



Franklin County, PA  
*forward*





# ***Franklin Forward: The Comprehensive Plan for Franklin County, PA***

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We would like to thank and acknowledge everyone who gave their time, talent and energy to the community to facilitate the preparation of this comprehensive plan especially all municipal leaders, officials and representatives who worked hard to ensure that the final plan would be both substantial and meaningful. We would also like to thank those citizens who took time from their busy schedules to attend meetings, review drafts and speak with us. Hearing citizens' ideas firsthand was a crucial part of the plan's development and we sincerely appreciate the time that so many people gave to the process.

Photographs included in this plan of Franklin County's natural areas, modern assets and rural heart are courtesy of Environmental Planning and Design, LLC as well as the Franklin County Planning Department.

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1999 Comprehensive Plan  
2002 Comprehensive Recreation, Park and Open Space Plan  
2004 Natural Areas Inventory  
2007 Greenway and Open Space Plan  
2009 Environmental Conservation Initiative  
2009 Recycling Initiative  
2009 Government Facilities Master Plan  
2013-2016 Transportation Improvement Plan (TIP)

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## ***Franklin County's Comprehensive Plan: Who, What, Where, When and Why***

**Who:** The Franklin County Commissioners authorized an update to the comprehensive plan in 2010. The previous plan was adopted in 1999.



**What:** The overall strategies for growth over the coming decade are defined in this update to the comprehensive plan.

**Where:** A broad range of county-wide pursuits as well as a series of region-specific concepts will be identified in this plan.

**When:** Implementation of the plan's recommendations will occur throughout the next 10+ years. Some concepts will be able to be realized relatively quickly while others may become building blocks for longer-term initiatives.



**Why:** The Pennsylvania Municipalities Planning Code recommends that comprehensive plans be updated every 10 years. During that period of time, a significant amount of change can and often does occur. As a result, this plan update seeks to:

- Evaluate the physical and policy influences of growth over the past decade;
- Build opportunities for continued and increased collaboration; and
- Outline a realistic series of actions that are both desirable and achievable for the coming decade.







The Franklin County Comprehensive Plan presents a series of recommended strategies and policies aimed at ensuring that the county's legacy continues to be known for quality of life, well-being and success. Growth, prosperity, conservation, connection and nurturing support are the foundation that ensures that the county's residents and businesses will experience a productive future. The three parts of the Franklin County 2025 Comprehensive Plan outline these important attributes and how they remain integral to the county's future:



1. **Gaining Perspective** identifies the wide variety of influences and ideas emerging as part of the plan's update.
2. **Picture It** presents the framework and recommendations for future growth, conservation and collaboration that will enable the county to continue fostering a positive outlook and course of action as initiatives go forward.
3. **Taking Stock** details the critical components of inventory and assessments considered throughout the planning process.



While each of these planning aspects can be targeted as separate discussions, they are connected. So, as decisions and actions move forward for one recommendation, other recommendations may be affected.

# ***Gaining Perspective: Understanding our Decade of Significant Change***

The following pages highlight the primary influences shaping this comprehensive plan. These include the county's assets, emerging trends and input gathered. An inventory of assets and trends identify how patterns within the environment, among the population and within the economy impact the county's capacity to accommodate change. Analyses of these assets and trends, along with input received, lay the background to developing the plan's physical and policy recommendations. These components were important discussion points throughout the planning process and significant influences in the comprehensive plan's evolution.





## Assets: What We Value

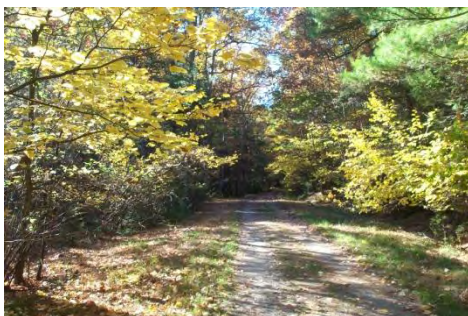
A number of characteristics are valued and integral to resident and business life in Franklin County.

These assets include accessibility, economic stability, agricultural and woodland landscapes, natural features and history. Those who live in and visit Franklin County appreciate its natural beauty, productive agricultural landscape and well maintained built environment. Those assets combined with access to technology and employment help to maintain a high quality of life in the county.



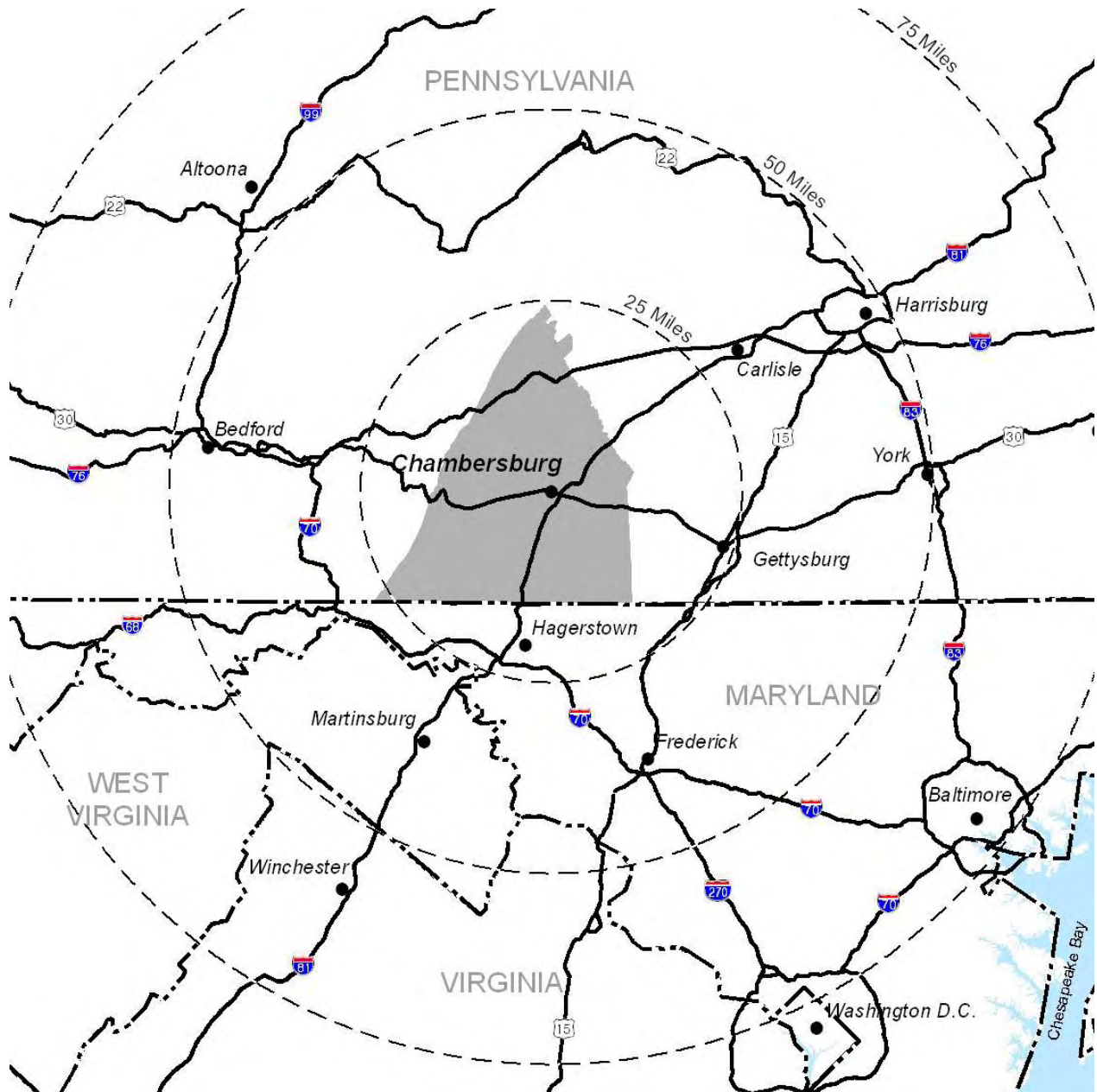
### *Accessibility*

Franklin County possesses an intricate network of roadways, railroad and intermodal facilities. The convergence of highways throughout its 22 municipalities and access to rail lines has allowed the county to become a center of new development activity.



Further, its location in south-central Pennsylvania provides easy accessibility to many larger metropolitan areas in the state, particularly via I-81 and the PA Turnpike as well as Washington DC and Maryland via I-70.

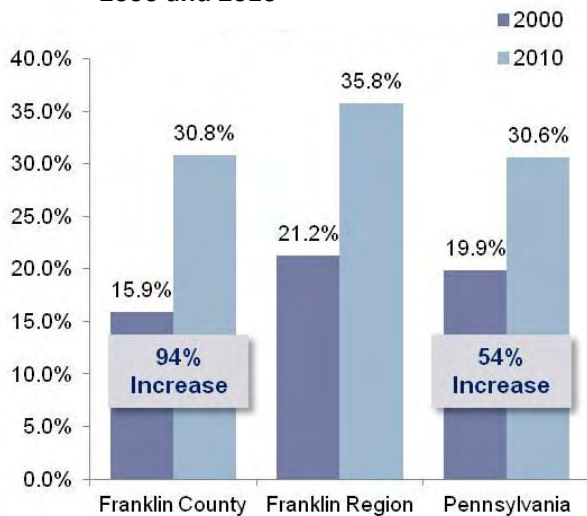




**Franklin County is easily accessible to numerous markets and metropolitan areas. Radius circles indicate distances from the center of the county.**

## Economic Stability

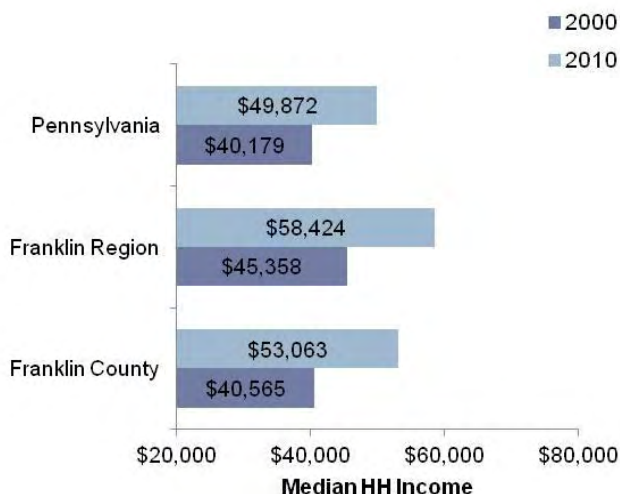
**Percent of Households Earning >\$75K, 2000 and 2010**



### Franklin Region

The Franklin region consists of adjacent Pennsylvania counties (Fulton, Huntington, Juniata, Perry, Cumberland and Adams) as well as Washington and Frederick Counties in Maryland.

**Median Household Incomes, 2000 and 2010**



The county is predominantly agricultural and maintains a healthy economy as one of the most productive agricultural counties in the state. Franklin County ranks 2<sup>nd</sup> only to Lancaster County in the production of many commodities including milk. Overall cash receipts rank the county 4<sup>th</sup> in the state. In addition to agriculture’s economic and cultural importance, manufacturing, industry and service-based businesses continue to expand.

Median household income in Franklin County increased by 31% between 2000 and 2010, while median household income in Pennsylvania increased by 24% over the same time period. From 2000 to 2010, households earning more than \$75,000 per year increased by 94% in Franklin County. This increase is 1.7 times more than the increase in the same upper income households in Pennsylvania. Households in Franklin County earning over \$75,000 per year are projected to increase from approximately 30.8% of total households in 2010 to between 39.5% and 42.6% of total households in 2025.

With ongoing population growth and a diversifying economy, the residents of Franklin County enjoy the advantages of both urban and rural opportunities.

### ***Agricultural and Woodland Landscapes***

Agriculture and woodlands shape the physical character of Franklin County. Pasture and grassland make up nearly 30% of the land in the county. Row crops account for an additional 14% of county land. Nearly half of the land is forest. The remaining 13% of county land is devoted to residential, commercial and transportation related uses.



Further, more than 30% of the county's nearly half million acres is classified as prime agricultural soil. Prime agricultural soils include a combination of slight slope and deep well-drained soils that allow for good crop production. Agricultural fields are most prominent in the central valley where the land and soil is ideal for farming. Row crops predominate east of I-81 while small grains, hay and other crops are concentrated west of the interstate.

The eastern and western edges of the county are forested. In addition to the memorable views and habitats these woodland environments provide, these areas contribute to the delivery of a quality water supply and the natural resource-based economy.

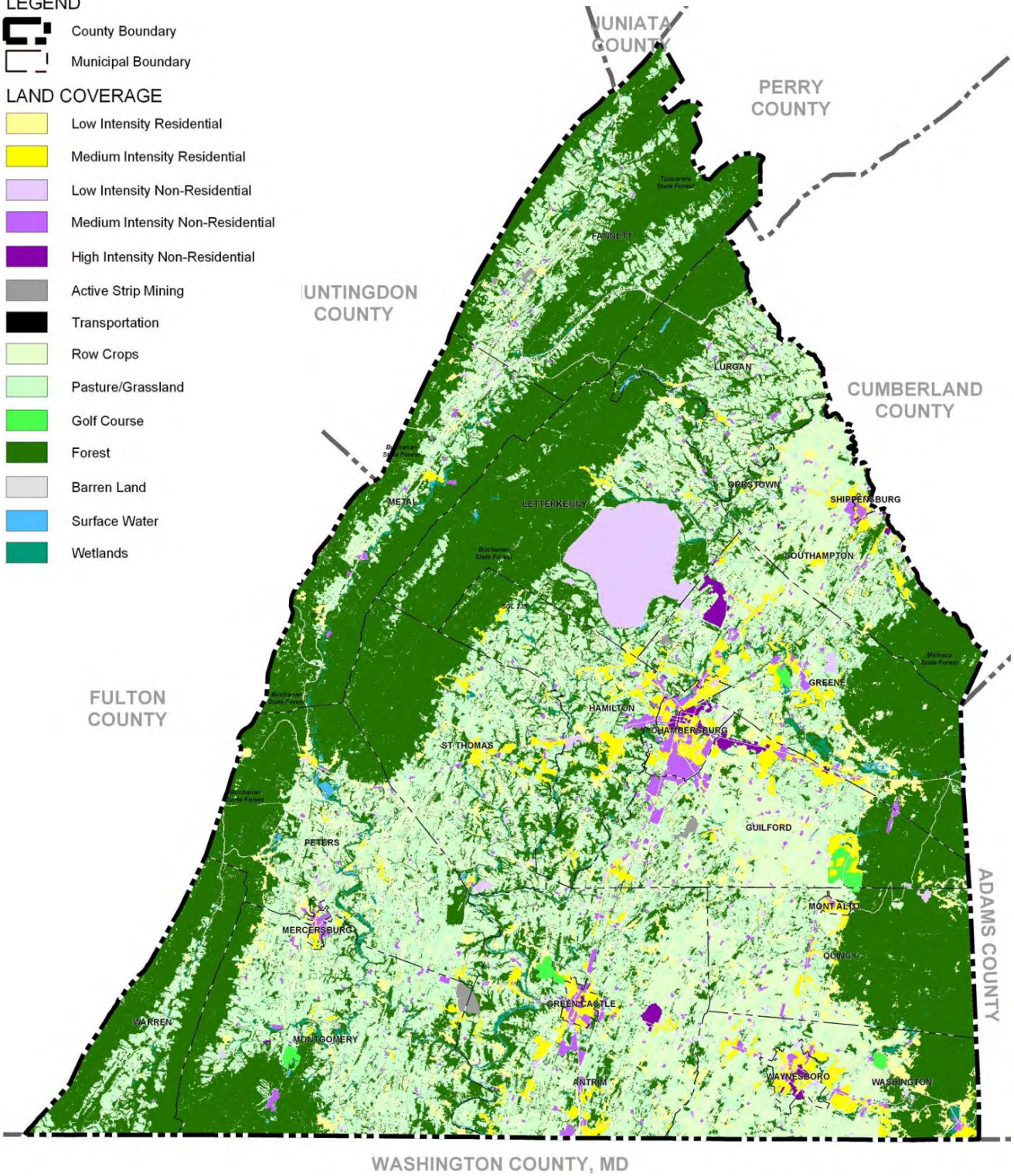
**Land Use Coverage, 2010**

Low Intensity Residential	2.33%
Med. Intensity Residential	3.08%
Low Intensity Non-Residential	2.18%
Med. Intensity Non-Residential	1.52%
High Intensity Non-Residential	0.38%
Active Strip Mining	0.16%
Transportation	1.83%
Row Crops	14.34%
Pasture/Grassland	29.32%
Golf Course	0.29%
Forest	43.37%
Barren Land	0.03%
Surface Water	0.33%
Wetlands	0.83%



