvements.</td>
<td>Low</td>
</tr>
<tr>
<td>Evaluate green technology applicability at the station.</td>
<td>• Solicit contractors to perform an energy audit for the station and develop a list of recommended green improvements.</td>
<td>Low</td>
</tr>
<tr>
<td>Evaluate current and future parking needs at the station and alternatives for additional parking.</td>
<td>• Investigate alternatives to increase parking spaces utilizing real estate owned by Amtrak.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Pursue real estate development alternatives and/or partnerships to expand revenue parking at the station.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Solicit contractors to construct, install, or complete passenger amenities.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Begin first stage of stormwater management plan.</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Solicit contractors to retrofit, install, or construct green technology measures at the station.</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Identify and implement easily attainable parking improvements at or surrounding the station.</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>• Develop additional parking on existing and adjoining properties to accommodate future parking demand.</td>
<td>High</td>
</tr>
<tr>
<td>Medium: Implement passenger amenities at the station.</td>
<td>• Survey passengers to determine if there are additional amenities that could be implemented at the station.</td>
<td>Medium</td>
</tr>
<tr>
<td>Implement stormwater management measures on the station property.</td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Implement easily completed green technology items.</td>
<td></td>
<td>Low</td>
</tr>
<tr>
<td>Begin implementing parking improvements.</td>
<td></td>
<td>High</td>
</tr>
<tr>
<td>Long: Consistently meet needs of riders in the station.</td>
<td></td>
<td>Medium</td>
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<tr>
<td></td>
<td></td>
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<tr>
<td>Goals</td>
<td>Corresponding Actions</td>
<td>Priority</td>
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<tr>
<td>----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Maximize on-site stormwater retention at the Lancaster Station.</td>
<td>• Complete stormwater management plan.</td>
<td>Medium</td>
</tr>
<tr>
<td>Provide for the station to serve as a model of sustainability.</td>
<td>• Pursue a certification for the station (e.g. LEED, Energy Star etc).</td>
<td>Low</td>
</tr>
<tr>
<td>Provide an adequate parking supply that meets station demand.</td>
<td>• Complete parking improvements to increase parking supply for passengers.</td>
<td>High</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HISTORIC PRESERVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short:</strong> Identify original and historic elements at the station for restoration.</td>
</tr>
<tr>
<td>• Develop an action plan for restoration.</td>
</tr>
<tr>
<td><strong>Medium:</strong> Restore historic elements at the station.</td>
</tr>
<tr>
<td>• Implement restoration plan.</td>
</tr>
<tr>
<td>• Develop preservation plan.</td>
</tr>
<tr>
<td><strong>Long:</strong> Preserve significant station elements for the future.</td>
</tr>
<tr>
<td>• Implement preservation plan.</td>
</tr>
<tr>
<td>• Develop historical timeline.</td>
</tr>
<tr>
<td>• Implement history walk.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>AVAILABLE NON-TRANSPORTATION SPACES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Short:</strong> Consider a master lease for station retail spaces.</td>
</tr>
<tr>
<td>• Interview interested parties and speak with local improvement district organizations.</td>
</tr>
<tr>
<td>• Amtrak to review and discuss master lease proposal(s) internally</td>
</tr>
<tr>
<td>• Follow up with Amtrak on Master Lease</td>
</tr>
<tr>
<td>Goals</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
</tr>
<tr>
<td>Advertise new station retail space to test the market.</td>
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<tr>
<td></td>
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<tr>
<td>Provide for public meeting space at the station.</td>
</tr>
<tr>
<td><strong>Medium:</strong> Achieve a minimum 50% occupancy of station retail spaces.</td>
</tr>
<tr>
<td><strong>Long:</strong> Achieve 100% occupancy of station retail spaces.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>STATION ARTWORK</strong></td>
</tr>
<tr>
<td><strong>Short:</strong> Identify spaces within the station and on its property to feature local artwork.</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Begin steps to provide for a large-scale art feature on the station property.</td>
</tr>
<tr>
<td>Goals</td>
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<tr>
<td>------------------------</td>
</tr>
<tr>
<td><strong>Medium</strong></td>
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<tr>
<td></td>
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<tr>
<td><strong>Long</strong></td>
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<tr>
<td></td>
</tr>
<tr>
<td><strong>TRANSIT</strong></td>
</tr>
<tr>
<td><strong>Short</strong></td>
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<tr>
<td></td>
</tr>
<tr>
<td><strong>Medium</strong></td>
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<tr>
<td></td>
</tr>
<tr>
<td><strong>Long</strong></td>
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<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>PEDESTRIAN AND BICYCLE</strong></td>
</tr>
<tr>
<td><strong>Short</strong></td>
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<td></td>
</tr>
<tr>
<td>Goals</td>
</tr>
<tr>
<td>-------------------------------</td>
</tr>
</tbody>
</table>
| **Medium:** Complete missing pedestrian links to the station. | • Install necessary pedestrian improvements at identified locations.  
   • Improve pedestrian links to station from the north by pedestrian improvements on the Lititz Pike and Prince Street Bridges.  
   • Install streetscape improvements (pavers, planters, street furniture, lighting, and curb extensions) where appropriate on McGovern Street and streets surrounding the station.  
   • Develop plan for increasing bicycle use.  
   • Identify vacant or underutilized parcels near the stations for development or redevelopment. | High     |
| Provide streetscaping around the station to provide a balance between modes of transportation. |                                                                                                                                                                                                                       | Medium   |
| Encourage bicycle commuting as a means of transit to and from the station. |                                                                                                                                                                                                                       | Low      |
| Promote Transit Oriented Development Opportunities around the station. |                                                                                                                                                                                                                       | High      |
| **Long:** Create pedestrian connections from the station to other parts of the city. | • Create new trails in Lancaster including a historic and cultural resources trail that would feature the station.  
   • Implement a bike-share program at the station. | Low       |
| Provide bicycle facilities at the station for Lancaster visitors. |                                                                                                                                                                                                                       | Low      |

