



# Multi-Municipal Cooperation



Hanover Borough and Penn Township

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# Economic Development Plan

Hanover Borough and Penn Township

December 2012



YORK COUNTY  
**Economic Alliance**

# Economic Development Plan

## Hanover Borough and Penn Township

Prepared by: York County Economic Alliance

December 2012

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## Executive Summary

As the second largest population center in York County, Pennsylvania, the Hanover area significantly impacts the overall economy of South Central Pennsylvania, offering a diverse and healthy mix of manufacturing, agriculture and retail industries.

Hanover Borough (Borough), Penn Township (Township), and the York County Economic Alliance (Economic Alliance) are committed to working with businesses, residents and partners to promote business retention, attraction and growth of the local economy. Through this partnership, economic development staff released the 2002 Economic Development Study for Hanover Borough and Penn Township (2002 Study), which included chapters specifically addressing infrastructure, recreation, downtown, transportation, workforce development and zoning. Over the last 10 years, the Borough, Township and Economic Alliance have worked toward implementing the recommendations identified in the 2002 Study, which are outlined in the Economic Development Plan for Hanover Borough and Penn Township (2012 Plan).

The purpose of the 2012 Plan is to identify key measures of progress over the past 10 years and identify areas for future improvement through a series of recommendations. The goals of the 2012 Plan are to increase regional cooperation and support, enhance the quality of life in the Hanover area, maintain and improve community character and best serve area businesses and residents. Each chapter, framed below, begins with a brief introduction and subsequently (1) refers back to the recommendations of the 2002 Study, (2) recaps the progress made over the past 10 years and (3) recommends strategies moving forward.

**Infrastructure.** Examine infrastructure, including services for water, sewerage systems, natural gas, electricity, transportation and telecommunications, essential for a high quality of life.

**Main Street Hanover.** Recognize the importance of downtown Hanover and develop a plan of work to move revitalization efforts forward.

**Recreation and Culture.** Explore the current recreation and cultural climate of the Hanover area and explore opportunities to celebrate its rich heritage and enhance the quality of life.

**Transportation.** Examine the transportation system, including: road systems, rail, air, water, public transit, and pedestrian improvement. Continue to encourage a proactive approach to interconnectivity.

**Workforce Development.** Cultivate partnerships and review programming to promote the creation of a life-long learning environment that retains a strong business base and attracts new businesses.

**Zoning.** Review zoning ordinances and philosophies to maximize effective use of resources and promote inter-municipal information sharing with respect to growth management.

**Action Plan.** The Action Plan is the roadmap for achieving results. It outlines the recommendations from each chapter and lists transformative concepts that serve to complement and guide activity.

Planning is an important aspect in economic development. By building on existing plans, including the 2002 Study, the Heritage Conference Center Feasibility Study, Comprehensive Plans for each municipality, and the York County Economic Development Plan, the Borough, Township, and Economic Alliance work collectively to connect resources and achieve results.

A strong plan for sustainable economic development begins with a clear vision for economic growth. The York County Economic Development Plan, adopted by the York County Commissioners in 2009 as a component of the York County Comprehensive Plan, serves as the County's plan for sustainable economic development over the next 10 years. Hanover Borough and Penn Township were analyzed as part of the South Western Region of York County. The vision statement and goals developed for the South Western Region are as follows:

- Managed growth and development.
- Conservation of rural and scenic areas.
- Revitalization and infill in boroughs, including restaurants, small retail shops, and small scale offices to serve the local population.
- Limited neighborhood-serving, smaller scale retail expansion in townships that address the daily needs of residents.
- Diversification of manufacturing and industrial based development.
- Agricultural protection.
- Agritourism, which could include but is not limited to bed and breakfasts, wineries, corn mazes and hayrides.
- Agriculturally related support businesses
- Agriculture to meet residents' daily needs, such as farmers markets.

The Borough, Township and Economic Alliance are committed to build upon the momentum gained with upcoming plans scheduled including the Joint Comprehensive Plan of Penn Township and Hanover Borough, as well as the Regional Economic Development Plan, a concerted effort between Hanover Borough, McSherrystown Borough (Adams County), Penn Township, and Conewago Township (Adams County). Planning as a region will better connect the Hanover area with York County, Adams County and South Central Pennsylvania, improving the flow of resources. Results can be enhanced by utilizing the collective knowledge of economic development experts in areas such as redevelopment, workforce development, planning, infrastructure, downtown improvement, and recreation.

Note: In 2012, the York County Chamber of Commerce and the York County Economic Development Corporation joined forces to form the York County Economic Alliance.

## Infrastructure

Coordination of infrastructure is essential for a high quality of life and is the foundation for attracting residents, businesses and community organizations. The Township and Borough are committed to maintaining and coordinating infrastructure, including services for water, sewerage systems, natural gas, electricity, transportation, and telecommunications. Continuing to allocate resources effectively will retain existing growth, as well as attract and accommodate planned growth.

Infrastructure is a key component of business location and expansion decisions. Factors such as access to transportation, access to customers, availability of land and buildings, utility costs and other costs of doing business are important considerations in that process.

Infrastructure for the South Western Region of York County, Pennsylvania, including Penn Township and Hanover Borough, is as follows:

### Water Systems

The South Western Region is served by three water systems: the York Water Company, Hanover Municipal Water Works and Heidelberg Water Company, Inc. The Borough maintains three sources of water to meet the needs of a growing community, including Sheppard-Myers Dam, Long Arm Dam and Slagles Run Dam.

The South Western Region is served by three waste water treatment systems: the Hanover Area Regional Waste Water Treatment Plant, the Penn Township Waste Water Treatment Plant and West Manheim Township Municipal Sewer Authority which flows to the Penn Township Waste Water Treatment Plant. The Penn Township Waste Water Treatment Plant has a permitted capacity of 4.5 MGD and provides primary, secondary and tertiary treatment. It services a total population of approximately 27,000, including Penn Township, Hanover Borough and portions of West Manheim Township and Heidelberg Township. Penn Township and Hanover Borough have a flow exchange agreement designed to minimize the number of pressurized lines in both systems.

### Other Utilities

Columbia Gas of Pennsylvania, with headquarters in Canonsburg, Pennsylvania, serves over 400,000 customers, including customers in both Hanover Borough and Penn Township.

Met-Ed, a FirstEnergy Company, is based in Reading, Pennsylvania, and provides electric service to customers in southern and southeastern Pennsylvania, including Hanover Borough and Penn Township.

Multiple providers exist for telecommunications in Hanover Borough and Penn Township and include both wi-fi and broadband services.

## Sites

Penn Township Industrial Park is a well-established 72+ acre industrial park located in Penn Township with access to major highways. A portion of the Industrial Park is designed as part of Foreign-Trade Zone 147 (FTZ 147). FTZ 147 is a federal government program that helps to facilitate trade and increase the global competitiveness of US based companies. Often companies can lower their cost of doing business by operating in an FTZ.

As outlined in the York County Economic Development Plan, the South Western region of York County, which includes Hanover Borough and Penn Township along with five other municipalities, offers parcels that are suitable and highly desirable for development. The market offers potential to maintain the South Western region's current share of growth in the County (10% market share), with a desire to redevelop and reuse vacant buildings and a vision for diversification of manufacturing and industrial-based development along with the attraction of neighborhood serving, smaller scale retail expansion to serve the local population.

It is important to note both the Township and Borough own elements of the regional infrastructure. Penn Township owns Penn Township Waste Water Treatment Plant, 72 miles of roads, the Public Works building on Wilson Avenue, and the Township Building, which also houses the police department. Hanover Borough owns Guthrie Memorial Library, the Market House, Parr Hill Reservoir, the Borough Building, the fire museum, and the Water Filtration Plant.

For more information on infrastructure, refer to Appendix A, pages 12-13. For information on transportation infrastructure, including rail, highways and bridges, see the Transportation Chapter.

### 2002 Study Recommendations

In examining the infrastructure of Penn Township, Hanover Borough, and West Manheim Township, the following was recommended:

1. With the continued growth of West Manheim Township, better communication between the three municipalities on new projects or growth is recommended to best meet future demands.
2. Develop a coordinated working relationship between Hanover Borough, Penn Township, and West Manheim Township to maintain adequate supply and demand of sewer and water services.
3. Elevate the Hanover community's e-readiness. The Study determined that it is crucial to the economic development of the Hanover area to have affordable high-speed communications available for its existing businesses.

At the time of the 2002 Study, it was noted that business owners expressed satisfaction with current water and sewer services and were confident their future planning needs would be met.

## Accomplishments since 2002

1. Economic development staff has worked with Harrisburg Area Community College (HACC) – Gettysburg Campus, Technology Council of Central Pennsylvania and local businesses to improve access to telecommunications for the Hanover area. In 2011, coverage was expanded to provide access to high-speed internet services to the Hanover Center for Workforce Excellence [400 Pine Avenue, Hanover].
2. In 2007, York Water Company entered into an agreement to acquire the water system of West Manheim Township. In 2008, the acquisition and interconnection was completed. As a result, West Manheim Township began contracting with York Water Company to supply water.
3. Over the past 10 years, the Township and Borough have collaborated to maximize the utilization of resources including jointly bidding on materials, sharing equipment, sharing the Township’s e-recycling service, and conducting joint training opportunities at the Township’s police pistol range. The Borough is also contracted to perform bi-annual PennDOT signal maintenance for the Township, and serves as the transfer station for waste.
4. In 2009, the York County Commissioners adopted the York County Economic Development Plan as part of the County Comprehensive Plan. One of the key action strategies identified for the County’s growth areas was to incorporate infrastructure considerations into municipal and County planning activities and provide that information to developers and companies interested in developing parcels. As a component of the Plan, Chapter 5: Market and Land Assessment details the availability of sites in the Hanover area and throughout York County.
5. In April 2011, the Township and Borough announced a Joint Fire Chief, serving both municipalities and improving both communications and coordination.
6. In 2011, the Township completed \$13M of improvements to its wastewater treatment facility, including the construction of a new headworks facility, process improvements for the removal of nitrates, improved chemical storage and feed facilities, modified clarification facilities, and conversion of the effluent filtration facilities.
7. Penn Township Industrial Park, the region’s industrial park, is an economic development priority for the Township. A concerted effort to locate successful and sustainable industry in the park has proved successful. To date, all lots in park have been sold, with two parcels yet to be developed. For more information on Penn Township Industrial Park, refer to Appendix A, page 12.
8. In 2012, the Township and Borough issued a request for proposals for a Joint Comprehensive Plan. After an extensive proposal review process, Gannett Fleming was awarded the contract.
9. In 2012, the Borough replaced existing crosswalk signals with LED countdown signals north of the Square through a Red Light Enforcement Grant through PennDOT.
10. In 2012, Hanover Borough completed \$20M worth of improvements to its waste water treatment plant. Improvements included a new denitrification system that will make the facility compliant with PA Act 537 (Stormwater Management and the Chesapeake Bay Initiative); increased hydraulic capacity to better handle severe weather events; a new headworks building; an additional initial filtration system; additional hydraulic pumps; the addition of a third generator, which allows the facility to operate completely on its own in the event of a power failure; new sludge pump building;

and additional clarifiers, used to separate solids from the water. The waste water treatment plant is an example of improving infrastructure to allow the region to accommodate future growth.