LEGEND

-  County Boundary
-  Municipal Boundary
- LAND COVERAGE**
-  Low Intensity Residential
-  Medium Intensity Residential
-  Low Intensity Non-Residential
-  Medium Intensity Non-Residential
-  High Intensity Non-Residential
-  Active Strip Mining
-  Transportation
-  Row Crops
-  Pasture/Grassland
-  Golf Course
-  Forest
-  Barren Land
-  Surface Water
-  Wetlands



Franklin County Land Coverage Map, 2010

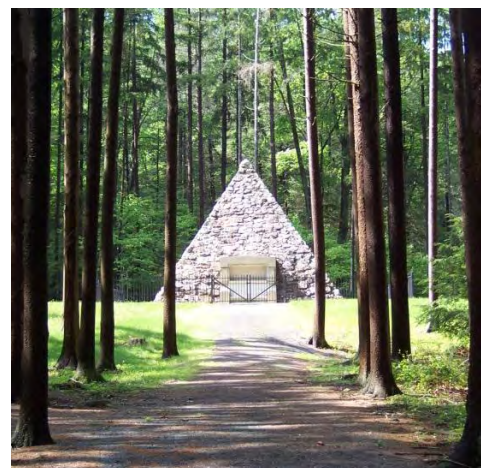
### ***History***

Franklin County has a rich and varied history that has shaped its landscape and will continue to influence the future of the county. The county has historically been an agricultural community with development concentrated in Chambersburg, Greencastle, Mercersburg, Shippensburg and Waynesboro. The county has maintained its agricultural economy and landscape as well as many of its historic structures. There are 61 landmarks listed on the federal National Register of Historic Places for Franklin County including bridges, farms, homes and historic districts.

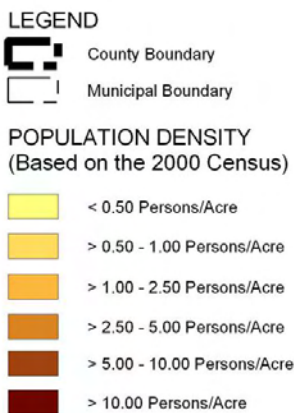
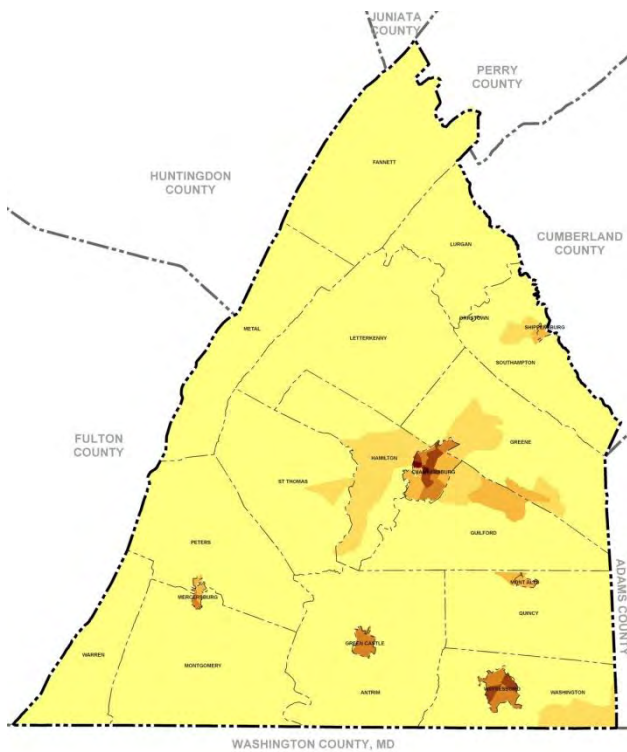
Residents of Franklin County value their built history and have worked to preserve their historic treasures even in times of strong economic growth and population expansion starting in 1970 with the listing of the old Franklin County Jail in downtown Chambersburg. The most recent addition to the National Register was the Robert Kennedy Memorial Presbyterian Church in Montgomery Township, which was listed in 2009. Franklin County's strong legacy of historic preservation has contributed to the rural landscape and small town character that defines it for residents and visitors alike.

### ***Planning Tools***

The Franklin County Planning Department is dedicated to improving the planning tools that are available to residents, municipalities, businesses



**Franklin County Population Density, 2010**



and other departments within the county. The department manages a multitude of resources that are used for planning and called upon for economic development activities.

The county is currently updating the technology of its Geographic Information Systems database to enhance the quantity and quality of information available to municipalities, residents, businesses and other departments within the county. This investment will increase the planning department’s ability to share detailed information about assets throughout the county as well as provide more integrated planning services and assistance to local municipalities and economic development efforts.

## Trends: **What We are Doing**

A number of trends are significant in planning for Franklin County’s future. These trends are related to population, economics, agriculture and the built environment.

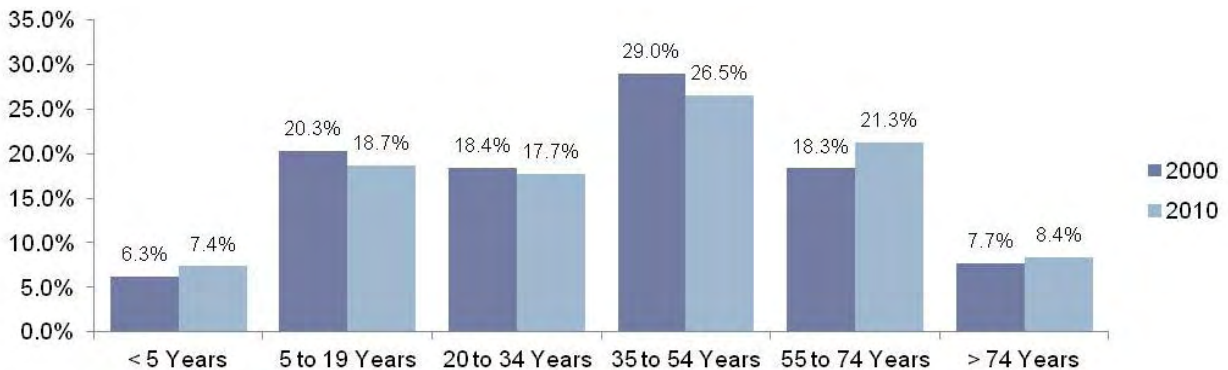
### ***Population***

- Franklin County has experienced steady population growth over the last several decades. The county’s population grew 15.7% between 2000 and 2010. Based upon socio-economic and development patterns, growth could increase by 8% to 16% between 2010 and 2025.

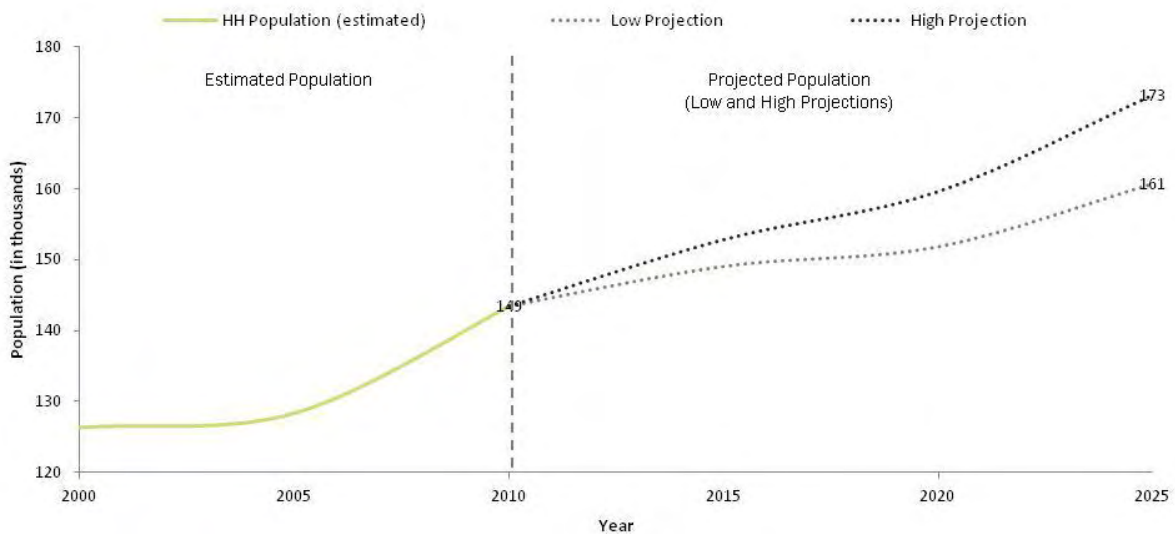
## Gaining Perspective

- Concurrently, the number of households in Franklin County is projected to increase by between 13,000 and 19,000 households, mirroring population growth.
- Between 2010 and 2025, the share of traditional working age residents (20 to 64 years) in Franklin County is projected to remain relatively constant.

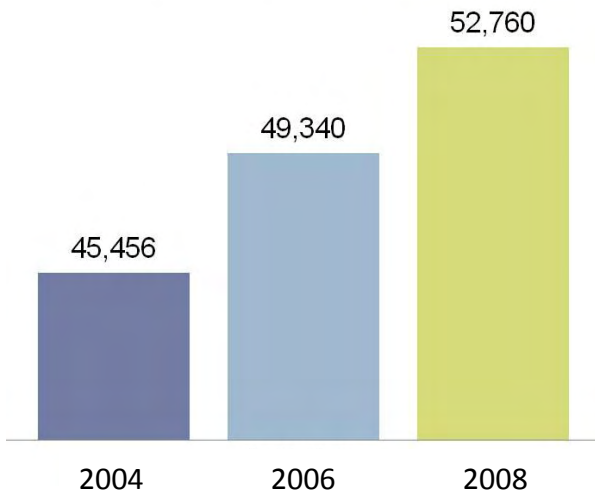
**Franklin County Age Groups as Percent of Household Population, 2000 and 2010**



**Franklin County Household Population Projections Through 2025**



**Franklin County  
Total Primary Jobs**



## ***Economics***

The majority of workers in Franklin County also live within Franklin County (64.5%). Only three of the top ten places of worker residence are found outside of Franklin County.

Assuming Franklin County industries follow national growth industry trends, total employment in the top ten industries is projected to grow by 9% over the 2008-2018 time period; an increase of nearly 5,000 jobs.

Based upon existing non-residential land use, known planned projects, projected employment by industry through 2018 and projected population/household trends through 2030, Franklin County could anticipate:



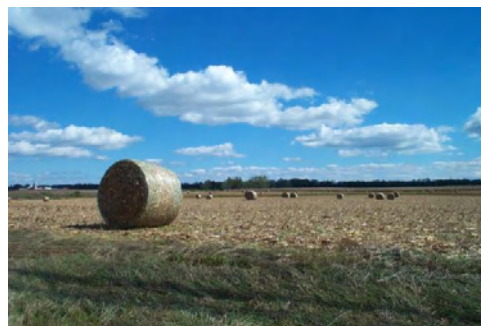
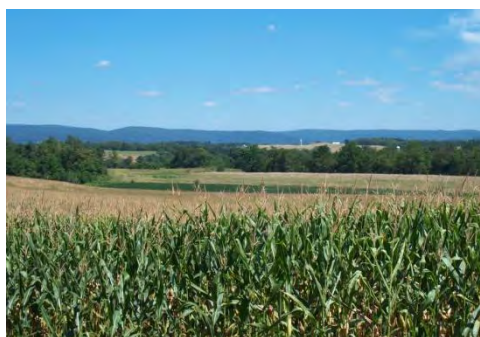
- Combined retail and office demand that totals approximately 1.5 million square feet of development (about 135 acres) through 2018.
- Modest growth in manufacturing, warehousing and transportation sectors through 2018.