**WAYFINDING**

| Short: Ensure appropriate signage is provided to direct users to the station. | • Identify and fill any gaps in current signage.  
   • Ensure that new road improvements update signage if any changes in circulation take place. | High     |
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medium:</strong></td>
<td></td>
<td></td>
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<tr>
<td>Goals</td>
<td>Corresponding Actions</td>
<td>Priority</td>
</tr>
<tr>
<td>-------</td>
<td>------------------------</td>
<td>----------</td>
</tr>
<tr>
<td>Develop a means to coordinate signage within the City of Lancaster and on roads leading to the station.</td>
<td>• Develop a master wayfinding system.</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Long:</strong> Provide for a clear and easy to use path to Station.</td>
<td>• Phase in wayfinding system.</td>
<td>Low</td>
</tr>
<tr>
<td><strong>MARKETING</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short:</strong> Develop a means to market the Lancaster Station to commuters, visitors, and station retail owners and patrons.</td>
<td>• Evaluate current Amtrak station marketing plans and develop a marketing plan specifically for the Lancaster Station.</td>
<td>Low</td>
</tr>
<tr>
<td><strong>Medium:</strong> Market the station locally and regionally.</td>
<td>• Implement marketing plan.</td>
<td>Medium</td>
</tr>
<tr>
<td></td>
<td>• Feature special events in Lancaster as part of Amtrak’s “PA Trips by Train” excursion packages.</td>
<td></td>
</tr>
<tr>
<td><strong>Long:</strong> Continually expand ridership based on marketing efforts.</td>
<td>• Identify additional opportunities to attract additional station users.</td>
<td>Medium</td>
</tr>
<tr>
<td><strong>STATION OPERATIONS AND ADMINISTRATION</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Short:</strong> Ensure that current station operations run smoothly and meet the needs of patrons.</td>
<td>• Stabilize current operations with required staffing levels.</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>• Encourage Amtrak to hire a station manager to focus solely on the station.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Amtrak to issue an RFP to solicit competitive bids from potential parking operators for the management and operation of the revenue parking facilities at Lancaster Station.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Include in RFP process request to install and manage new automated pay station equipment.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Develop ownership and operations plan.</td>
<td>High</td>
</tr>
<tr>
<td>Evaluate alternative ownership and administration scenarios for the station.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goals</td>
<td>Corresponding Actions</td>
<td>Priority</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------------------------------</td>
<td>----------</td>
</tr>
<tr>
<td><strong>Medium:</strong></td>
<td>• Implement ownership and operations plan.</td>
<td>Medium</td>
</tr>
<tr>
<td>Put into effect the best determined owner and operator scenario for the station.</td>
<td>• Identify and correct any issues with contracts or maintenance.</td>
<td>Medium</td>
</tr>
<tr>
<td><strong>Long:</strong></td>
<td>• Perform feasibility study of regional station ownership and operation.</td>
<td>Low</td>
</tr>
<tr>
<td>Provide for a fully locally controlled station with consistent maintenance and improvement.</td>
<td>• Consider regional lease of other Keystone Stations.</td>
<td></td>
</tr>
</tbody>
</table>
IMPLEMENTATION

In order for the Lancaster Train Station Master Plan and its goals and actions to be carried forward, the plan must have oversight and responsible parties for implementation. A Lancaster Train Station Master Plan Advisory Committee will be created, comprised of representatives from the following agencies or organizations:

- Lancaster County Planning Commission
- City of Lancaster
- Amtrak
- PennDOT
- Manheim Township
- Lancaster County Transportation Authority
- Lancaster Parking Authority
- Red Rose Transit

The Committee will meet quarterly to discuss plan implementation progress. The first tasks of the committee should be to prioritize the actions in Figure 14 and recommend responsible parties for implementation of each. The Committee should engage partners and parties for plan implementation and track progress using a Gantt chart. The Committee should also be responsible for updating the plan as new action items are developed or as items are completed.

The purpose of the Lancaster Train Station Master Plan is to identify continual improvements to the station. The plan does not ascertain funding for the improvements and it will be the responsibility of the Committee to pursue funding from various sources in order to make the improvements a reality.

The need for improvements at the Lancaster Station is clear, and implementation must begin immediately. Implementation of the Lancaster Train Station Master Plan will allow the Lancaster Station to not only be a well-functioning rail station, but also will enhance its stature as a community asset in Lancaster and the region.
References


Red Rose Transit Authority. “Lancaster County’s Public Transit Guide.”


University of Pennsylvania. 2007. Envision Lancaster: Transformation and Rejuvenation in the County Core.


Appendix A: Station Interior and Exterior Sign Inventory
Appendix B: Standard Information Sign Inventory
APPENDIX C: DECORATIVE WAYFINDING SIGNS