### New Recommendations

1. Continue to explore opportunities for symbiotic relations. Examples include:
  - 1.1. Expand joint bids to include professional services.
  - 1.2. Continue to pursue joint municipal cooperation ventures, specifically those in the area of public safety.
  - 1.3. Work with York County and Adams County Planning Commissions to review permitting process of both municipalities. The York County Economic Development Plan notes that a cumbersome and confusing permitting process can be a hindrance to economic development.
2. As the Joint Comprehensive Plan moves forward, continue to focus on infrastructure, exploring opportunities to maximize effective use of resources. Maintenance, growth, and financial impact are all areas to consider. Continue to plan for new development and future growth utilizing demand estimates in the York County Economic Development Plan.
3. Explore infrastructure connections between Conewago Township, McSherrystown Borough, Penn Township, and Hanover Borough through the Regional Economic Development Plan process.
4. Continue to coordinate with utility companies as maintenance and improvement projects are scheduled. For example, as Columbia Gas of Pennsylvania replaces outdated and inefficient pipes with new high pressure lines, coordinate and plan projects that may overlap.
5. Inventory redevelopment opportunities and make it available to the public. Update accordingly.
6. Inventory building stock and note underutilization. List sites available for development or redevelopment on national databases of available sites. Report Brownfield opportunities to the State's Brownfields inventory.

## **Main Street Hanover**

A community's health and quality of life is reflected in its downtown. Both Penn Township and Hanover Borough support efforts to revitalize downtown Hanover and recognize it as the economic hub to the region. By supporting downtown efforts, the Borough and Township are committed to expanding the region's economic capacity. Partnering to achieve the best results, the community has made a commitment to invest time, effort and resources to revitalize the downtown and launch Main Street Hanover.

### 2002 Study Recommendations

Hanover's downtown is a symbol of the region's health. The 2002 Study identified two main areas of concern for the Hanover area, including vacant or underutilized structures and the lack of a post office in Penn Township. The Study recommended the following action steps:

1. Create a revitalization program for downtown Hanover, including the following:
  - 1.1. Façade revitalization program to secure grants or low interest loans for storefront improvements.
  - 1.2. Marketing campaign to map attractions, highlighting the snack food tours, retail businesses and historical facts.
  - 1.3. Inventory vacant and underutilized buildings, both first and second floors.
  - 1.4. Extend the York County Heritage Rail Trail into Hanover and work to add resources such as parking and rest stops.

### Accomplishments since 2002

1. In 2004, the Hanover Area Chamber of Commerce assumed responsibilities for downtown beautification efforts, previously coordinated by a private citizen. The efforts include buying materials, and preparing, planting, and maintaining hanging flower baskets around center square during the summer months.
2. In 2008, Hanover Area Chamber of Commerce and the Borough began to develop a plan to reinvigorate the downtown Hanover effort. The Chamber and Borough met with the PA Department of Community and Economic Development (DCED) regarding the possibility of Main Street designation. In lieu of applying for designation, DCED encouraged the partners to adopt the Main Street model and begin with project specific initiatives. Since then, the Chamber and Borough worked to collect data, plan, organize, and engage the community to move forward with the Main Street Program.
3. In 2009, the Chamber successfully launched a façade grant program, approved by DCED, with a total balance of \$30,000. Simultaneously, the Chamber began the planning elements of the four-point Main Street approach. The Borough contracted with the Pennsylvania Downtown Center (PDC) to provide guidance, technical support and education to move the process forward.

4. In 2009, a downtown merchants group formed under the leadership of Heather Lunn, a downtown business person and native Hanoverian.
5. In 2009, the Hanover Chamber and the Downtown Merchants Group coordinated the formation of the Saturdays on Main Street Committee. The Committee focuses on planning events in the downtown. Its flagship event is Chalk It Up, an annual event held in center square. The Committee is also responsible for Art and Music in the Park and activities on Halloween and Black Friday.
6. In 2009, the York County Commissioners adopted the York County Economic Development Plan as part of the County Comprehensive Plan. Downtown revitalization was one of the main focus areas of the Plan's action strategies. It identified vibrant downtowns through revitalization, adaptive reuse and infill, as a priority goal in the South Western York County planning region. Downtown revitalization strategies outlined in the plan to attract businesses and customers to downtowns in furtherance of this goal are as follows:
  - 6.1. Expand a downtown-oriented economic development program within the York County Economic Alliance to serve as a resource and network builders to increase outreach and education to downtown groups on best practices in downtown revitalization.
  - 6.2. Develop sample code language to address downtown-specific issues to increase awareness among municipalities of potential regulatory approaches relevant to downtown issues.
  - 6.3. Undertake downtown plans to identify marketing niches/themes and revitalization strategies through partnerships between the Economic Alliance economic development staff and local downtown groups.

See the York County Economic Development Plan for more details.
7. In 2012, the PDC, in partnership with the Chamber and Borough, facilitated a downtown visioning process with input from the public and held a Community Revitalization Academy. The vision developed from that process is on page 14 of Appendix A.
 

Also in 2012, the Chamber and Borough:

  - 7.1. Applied for and received fiscal sponsorship through Partnership for Economic Development of York County (PEDYC) for Main Street activities.
  - 7.2. Held a public dedication to file for designation for Main Street Hanover.
  - 7.3. Committed to fund the Main Street program for a five year term.
  - 7.4. Identified and negotiated with the York County Economic Alliance to staff the initiative.
8. In 2012, the Main Street Hanover Committee determined it would file for designation with the PDC and developed a plan of work and projected a budget specific to the Main Street effort. This exercise allowed for the exploration of the best utilization of resources by creating a partnership and identified the best suitable organization to provide oversight and programmatic support. It was determined the preferred organization was PEDYC, which would provide the appropriate mission and 501(c)3 status desired by the Committee.
9. Regarding the organization of Main Street Hanover, in 2012 a Memorandum of Understanding between the Hanover Chamber, Hanover Borough, Main Street Hanover, and PEDYC was drafted and is awaiting authorization. A Main Street Hanover Committee has been formed, and will be an autonomous committee of PEDYC, with four sub-committees focused on organization, design, promotion, and asset enhancement/economic restructuring.

10. In 2012, the Hanover Chamber, Hanover Borough, and private business owners joined in an effort to conduct a feasibility study for a proposed Heritage Conference Center Study. Gannett Fleming, assisted by Urban Partners, completed the plan in September 2012. The Study assessed the market feasibility for the Hanover Area Heritage Conference Center (HCC), a multi-use facility consisting of a conference/event center, a heritage center and new retail businesses to anchor the revitalization of downtown Hanover. To evaluate the feasibility of the HCC, the project team performed a multi-faceted analysis consisting of a scan of Hanover’s downtown policies, incentives and business climate; analyses of the regional conference center and local retail markets; and an analysis of the financial feasibility of operating a conference/heritage center in downtown Hanover.

10.1. The Downtown Scan portion of the Feasibility Study was particularly relevant to the Main Street initiative. A summary of the scan follows:

“Policies, incentives and marketing efforts related to development in the downtown provide a basic framework for development but have not established a clear vision and identity for downtown. The Borough’s out-of-date comprehensive plan has been scheduled for renewal. In the interim, the 2002 Economic Study for the Hanover Area has carried the public dialogue for needed improvements in the downtown and surrounding region. Zoning and building code regulations are reasonable, with minor exceptions. Financial incentives and assistance are available from local and county sources, but are not well or widely known; they should be reviewed for their applicability to the downtown and for the Chamber, the Borough and other partners’ eligibility. Marketing efforts lack a clear downtown image as a destination and the benefits of a downtown location, though a new vision was prepared this summer by a Chamber-led initiative. This downtown vision and action plan, the upcoming joint comprehensive plan between the Borough and Penn Township, and anticipated regional planning should explore policy changes, projects and improvements and various incentives that can stimulate revitalization and private investment in the downtown.”

11. In early 2012, Matthew Jackson, a freelance writer, critical thinker, and consultant based in the Hanover Area, wrote an article on downtown Hanover, titled “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal.” Later that year, he wrote an article titled, “The MAP Heritage and Conference Center, Home of the National Civil War Map, Art, and Photography Museum.”

12. In 2012, Hanover Borough increased signage for more consistently branded municipal parking and updated its sidewalk requirements for increased compliance with Americans with Disabilities Act.

13. An inventory of established downtown events was completed in 2012.

Chalk It Up	A flagship event of Saturdays on Main Street, it is held in Center Square in the Spring and invites artists of all ages to transform downtown sidewalks into works of art.
Dutch Festival	The Festival is held each July in Center Square and surrounding blocks, and is Hanover’s largest event, with over 10,000 people attending each year. It was founded to promote community awareness and pride in the

	town's strong Pennsylvania Dutch heritage.
Hanover Chili Cook Off	A day of competition chili and salsa cooking for the PA State Championships of the International Chili Society held in the Fall.
Holidaze Scramble	A scavenger hunt held the day after Thanksgiving, challenging participants to learn Hanover's history while getting to know downtown Hanover.
Kid's Day	Hosted by the Hispanic American Center of Hanover in Wirt Park, a day of celebration which aims to bring Latino and other cultures represented in the community together.
Music & Art in the Park	Held at Wirt Park and features original artwork, local musicians, and games and activities for children.
Tree Lighting Ceremony	An evening of live music for visitors and residents to enjoy while awaiting the official lighting of the Hanover Christmas Tree in downtown Hanover.

New Recommendations

1. As the planning process continues to evolve on a regional and county-wide level, review existing plans with a downtown Hanover perspective and consider the impact and involvement of Main Street Hanover. Existing plans include the downtown vision, Heritage Conference Center Feasibility Study and York County Economic Development Plan. Planning efforts are also underway regarding the Joint Comprehensive Plan and the Regional Economic Development Plan.
  - 1.1. Example: To build upon the downtown vision and apply it to Main Street Hanover, the creation of a downtown mission will move the initiative forward while providing high level direction and definition.
2. Continue to utilize the Main Street Four-Point<sup>®</sup> Approach, a community-driven, comprehensive strategy used to revitalize downtowns throughout the United States. The four points are organization, design, economic restructuring, and promotion. A brief description of each of the points follows, as well as corresponding recommendations specific to that point.
  - 2.1. Design: Getting Main Street into top physical shape. Capitalizing on its best assets such as historic buildings and the traditional downtown layout is just part of the story. An inviting atmosphere can be created through window displays, parking areas, signs, sidewalks, street lights, and landscaping. Good design conveys a visual message about what Main Street is and what it has to offer.
    - 2.1.1. Create a consistent look for municipal parking.
    - 2.1.2. Develop a streetscape plan for specific areas of downtown and address sidewalk improvement, signage, gateways, and waste disposal.
    - 2.1.3. Consider all aspects of the use of bike and pedestrian facilities to improve movement and walkability while increasing safety, accessibility, convenience, connectivity, and comfort.
    - 2.1.4. Begin by focusing on improving a two block area around Center Square.