### ***Agriculture***

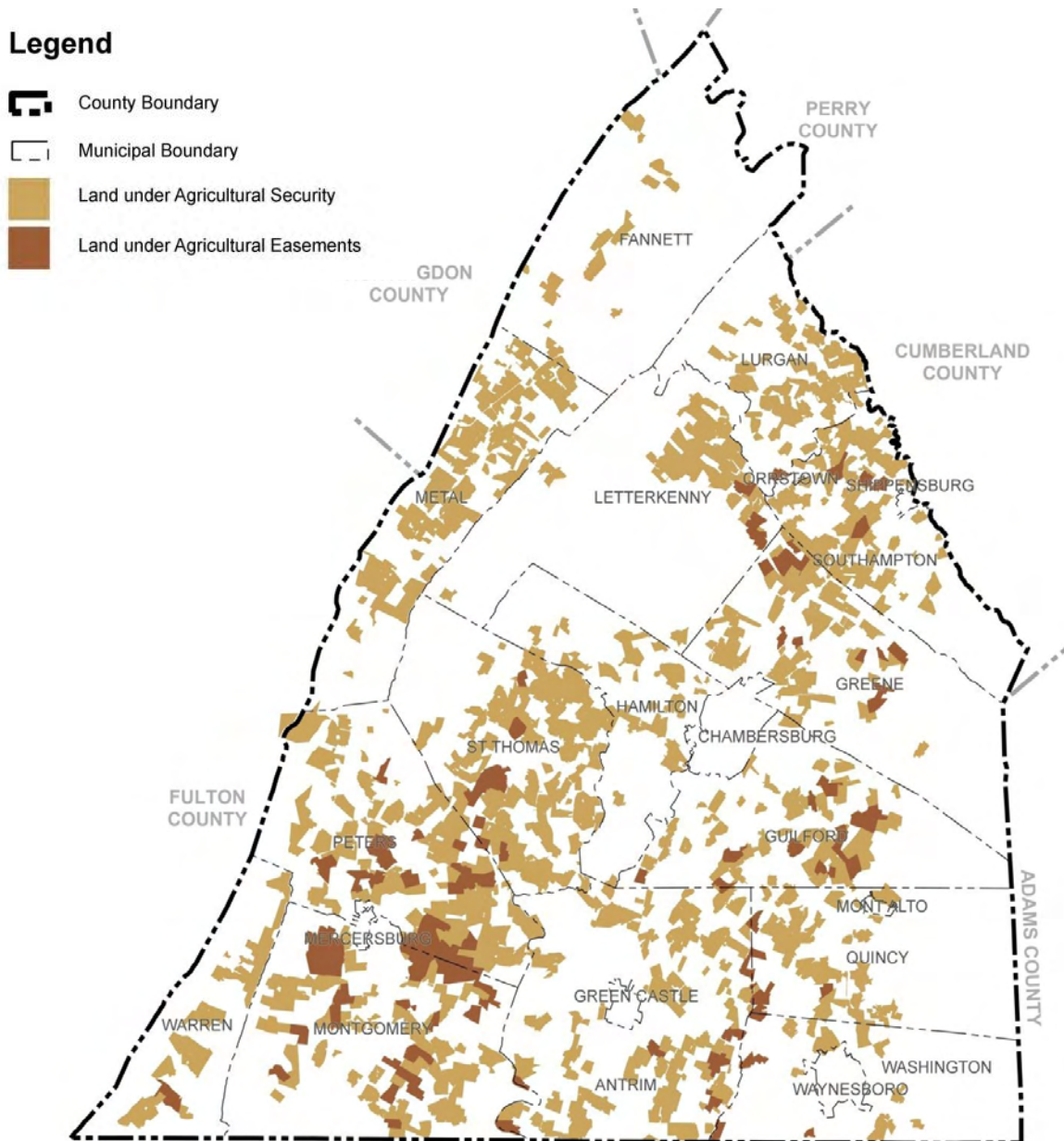
Farmland throughout the US and in Franklin County is slowly being lost due to a number of factors. Franklin County has participated with Pennsylvania since 1990 in the permanent protection of agricultural land through the purchase of agricultural easements. Farmland preservation in Franklin County has been successful. The county is ranked 11<sup>th</sup> in Pennsylvania in the number of individual farms under easement and 7<sup>th</sup> in the total number of acres under easement.

Under the Agricultural Easement program, the landowner submits an application to the county. Farms are then compared to determine the highest priority areas for preservation. Once the county purchases the easement, the land remains privately owned, and can be sold, provided it is not converted to a use other than agriculture. There are two criteria that must be met before a farm can apply to the program: (1) the farm must be at least 35 acres and part of an Agricultural Security Area established by the township where it is located, and (2) the farm must have an active conservation plan in place.

The Agricultural Easement program is primarily funded with state dollars with some supporting local share dollars. The annual dollars dedicated to this program have varied. In 1989, the county's annual funding share was \$19,000. Years later, the number increased to approximately \$2,000,000. In 2011, the share totaled \$135,000. As of 2011,



119 farms were under easement, totaling 15,911 acres. Agricultural Security Areas (ASAs) are another important tool for protecting farmland in Franklin County. As of 2011, there were 16 ASA's totaling approximately 106,000 acres in Franklin County. There were 88,167 acres designated as ASA's in 1998.



**Agricultural Easements and Security Areas Map, 2010**

## **Built Environment**

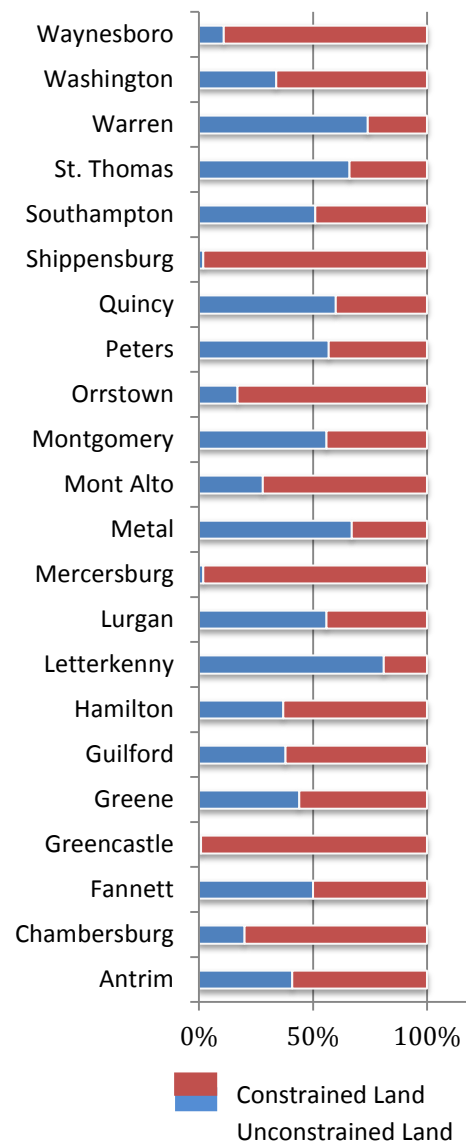
In light of the county’s population growth and land use patterns, a proactive effort has been made as part of this comprehensive plan to understand the implications of continued long term population growth and the county’s land capacity by completing a build-out analysis. This is a useful tool for understanding relationships between population growth, land use policies, potentially developable areas and economic impacts at the county and local level.

The analysis considered potentially developable area – that land that excludes existing urbanized land and sensitive natural resources. Potentially developable land was evaluated in the context of infrastructure expansion. Additionally, the analysis considered the patterns of existing land use, zoning and potential market activity.

In light of the distinctive character of the county’s various regions and municipalities, a build-out analysis was also performed on two municipalities: Southampton Township and Waynesboro Borough. These two communities were identified as being representative of urbanized (Waynesboro Borough) and suburban (Southampton Township) municipalities and, therefore, useful examples for similar jurisdictions within Franklin County.

There was no timeframe for the attached build-out analysis to the potential growth calculations. Based upon the general county-wide build-out analysis, if it is to fully develop to the land’s

**Franklin County Municipality  
Constrained and Unconstrained  
Land, 2010**



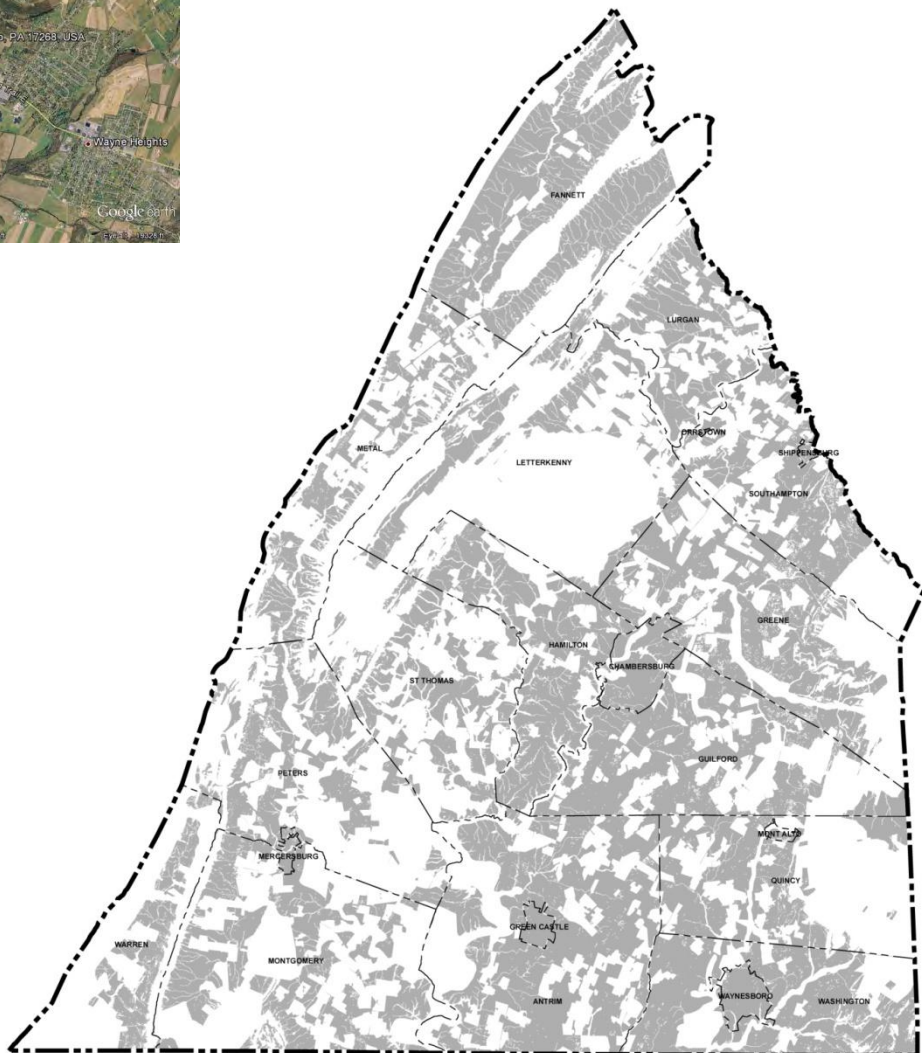




capacity, the population could double to approximately 300,000 residents. An example of this at the municipal level illustrates that within Southampton the local population could increase by more than 3,500 households.



The analyses demonstrate that in the complexion of future growth, the intensity and types of land uses, the character of development as well as the locations of infrastructure and services need to be thoughtfully considered in order for the current vitality levels to continue both county-wide and at the local level.



**Franklin County Unconstrained Land (shown in gray), 2010**

### *Input*

Hundreds of people participated in the preparation of Franklin County's 2025 comprehensive plan and provided a number of key considerations during the process.

Public input was gained through focus groups, informal interviews, public meetings/open houses, regional workshops and advisory committee meetings.

The planning team hosted 10 focus group meetings with representation from a mixture of interests including agriculture industry leaders, commercial/industrial sector leaders, residents, municipal government, conservation groups and historic groups. Informal interviews were conducted throughout the planning process with people who expressed interest in the comprehensive plan—primarily elected officials, business community representatives and residents.

As part of evaluating the acceptance and feedback of proposed planning concepts, the planning team conducted two public meeting/open house events to review and obtain feedback on the plan's recommendations. Feedback was incorporated into the final comprehensive plan.

Regional workshops hosted by the planning team assembled residents and community leaders in the three region-focused meetings around the county. Focused on understanding cultural, economic and

### Comprehensive Plan Promotes Dialogue

Outside of the formal meetings led by the planning team, some municipalities took initiative to meet and discuss issues and patterns that they saw emerging during the comprehensive planning process. The Franklin County Planning Department and County Commissioners met with representatives from the Borough of Waynesboro, Mont Alto, Quincy and Washington Townships as well as the Waynesboro Area School District to discuss the developing comprehensive plan.

This engagement was seen as beneficial for the local municipalities as well as the overall county. Those in attendance felt that the open discussion about economic and land development, transportation and communication will foster a brighter future for Franklin County and a stronger sense of common community goals.





social issues in the county’s different regions, these meetings offered important ideas, viewpoints and considerations for the county’s comprehensive plan. One of the regional workshops’ greatest values was in outlining the relationship of emerging ideas and the ways in which such ideas could be implemented in the short- and long-term.



Finally, the planning team met bi-monthly with the Planning Advisory Committee to ensure continuity between planning objectives and the final comprehensive plan. The advisory committee was made up of representatives from government, business and private residents with a balance of public and private sector input. These meetings were especially important to ensure consensus regarding proposed planning concepts and recommendations.



A compilation of the feedback gained throughout the planning process is contained within the comprehensive plan appendix.



Just as there were many participants, there were an equal number of varying ideas. The primary significant concepts that emerged as part of this plan update included:

- Strengthened dialogue between municipalities regarding regional-scale issues and potential solutions;
- Recognition of the various ways in which quality of life is a direct result of natural resources;

- A broader understanding of the “capacity” of the land, which could accommodate future county population and employment growth;
- Continued support for and the desire to enhance agriculture preservation;
- The wide variety of housing options and community character that are available to residents;
- Distinction, yet inter-dependence, of local-and regional-scale economic development; and
- Opportunities that exist to elevate the county’s competitive advantage based upon its strategic position in the Mid-Atlantic region’s marketplace.

### ***Consideration 1: What makes living and/or working in Franklin County desirable?***

An entire book could be written on this one consideration alone. From the sense of place to low unemployment rates, people enjoy Franklin County for both what they want and what they need. Land values are reasonable for both agriculture and development.

Overall, agricultural and rural landscapes are the most valued and representative aspects of the county. People want them to remain the predominant character of the place they call home. New development is most appreciated, both in character and cost, when it is located in proximity to existing developed areas.

### **One Home, Two Views**

*The diverse experiences, landscapes and outlooks that exist in Franklin County are embodied in the perspectives of this brother and sister . . .*

There was a family into which a twin son and daughter were born. When the children were five years old, they all moved to Franklin County as the parents desired for their family to have a good quality of life and many memorable experiences as they all grew through the years. The move proved to be a wise decision. The parents took to the land as their way of life for both its beauty and its productivity.

The twins were part of a community that cared about their education and their overall well-being. When the children finished high school, the daughter went on to college and the son took to the land with equal devotion as his mother and father. For years and years, he worked the fertile soil sending crops to markets near and far and making the farm and home a staple of the rural landscape. At the end of his day, he enjoyed sitting quietly on the porch with his wife and young son looking out over acres of fields to see the sun sink behind the forested mountain in the distance and the sky reveal an endless sea of stars.

The daughter returned to Franklin County a number of years following graduation. This time she chose a place where she and her husband and their little girl could reside in a sizeable community with shops both large and small as well as services and employment in world class industry that was literally a few minutes from their front door. The daughter, appreciative

of her new hometown, found life to be fulfilling with anything she could imagine being easily accessible to her and her family. She found that the people around her were caring, so much so, that they often gathered at the end of the street early in the evenings to talk about what event was coming next to nearby downtown. There always seemed to be something different and exciting to see and do.

The twin brother and sister talked together one day about how their respective families had such different, satisfying experiences in their daily lives. The twins both recognized that a number of things had changed, and likely would continue to do so; more homes and new people, different businesses and different job opportunities would emerge.

Over the years, their parents had instilled in them a sense of civic duty. They became actively engaged in their communities and appreciated the responsible decisions made by their local leaders.

Before the brother and sister got back to their busy lives, they reflected one more time about this place where time, depending on your perspective and desire, could either stand still or keep pace with and sometimes help set the pace for the world around them. They talked about how lives, locally as well as those hundreds of miles away, would be moving forward based on the contributions that they, their friends and their neighbors made. From agriculture, construction, education, manufacturing or something in between, they knew lives would be moving forward based on what happened in the place they call home, the place called Franklin County.

While, employers note the quality of a well educated/experienced labor force that exists in the county, one on-going challenge that has emerged with the advent of a growing manufacturing presence is a limited labor supply available to fill highly skilled positions.

Communities are attractive for their “small town” way of life, their affordability and their easy and relatively quick access to employment opportunities, culture and major metropolitan centers both within Pennsylvania and in neighboring Maryland.

***Consideration 2: If you were to describe Franklin County in three words or characteristics what would they be?***

Over the course of several meetings, people listed hundreds of words to illustrate how they felt about the place they call home. Franklin County has a wealth of natural, civic, built and human resources. It retains its rural mindset while valuing its town centers and looking to utilize the newest technology and attract new industries to keep the economy moving forward. In sum, Franklin County is most often noted for its:

- Pastoral beauty and many opportunities for people to enjoy its rural landscapes;
- Good people who are invested in their homes and region; and

## Gaining Perspective

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- Infrastructure and natural resources that support a wide range of economic activities.

By supporting and valuing these important characteristics, Franklin County is poised to continue its legacy of economic success set in a thriving rural landscape.

### ***Consideration 3: What resources are most important to protect?***

Dozens of resources have been identified throughout this planning dialogue, but three predominant themes of preservation continually emerge: agricultural (farmland) preservation, vibrancy of the county's core communities, and watershed protection and access to quality water. The way in which development is designed and executed is a common denominator for all of these. Future land use and housing decisions will be at the forefront of how these resources and others can remain treasures in the county as they are today.

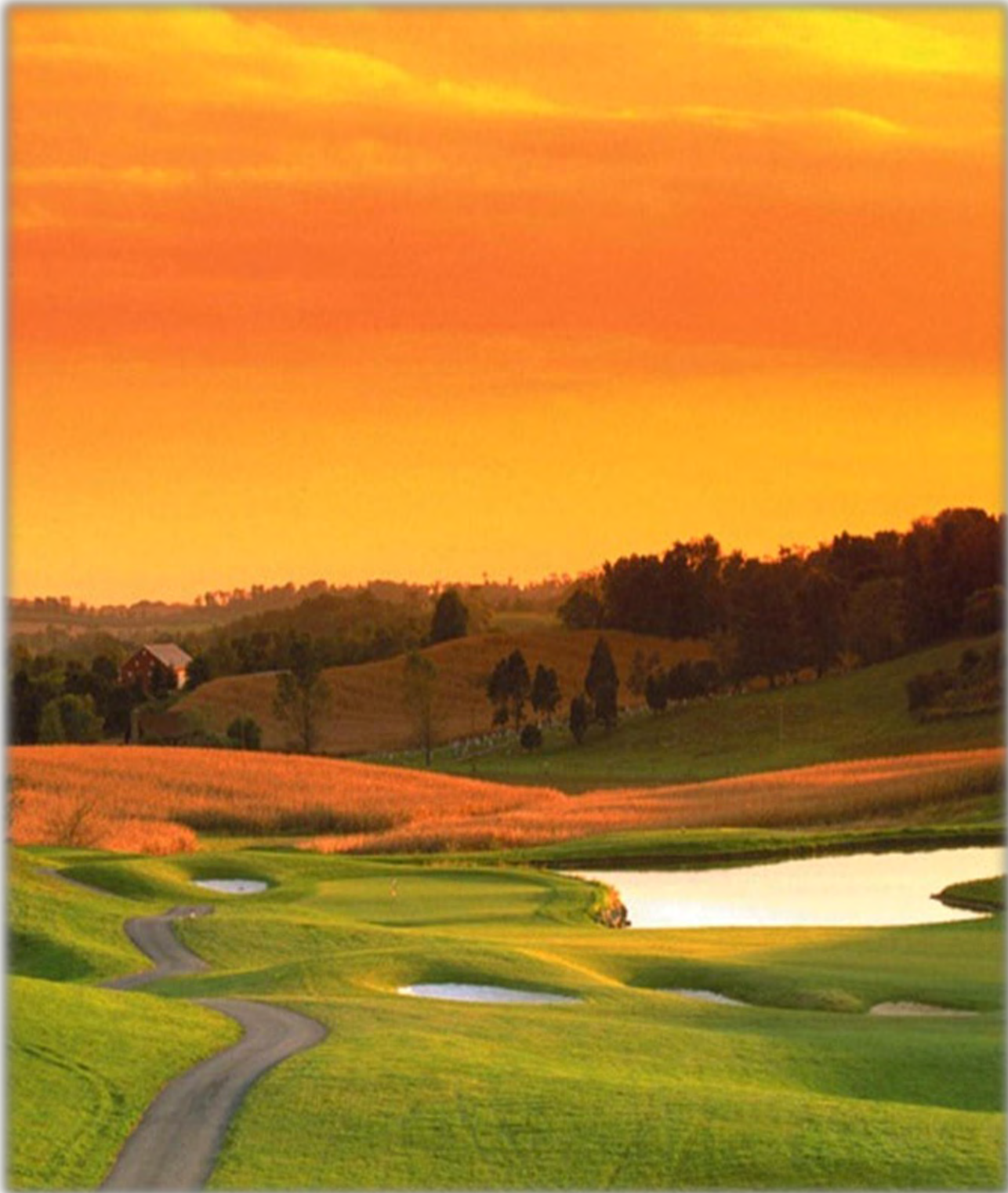
The preservation of prime soils for agricultural use was at the forefront of discussions. The preservation of agricultural land serves a dual purpose in providing areas critical to replenishing the water table. To date, farmland preservation in the county has been very successful. The county has an abundance of quality soils and people would like to see that land preserved and the success of the farmland preservation program continue.





Access to clean; plentiful water supplies and aquifer recharge are of great importance to people throughout the county, regardless of whether it is from a source within the county or within a neighboring one. A resource once at the center of every thriving community is a vibrant downtown. As regional scale development continues to occur, the importance of downtowns and investment in the county's core communities becomes front and center. In turn, opportunity exists for the public and private sector to join forces in expanding and adopting techniques and effective policies for infill and redevelopment. These types of relationships are at the root of what has brought success to Franklin County – moving forward collaboratively so that great ideas can be generated and success can be realized by many.







## ***Picture It:***

# **Franklin County Going Forward**

***In setting the  
course for its  
future, Franklin  
County looks to...***

*Promote continued  
prosperity, stability and  
quality of life for  
residents.*

*Preserve the county's  
heritage of small  
towns, rural areas and  
memorable views.*

*Encourage a  
collaborative approach  
to planning initiatives.*

*Picture It* outlines a series of recommendations that will enable the county to enhance connections and collaboration among its physical, social and fiscal resources. Recommendations are identified within the context of several elements including:

- Forward Thinking: Outreach and Cooperation
- Looking Forward: Land Use and Housing
- Foster Forward: Resource Management
- Fast Forward: Economic Development
- Moving Forward: Infrastructure, Transportation and Energy

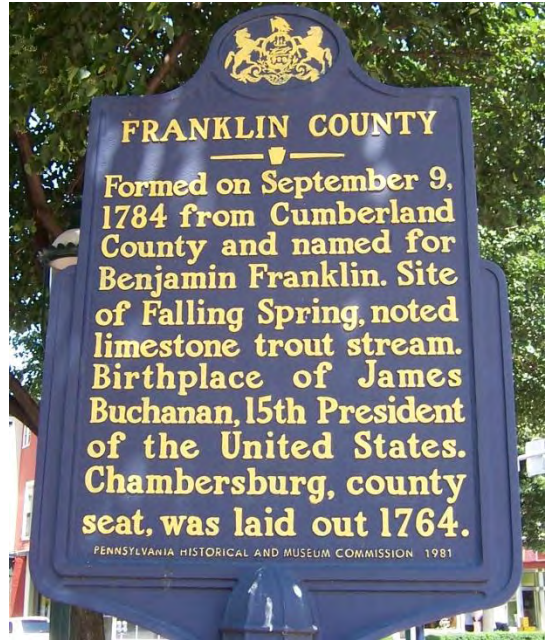
When viewed collectively, these elements form the comprehensive plan.

In setting the course for its future, Franklin County looks to promote continued prosperity, stability and quality of life for its residents; preserve the county's heritage of small towns, rural areas and memorable views; and encourage a collaborative approach to planning initiatives.

## **The Essentials**

The Essentials are identified actions that have the greatest potential for producing the most significant impacts on the county’s future vitality and character. These actions, much like a person’s need for essential vitamins, function as catalysts to promote community, health and vibrancy. The Essentials are identified as key actions for implementation that trigger or lead to the implementation of other actions.

In essence, these Essentials are the actions that produce significant “bang for the buck.” The Essentials produce visible indications of change—being the actions that the public sees—and where suitable, aim to stimulate the private-sector to make their own investments within the communities. Thematically, the Essentials embodied in the section relate to and are framed out to be realistic actions that can be initiated within the next decade in order to spark subsequent actions.





**Going forward,  
we need to  
continue  
strengthening  
partnerships and  
cooperation.**



## **Forward Thinking: Outreach and Cooperation**

This comprehensive plan update reinforces the most important aspect of the county's future planning efforts: its role as facilitator. Continuing dialogue and sharing ideas is essential to both county and municipal success. In its role as facilitator, the county is poised to be a driver in conducting outreach and fostering a cooperative environment that addresses solutions for regional scale problems.

As facilitator, the county can guide municipalities and groups in a problem-solving process to help bring out all points of view represented within the county.

As a facilitator, the county can strive for an open process. It can ensure that municipalities and other groups are fully aware of the most pressing issues at hand. The county can ensure that education on technical issues takes place as needed.

By acting as a facilitator, the county conveys its commitment to achieving goals that support all municipalities, residents, businesses and organizations in the county. Additionally, as a facilitator, the county can address small-scale issues or more broad topics that may lead to public policies, proposals or simply consensus on an action to be taken.



***Outreach and Cooperation Goal:***  
*Engage in outreach, education, communication and cooperation within the county*

***Strategy:*** *Promote the Franklin County Planning Department's role as a facilitator and orchestrator of municipal cooperation and as a clearinghouse of information, knowledge and contacts.*

The county has an opportunity to act as an enhanced repository of planning information for local municipalities. Maintaining an organized and updated library of planning-related information will provide a needed resource that is not currently available.

The county can complement its current resources with information and services that are at the forefront of planning technology like a Geographic Information Systems database and online ordinances.

To work towards improved efficiency, and effectiveness of land use and infrastructure development for the area's various landscapes, the county should work with municipalities to develop a Municipal Planning Toolbox. The county should work with other organizations and municipalities to develop model, issue-specific ordinances. For example, model watershed protection overlay provisions created in conjunction with the Franklin County Conservation District could be developed.

Focusing on basic development parameters for various landscapes will enable municipalities to

***Essential Action:***  
*Launch the County Planning Department's Resource Center*

Pilot Project: Establish a Resource Center to provide access to the county's GIS mapping, planning reference/data, model ordinances and up-to-date, pertinent information.

Aim to Achieve: As the county enhances its outreach role as a facilitator for local, regional and/or county planning initiatives, its ability to provide easy access to relevant, helpful information will be paramount to its effectiveness.

How to Get There: Outline the products, the media and the protocol needed for the creation and up-keep of a Resource Center. Create a platform for electronic access that represents the technological innovation found throughout the county.

Partners to Put in Motion: Franklin County Planning Department, Institutions of higher education (computer science, geography, etc.) and municipalities.



weigh the wide variety of benefits and challenges prior to implementation.

**Strategy:** *Proactively encourage municipalities to work with the county together to find solutions for regional-scale issues; strengthen the dialogue between local, county and state governments while reinforcing the successes of county planning, municipal and private-sector partnerships.*



The Franklin County Planning Commission’s role in coordinating with municipalities on broader, regional impacts of local development projects should be reinforced. The county can facilitate many planning actions and endeavors by continuing to bring municipalities together and including the private sector into discussions at key points in time. Expanding the Franklin County Planning Commission’s role and function to foster increased collaboration for regional-scale land use and economic planning will help the county meet its goals.



A portion of the county’s regularly recurring meetings should highlight region-specific opportunities and initiatives. Residents and municipal leaders as well as agricultural and non-agricultural businesses should be recognized for notable or innovative pursuits – especially coordinated, collaborative planning projects. Municipalities and other entities participating in implementation of the comprehensive plan’s recommendations should be recognized as priority participants in future allocations of available county funding.



## Picture It

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**Strategy:** Determine how the county may further its partnerships with neighboring counties.

The county should remain abreast of opportunities that exist on a regional level. By continuing to work in concert with adjacent counties, Franklin County can help to maintain its important landscape into the future.



**Strategy:** Provide sufficient levels of staffing within the county Planning Department to assist in facilitating education and outreach efforts as well as assisting in the implementation of multi-municipal initiatives as needed.

The Franklin County Planning Commission's role and function could be expanded while maintaining sufficient staffing levels to engage in education and outreach efforts and to provide technical assistance as needed.



**Strategy:** Coordinate with public and private sector entities to promote the benefits of coordinated planning and public health.

Planning and health used to be two separate and distinct topics. As our nation and individual communities continue to encounter growing health problems, we have realized that planners can influence public health. Franklin County realizes that promoting public health is an important task and one that they cannot succeed alone. Aside from direct county health services, Franklin County can join forces with health care specialists and providers in encouraging residents to lead healthy, active lives. Safe places for people to walk and bicycle encourages residents and visitors to stay active. Strengthening the county's core communities and ensuring that sidewalks and





neighborhoods are complete and roadways and intersections are safe will promote walking and biking. Large tracts of public open space in the area are currently available. At the county level, these can be enhanced by working with groups and property owners to incorporate existing open spaces into larger greenway and recreation corridors and systems that include active and passive recreational facilities.



**Strategy:** *Evaluate the applicability and potential impacts of creating Official Maps.*



An Official Map is a planning tool granted to municipalities by the Pennsylvania Municipalities Planning Code to allow for the designation of future public facilities on a map. This designation allows a county and/or municipality the ability to further shape the relationship of public improvements within the landscape. An Official Map can be a useful planning tool for both urban and rural areas in the development of assets such as public streets, watercourses and public open spaces including parks, pedestrian facilities, easements, transit rights-of-way, flood control infrastructure and storm water management systems.

**Going forward,  
 we need to**  
 continue  
 coordinating land  
 use and housing  
 patterns

## **Looking Forward:**

### **Land Use and Housing**

A comprehensive plan is commonly rooted in land use and housing strategies. The 1999 comprehensive plan established a series of principles that will remain important into the next decade. A number of goals that were identified in

the 1999 plan were able to be achieved. The Recreation Plan, Greenway and Open Space Plan and the Natural Areas Inventory were all identified as necessary projects in meeting the goal of preserving open space and natural resources and all have been accomplished. These initiatives remain a pertinent component of this update to the comprehensive plan.

As part of this planning update, a study was conducted to evaluate the potential impacts of growth that could occur in the county. From these analyses and resulting dialogue, this Comprehensive Plan Update seeks to outline goals and recommendations that are most pertinent to the coming decade. This time period will present many opportunities for collaboration among county and local municipalities to further coordinate desirable and effective land use and housing strategies.



### **Land Use and Housing**

**Goal:** *Foster the continued livability and success of urban communities and of communities embedded within the rural landscape.*

**Strategy:** *Champion for local land use controls that promote balanced growth and conservation.*

Land use in Franklin County has been shaped by natural features and by agricultural and small town heritage. The county should continue to encourage municipalities to preserve this

**Essential Action:**  
*Advocate for responsive, compatible land use decisions*

**Pilot Project:** Champion for locally implemented land use strategies that promote balanced growth and conservation.

**Aim to Achieve:** Promote conservation of quality farmland, prime agricultural soils and the livability of communities embedded in rural landscapes. Emphasize agriculture and its supporting industries as identifying characteristics and stability of the county's future.