- 2.1.5. Continue to enforce codes for consistent downtown appearance. Review codes to ensure they are adequate.
- 2.1.6. Develop a Design and Walkability Plan for center square to connect energy centers through better and more vintage, human-scaled street lights, pedestrian friendly curb cuts, intersection walkways, and sidewalks. [Recommendation from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson].
- 2.2. Promotion: Selling the image and promise of Main Street to all prospects. By effectively marketing unique characteristics through advertising, retail promotional activities, special events, and marketing campaigns, the promotion strategy forges a positive image to shoppers, investors, new businesses and visitors.
  - 2.2.1. Develop a marketing plan and highlight Main Street Hanover’s niche market served by area businesses.
  - 2.2.2. Create an image campaign and promote retailers and events.
  - 2.2.3. Continue to plan events and assist the Saturdays on Main Street Committee as appropriate.
  - 2.2.4. Inventory cultural opportunities, including live music, programs for kids and adults, arts (see Recreation and Cultural Chapter).
  - 2.2.5. Encourage the creation of historical walking tours.
  - 2.2.6. Consider the creation of a “festival street” for outdoor gatherings.
  - 2.2.7. Promote heritage tourism by focusing on preserving and interpreting resources as one-of-a-kind assets that authentically reflect the local community.
    - 2.2.7.1. Designate “Heritage Resources” for those attractions, including bed and breakfasts, historically significant properties, museums, mansions, and market house located within the downtown.
  - 2.2.8. Explore the adoption of a Commitment to Historic Preservation Resolution by the Main Street Committee as well as Hanover Borough Council (See Zoning Chapter for recommendations on historic district overlays).
  - 2.2.9. Celebrate and market existing strengths and assets. [Recommendation from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson]
- 2.3. Organization: Getting everyone working towards common goals. The common-sense formula of a volunteer-driven program and an organizational structure of boards and committees assisting professional management can ease the difficult work of building consensus and cooperation among the varied groups that have a stake in the Hanover area.
  - 2.3.1. Build upon the visioning process; develop a mission statement for Main Street Hanover; develop a Strategic Downtown Action Plan that includes a downtown mission and realistic goals; develop strong public-private partnerships; and hold regular meetings to move plans forward. [Recommendations from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson]
  - 2.3.2. Execute the drafted Memorandum of Understanding between Hanover Chamber, Main Street Hanover, Hanover Borough, and Partnership for Economic Development of York County.

- 2.3.3. Apply for Main Street designation through the PA Department of Community and Economic Development.
- 2.3.4. Increase staff capacity for the Main Street Hanover initiative.
- 2.3.5. Reallocate façade grant program monies for impactful physical improvement project to brand downtown parking.
- 2.4. Economic Restructuring: Finding new or better purposes for Main Street enterprises. A successful Main Street converts unused space into productive property and sharpens the competitiveness of its businesses in order to help existing downtown businesses expand and recruit new ones.
  - 2.4.1. Identify a list of anchor buildings and determine Main Street Hanover's role in redeveloping each identified buildings.
  - 2.4.2. Create and implement a business recruitment and retention program.
  - 2.4.3. Encourage and promote redevelopment projects for increased market rate housing in the downtown.
  - 2.4.4. Inventory first and second floor vacancies in the downtown.
  - 2.4.5. Research course of action for blighted property and implement on a municipal or county-wide level.
  - 2.4.6. Maximize the visibility and usage of the Farmer's Market. Recognize it as an anchor building, encourage more usage for events and extend hours of operation during a predetermined month.
  - 2.4.7. Continue to consider goals for downtown revitalization efforts, which include preserve and strengthen existing retail, improve residents' quality of life by making the downtown a more attractive place to live and work, grow the entrepreneurial culture, and ensure the importance of reinvestment.
  - 2.4.8. Encourage the reinvigoration of downtown Hanover's merchants group.
  - 2.4.9. Consider incentives for redevelopment, including aggressive, performance-based tax abatement ordinances; develop long-term strategy to add a critical mass of new residents to downtown through market-rate housing and infill housing; strive for a critical mass goal of at least four 6's: six restaurants, six retail shops, and six venues open after 6pm within six interlocking blocks. [Recommendations from "20 Steps Forward for Downtown Hanover: A 'My Two Cents' Proposal" written by Matthew Jackson].

## Recreation & Culture

Recreation and culture create a sense of identity, linking community with common themes. By examining the current recreation and cultural climate of the Hanover area, the community can continue to encourage economic vibrancy and a high quality of life with increased recreational and cultural opportunities. Local offerings make the Hanover community unique – from Kids Kingdom, a well-known creative playground located in the Community Park in Penn Township, to Dutch Festival, held annually in Center Square, the Hanover partners pledge to celebrate the areas rich heritage and enhance the quality of life while promoting community. The purpose of this section is to increase cooperation between municipalities, schools, and community organizations to maximize use and effectiveness of recreation programs and facilities while increasing and diversifying cultural offerings in the community.

Marketing, supporting and increasing the quality of life amenities available in the County is a key workforce strategy outlined in the York County Economic Development Plan. Quality of life is linked to an innovation economy, and marketing of the area's top quality of life factors are an important aspect toward building and attracting a strong workforce that wants to live, work and play in their community. Quality of life factors may include recreation offerings, lively downtowns and arts and cultural activities among others.

For more information on recreation and culture, including key area assets and recreational facilities, refer to Appendix A, pages 15-16.

### 2002 Study Recommendations

The 2002 Study identified three issues regarding recreation: (1) extending the York County Rail Trail to downtown Hanover; (2) the availability, utilization, and future usage of recreational facilities in the area; and (3) coordinating recreation program schedules and staff among the municipalities and school districts. The Study recommended the following action steps:

1. Execute a study to determine the feasibility of an extension of the York County Heritage Rail Trail to the Hanover area.
2. Identify funding sources, planning processes, and construction costs for the rail trail connection to Hanover, if the feasibility study determines that it is favorable.
3. Strengthen communication and cooperation among municipalities and school districts. Arrange for representatives from each municipality to meet on a regular basis to discuss needs, schedules, and staffing, as well as review planned facilities and programs.
4. Create a survey to identify requirements for shared staffing needs and analyze results.

## Accomplishments since 2002

1. Rail Trail Progress:
  - 1.1. In 2003, a study conducted for the York County Rail Trail Authority explored the feasibility of a trail extension towards Hanover. The study found that the 16.5-mile trolley corridor, dating back to the 1900's, was suitable for trail development. Two sections of the trail were recommended for immediate development:
    - 1.1.1. A 4.5 mile stretch linking Menges Mills to Bair Station located in Jackson Township and Spring Grove Borough.
    - 1.1.2. A 1.5 mile section from Hanover Borough to the Penn Township/Heidleberg Township Line.
  - 1.2. Construction began in June 2008 on two sections of the Trolley Trail, including approximately one mile in Hanover Borough from Moul Field to Penn Street. That section of the trail opened to the public in the Fall of 2008.
  - 1.3. In 2012, the Township received a Community Conservation Partnership Program Grant from the PA Department of Conservation and National Resources (DCNR), which the Township plans to match in donated manpower and equipment. The grant will fund design and materials for the Township's portion of Cherry Tree Court, a leg of the Rail Trail crossing both Wilson Avenue and Barnhart Drive and ending at Gitts Run Road.
2. In 2005, the community supported a local effort to install 13 Battle of Hanover wayfinding panels. The Hanover Area Chamber of Commerce, in partnership with the Borough and the Hanover Area Historical Society, led the initiative.
3. In 2006, Hanover applied for and was designated a Preserve America Community and received a Preserve America Grant. The grant funded development of interpretive and educational programs to showcase Hanover's rich civil history and heritage for citizens of the area, as well as heritage tourists. The program was developed in cooperation with Hanover Borough Council, Hanover Area Chamber of Commerce, Harrisburg Area Community College and Hanover Area Historical Society.
  - 3.1. A component of the grant included presentations to adult learners, school children and tourists. Curriculum incorporated existing historical assets, signage, markers and interpretive panels with a living history component.
  - 3.2. The grant funded development of a two-mile self-guided walking tour highlighting historic accounts in the downtown.
  - 3.3. A goal of the project was to promote and increase heritage tourism in the Hanover area, while connecting with the Civil War Trails experience in South Central Pennsylvania. It complimented the installation of the Battle of Hanover historical markers and other signage installed by Pennsylvania Historical & Museum Commission (PHMC) and the Pennsylvania Civil War Trails.
4. In 2006, Hanover Hospital and Adams-Hanover Counseling Services released a report titled *Hanover Area Hispanic Empowerment Network Initiative*. It focused on the Hispanic population of the Hanover area, with the purpose of identifying unmet needs and service gaps among Hispanics in the Greater Hanover Area. The initiative was awarded two grants from the York County Community Foundation and Pennsylvania Department of Health.

5. In November of 2006, The Hispanic American Center of Hanover opened its doors to provide services to the Hispanic community of Hanover and the surrounding areas, addressing the need for English as a Second Language classes.
6. In 2007, five additional wayfinding panels were installed in partnership with the PA Department of Community and Economic Development as a part of the Civil War Trail program for a total of 18 wayside panels.
7. In 2009, the Cultural Alliance of York County released a five year Community Cultural Plan, a blueprint to make creativity central in community development and economic prosperity. The Plan inventoried art, culture and heritage assets throughout York County. The Plan also developed a strategy to move toward a collective vision, with specific recommendations for the Hanover area, including:
  - 7.1. Develop way-finding signage (Objective I.C.1)
  - 7.2. Create an arts incubator in the cities of York and Hanover (Objective III.C.1)
  - 7.3. Review the inventory of York County offerings and determine gaps (Objective III.E.1)
  - 7.4. Facilitate arts and heritage sector involvement in downtown revitalization (Objective VI.B.1)
  - 7.5. Improve creative sector and tourism collaboration (Objective VI.D.1)
8. In 2010, the Pennsylvania Civil War Trails developed a four day tour titled: *Civil War Trails and Beyond, Follow Me to 1863*. The tour features Hanover, as well as Gettysburg, York, Lancaster and three other communities. Civil War Trails and Beyond is a cooperative partnership of the Pennsylvania Tourism Office, Pennsylvania Historical & Museum Commission, Pennsylvania Department of Transportation, AMTRAK, Jump Street Inc., The National Civil War Museum, Preserve America and the Dutch Country Roads Destination Marketing Organizations of Adams, Franklin, Cumberland, Dauphin, Lancaster, and York Counties.
9. In 2012, the Hanover Chamber, Borough and private business collaborated to conduct a feasibility study for a proposed Heritage Conference Center. See Main Street Hanover chapter for more information.
10. In 2012, the York County Economic Alliance created a community profile for the South Western Region of York County, including a segment highlighting the attractions of both Penn Township and Hanover Borough. The segment inventoried municipal and State parks and noted the proximity to Codorus State Park, a key asset of the region.
11. In 2012, the Friends of the Hanover State Theatre, a citizen-led non-profit organization, formalized its efforts to preserve the historically significant State Theatre located one block west of Center Square Hanover on Frederick Street. The Friends' goal is to purchase, renovate and preserve the Theatre to become Hanover's recognized venue for performing arts, movies, events and educational opportunities. For more information, see Main Street Hanover chapter.
12. In 2012, Penn Township and South Western School District adopted "Young Lungs at Play," an initiative to help communities create tobacco free parks, playgrounds and recreational areas for children. This effort is in compliance with indoor or outdoor clean air policies, which requires signage to announce the policy and inform visitors.
13. Cultural assets include the Eichelberger Performing Arts Center, Hanover Little Theater, Hanover Area Arts Guild, Hanover Area Historical Society, Fire Museum, Sheppard-Myers Mansion, Warehime-Myers Mansion, R. H. Sheppard Co. Museum and existing events.

14. Existing events, as well as new events, have added to the cultural offerings of the Hanover community, including Dutch Festival, 4<sup>th</sup> of July, Chili Cookoff, Chalk it Up, Art and Music in the Park, Halloween Parade, Annual Diversity Summit, and more.

### New Recommendations

1. Rail Trail Progress:
  - 1.1. Construction is planned in Spring 2013 for Penn Township's portion of the trail at Cherry Tree Court, crossing both Wilson Avenue and Barnhart Drive, and ending at Gitts Run Road, approximately one mile. The Township's goal is to complete and open the Cherry Tree Court portion of the Trolley Trail by December 2013.
  - 1.2. Encourage Heidleberg Township to move forward in developing the trail, with their portion beginning at Gitts Run Road.
  - 1.3. As suggested in "The MAP Heritage and Conference Center" document, written by Matt Jackson, a freelance writer and consultant based in the Hanover area:
    - 1.3.1. Consider renaming the "Trolley Trail" to a more prominent and historically significant name that captures the vision and brand of Hanover. To accomplish this recommendation, individuals could submit suggestions and the community could vote.
    - 1.3.2. Make the extension of the Hanover branch of the York Trolley Trail to Spring Grove a priority.
    - 1.3.3. Focus on improving the appearance, visibility, safety, and branding of the Hanover Trail as it snakes from Moul field to downtown. Taking cues from best practices in other cities, paint green bike-only lanes on Borough streets and add bike racks near the Lincoln plaque on Railroad Street to encourage bike traffic, increase bike safety, and to link cyclists to the [proposed] Heritage Conference Center.
2. Consider the creation and implementation of "Bring on Play" for the Hanover area; review York City program as a model and facilitate buy-in from community organizations. Consider starting the process by selecting a date and promoting a "Day of Play" in Hanover; tie in rail trail, school districts, library, YMCA, YWCA, and the Chamber and identify a lead for the project.
3. Promote the adoption of "Young Lungs at Play" in both Hanover Borough and Hanover Public School District.
4. Consider dog friendliness in the planning process for new parks or improvement to existing parks.
5. Follow up with and collaborate with the Cultural Alliance on the Hanover specific objectives and strategies as noted in the Cultural Alliance of York County's Community Cultural Plan 2009-2014.
6. As new home construction accelerates in Penn Township, utilize the recreation fees for the following projects:
  - 6.1. Penn Township Community Park, home of Kids Kingdom Creative Playground, a 32-acre site located in the southern recreation zone of the Township
    - 6.1.1. Build restroom facilities.
    - 6.1.2. Pursue the possibility for a public or private indoor recreation area, dependent on demand.
    - 6.1.3. Consider a walking trail around the property.

- 6.2. Young's Woods Park is a passive recreation facility located in the central recreation zone
  - 6.2.1. Consider a walking trail around the property.
- 6.3. Begin to pursue options for developing a park in the second recreation zone, located in the central portion of the Township. The Township's goal is to expand each of the existing parks and create a park in the northern end, once demand has been demonstrated.
- 7. Increase the number of organized events at recreation facilities throughout the Township and Borough.
  - 7.1. Consider sharing facility usage data of the Township and Borough and surrounding municipalities, as appropriate in an annual March meeting; discuss usage and strategies to maximize impact.
- 8. Identify working groups to conduct the following studies:
  - 8.1. Inventory cultural events/attractions and conduct a SWOT (strength, weakness, opportunity, threat) analysis to identify needs and niches not currently being met; publish this information in a centralized location for business owners, residents, municipal officials, and community organizations to readily access; update this information annually; utilize the Cultural Alliance of York County's Community Cultural Plan as a starting point.
  - 8.2. Inventory green space and compare against other municipalities; create a list of recommendations for improving recreation and cultural offerings based on the inventory outcome to maximize usage.
- 9. With the inventories listed above, examine the collective cultural and recreational offerings of the region and investigate opportunities to expand uses, cross promote and identify needs; create a recreation and cultural action plan for the region and tie it to the Regional Economic Development Plan.
- 10. Develop a partnership between schools and municipalities to collectively promote outdoor facilities which are free and/or available to the public; the partnership could also cross promote the many adult education programs offered by both the schools and municipalities.
  - 10.1. To promote the outcome of this recommendation, maximize use of municipal and school newsletters for shared information; consider utilizing the skills and building experience of high school students to lend design components for the newsletters, with each municipality providing content.
- 11. Strategically increase number of cultural/historical elements in the region.
  - 11.1. Possibilities include a guided walking trail highlighting historical events and architecture; authentic restaurants could feature cultural music and dance. See Main Street Hanover chapter for downtown specific recommendations.
- 12. Enhance the relationship, establish partnerships, and increase the visibility of community organizations located outside of the boundaries of the Borough and Township with County or region-wide reach. Opportunities include the York County Community Foundation, the Cultural Alliance of York County, Creativity Unleashed, York County Heritage Trust, and the York County Convention and Visitors Bureau. Explore cross marketing opportunities with community organizations.
- 13. Continue to promote the Battle of Hanover self-guided walking tour and include Main Street Hanover information in related materials.

14. Promote Hanover's connection to the Civil War Trail and incorporate in overall community brand and destination marketing strategy moving forward.
15. In planning and place making efforts, utilize Preserve America Community resources to capitalize on the community's unique history and rich heritage.
16. Encourage and promote a community approach to both the Battle of Hanover's 150<sup>th</sup> Anniversary and the Borough's 250<sup>th</sup> Anniversary in 2013.
17. Continue to promote and advance a multidimensional public art program. See Main Street Hanover chapter, Chalk it Up, for more information.

## Transportation

Transportation, the system or act of moving people or goods from one place to another, remains a priority for both Hanover Borough and Penn Township. The transportation system in the Hanover area includes a substantial road network as well as rail, air, water, public transit, and pedestrian movement. Both the Borough and Township are committed to a proactive approach to both transportation and interconnectivity as transportation is a vital part of goods movement and regional commerce. To benefit all stakeholders, the municipalities consider and evaluate a full range of improvement alternatives and potential projects with a maintenance-first approach. By investing in preventive maintenance, safety, operations, and increased interconnectivity of the existing network, the municipal partners will continue to maximize resources.

The Hanover area is strategically located close to major domestic and international markets, and lies within a 500-mile radius of 40 percent of the nation's population and 60 percent of Canada's population.

Transportation for the Hanover area is as follows:

**Road Network:** The Hanover area is centrally located in the southwestern corner of York County in South Central Pennsylvania, and is easily accessible via PA State Routes 94, 194 and 116.

**Rail:** York Railway and CSX Transportation provide freight service to the area.

**Air:** The nearest airport, Hanover Airport, is located in Adams County and is a small, general service airport with a turf runway. York Airport is located along US Route 30 between York and Gettysburg, and is located within 13 miles of Hanover. Harrisburg International Airport (HIA) is the main international airport for South Central Pennsylvania and is located within 47 miles of Hanover. Baltimore Washington International Thurgood Marshall Airport (BWI) is a large commercial airport located within 52 miles of Hanover.

**Water:** The Port of Baltimore, located within 52 miles of Hanover, is comprised of publicly and privately owned marine terminals, shipping both foreign and domestic cargo. Its central location in the mid-Atlantic region provides access to an outstanding network of highways, reaching 35% of America's manufacturing base overnight.

**Public Transit:** Rabbittransit serves the Hanover area with public transportation services. Rabbittransit is a regional public transportation provider offering a variety of transportation services to the residents of York, Adams, and Northumberland Counties. In addition to a public bus system of twelve routes serving York and its surrounding suburbs and three routes serving Hanover, rabbittransit provides county-wide Shared Ride service, park-and-ride lots, para-transit services and employer subsidized shuttles. Rabbittransit was the first transit system in the State to implement hybrids vehicles.

For more information on the road network, transportation channels, and commuter patterns, refer to pages 17-19 in Appendix A.

### 2002 Study Recommendations

Joint municipal meetings were held to fully understand the traffic patterns and volumes that exist in the region. The following recommendations were published:

1. Traffic statistics – a study determined that the current roadway network would not accommodate future transportation demand adequately. As a result, the goal for this segment was to develop a set of improvements that would address the areas of congestion.
2. The next step was to develop and analyze alternative roadway networks in a two-cycle process, as follows:
  - 2.1. Cycle One examined specific alternatives to be tested.
  - 2.2. Cycle Two was a more detailed analysis that included final recommendations for the Transportation Improvement Program.
    - 2.2.1. Widen PA Route 94 to four travel lanes and add a center turn lane between Appler Road to Kuhn Drive.
    - 2.2.2. Transportation improvements in Penn Township, including:
      - 2.2.2.1. Improve alignment at Ridge Avenue/Wilson Avenue intersection
      - 2.2.2.2. Upgrade Center Street to improve travel time and provide an improved connection to Ridge Avenue. In conjunction with the Center Street Improvement Project currently listed on the 12-year plan, this project would necessitate acquiring property(s) in order to improve, widen and signalize the intersection to facilitate movement primarily for the business and industries located on the corridor between Ridge Avenue in the Borough and York Street in Penn Township.
      - 2.2.2.3. Upgrade the horizontal alignment at Baer Avenue and construct a new roadway to provide a connection between PA Route 94 south of Black Rock Road and Baer Avenue. Signalize PA Route 94 at the intersection of the extended Baer Avenue.
      - 2.2.2.4. Signalize the Breezewood Drive/Grandview Road/Black Rock Road intersection to reduce delay. Reduce the physical geometry of the intersection to a four-way by relocating the existing Breezewood Drive leg of the intersection west of the current location.
      - 2.2.2.5. Improve Breezewood Drive between PA Route 116 and Black Rock Road. Extend Breezewood Drive north from PA Route 116 to Ridge Avenue.
      - 2.2.2.6. Build a new roadway (Industrial Road) between Fame Avenue and Wilson Avenue.
      - 2.2.2.7. Realign the Moul Avenue/Moulstown Road/PA Route 194/Eisenhower Drive intersection.
    - 2.2.3. Extend Eisenhower Drive through Adams County. Two roadway segments are recommended for construction:
      - 2.2.3.1. Construct a two-lane Eisenhower Drive extension between High Street and Oxford Avenue.

- 2.2.3.2. Continue the Eisenhower Drive extension between Oxford Avenue and Sunday Drive.
- 2.2.4. Conduct resurfacing and spot widening along PA Route 94 between Granger Street to the Maryland State Line.
- 2.2.5. Construct a new connector roadway between PA Route 116 at Centennial Road to Blettner Avenue. The new connector would utilize existing Airport Road and serve the Industrial area.
- 2.2.6. Construct an extension of High Street from Wetzel Drive into Oxford Township, Adams County. The extension would connect with Hanover Road.
- 2.2.7. Conduct a Safety and Mobility Study for downtown Hanover and optimize the signal timings along PA Route 94, PA Route 116, and PA Route 194.
- 2.2.8. Grace/Baltimore Street Improvement – This project would entail securing properties for the construction of a parallel access road that would service the east side of Baltimore Street in the Township’s Shopping Commercial (S-C) Area.
- 2.2.9. Blettner Avenue Bridge – In conjunction with Conewago Township, Adams County, Blettner Avenue was widened and improved. In order to complete the project and realign and reconstruct the Blettner/Frederick intersection it is necessary to widen this bridge. Blettner Avenue is one of Conewago and Penn Townships’ primary industrial areas.
- 2.2.10. Widen Moulstown Road, Fame Avenue to Gitt’s Run Road.
- 2.2.11. Extend Moul Avenue from Fame to Moulstown Road.
- 2.2.12. Widen Wilson Avenue between Cherry Tree Court and Barnhart Drive
- 2.2.13. The intersections of PA Routes 94 and 116, Frederick, and High Street are problems for truck turning. Thirteen accidents in a four-year period involve trucks being unable to negotiate this turn. Possible solution is to re-sign Elm Avenue from PA Route 116 to PA Route 94 at Library Place.