**How to Get There:** Continue to encourage multi-municipal planning and facilitate workshops of the Franklin County Planning Department, the Franklin County Area Development Corporation, the Franklin County Agriculture Land Preservation Board, the Franklin County Redevelopment Authority, school districts and municipalities.

**Partners to Put in Motion:** Municipalities, County Planning Department, Franklin County Area Development Corporation, and school districts.





character with a thoughtful approach to land use and zoning. Particularly relating to:

- 1) Encouraging infill and redevelopment within existing denser urban settings; and
- 2) Supporting densities in the township areas that complement established development patterns in adjoining boroughs and villages.

**Strategy:** *Promote conservation of quality farmland and prime agricultural soils.*

In order to maintain important agricultural land uses, the county should continue to promote conservation-oriented/cluster residential development patterns in new developments. The county shall enhance the efforts of the county Agricultural Land Preservation Program to preserve the most productive soils in the county.

**Strategy:** *Support revitalization of core communities.*



Villages, farmland, small towns and forests have characterized the Franklin County landscape for generations. The county should continue to encourage the Franklin County Redevelopment Authority to partner with the private sector to pursue a pilot project in each core community. The correct balance between a focus on the core communities' historical significance and the opportunities that exist to move forward is important in promoting their revitalization.

**Strategy:** *Work with landowners to ensure prompt and sufficient reforestation of woodlands that have been timbered.*

## Picture It

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Maintaining the county's wooded lands protects an economic and natural resource as well as preserves the character of the county.

**Strategy:** *Encourage home-ownership.*

Home-ownership, which has historically led to orderly growth and balance, should be encouraged to the greatest extent possible especially in the downtowns and boroughs. The county planning department is encouraged to work with the housing authority and other agencies and organizations to administer and create programs supporting and encouraging home-ownership.

The county should remain abreast of the evolution of available programs geared toward improving residential, along with non-residential, opportunities in downtowns and boroughs. The county should be proactive in understanding the impacts of successful programs or customized strategies other counties and/or municipalities have implemented.

### Land Uses Patterns

Franklin County is unique in Pennsylvania. For a population that has grown at one of the highest percentages in the Commonwealth over the past decade, there is little evidence of sprawl. There are a number of different landscapes throughout the county: core communities, suburban non-residential, suburban residential, agricultural areas, managed woodlands and a series of corridors of county-wide planning significance.





Overall, future land use patterns should be guided to maintain the county’s existing character. Potential negative impacts of sprawl should be mitigated and avoided. Farmland should be valued for its contribution to both the economy and character of the county. Additional manufacturing and industry along major transportation corridors should strategically planned to balance market activity, community character, infrastructure demands and quality of life.

### **Core Communities**

The county’s core communities are established along major crossroads. The county’s core communities are essentially “built-out” meaning that there is little undeveloped land upon which new development could occur. Within each core community, a key recommendation is to build capacity for revitalization of their downtowns. As part of this effort, the county should encourage the Franklin County Redevelopment Authority to partner with the private sector to pursue a pilot project in each core community. Other key actions are to focus on the historical significance of core communities as one of the many components of the county’s overall historical and cultural resource network as well as to create a public-private program specifically for rehabilitation. A variety of housing types and densities are found and should be encouraged within the core communities. By investing in these spaces and making them attractive for people, the county is

## Picture It

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promoting land use patterns that encourage pedestrian mobility.

### **Suburban Non-Residential**

Predominant land uses within the county's suburban non-residential areas are larger-scale commercial, industrial and technology developments. For prosperity to continue in these areas, it is recommended that the county and local municipalities continue to promote coordinated access management as well as provisions for land use compatibility between employment centers and surrounding land uses.

### **Suburban Residential**

In the past decade, a majority of the county's population growth has occurred around its core communities and village centers. In large part, these developments have formed a series of extended "neighborhoods" surrounding these communities. While some suburbanization has occurred, it is the exception rather than the rule. Suburban residential development should only occur in areas aligned with existing transportation and infrastructure investment. A number of municipalities have provisions in place to guide the strategic locations of suburban development and should serve as examples for others that encounter pressures for this type of growth.





### **Rural Residential**

While the county’s population will continue to grow, a large portion of the landscape is envisioned to remain rural. To the greatest extent possible, communities are encouraged to continue retention of rural residential development as they have been doing. Promotion of conservation-oriented development in the rural landscape should be a high priority.



Conservation development should be considered as a tool to allow for growth while protecting the county’s precious natural resources.

### **Agricultural Areas**

While population and businesses continue to grow, agriculture continues to be the foundation of Franklin County’s economy and quality of life. Land uses within agriculture areas are predominantly production-oriented and very low-density residential. To promote on-going stability and success in the agriculture economy, retention and conservation of quality agriculture soils is essential. If and when residential growth occurs within an agricultural area, the county and municipalities are encouraged to work together to promote conservation-oriented development patterns in these areas.



## Picture It

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### Woodland Resources

Woodlands are second to agriculture in terms of the county's overall acreage. Managed woodlands include opportunities for recreation, conservation and the timber industry. Care and reforestation of these areas is important for several reasons: character, habitat, continued economic return, groundwater recharge and stormwater management.



### Letterkenny

Encompassing land in the north-central portion of the county, a signature landscape in the county is commonly referred to as Letterkenny. For decades to come, it is envisioned that this area will continue to serve as a hub of activity including a blend of public military employment, private business ventures, research opportunities and natural resource management. Cooperation with the US Army and the Cumberland Valley Business Park should continue in order to ensure adequate access, infrastructure and land development demands are addressed to serve all activities.



### Corridors

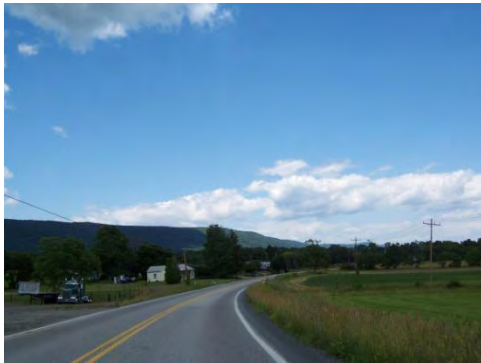
Between mixed use villages and urban core communities, there are varying patterns of development. Based upon existing and future desired character, two distinctive types of corridors are critical to shaping the character of surrounding conservation and development areas:

- Agricultural Corridors
- Woodland Corridors

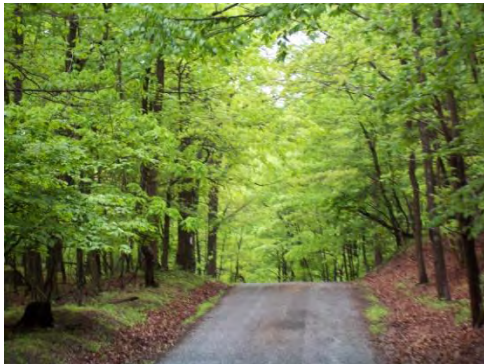




These corridors also incorporate smaller village centers that have historically served as concentrations of both residential and non-residential development. These mixed-use areas serve as important places for supporting everyday needs in predominantly rural landscapes.



The county and municipalities are encouraged to work together to develop distinguishing criteria associated with densities, parking, signage, and access management along these corridors. Provisions should respect and complement the corridors' attributes and ensure the existing character of each one is preserved.



**The Coming Decade and Beyond**

In order to facilitate long term planning, two future land use maps were created. One illustrates land uses anticipated in 2025. The other map shows desired land use patterns at the county's build-out.



Build-out helps to convey an understanding of long-term growth and the county's capacity for development. Armed with an understanding of what build-out is, the county, municipalities and state planning entities, such as the Department of Transportation, the Department of Community and Economic Development or the Department of Conservation and Natural Resources can make informed decisions about a project's long-term impact and effectiveness.

## Picture It

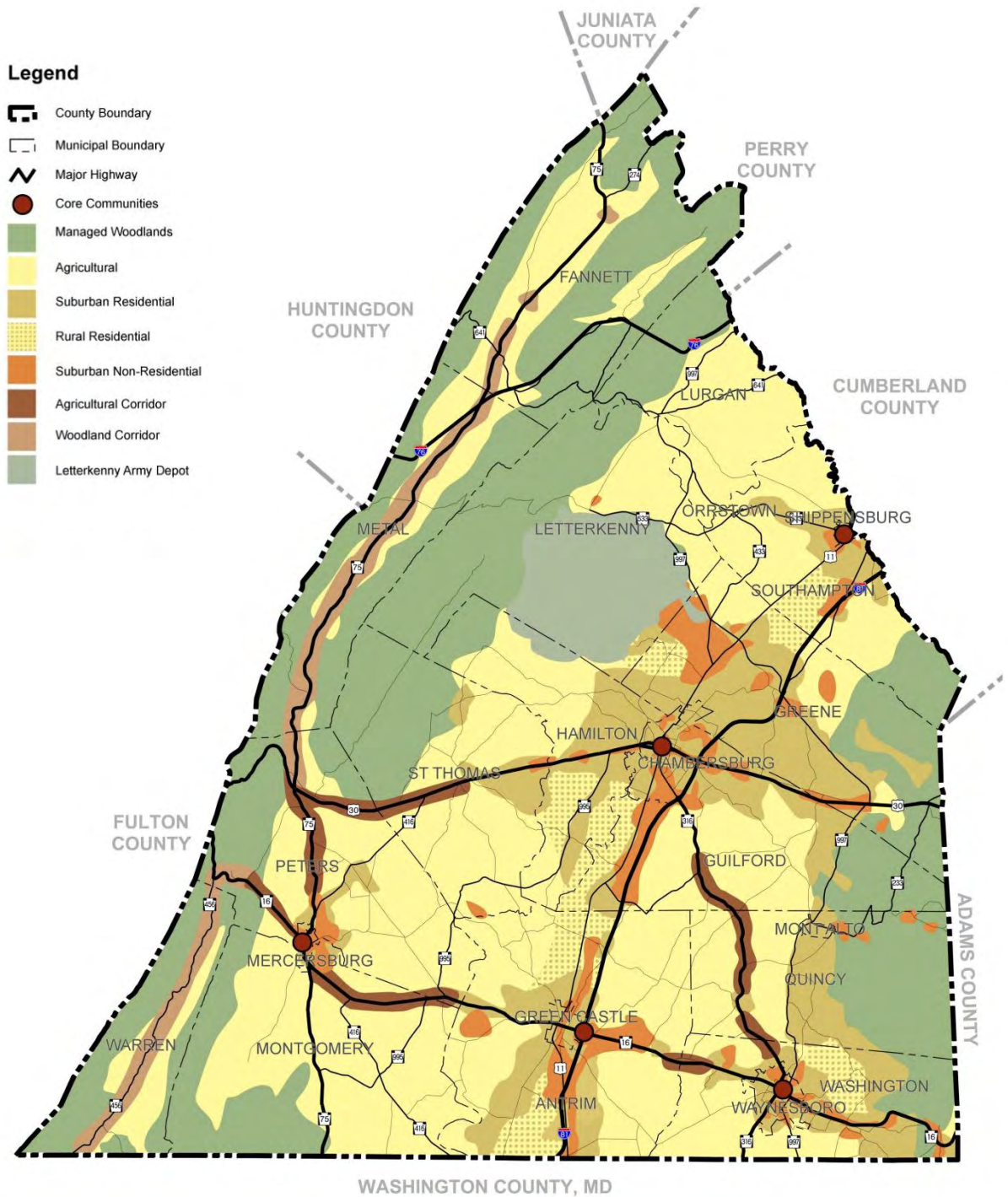
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In Franklin County, the landscape's varying existing characteristics and patterns influence the amount of potentially developable area. In considering the relationships between urbanized land and sensitive natural resources, potentially developable land was also evaluated in context of anticipated infrastructure patterns. Patterns of existing land use, zoning and potential market activity were further considered in creating the vision for growth and conservation at the county's build-out.

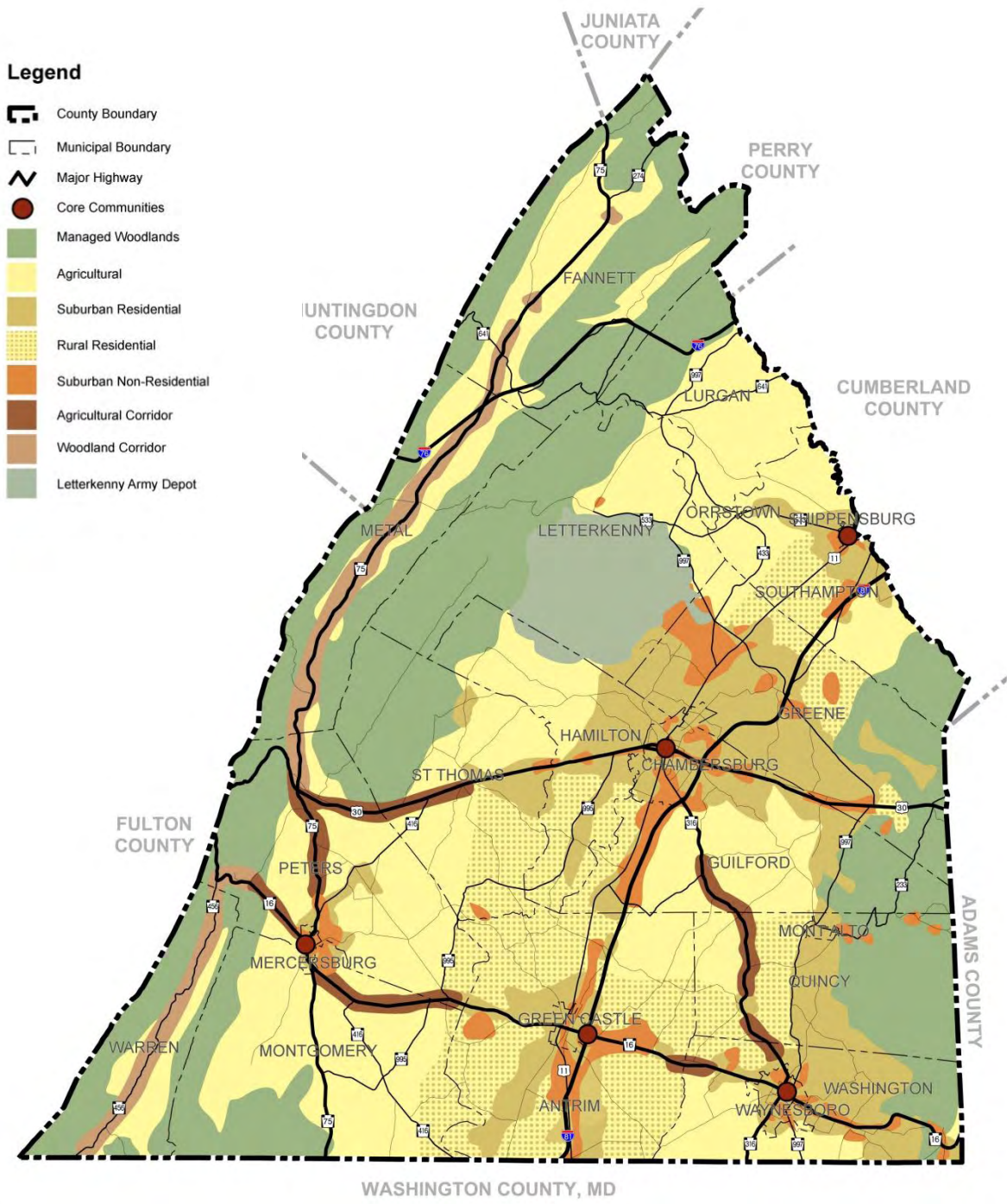




**Future Land Use and Housing Plan: 2025**



**Future Land Use and Housing Plan: Build-out**



## **Foster Forward: Resource Management**

**Going forward,  
we need to**  
advance  
conservation and  
continue funding  
agriculture  
preservation  
initiatives.