Accomplishments since 2002

1. As population and industry grow, examining traffic patterns continues to be a priority for the municipalities. Since the 2002 Study, the following projects were completed, in direct correlation to the Transportation Improvement Program:
  - 1.1. PA Route 94 was widened to four travel lanes with a center turn lane between Appler Road to Kuhn Drive. [Completed in the Summer of 2012]
  - 1.2. Penn Township transportation improvements:
    - 1.2.1. Improved alignment at Ridge Avenue/Wilson Avenue intersection [Completed]
    - 1.2.2. Signalized the Breezewood Drive/Grandview Road/Black Rock Road intersection to reduce delay. Reduced the physical geometry of the intersection to a four-way by relocating the existing Breezewood Drive leg of the intersection west of the current location. [Completed]
    - 1.2.3. Built a new roadway (Industrial Road) between Fame Avenue and Wilson Avenue. [Completed]

- 1.2.4. Realigned the Moul Avenue/ Moulstown Road/ PA Route 194/ Eisenhower Drive intersection. [Completed]
- 1.3. Conducted a Safety and Mobility Study for downtown Hanover and optimized the signal timings along PA Route 94, PA Route 116, and PA Route 194. [Study completed along Eisenhower Drive as part of Gateway and 94 improvements]
- 1.4. Widened Moulstown Road and Fame Avenue to Gitt's Run Road. [Widened all but one section of Moulstown Road on north side]
- 1.5. Extended Moul Avenue from Fame to Moulstown Road. [Completed]
- 1.6. Widened Wilson Avenue between Cherry Tree Court and Barnhart Drive. [Completed]
- 1.7. Noted that PA Routes 94 and 116, Frederick, and High Street are problems for truck turning, with 13 accidents occurring in a four-year period due to trucks being unable to negotiate this turn. Elm Avenue radii was increased at Route 94. [Completed]
- 2. The York Adams Transportation Authority (YATA) was created in 2001 with a merger between the York County Transportation Authority (YCTA) and the Adams County Transit Authority. Since November 2009, both organizations have worked to create a new, single organization to meet the transit needs for both Counties. The coordination has created a centralized Call Center and Mobility Planning Office that assists all paratransit riders from both York and Adams Counties. The merger will provide additional opportunities for increased efficiencies as administrative functions are streamlined. The new organization, known as the York Adams Transportation Authority, will continue to utilize the rabbittransit brand.
  - 2.1. In 2012, rabbittransit released a 2013-2015 Strategic Plan, which outlined four strategic goals:
    - 2.1.1. Enhance the customers' mobility experience by emphasizing and delivering friendly, consistent and reliable services.
    - 2.1.2. Build a culture of excellence through a talented workforce that shares a vision of mutual trust and respect.
    - 2.1.3. Utilize technology to improve operations, enhance mobility and improve customer services.
    - 2.1.4. Leverage our regional transit service and leadership position to secure the resources needed to advance our mission and vision.
- 3. In 2011, the York County Economic Development Corporation researched commuter patterns for the Hanover area and included the information in the Borough and Township profile.
- 4. Prior to the 2010 Census, the Hanover area was identified as an Urban Cluster. As a result of 2010 Census, the Hanover area shifted from an Urban Cluster to an Urbanized Area and consists of a population of over 65,000 and includes municipalities in both Adams and York Counties. Both Penn Township and Hanover Borough are in the newly defined Urbanized Area and are now linked to the US Route 30 corridor beginning at the York and Adams County border, moving westward to include the previously identified Gettysburg Urban Cluster. This shift in data directly impacts transportation planning for both Adams and York Counties.
  - 4.1. In 2012, York County Planning Commission and Adams County Planning Commission began to meet to discuss transportation planning options as a result of the data shift to the Hanover Urbanized Area.

## New Recommendations

1. Integrate Transportation and Land Use in planning efforts, including the Joint Comprehensive Plan and Regional Economic Development Plan, as appropriate
  - 1.1. Encourage stronger land use-transportation linkage in the initial meetings of the Joint Comprehensive Plan Committee.
  - 1.2. Identify opportunities for community enhancement, including local network connectors, sidewalks, complete streets, and walkability.
  - 1.3. Consider all modes of transportation.
  - 1.4. Direct growth and infrastructure to appropriate locations.
  - 1.5. Improve the function of the overall system with the land use context.
  - 1.6. Focus on connectivity.
  - 1.7. Work with York County Planning Commission to map transportation challenges.
2. Encourage multi-municipal plans to address transportation as a regional system.
3. Examine parking ordinance for new commercial development - indicate 75% of parking with 25% green space, until parking need is demonstrated.
4. Promote consistent and attractive gateways between municipalities and Counties, establishing a greater sense of place, including downtown gateways.
5. Actively participate in the development of rabbitransit Transit Development Plan to identify new routes for the Hanover service area and a new transit hub location in downtown Hanover. Assist in the implementation of Transit Development Plan.
6. Identify and inventory a priority list of intersections and roads to address and specify the needs for each. Communicate this list to surrounding municipalities, utility companies and regional community organizations for best planning practices.
7. With the 2010 Census shift to a Hanover Urbanized Area, continue to work on a regional and county level to share information and plan appropriately. Support Adams County Transportation Planning Organization's efforts to become a Metropolitan Planning Organization (MPO) [currently it is a Rural Planning Organization] and build toward larger unification between the transportation planning organizations of both York and Adams Counties.
8. Continue to communicate with the York County Planning Commission regarding transportation projects and express priority projects for the candidate list for the MPO/12 Year Plan.
9. Continue building relationships with partners in York and Adams Counties, including Adams County Economic Development Company, Adams County Planning Commission, Gettysburg Convention and Visitors Bureau, York County Convention and Visitors Bureau, and York County Planning Commission.
10. Consider the following Borough provided recommendations:
  - 10.1. Kindig Lane improvements at High Street.
  - 10.2. Continue Chestnut Street to Blettner Avenue.
  - 10.3. Service Road along Eisenhower Drive to Eichelberger Street.
  - 10.4. Intelligent transportation systems of signals and preemption devices.
  - 10.5. Complete sidewalks.
  - 10.6. Study walkability, including the need to walk to shopping districts.

- 10.7. Create park n ride lots.
- 10.8. Complete Wilson Avenue at George Street.
- 10.9. Study Oxford Avenue continuation to Edgegrove Road.
- 10.10. Upgrade railroad crossings.
- 10.11. Study potential roundabout locations.
- 11. Consider the following Township provided recommendations:
  - 11.1. Realign and widen Frederick Street/Blettner Avenue intersection.
  - 11.2. Upgrade Blooming Grove/Grandview Road traffic signals.
  - 11.3. Improve Baltimore Street (Route 94) from Clover Lane south to increase capacity.

## **Workforce Development**

Penn Township and Hanover Borough recognize that a diverse and talented labor pool is vital for growing the Hanover economy and is the foundation for a vibrant community. This chapter takes an in-depth look at partnerships and programming and encourages the creation of a lifelong learning environment that retains a strong business base and attracts new businesses.

Hanover area non-profit organizations contribute largely to the workforce development network, working in tandem with all levels of education, including early childhood, secondary, and post-secondary. Services offered supplement and complement the education system, working together to create the best possible environment for the Hanover area community.

For more information on school districts, workforce statistics, and top area employers, refer to pages 20-26 in Appendix A.

### 2002 Study Recommendations

1. Outline and update Hanover area service providers and the training initiative(s) that they provide. Service providers recognized in the 2002 Study include the William F. Goodling Regional Advanced Skills Center, Harrisburg Area Community College (HACC) – Gettysburg Campus, The Greater Hanover Area Family Center, Hanover Area Chamber of Commerce, The Manufacturers’ Association of South Central PA, Hanover Borough, and Penn Township.
2. Hold business roundtable meetings regularly to discuss workforce development needs of area employers.
3. Continue to work together in a coordinated manner to address workforce needs.
4. Coordinate municipal and industry workforce programs to ensure efficiency.
5. Encourage industry involvement in the development of training programs, oversight, and evaluation of course offerings.

### Accomplishments since 2002

1. On the basis of a 2001 YorkCounts report titled, “Defining our Future in York County,” a Commission created an action team focused on workforce development. In 2004, the YorkCounts action team released “Charting a Brighter Future for All: The Time is Now,” which outlined the following conclusions regarding the workforce development system in York County:
  - 1.1. All the right pieces are in place for effective workforce development, but a lack of coordinated efforts means that valuable resources, such as funding, information exchange and collaboration, are inconsistent and under-utilized.
  - 1.2. Creation of an oversight entity, the Office of Workforce Development, would streamline efforts to accomplish the following objectives:
    - 1.2.1. Develop a system to assess the County’s workforce skill development needs.

- 1.2.2. Identify redundancies, gaps and the “fit” of current efforts in the context of business needs and the county-wide development plan.
  - 1.2.3. Develop ways to link education systems and training resources with workforce development programs to ensure that programs respond to current and future needs of County employers.
  - 1.2.4. Identify and develop resources to drive strategies for cultivating a diverse workforce that aligns with the County’s strategic economic needs.
  - 1.2.5. Cultivate a workforce environment that recognizes the need for and value of lifelong learning and skills development.
2. In 2006, the York County Economic Development Corporation (YCEDC) completed a feasibility study for the proposed Office of Workforce Development. The purpose of the study was to review and, as necessary, refine the YorkCounts recommendations to establish an effective workforce development response. In early 2007, Fairweather Consulting released a report titled “Supporting a Tradition of Excellence: A Proposal for an Office of Workforce Development.”
  3. In 2008, the YCEDC launched the Office of Workforce Development (OWD) to address two primary areas: (1) create a network of service providers to address existing workforce issues facing individual employers through a case management approach; and (2) serve as a catalyst for addressing long term workforce development issues for both employers and service providers. The OWD has become the facilitator for workforce development in York County and works to attract and retain skilled professionals and build collaboration between the business and education communities to better prepare the future workforce. Updated cluster analysis information is utilized to address workforce development initiatives and programs. An Advisory Committee was developed for guidance and information sharing.  
OWD outcomes include:
    - 3.1. Launched in 2009, the Design Center Website was developed to attract engineering and design professionals to York County.
    - 3.2. A Service Provider Database was created in 2010 in response to the Fairweather Consulting report and is featured on the OWD section of the Economic Alliance website.
    - 3.3. In 2010, the OWD established the Career Pathways/STEM (Science, Technology, Engineering, Mathematics) Leadership Team.
    - 3.4. In 2010, the OWD compiled a directory of youth programs in York County and published the list via their website.
    - 3.5. In 2010, the York County Alliance for Learning (YCAL) affiliated with the YCEDC to improve business and education connections and the implementation of career education, relevant academic experiences, and work based experiences for students and educators in York County. YCAL promotes the 16 National Career Clusters through its programming. Both South Western School District and Hanover Public School District are members of YCAL, and have access to the following programs:  
Student focused programs:
      - 3.5.1. Afterschool Mentoring Programs - focused on career pathways including accounting, architecture/construction/engineering – both design and skilled trades, arts, banking,

culinary, entrepreneurship, hospitality and business, human services, information technology, insurance, law, and manufacturing.

3.5.2. Career Opportunities Program - an in-school program focused on skills needed for the workforce, including job preparedness, attainment and retention.

3.5.3. Job Shadow Fair - a regional approach to promote and connect students to area employers with job shadowing opportunities.

Educator and Administrator focused programs:

3.5.4. Educator in the Workplace - provides educators with the opportunity to observe and experience the business environment.

3.5.5. Career Education and Work Standards Symposium - an event focused on Pennsylvania's academic standards, which include Career Awareness and Preparation; Career Acquisition; Career Retention and Advancement; and Entrepreneurship.

3.5.6. Innovation Grants – provides educators with access to capital to implement classroom innovation regarding career exploration and awareness in the form of seed money grants, up to \$1,000 each.

3.5.7. Business and Education Partnership Roundtable - provides school district leadership with the opportunity to discuss challenges with business leaders and provides the framework for them to work together to find creative solutions. This event is held annually, and was introduced in 2011.

4. In 2002, the Hanover Area Chamber of Commerce created a Workforce Development Committee in response to education and employer needs. The Committee is a unique partnership between local business and educational leaders and serves as a platform to share information and to develop collaborative programs.

Outcomes of the Hanover Chamber Workforce Advisory Committee include:

4.1. The creation of the Hanover Center for Workforce Excellence (HCWE) in 2008 to address training opportunities and skill enhancement of the local workforce. Located at 400 Pine Street, adjacent to R. H. Sheppard, HCWE offers both lab space and classroom space equipped with computers. Through a partnership with Harrisburg Area Community College (HACC) – Gettysburg Campus, credit classes are offered in areas such as industrial electricity and automation. The site also offers workforce training programs in areas such as communication, soft skills, and computer technology.

4.2. In partnership with HACC – Gettysburg Campus, high impact high school programs were developed that articulate into HACC credits. Intro to Manufacturing was established in 2006 and Intro to Healthcare was established in 2008. Both programs provide relevant, hands-on experience for those participating students, and the healthcare program enables students to obtain the Certified Nursing Assistant certificate.

4.3. The Workplace & Career Readiness Camp is a week-long course designed to introduce incoming sophomores and juniors from Hanover Public and South Western School Districts to in-demand and nontraditional career options within local businesses and industries.

4.4. Business Ethics is a daylong workshop that introduces high school students to ethical decision making.

- 4.5. Hanover Area Young Professionals was launched in 2012, with a primary focus of networking and professional development.
- 4.6. Leadership Hanover was also launched in 2012, and provides participants with the opportunity to establish contacts with community leaders and understand key organizations, both public and private, that drive the economy.
5. HACC is actively involved in the Hanover community and offers training at the following Hanover locations:
  - 5.1. Hanover Center for Workforce Excellence, 400 Pine Avenue, Hanover
    - 5.1.1. Technical skills training include Industrial Electric, Electrical Safety, Motor Controls and Troubleshooting, PLC, Sensors, Hydraulics, Pneumatics, Mechanical Power Transmission, Math & Measurements, and Computer Overview for Maintenance.
    - 5.1.2. Soft skills training include Problem Solving and Basic Communications.
  - 5.2. Hanover Hospital Wellness & Education Center, 400 York Street, Hanover
    - 5.2.1. Courses offered include Intermediate Algebra, Intro to Sociology, World History, and Yoga.
  - 5.3. South Western High School, 225 Bowman Road, Hanover
    - 5.3.1. In 2007, HACC applied for and received a grant to purchase welding equipment for the benefit of the Hanover area. In partnership with South Western School District, the welding equipment is located in the technical welding lab at the high school for in-school education, with HACC offering evening classes.
    - 5.3.2. Courses offered include Welding Applications, Intro to Philosophy, General Psychology, and Western Civilization.
  - 5.4. Hanover High School, 401 Moul Avenue, Hanover
    - 5.4.1. Course offered in Intermediate Algebra.
6. In 2009, the York County Commissioners adopted the York County Economic Development Plan as part of the County Comprehensive Plan. A key strategy area was workforce development. According to the Plan, York County needs to develop a workforce that includes: younger workers to replace retirees, skilled and educated workers to fill gaps and workers to fill critical shortages. Economic Development Plan recommendations related to workforce include the following:
  - 6.1. Provide a clearinghouse for workforce development through the York County Economic Alliance's Office of Workforce Development.
  - 6.2. Conduct workforce forums with employers to stay aware of changing workforce needs on an annual basis, particularly for target industry clusters.
  - 6.3. Offer information outreach on emerging and growing industries.
  - 6.4. Develop networks for a young workforce.
  - 6.5. Form a public education advisory group to serve as advocates for k-12 education.
  - 6.6. Market and support quality life amenities to capture young workers and compete for the creative class.
7. In 2012, Penn State York and Guthrie Memorial Library partnered to offer dual enrollment classes for Hanover area high school students.
8. South Western School District, educating students from Penn, Manheim and West Manheim Townships, is committed to offering career exploration opportunities to its students.

- 8.1. Programs offered include: Career Pathways, a flexible career grouping in one of six pathways [Agriculture and Natural Resources, Arts and Communication, Business, Information Management, and Marketing, Engineering and Industrial Sciences, Health and Related Services, and Social and Human Services] that focuses on students elective courses that prepare them for specific career goals; and Choices, a computerized career portfolio program that provides students with information on occupations matching their interests/abilities.
- 8.2. South Western also has a Business Advisory Board, a partnership between the District, businesses and educational institutions which strives to communicate information and ideas and promote opportunities for feedback and collaboration for career programming.
9. Hanover Public School District offers many career relevant programs to its students, approximately 1,500 students living within the Borough.
  - 9.1. Programs offered include: Link Crew, a leadership training program for upperclassmen who mentor and assist in the 9th grader's transition from middle school to high school; mock interviews; Hanover High School's One-To-One computer initiative gives all students a Google Chromebook they keep for all four years of high school; internship placements; Careers Course for all juniors within the family and consumer living sequence of courses; and new for the 2012-2013 school year, courses in 21st Century living and technology, as well as entrepreneurship and career exploration available for all freshmen.
  - 9.2. Clearview Elementary School, part of Hanover Public School District, was honored as the first green building in the State of PA in 2003. The school district has committed to augmenting its curriculum to include the lessons the building teaches, and will conduct a student performance study in partnership with a local university to compare test results in this daylight facility with test results in its other elementary schools.

Note: For more in-depth school district specific programming, see attached. Both South Western and Hanover Public are engaged in the workforce initiatives outlined and actively promote all initiatives within their respective District.

### New Recommendations

Moving forward, the Hanover area will continue to focus on career and college readiness for area youth and up skilling the incumbent workforce to meet the needs of area employers. To remain competitive, emphasis will be placed on the area's greatest asset, its people, to grow an innovative economy.

1. Youth/Future Workforce Specific
  - 1.1. Work with York County School of Technology in conjunction with Chapter 339 of PA School Code to evaluate efforts in elementary and middle schools regarding career education and counseling and how it fits into the comprehensive guidance counselor plan
  - 1.2. Encourage students to get involved in downtown revitalization efforts and participate in events.
  - 1.3. Move toward customized student plans/pathways with flexibility
  - 1.4. Encourage each School District to review and update its program summary report annually.

2. Support YCAL's efforts to:
  - 2.1. Expand its job shadow fair to encompass more districts within the county by holding an eastern and western York County Job Shadow Fair.
  - 2.2. Enhance the "Volunteer Your Time" component of its website to collect internship, apprenticeship and job shadowing opportunities available for youth and promote those opportunities to employers, educators and students to maximize awareness.
  - 2.3. Promote and encourage the creation of job shadowing and internship programs to the business community.
  - 2.4. Promote the use of the innovation grant program to member schools to help fund the implementation of impactful outcomes of the Business and Education Partnership Roundtable.
3. Incumbent Workforce Specific
  - 3.1. Assist in maximizing the use of the HCWE to best meet the needs of area employers. Currently, the Center is closed two to three days per week and in the evenings. Continue to promote partnerships to fill available time with appropriate and relevant programming. An example of successful partnership is with HACC and the York County Literacy Council. In the Spring of 2013, the Literacy Council will hold pre-GED courses at the Center. By partnering with organizations that offer complimentary training, the Center will increase its scope, reach and impact.
  - 3.2. Encourage partners to participate in the South Central Workforce Investment Board's (SCWIB) survey, in the development phase, to gauge workforce development needs on a county-wide level. Share the final report with the community and discuss results with appropriate committees for future programming needs. The survey will be distributed to each of the eight counties it services, including both York and Adams.
  - 3.3. Expand the York County Economic Alliance's International Business and Workforce Expo to include a workforce component to engage students, educators and workforce service providers, maximizing synergies.
  - 3.4. Encourage Hanover area employers, service providers, and educators to engage in the new advisory committee structure of the OWD, with a focus on employers, service providers, and youth.
  - 3.5. Research and pursue the development of a 2+2+2 program in the Hanover area. This program links the last two years of high school education with two years of an associate degree with the last two years of a four year degree. If the research is favorable, facilitate the engagement of area high schools and educational institutions to implement the program. Note: in downtown Hanover's visioning process (see Main Street Hanover Chapter for more information), the community communicated its desire to have a post-secondary presence in the downtown.
  - 3.6. Promote the Creativity Unleashed Committee's new workforce attraction brand, "America's Art and Design Capital," for consistent county-wide branding efforts and encompass workforce components including the Design Center website.

## Zoning

Appropriate zoning attracts business to the community by reducing barriers and aids in the retention and expansion of our existing business base. This chapter encourages cross-municipal information sharing and decision making about the types of regulatory techniques used in individual jurisdictions with respect to growth management. The effective use of resources, or growth management, refers to the appropriate zoning approach for development, redevelopment, infill, ingress/egress, historic preservation, and land preservation for the benefit of our local population and economic prosperity.

Zoning maps for both Hanover Borough and Penn Township are displayed in Appendix A, pages 27-28.

### 2002 Study Recommendations

Land use practices and zoning are a high priority for York County, specifically Hanover Borough and Penn Township, due to the majority of the Region being designated as an Established Primary Growth Area. The 2002 Study examined the relationship between the Borough and Township, and recommended the following ways to improve zoning throughout the Region:

1. Increase consistency in the zoning district classifications between the two municipalities.
2. Form a Joint Municipal Planning Commission and prepare/adopt a Joint Municipal Comprehensive Plan.
3. Create/adopt a Joint Municipal Zoning Ordinance as a tool to implement the adopted Joint Municipal Comprehensive Plan.
4. Improve multi-municipal communications for increased cooperation, effective land use and efficient infrastructure.

### Accomplishments since 2002

1. Initial progress was made to realign Zoning Ordinances to achieve consistency among zoning district classifications. Hanover Borough changed its zones to more directly align with zones in Penn Township, changing from R-1, R-2, or R-3 to R-1, R-5, and R-6 respectfully. Limited Multiple Dwelling (LMD) is now Office Apartments (OA). Refer to zoning maps for both the Borough and Township in Appendix A, pages 27-28.
  - 1.1. Technical assistance was provided by the York County Planning Commission.
2. The County adopted an Economic Development Plan in 2009, which concluded “the South West Region offers potential to maintain its share of growth, with desire for redevelopment and reuse of vacant buildings and a vision for diversification of manufacturing and industrial-based development along with attraction of neighborhood-serving, smaller-scale retail expansion to serve the local population.”
  - 2.1. Market and Land Assessment information
    - 2.1.1. The majority of the primary growth areas and level one parcel suitability desirable for economic development (in the South West region) are located within the Borough and

Township boundaries, diagramed in Appendix B, South Western Region: Available and Suitable Sites of Economic Development.

3. Hanover Borough is designated as an Established Primary Growth Area and Penn Township is designated as a mix of Established Primary Growth Area and Established Rural Area in the Growth Management Plan component of the County's Comprehensive Plan. See Appendix C, York County Growth Management Map, adopted by the County Commissioners as a part of the Growth Management Plan in March 2011.
4. The Hanover Chamber, Borough and private sector business owners joined forces to contract with a consultant to complete a Heritage Conference Center Feasibility Study. Gannet Fleming, in partnership with Urban Partners, completed the study which was released in late 2012. The Downtown Scan section of the Study focused on Zoning Ordinance and states:
  - 4.1. The Borough's Zoning Ordinance was adopted in 1961 and was most recently amended in June 2012. The Ordinance is appropriately focused on managing the size, scale, service demand and impact of land uses, but it lacks purpose and provisions in regard to infill and redevelopment and to the preservation of the Borough's historic character and historic buildings, both of which seem relevant and even necessary in this community that dates to the 1700s and was essentially built out by 1980, if not earlier.
  - 4.2. The Zoning Ordinance and Map assign the downtown to the General Business (GB) District, which places few and reasonable limits on the use and scale of development in the downtown. Permitted uses are generally appropriate with the exception of (1) bus, taxi, and truck yards, (2) tire repair shops, and (3) mobile home communities (as a special exception use permitted by cross reference to special exception uses permitted in the R-6 District, Section 140-45.C.(6)). Development is not limited by lot area, lot width, impervious coverage, or yard regulations, except where a lot in the GB District abuts a Residential District. The Ordinance allows for building height up to six stories or 75 feet with a height limit of 45 feet along adjacent Residential and Local Business Districts.