Many studies document that Franklin County is rich in resources that will continue to shape its future as a haven for those interested in conservation, recreation, and history. Sustaining and enhancing natural, scenic, and historic resources will benefit current and future generations.

Agricultural resources are important to the county. Agriculture is the economic base, the visual character and one of the driving cultural forces in Franklin County. Generations of farmers have sustained a diverse agricultural economy that helps define Franklin County's character. Preserving resources for agriculture helps to ensure that the agricultural rhythm of the county will remain an important force well into the future.





**Resource Management Goal:**  
*Facilitate the protection and promotion of the county's rich natural resources, recreation opportunities and history.*

**Strategy:** *Continue funding of agriculture preservation initiatives.*

A primary aim of these initiatives should be raising and allocating funds for agriculture preservation. The county should expand its collaborative relationships with the Farmland Preservation Program, Central PA Conservancy, Franklin County Conservation District, and others to collectively promote the continued support of agriculture preservation.

**Strategy:** *Support preservation of sensitive natural resources.*

Greenways or open space corridors are critical to sustaining the integrity of natural systems. Franklin County has a strong legacy of planning to maintain and strengthen its green infrastructure resources.

An essential component of a healthy, natural resource system is the protection and conservation of water quality and supply. High-quality water resources are vital to ensuring a healthy community, sustainable economy and continued existence of plant and animal species. As the agricultural landscape is likely a critical component of this effort, it is recommended that the stakeholders collaborating on agriculture preservation also be at the table to promote preservation of other sensitive natural resources.

### **Essential Action:**

*Celebrate why the county's unique assets are essential to its long-term vitality*

**Pilot Project:** Establish an annual campaign that highlights the value of identified natural resources, recreation resources and historical features and how the assets contribute to future successes in the county.

**Aim to Achieve:** More than just a simple recognition, this Celebrated Features campaign is aimed to encourage dialogue and collaboration among groups and individuals throughout the county that lasts all year long. The initiative seeks to tie how conservation, improvement and/or enhancement of identified assets are essential to furthering economic wellbeing, cultural appreciation and healthy communities. The initiative also seeks to bring awareness (planning and otherwise) of these commonly shared resources to residents of all ages and businesses throughout the county.

**How to Get There:** Determine a featured unique asset each year that encompasses one or more of the resources in the county: natural, recreation and/or history. Example for the coming year could be “Year of the Civil War Trails Network” (Natural, Recreation and History). Rally related stakeholders around the cause and determine how each of the partners can be part of sharing the message. Engage artists and school-age children in developing print, electronic and spoken media to convey how features throughout the county fit within the identified asset(s). Integrate outcomes into county outreach and encourage the business community to participate in the celebration.

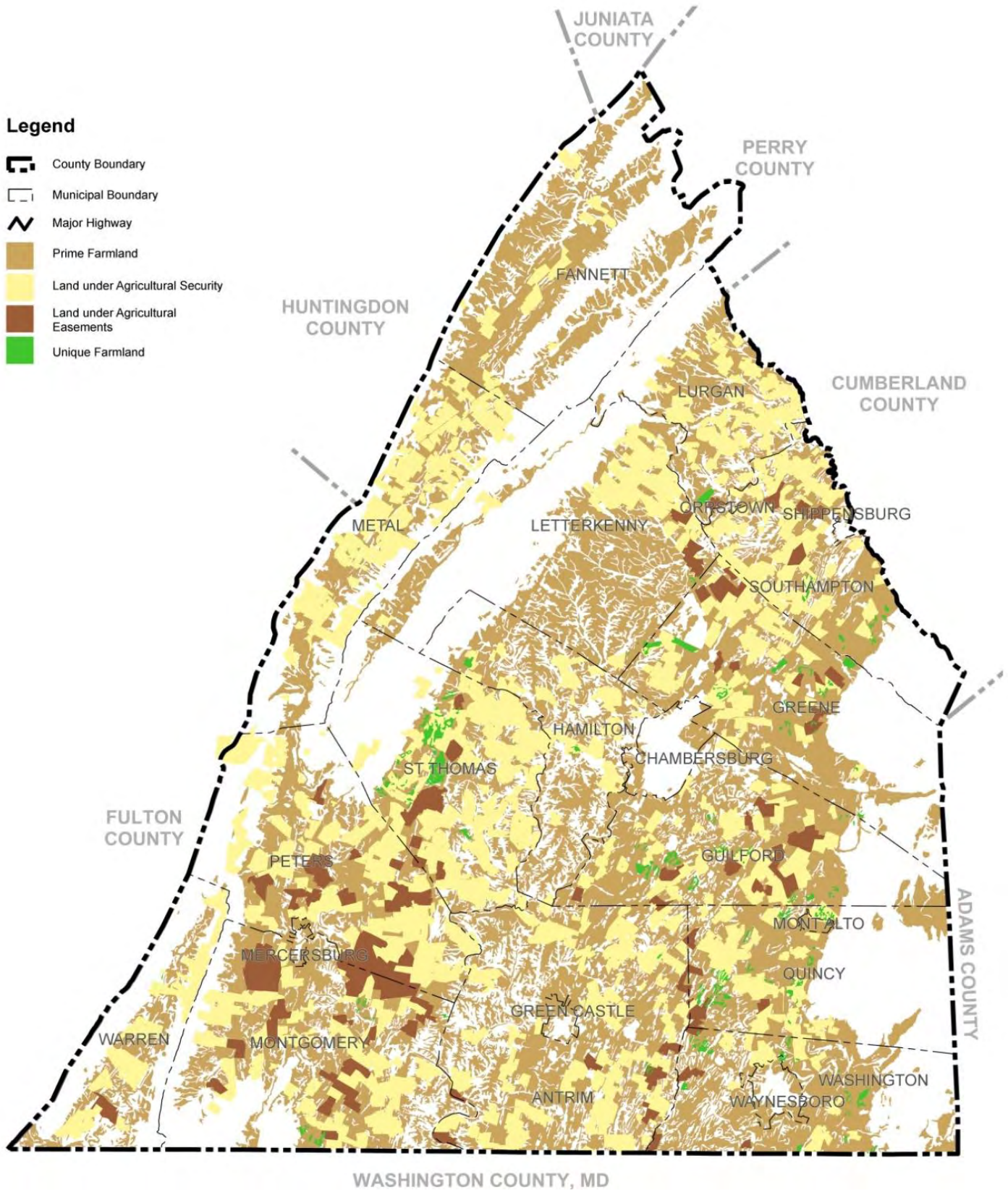
**Partners to Put in Motion:** Franklin County Planning Department, Tourism Bureau, Franklin County Historical Society, community groups, County Conservation District, PA Department of Conservation and Natural Resources, Pennsylvania Historic and Museum Commission, artists, school districts, and other related stakeholders/interest groups.

**Strategy:** Encourage strategies and/or policies that emphasize conservation of existing county character: small towns, rural areas and positive, memorable views

The county should bolster its work within its own departments, with municipalities and forging relationships with the private sector to highlight the significance of environmental resource conservation, history and recreation as related to economics and tourism. The on-going creation of economic and tourism-related opportunities will continue to strengthen the value to both the county’s natural and built landscapes.



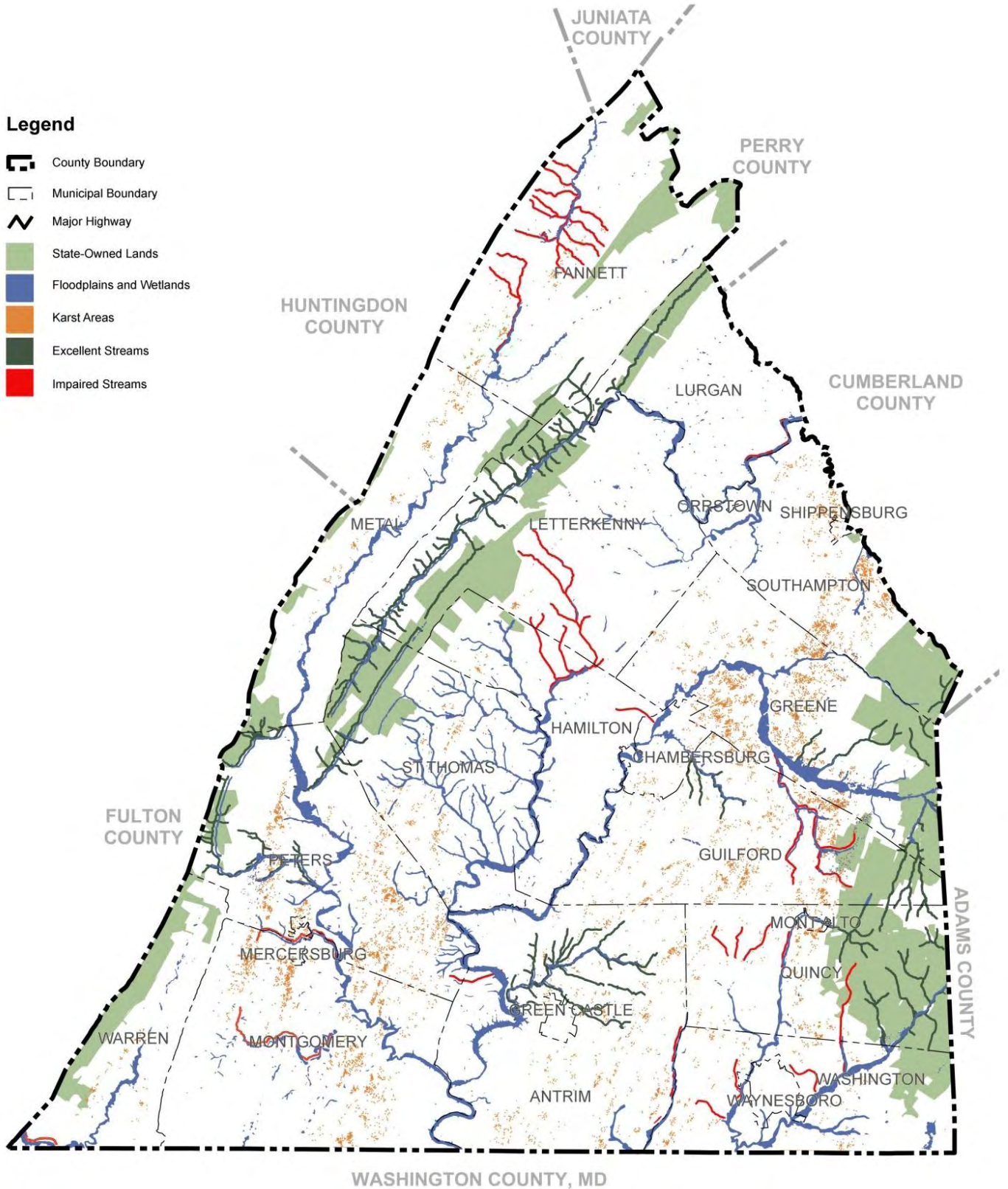
**Agricultural Resources**

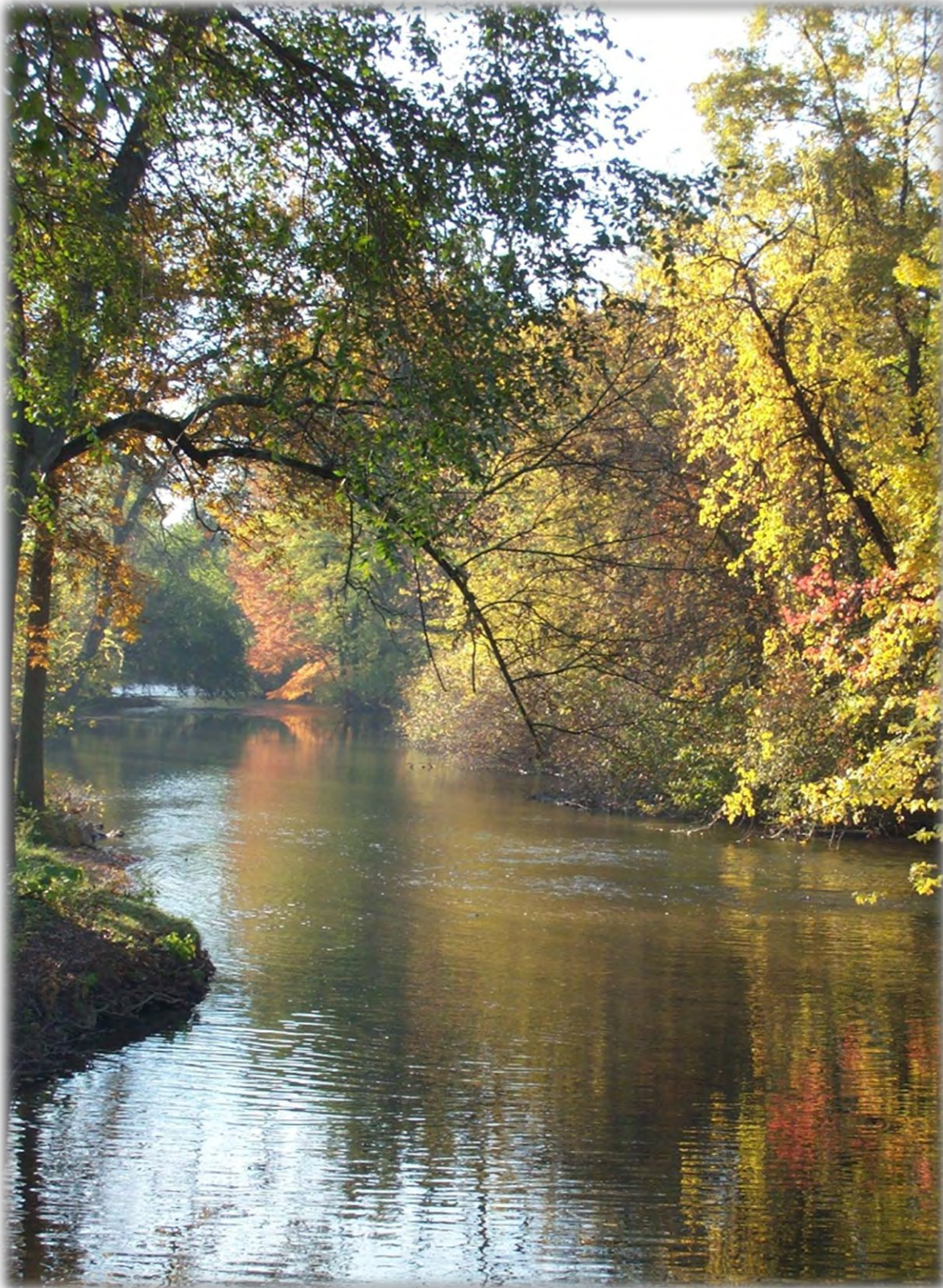


**Natural Resources**

**Legend**

-  County Boundary
-  Municipal Boundary
-  Major Highway
-  State-Owned Lands
-  Floodplains and Wetlands
-  Karst Areas
-  Excellent Streams
-  Impaired Streams







## Fast Forward: Economic Development

**Going forward,  
we need to**  
embrace and  
provide economic  
development  
opportunities.



The county's agricultural history and its position within south-central Pennsylvania enable its residents and businesses to continue growing with positive success. Franklin County is strategically located along a major transportation corridor and features a high quality of life and a beautiful setting for employees. The county should continue to work with the Franklin County Area Development Corporation (FCADC) to promote local and regional-scale economic development opportunities. As the county's population and employment base are anticipated to increase, there will be a need for office space, housing for employees, and amenities to attract them to the area. The county can serve a pivotal role in encouraging and/or facilitating discussions among municipalities, the FCADC, prospective businesses, school districts and others to promote coordinated planning and policy decisions. Conservation and the appropriate use of the county's natural and agricultural assets are central to its economic success. Important agricultural soils and woodlands support key sectors of the county's economy.