#### New Recommendations

1. Continue looking for opportunities to share information and resources.
2. Coordinate with the York County Planning Commission and the York County Zoning and Building Officials Association.
3. Consider the opportunity for a joint zoning and code officer, to serve both Penn Township and Hanover Borough. This would reduce costs and overhead, and allow for more seamless information and consistent delivery. This will also allow for "like" interpretations between municipalities. Additionally, the joint officer could serve as a conduit to recommend changes to achieve greater consistency in zoning and with other codes, including building, sewer, property maintenance, and fire.
4. Examine existing zoning terminology and standards and consider modifications to create more consistency between Township and Borough Ordinances.

5. Create a unified look for the zoning maps of both Penn Township and Hanover Borough, including color coding, amount of content and levels of information in legends. Correspond colors and design patterns to “like” districts/zones so that a regional map becomes clearer.
6. Schedule proactive meetings to identify flexibility in planning development ingress and egress, as needed. This may require changes to the municipal Subdivision and Land Development Ordinances or Zoning Ordinances.
7. Update the Borough’s Zoning Ordinance to include language regarding infill and redevelopment and to address the Borough’s perspective on historic building preservation. Several examples are provided below. [Recommendation stated in Heritage Conference Center Feasibility Study]
  - 7.1. Downtown Hanover Vision
    - 7.1.1. Review the vision for downtown Hanover and adjust zoning regulations accordingly, to encourage adaptive re-use of buildings and property.
    - 7.1.2. Consider creating floating zoning overlays for historic preservation, which would provide for greater flexibility than with conventional zoning districts.
8. Joint Comprehensive Plan
  - 8.1. “The plan should assess opportunities and challenges to building re-use and redevelopment in the downtown or Central Business District (CBD), update goals for its continued use and development, and define improvements that would remove barriers or improve the quality of development in the heart of the Hanover community.” Heritage Conference Center Feasibility Study
  - 8.2. Work cooperatively to prepare a Plan that meets the needs of both the Borough and Township and provides a blueprint for future growth and development, as well as the protection of natural resources.
  - 8.3. Continue to pull resources and work towards achieving the goals and objectives set forth in the Plan, once adopted.
  - 8.4. Amend municipal Zoning and Subdivision and Land Development Ordinances as necessary to implement the Joint Comprehensive Plan, once adopted.
9. Regional Economic Development Plan
  - 9.1. Extend the regional approach to include zoning, focusing on consistency for zoning districts and regulations. Identify zoning language for adaptive re-use of buildings and property for revitalization efforts. Review zoning ordinances at municipal interfaces or boundaries and adjust as necessary.

## Action Plan

Both Penn Township and Hanover Borough are committed to economic growth and continual improvement. Focusing on the following 10 transformative concepts will benefit area businesses, residents and community partners. Progress on achieving each of the 10 transformative concepts will be reported annually.

1. Authentic, citizen driven vision
2. Effective, progressive planning
3. Market rate housing and residential density
4. Place making
5. Key opportunity sites for renewal
6. Connect energy centers
7. Community branding
8. Destination marketing
9. Entertainment and culture
10. Spirit of entrepreneurship

Economic development in the Hanover area will require a coordinated plan of action so businesses, residents and stakeholders are all working together toward a shared goal. These transformative concepts for sustainable economic development are consistent with Pennsylvania's Keystone Principles for growth, investment and resource conservation. Adopted by the Commonwealth in 2005, the principles for growth are as follows:

1. Redevelop first
2. Provide efficient infrastructure
3. Concentrate development
4. Increase job opportunities
5. Foster sustainable businesses
6. Restore and enhance the environment
7. Enhance recreational and heritage resources
8. Expand housing opportunities
9. Plan regionally, implement locally
10. Be fair

In an effort to increase regional cooperation and support, enhance the quality of life in the Hanover area, maintain and improve community character and best serve area businesses and residents, the 2012 Economic Development Plan has identified a series of recommendations for future improvement.

The recommendations outlined in the 2012 Plan are as follows:

#### Infrastructure

1. Continue to explore opportunities for symbiotic relations. Examples include:
  - 1.1. Expand joint bids to include professional services.
  - 1.2. Continue to pursue joint municipal cooperation ventures, specifically those in the area of public safety.
  - 1.3. Work with York County and Adams County Planning Commissions to review permitting process of both municipalities. The York County Economic Development Plan notes that a cumbersome and confusing permitting process can be a hindrance to economic development.
2. As the Joint Comprehensive Plan moves forward, continue to focus on infrastructure, exploring opportunities to maximize effective use of resources. Maintenance, growth, and financial impact are all areas to consider. Continue to plan for new development and future growth utilizing demand estimates in the York County Economic Development Plan.
3. Explore infrastructure connections between Conewago Township, McSherrystown Borough, Penn Township, and Hanover Borough through the Regional Economic Development Plan process.
4. Continue to coordinate with utility companies as maintenance and improvement projects are scheduled. For example, as Columbia Gas of Pennsylvania replaces outdated and inefficient pipes with new high pressure lines, coordinate and plan projects that may overlap.
5. Inventory redevelopment opportunities and make it available to the public. Update accordingly.
6. Inventory building stock and note underutilization. List sites available for development or redevelopment on national databases of available sites. Report Brownfield opportunities to the State's Brownfields inventory.

#### Main Street Hanover

1. As the planning process continues to evolve on a regional and county-wide level, review existing plans with a downtown Hanover perspective and consider the impact and involvement of Main Street Hanover. Existing plans include the downtown vision, Heritage Conference Center Feasibility Study and York County Economic Development Plan. Planning efforts are also underway regarding the Joint Comprehensive Plan and the Regional Economic Development Plan.
  - 1.1. Example: To build upon the downtown vision and apply it to Main Street Hanover, the creation of a downtown mission will move the initiative forward while providing high level direction and definition.
2. Continue to utilize the Main Street Four-Point<sup>®</sup> Approach, a community-driven, comprehensive strategy used to revitalize downtowns throughout the United States. The four points are organization, design, economic restructuring, and promotion. A brief description of each of the points follows, as well as corresponding recommendations specific to that point.

## 2.1. Design

- 2.1.1. Create a consistent look for municipal parking.
- 2.1.2. Develop a streetscape plan for specific areas of downtown and address sidewalk improvement, signage, gateways, and waste disposal.
- 2.1.3. Consider all aspects of the use of bike and pedestrian facilities to improve movement and walkability while increasing safety, accessibility, convenience, connectivity, and comfort.
- 2.1.4. Begin by focusing on improving a two block area around Center Square.
- 2.1.5. Continue to enforce codes for consistent downtown appearance. Review codes to ensure they are adequate.
- 2.1.6. Develop a Design and Walkability Plan for center square to connect energy centers through better and more vintage, human-scaled street lights, pedestrian friendly curb cuts, intersection walkways, and sidewalks. [Recommendation from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson].

## 2.2. Promotion

- 2.2.1. Develop a marketing plan and highlight Main Street Hanover’s niche market served by area businesses.
- 2.2.2. Create an image campaign and promote retailers and events.
- 2.2.3. Continue to plan events and assist the Saturdays on Main Street Committee as appropriate.
- 2.2.4. Inventory cultural opportunities, including live music, programs for kids and adults, arts (see Recreation and Cultural Chapter).
- 2.2.5. Encourage the creation of historical walking tours.
- 2.2.6. Consider the creation of a “festival street” for outdoor gatherings.
- 2.2.7. Promote heritage tourism by focusing on preserving and interpreting resources as one-of-a-kind assets that authentically reflect the local community.
  - 2.2.7.1. Designate “Heritage Resources” for those attractions, including bed and breakfasts, historically significant properties, museums, mansions, and market house located within the downtown.
- 2.2.8. Explore the adoption of a Commitment to Historic Preservation Resolution by the Main Street Committee as well as Hanover Borough Council (See Zoning Chapter for recommendations on historic district overlays).
- 2.2.9. Celebrate and market existing strengths and assets. [Recommendation from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson]

## 2.3. Organization

- 2.3.1. Build upon the visioning process; develop a mission statement for Main Street Hanover; develop a Strategic Downtown Action Plan that includes a downtown mission and realistic goals; develop strong public-private partnerships; and hold regular meetings to move plans forward. [Recommendations from “20 Steps Forward for Downtown Hanover: A ‘My Two Cents’ Proposal” written by Matthew Jackson]
- 2.3.2. Execute the drafted Memorandum of Understanding between Hanover Chamber, Main

Street Hanover, Hanover Borough, and Partnership for Economic Development of York County.

2.3.3. Apply for Main Street designation through the PA Department of Community and Economic Development.

2.3.4. Increase staff capacity for the Main Street Hanover initiative.

2.3.5. Reallocate façade grant program monies for impactful physical improvement project to brand downtown parking.

#### 2.4. Economic Restructuring

2.4.1. Identify a list of anchor buildings and determine Main Street Hanover's role in redeveloping each identified buildings.

2.4.2. Create and implement a business recruitment and retention program.

2.4.3. Encourage and promote redevelopment projects for increased market rate housing in the downtown.

2.4.4. Inventory first and second floor vacancies in the downtown.

2.4.5. Research course of action for blighted property and implement on a municipal or county-wide level.

2.4.6. Maximize the visibility and usage of the Farmer's Market. Recognize it as an anchor building, encourage more usage for events and extend hours of operation during a predetermined month.

2.4.7. Continue to consider goals for downtown revitalization efforts, which include preserve and strengthen existing retail, improve residents' quality of life by making the downtown a more attractive place to live and work, grow the entrepreneurial culture, and ensure the importance of reinvestment.

2.4.8. Encourage the reinvigoration of downtown Hanover's merchants group.

2.4.9. Consider incentives for redevelopment, including aggressive, performance-based tax abatement ordinances; develop long-term strategy to add a critical mass of new residents to downtown through market-rate housing and infill housing; strive for a critical mass goal of at least four 6's: six restaurants, six retail shops, and six venues open after 6pm within six interlocking blocks. [Recommendations from "20 Steps Forward for Downtown Hanover: A 'My Two Cents' Proposal" written by Matthew Jackson].

## Recreation and Culture

### 1. Rail Trail Progress:

1.1. Complete the Cherry Tree Court portion of the Trolley Trail, crossing both Wilson Avenue and Barnhart Drive, and ending at Gitts Run Road.

1.2. Encourage Heidleberg Township to move forward in developing the trail, with their portion beginning at Gitts Run Road.