**Economic Development Goal:**  
*Promote economic opportunities while retaining agriculture and community character.*

**Strategy:** *Continue cooperation with the Franklin County Area Development Corporation in implementing a comprehensive county-wide economic development strategy and continue to encourage multi-municipal planning.*

Municipalities with zoning in the county have provided for a significant amount of land suitable for future non-residential development. In working with FCADC and the communities, the county can encourage coordinated decision making that thoughtfully reflects the overall goals and capacities of land use, transportation, infrastructure and natural resources. The county should work to ensure that there is an inventory of appropriately located land available for economic development.

**Strategy:** *Continue to emphasize agriculture and its supporting industries as identifying characteristics and the stability of the county's future.*

Agricultural soils and woodlands support key sectors of the county's economy. Maintaining these assets will allow this important economic sector to remain strong into the future.

**Essential Action:**

*Expand and reinforce how the county's technical planning tools contribute to economic development efforts*

Pilot Project: Integrate measurable quality of life indicators and other data into the mapping and information that the county provides in order to further assist others as they recruit, maintain and nurture employment opportunities throughout the county.

Aim to Achieve: Illustrate up-to-date patterns and trends that are relevant to different industries from manufacturing to agriculture.

How to Get There: Outline the types of issues and concerns that would impact potential developments (e.g. commuter patterns for industrial development; stream quality for agricultural development, etc.). Determine how this information can be presented visually and through text to clearly communicate the county's assets and strengths to potential investors. Seek feedback from and collaboration with other departments to refine and strengthen the quality of the information and its presentation.

Partners to Put in Motion: Franklin County Planning Department, Franklin County Area Development Corporation, Chambers of Commerce and Downtown organizations.



**Strategy:** *Work to facilitate and encourage business, industry and manufacturing in the county.*

Cooperatively evaluate ordinances and land use controls regarding industrial, manufacturing and commercial locations. Ensure land use policies are amenable to a full range of manufacturing and logistics-related industries.



Encourage education within current industries to meet ongoing technologic employment needs within the county. Work with educational institutions to ensure that local students are ready to enter the local workforce.

Promote redevelopment and enhance business growth in the business parks throughout the county.



**Strategy:** *Foster a quality of life attractive to a plentiful, skilled workforce.*

Recommendations throughout the comprehensive plan are geared to fostering a desirable quality of life. In addition to policies, the county should work with institutions in the public sector and private sector (including school districts) to encourage training within current industries to meet ongoing technologic employment needs within the county.



**Strategy:** *Continue to develop and implement fiscally responsible budgets that balance needed public services with available funding levels.*

## Picture It

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By keeping costs down, Franklin County can remain competitive in attracting businesses that are a good match for the area. The county should continue to work with public service agencies and municipalities to evaluate the efficiency and needs of services.

**Strategy:** Encourage tourism-oriented initiatives.

Hospitality and tourism are industries that are based on local assets. Continued promotion of local tourism and associated business activity tied to the county's natural and cultural assets is critical to future growth and success. This will also serve to showcase the county's assets for potential new businesses.

Civil War-based, history-oriented as well as agricultural-focused tourism are important elements of Franklin County's cultural fabric. Continuation of these kinds of tourism activities should be encouraged and supported.



**Going forward,  
we need to**

promote balanced  
growth with  
transportation and  
infrastructure  
investments.



## **Moving Forward: Transportation and Infrastructure**

Throughout the comprehensive planning process, recurring discussion focused on how future development patterns can be supported in a sustainable system of infrastructure.

### **Long Range Transportation Plan**

The Franklin County Rural Planning Organization (RPO) was established in May of 2009 to guide decision-making for transportation planning and programming activities in the county. The RPO is responsible for developing a unified planning work program, preparing a Long Range Transportation Plan (LRTP) and managing the transportation improvement program (TIP). The LRTP is the county's guiding document for making transportation decisions that will influence and impact the region's future.

The RPO and the county utilize the LRTP to enhance the transportation system to provide for an efficient movement of people and goods, and to analyze the potential impacts to our community, economy, and the environment. The LRTP serves two purposes. The LRTP serves as the guiding document for decision making for the Franklin County RPO. Additionally, it serves as the transportation element of the Franklin County Comprehensive Plan. The LRTP addresses all modes of transportation including highway, rail,

## Picture It

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aviation, and non-motorized modes and the eight federal planning factors that were established by the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the federal transportation authorization passed in 2005.

As the transportation element of the county's Comprehensive Plan, the LRTP also addresses the requirements of the Pennsylvania Municipalities Code (MPC). Article III of the MPC states that the comprehensive plan shall include, "a plan for the movement of people and goods, which may include expressways, highways, local street systems, parking facilities, pedestrian and bikeway systems, public transit routes, terminals, airfields, port facilities, railroad facilities and other similar facilities or uses."

The Franklin County LRTP is developed with the following eight planning factors in mind.

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency.
2. Increase the safety of the transportation system for motorized and non-motorized users.
3. Increase the security of the transportation system for motorized and non-motorized users.
4. Increase the accessibility and mobility options available to people and for freight.



**Essential Action:**

*Promote multi-municipal and region-based transportation and infrastructure enhancements*

Pilot Project: Develop and implement criteria and a ranking system associated with the allocation of project funding.

Aim to Achieve: Support broader-scale transportation and infrastructure planning efforts that are consistent with strategies throughout the comprehensive plan

How to Get There: Outline criteria (e.g. sprawl index) to further administer the distribution of monies for local and regional-scale projects. Evaluate proposed projects using the criteria in context of the comprehensive plan to ensure that funded projects are in line with the county’s vision for broad-scale transportation and infrastructure planning. Seek feedback on criteria and finalize the ranking system. Assess potential project funding using the criteria to determine compatibility with the county’s vision.

Partners to Put in Motion: Franklin County Planning Department, RPO, municipal authorities and municipalities.

5. Protect and enhance the environment, promote energy conservation and improved quality of life.
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight.
7. Promote efficient system management and operation.
8. Emphasize the preservation of the existing transportation system.



**Transportation and Infrastructure**

**Goal:** *Use a balanced approach in the development of transportation, infrastructure, and energy systems.*

**Strategy:** *Encourage future development and growth to align with existing development and in areas where transportation and infrastructure expansion are invested.*

Infrastructure providers have encountered numerous financial, physical and policy challenges in recent years in response to mandated system improvements. Because all three of these “costs” have revolved around required upgrades, there has understandably been limited focus on expansion of sewer and water needs to accommodate future growth. As opportunities continue to move forward and consensus is built, the county can be a resource for municipalities and municipal authorities in the pursuit of larger-scale infrastructure coordination.

## Picture It

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**Strategy:** *Enhance pedestrian-bicycle connectivity.*

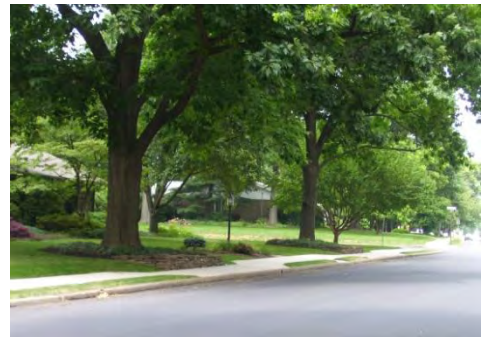
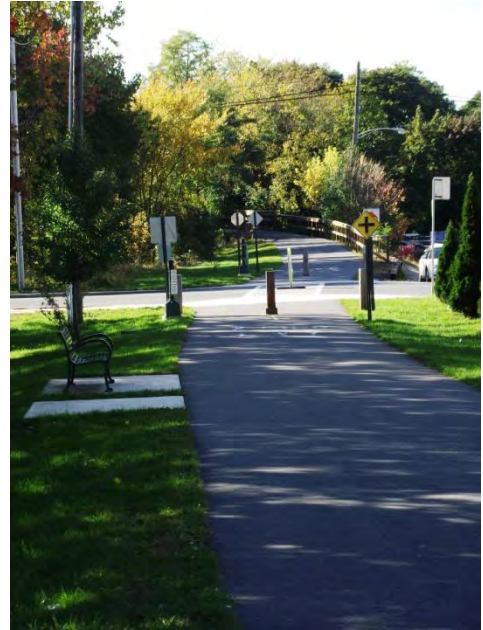
Other planning efforts completed over the past 10 years identify that further emphasis on pedestrian and recreation trails within this system are both desirable and achievable. Based on these previously laid out plans, the county should delineate priority routes of a county-wide pedestrian/greenway network; work with municipalities and interest groups should continue to link projects that are already in place with identified priorities.

In order to further emphasize pedestrian safety, pursue funding and implement improved access management to the pedestrian network; the RPO Planning Department, local municipalities and interest groups should join in cooperative efforts.

**Strategy:** *Support efforts for renewable energy projects or encourage use of renewable energy.*

Public health and safety investments can be promoted through infrastructure planning. The county should work with public and private organizations to evaluate and confirm the feasibility and desirability of future renewable energy systems.

While land in the county reaches significant elevation, the demands and viability will need to be balanced with desires for viewshed protection if wind energy is to be considered. Viewsheds also need to be considered in the development of commercial scale solar energy operations







Residential and small scale solar energy installations can have positive impacts for homeowners and local governments. There are many funding opportunities available for small scale solar installations and organizations promoting solar power, like the US Department of Energy’s SunShot Initiative. Currently, a model ordinance is being developed for the installation of small scale solar photovoltaic panels for municipalities in Pennsylvania. When this model ordinance is completed, it will be a tool that can be used by Franklin County and adopted by local municipalities to decrease barriers for small scale solar installations.





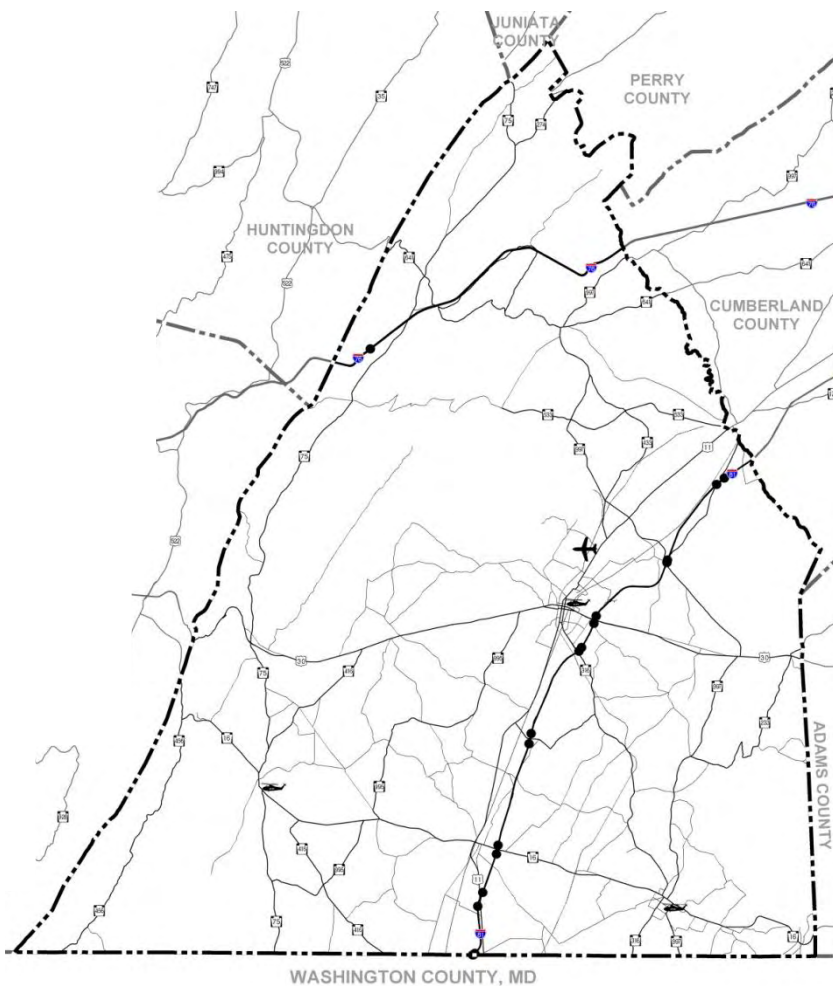
# Taking Stock:

## Identifying today's resources

The planning goals and strategies outlined as part of the comprehensive plan are borne from the resources that exist in the county today. A series of characteristics and impacts were evaluated in the initial stages of planning to determine the

applicability of policy and project recommendations.

*Taking Stock* serves to identify the specific patterns of these characteristics and their consideration during the planning process. Additional mapping and analyses were prepared examining physical patterns, socio-economic trends and the capacity for growth in the county.