1.3. As suggested in "The MAP Heritage and Conference Center" document, written by Matt Jackson,

a freelance writer and consultant based in the Hanover area:

- 1.3.1. Consider renaming the “Trolley Trail” to a more prominent and historically significant name that captures the vision and brand of Hanover. To accomplish this recommendation, individuals could submit suggestions and the community could vote.
- 1.3.2. Make the extension of the Hanover branch of the York Trolley Trail to Spring Grove a priority.
- 1.3.3. Focus on improving the appearance, visibility, safety, and branding of the Hanover Trail as it snakes from Moul field to downtown. Taking cues from best practices in other cities, paint green bike-only lanes on Borough streets and add bike racks near the Lincoln plaque on Railroad Street to encourage bike traffic, increase bike safety, and to link cyclists to the [proposed] Heritage Conference Center.
2. Consider the creation and implementation of “Bring on Play” for the Hanover area; review York City program as a model and facilitate buy-in from community organizations. Consider starting the process by selecting a date and promoting a “Day of Play” in Hanover; tie in rail trail, school districts, library, YMCA, YWCA, and the Chamber and identify a lead for the project.
3. Promote the adoption of “Young Lungs at Play” in both Hanover Borough and Hanover Public School District.
4. Consider dog friendliness in the planning process for new parks or improvement to existing parks.
5. Follow up with and collaborate with the Cultural Alliance on the Hanover specific objectives and strategies as noted in the Cultural Alliance of York County’s Community Cultural Plan 2009-2014.
6. As new home construction accelerates in Penn Township, utilize the recreation fees for the following projects:
  - 6.1. Penn Township Community Park, home of Kids Kingdom Creative Playground, a 32-acre site located in the southern recreation zone of the Township
    - 6.1.1. Build restroom facilities.
    - 6.1.2. Pursue the possibility for a public or private indoor recreation area, dependent on demand.
    - 6.1.3. Consider a walking trail around the property.
  - 6.2. Young’s Woods Park is a passive recreation facility located in the central recreation zone
    - 6.2.1. Consider a walking trail around the property.
  - 6.3. Begin to pursue options for developing a park in the second recreation zone, located in the central portion of the Township. The Township’s goal is to expand each of the existing parks and create a park in the northern end, once demand has been demonstrated.
7. Increase the number of organized events at recreation facilities throughout the Township and Borough.
  - 7.1. Consider sharing facility usage data of the Township and Borough and surrounding municipalities, as appropriate in an annual March meeting; discuss usage and strategies to maximize impact.
8. Identify working groups to conduct the following studies:
  - 8.1. Inventory cultural events/attractions and conduct a SWOT (strength, weakness, opportunity, threat) analysis to identify needs and niches not currently being met; publish this

information in a centralized location for business owners, residents, municipal officials, and community organizations to readily access; update this information annually; utilize the Cultural Alliance of York County's Community Cultural Plan as a starting point.

- 8.2. Inventory green space and compare against other municipalities; create a list of recommendations for improving recreation and cultural offerings based on the inventory outcome to maximize usage.
9. With the inventories listed above, examine the collective cultural and recreational offerings of the region and investigate opportunities to expand uses, cross promote and identify needs; create a recreation and cultural action plan for the region and tie it to the Regional Economic Development Plan.
10. Develop a partnership between schools and municipalities to collectively promote outdoor facilities which are free and/or available to the public; the partnership could also cross promote the many adult education programs offered by both the schools and municipalities.
  - 10.1. To promote the outcome of this recommendation, maximize use of municipal and school newsletters for shared information; consider utilizing the skills and building experience of high school students to lend design components for the newsletters, with each municipality providing content.
11. Strategically increase number of cultural/historical elements in the region.
  - 11.1. Possibilities include a guided walking trail highlighting historical events and architecture; authentic restaurants could feature cultural music and dance. See Main Street Hanover Chapter for downtown specific recommendations.
12. Enhance the relationship, establish partnerships, and increase the visibility of community organizations located outside of the boundaries of the Borough and Township with County or region-wide reach. Opportunities include the York County Community Foundation, the Cultural Alliance of York County, Creativity Unleashed, York County Heritage Trust, and the York County Convention and Visitors Bureau. Explore cross marketing opportunities with community organizations.
13. Continue to promote the Battle of Hanover self-guided walking tour and include Main Street Hanover information in related materials.
14. Promote Hanover's connection to the Civil War Trail and incorporate in overall community brand and destination marketing strategy moving forward.
15. In planning and place making efforts, utilize Preserve America Community resources to capitalize on the community's unique history and rich heritage.
16. Encourage and promote a community approach to both the Battle of Hanover's 150<sup>th</sup> Anniversary and the Borough's 250<sup>th</sup> Anniversary in 2013.
17. Continue to promote and advance a multidimensional public art program. See Main Street Hanover Chapter, Chalk it Up, for more information.

## Transportation

1. Integrate Transportation and Land Use in planning efforts, including the Joint Comprehensive Plan and Regional Economic Development Plan, as appropriate
  - 1.1. Encourage stronger land use-transportation linkage in the initial meetings of the Joint Comprehensive Plan Committee.
  - 1.2. Identify opportunities for community enhancement, including local network connectors, sidewalks, complete streets, and walkability.
  - 1.3. Consider all modes of transportation.
  - 1.4. Direct growth and infrastructure to appropriate locations.
  - 1.5. Improve the function of the overall system with the land use context.
  - 1.6. Focus on connectivity.
  - 1.7. Work with York County Planning Commission to map transportation challenges.
2. Encourage multi-municipal plans to address transportation as a regional system.
3. Examine parking ordinance for new commercial development - indicate 75% of parking with 25% green space, until parking need is demonstrated.
4. Promote consistent and attractive gateways between municipalities and Counties, establishing a greater sense of place, including downtown gateways.
5. Actively participate in the development of rabbitransit Transit Development Plan to identify new routes for the Hanover service area and a new transit hub location in downtown Hanover. Assist in the implementation of Transit Development Plan.
6. Identify and inventory a priority list of intersections and roads to address and specify the needs for each. Communicate this list to surrounding municipalities, utility companies and regional community organizations for best planning practices.
7. With the 2010 Census shift to a Hanover Urbanized Area, continue to work on a regional and county level to share information and plan appropriately. Support Adams County Transportation Planning Organization's efforts to become a Metropolitan Planning Organization (MPO) [currently it is a Rural Planning Organization] and build toward larger unification between the transportation planning organizations of both York and Adams Counties.
8. Continue to communicate with the York County Planning Commission regarding transportation projects and express priority projects for the candidate list for the MPO/12 Year Plan.
9. Continue building relationships with partners in York and Adams Counties, including Adams County Economic Development Company, Adams County Planning Commission, Gettysburg Convention and Visitors Bureau, York County Convention and Visitors Bureau, and York County Planning Commission.
10. Consider the following Borough provided recommendations:
  - 10.1. Kindig Lane improvements at High Street.
  - 10.2. Continue Chestnut Street to Blettner Avenue.
  - 10.3. Service Road along Eisenhower Drive to Eichelberger Street.
  - 10.4. Intelligent transportation systems of signals and preemption devices.
  - 10.5. Complete sidewalks.

- 10.6. Study walkability, including the need to walk to shopping districts.
- 10.7. Create park n ride lots.
- 10.8. Complete Wilson Avenue at George Street.
- 10.9. Study Oxford Avenue continuation to Edgegrove Road.
- 10.10. Upgrade railroad crossings.
- 10.11. Study potential roundabout locations.
- 11. Consider the following Township provided recommendations:
  - 11.1. Realign and widen Frederick Street/Blettner Avenue intersection.
  - 11.2. Upgrade Blooming Grove/Grandview Road traffic signals.
  - 11.3. Improve Baltimore Street (Route 94) from Clover Lane south to increase capacity.

## Workforce Development

- 1. Youth/Future Workforce Specific
  - 1.1. Work with York County School of Technology in conjunction with Chapter 339 of PA School Code to evaluate efforts in elementary and middle schools regarding career education and counseling and how it fits into the comprehensive guidance counselor plan
  - 1.2. Encourage students to get involved in downtown revitalization efforts and participate in events.
  - 1.3. Move toward customized student plans/pathways with flexibility
  - 1.4. Encourage each School District to review and update its program summary report annually.
- 2. Support YCAL's efforts to:
  - 2.1. Expand its job shadow fair to encompass more districts within the county by holding an eastern and western York County Job Shadow Fair.
  - 2.2. Enhance the "Volunteer Your Time" component of its website to collect internship, apprenticeship and job shadowing opportunities available for youth and promote those opportunities to employers, educators and students to maximize awareness.
  - 2.3. Promote and encourage the creation of job shadowing and internship programs to the business community.
  - 2.4. Promote the use of the innovation grant program to member schools to help fund the implementation of impactful outcomes of the Business and Education Partnership Roundtable.
- 3. Incumbent Workforce Specific
  - 3.1. Assist in maximizing the use of the HCWE to best meet the needs of area employers. Currently, the Center is closed two to three days per week and in the evenings. Continue to promote partnerships to fill available time with appropriate and relevant programming. An example of successful partnership is with HACC and the York County Literacy Council. In the Spring of 2013, the Literacy Council will hold pre-GED courses at the Center. By partnering with organizations that offer complimentary training, the Center will increase its scope, reach and impact.
  - 3.2. Encourage partners to participate in the South Central Workforce Investment Board's (SCWIB) survey, in the development phase, to gauge workforce development needs on a county-wide

level. Share the final report with the community and discuss results with appropriate committees for future programming needs. The survey will be distributed to each of the eight counties it services, including both York and Adams.

- 3.3. Expand the York County Economic Alliance's International Business and Workforce Expo to include a workforce component to engage students, educators and workforce service providers, maximizing synergies.
- 3.4. Encourage Hanover area employers, service providers, and educators to engage in the new advisory committee structure of the OWD, with a focus on employers, service providers, and youth.
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## Zoning

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3. Consider the opportunity for a joint zoning and code officer, to serve both Penn Township and Hanover Borough. This would reduce costs and overhead, and allow for more seamless information and consistent delivery. This will also allow for "like" interpretations between municipalities. Additionally, the joint officer could serve as a conduit to recommend changes to achieve greater consistency in zoning and with other codes, including building, sewer, property maintenance, and fire.
4. Examine existing zoning terminology and standards and consider modifications to create more consistency between Township and Borough Ordinances.
5. Create a unified look for the zoning maps of both Penn Township and Hanover Borough, including color coding, amount of content and levels of information in legends. Correspond colors and design patterns to "like" districts/zones so that a regional map becomes clearer.
6. Schedule proactive meetings to identify flexibility in planning development ingress and egress, as needed. This may require changes to the municipal Subdivision and Land Development Ordinances or Zoning Ordinances.
7. Update the Borough's Zoning Ordinance to include language regarding infill and redevelopment and

to address the Borough's perspective on historic building preservation. Several examples are provided below. [Recommendation stated in Heritage Conference Center Feasibility Study]

7.1. Downtown Hanover Vision

7.1.1. Review the vision for downtown Hanover and adjust zoning regulations accordingly, to encourage adaptive re-use of buildings and property.

7.1.2. Consider creating floating zoning overlays for historic preservation, which would provide for greater flexibility than with conventional zoning districts.

8. Joint Comprehensive Plan

8.1. *"The plan should assess opportunities and challenges to building re-use and redevelopment in the downtown or Central Business District (CBD), update goals for its continued use and development, and define improvements that would remove barriers or improve the quality of development in the heart of the Hanover community."* Heritage Conference Center Feasibility Study

8.2. Work cooperatively to prepare a Plan that meets the needs of both the Borough and Township and provides a blueprint for future growth and development, as well as the protection of natural resources.

8.3. Continue to pull resources and work towards achieving the goals and objectives set forth in the Plan, once adopted.

8.4. Amend municipal Zoning and Subdivision and Land Development Ordinances as necessary to implement the Joint Comprehensive Plan, once adopted.

9. Regional Economic Development Plan

10. Extend the regional approach to include zoning, focusing on consistency for zoning districts and regulations. Identify zoning language for adaptive re-use of buildings and property for revitalization efforts. Review zoning ordinances at municipal interfaces or boundaries and adjust as necessary.