**Franklin County Transportation Network Map, 2005**

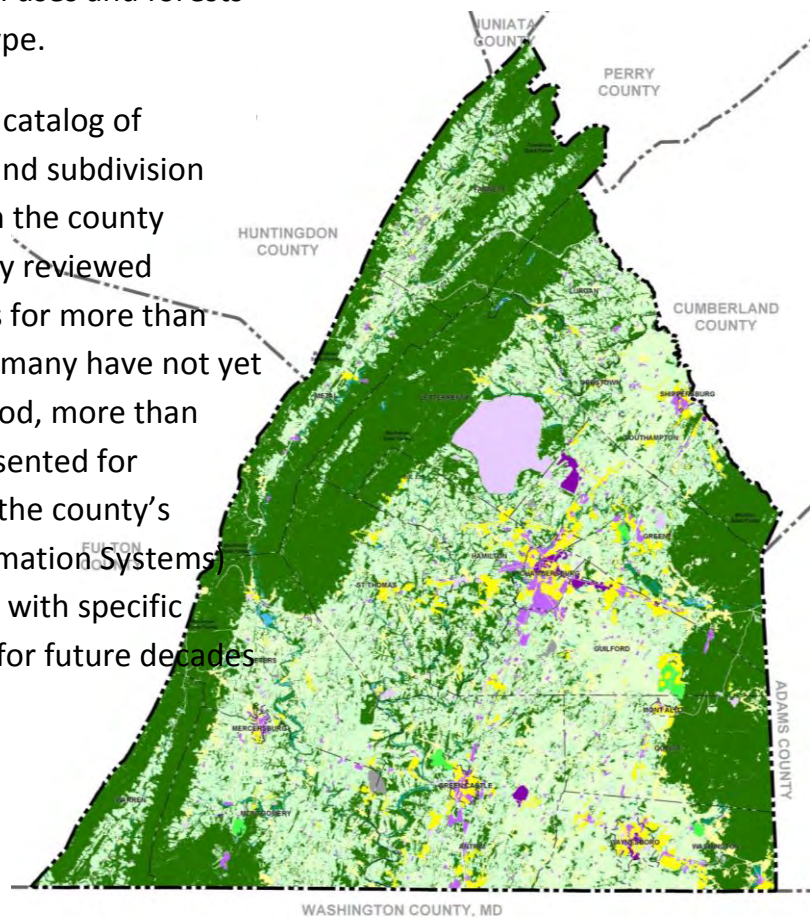
# The Physical Environment

The Physical Environment focuses on understanding the complexion of the county's existing general land use activities, population and infrastructure/transportation systems.

### ***Land Coverage and Land Use***

Land coverage data, derived from 2005 satellite imagery, is the most comprehensive digital inventory of land use currently available in the county. As discussed in Part 1 of this Comprehensive Plan, agricultural uses and forests are the primary land coverage type.

To supplement this 2005 data, a catalog of proposed construction permits and subdivision approvals has been developed in the county planning department. The county reviewed applications that proposed plans for more than 15,000 residential lots, of which many have not yet been built. Within the same period, more than 5,000 building permits were presented for application. With the advent of the county's upcoming GIS (Geographic Information Systems) database, this information along with specific parcel land use will be available for future decades of planning.



**Franklin County Land Coverage Map, 2005**

**Franklin County 2005 Residential New Construction Building Permits and Residential Subdivision Lots Approved**

MUNICIPALITY	2005		2006		2007		2008		2009		2010	
	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots
<b>Franklin County</b>	<b>1,112</b>	<b>6,090</b>	<b>1,257</b>	<b>5,402</b>	<b>1,026</b>	<b>1,503</b>	<b>737</b>	<b>1,501</b>	<b>394</b>	<b>686</b>	<b>333</b>	<b>283</b>
Antrim Township	152	1,188	126	1,074	98	558	67	57	57	27	45	9
Chambersburg Borough	29	1,369	113	82	158	85	82	25	16	53	13	14
Fannett Township	7	5	12	16	10	16	5	22	4	11	5	13
Greencastle Borough	34	6	27	6	26	5	13	11	2	0	3	10
Greene Township	119	828	191	1,218	169	46	84	142	73	277	98	6
Guilford Township	128	303	95	785	54	180	33	15	27	44	11	37
Hamilton Township	102	143	86	544	59	117	52	346	54	48	34	27
Letterkenny Township	7	31	10	13	13	8	9	24	4	10	6	15
Lurgan Township	9	9	14	21	4	13	5	12	5	5	2	8
Mercersburg Borough	3	0	24	0	4	0	0	0	1	2	1	0
Metal Township	11	2	6	5	10	13	6	40	2	0	5	4
Mont Alto Borough	18	0	4	25	2	4	42	0	7	0	2	6
Montgomery Township	82	447	65	337	46	12	29	49	19	16	14	46
Orrstown Borough	0	1	0	0	1	0	1	0	0	1	0	0
Peters Township	32	312	29	26	31	41	28	22	3	6	9	1
Quincy Township	23	93	27	72	21	32	17	21	11	10	2	14
St. Thomas Township	46	140	31	32	41	20	23	10	10	17	6	7
Shippensburg Borough	2	0	1	0	6	3	4	0	5	0	1	1
Southampton Township	114	43	93	53	44	95	35	83	37	57	12	6
Warren Township	1	3	1	98	3	5	2	4	2	3	2	0
Washington Township	162	1,075	189	875	114	192	81	582	34	47	47	18
Waynesboro Borough	31	192	113	120	112	58	119	36	21	52	15	41



# Taking Stock

## Franklin County 2005 Commercial New Construction Building Permits and Commercial Subdivision Lots Approved

MUNICIPALITY	2005		2006		2007		2008		2009		2010	
	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots	Permits	Lots
<b>Franklin County</b>	<b>38</b>	<b>80</b>	<b>107</b>	<b>85</b>	<b>62</b>	<b>58</b>	<b>43</b>	<b>59</b>	<b>41</b>	<b>42</b>	<b>10</b>	<b>34</b>
Antrim Township	0	12	3	5	2	8	2	7	1	12	0	10
Chambersburg Borough	2	25	30	32	23	20	8	14	11	10	5	9
Fannett Township	2	0	0	0	1	1	0	0	1	1	0	0
Greencastle Borough	0	1	3	1	3	0	2	0	2	0	0	2
Greene Township	5	4	4	13	4	0	11	10	3	1	1	0
Guilford Township	4	5	8	8	9	4	3	3	4	4	1	3
Hamilton Township	1	3	5	3	0	8	1	2	0	0	0	0
Letterkenny Township	0	0	2	0	0	1	1	0	0	0	0	0
Lurgan Township	0	0	1	0	0	3	2	1	2	3	0	0
Mercersburg Borough	2	1	2	0	1	0	0	0	0	1	0	1
Metal Township	1	0	1	0	3	0	0	0	1	0	0	0
Mont Alto Borough	0	2	0	0	1	0	0	0	0	0	0	0
Montgomery Township	4	2	1	0	1	0	1	0	1	0	1	1
Orrstown Borough	0	0	0	0	0	0	0	0	0	0	0	0
Peters Township	3	1	5	0	1	2	0	0	4	1	1	2
Quincy Township	1	1	3	1	4	0	0	1	1	0	0	1
St. Thomas Township	1	0	4	1	1	0	0	1	2	1	0	0
Shippensburg Borough	2	1	0	2	0	1	0	2	1	1	0	0
Southampton Township	1	2	2	0	1	4	3	2	4	3	1	0
Warren Township	0	0	0	0	0	0	0	0	0	0	0	0
Washington Township	7	10	26	13	3	2	6	13	2	4	0	3
Waynesboro Borough	2	10	7	6	4	4	3	3	1	0	0	2



# The Natural Environment



The Natural Environment focuses on understanding the complexion of the county’s existing natural resources.

## ***Open Space/Forestland***

Complementing the agricultural landscape, a large amount of forested land is present in Franklin County. The forests, which were once dominated by Chestnut trees, are characterized as Appalachian Oak Forest. Oak, Black Birch, Red Maple, Black Gum, Hickory, American Beech and Tulip tree are the major species of this forest.

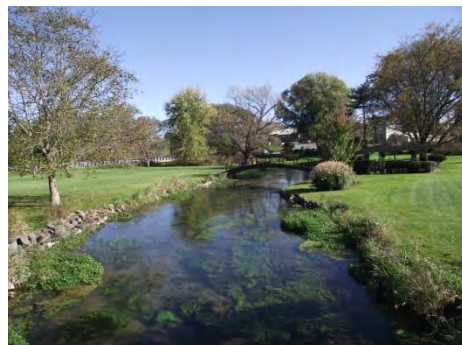


The understory of Appalachian Oak Forests typically consists of Mountain Laurel, Low Sweet Blueberry, Lowbush Blueberry, Black Huckleberry, Witch-Hazel and other species.



## ***Watershed***

Floodplains and wetlands cover 26,549 acres, or 5.4%, of the county. Franklin County contributes to the Chesapeake Bay watershed. The northeastern portion of Franklin County lies within the Susquehanna River basin, while the remaining majority of the county is encompassed by the Potomac River basin. The three major watersheds in Franklin County are the Conodoguinet Creek, the Conococheague Creek and the Antietam Creek.



Franklin County is part of the Chesapeake Bay watershed and the Franklin County Conservation

# Taking Stock

District has been active in the Chesapeake Bay Program since 1989. The program changed significantly in 2004 and Franklin County Conservation District developed a new Bay Tributary Strategy in 2005 including identifying several best management practices for the area including conservation planning, conservation tillage, cover crops, nutrient management, an animal waste system, rotational grazing and erosion and sedimentation controls. Protection of the Chesapeake Bay watershed continues to impact development patterns and shape Franklin County’s landscape.



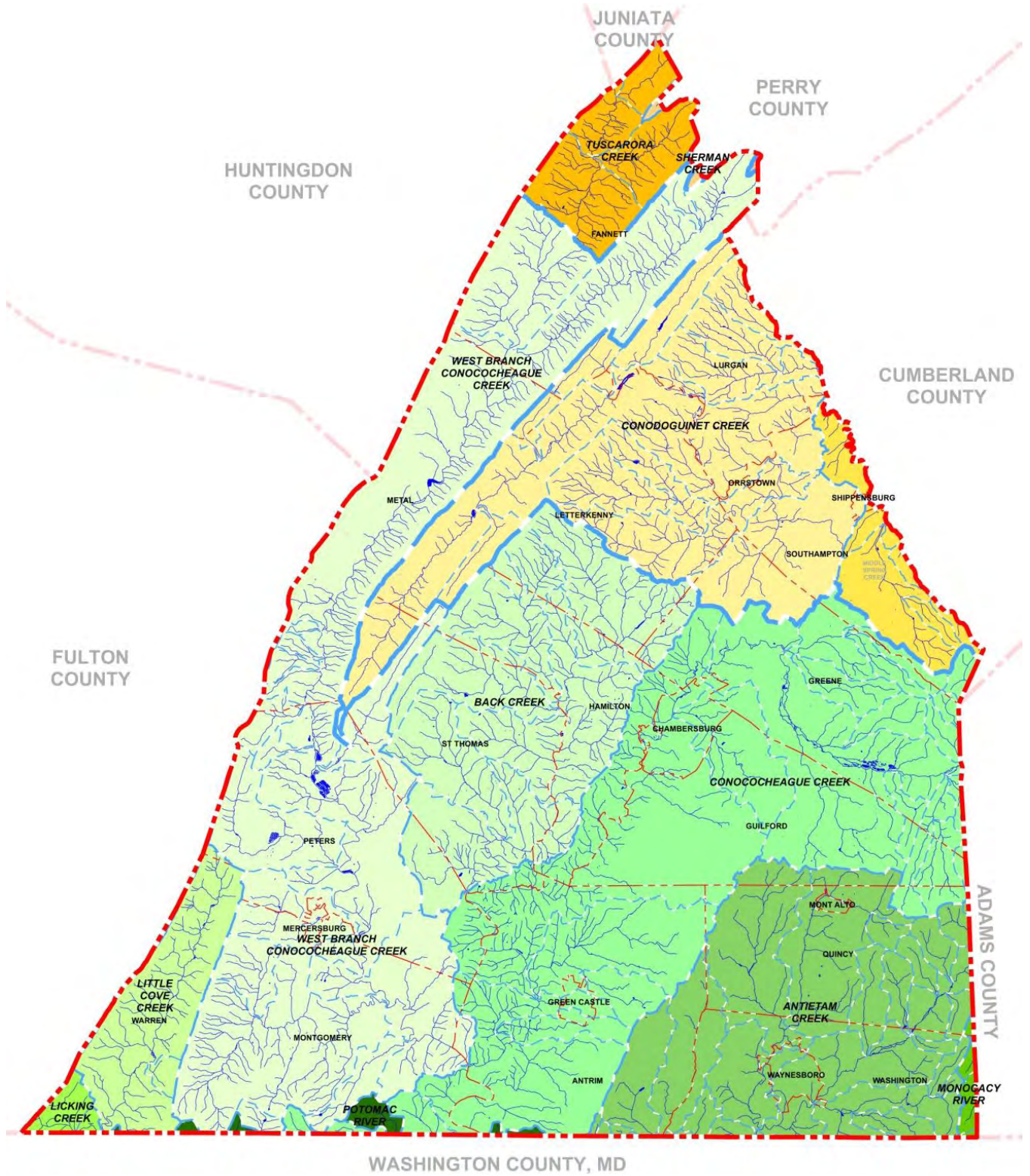
There are five watershed groups in the county: the Franklin County Watershed Association, the Antietam Watershed Association, the Conococheague Watershed Alliance, the Conodoguinet Creek Watershed Association, and the Middle Spring Watershed Association. Watershed groups monitor water quality, hold stream cleanups, and educate fellow community members about the importance of caring for the watershed.



Higher quality streams in the county tend to be in eastern and western halves of the county, in the more mountainous and less developed areas. The impaired streams and warm water streams are in the central valley portion of the county where most development is located. There is a total of 1,696 miles of streams in Franklin County. Approximately 307 miles are considered impaired. Many of these impaired waterways are small unnamed tributaries.

Main cause of pollution	Miles of stream in County
Agricultural Runoff	265
Urban Runoff	7
Point source	3
Other	32





Franklin County Watersheds, 2010

## Taking Stock

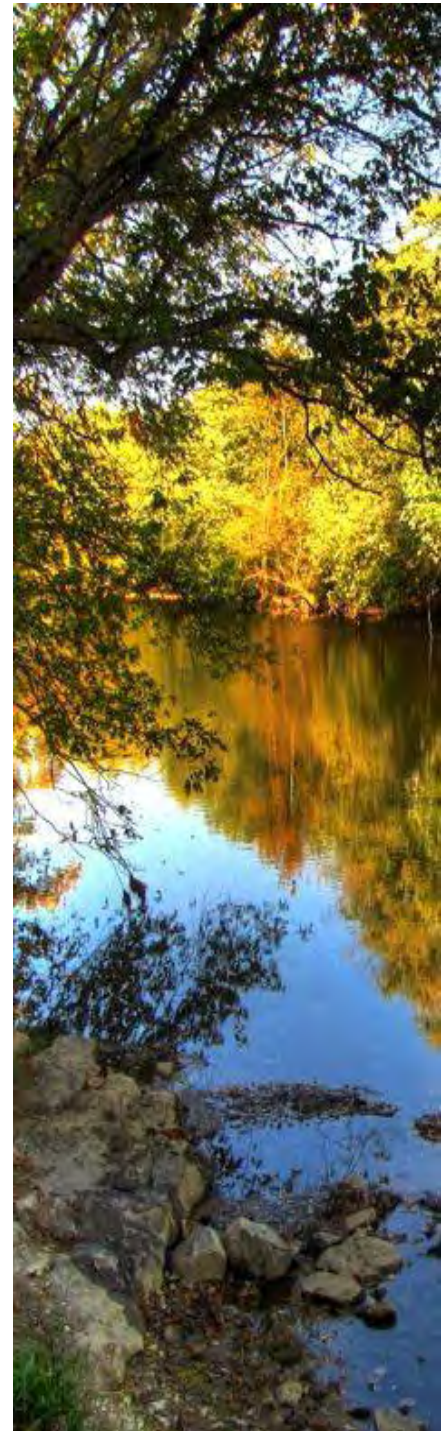
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Within identified impaired waterways, water pollution is a result of several sources. Common water pollution issues facing waterways in the county are nutrient overloads (primarily nitrogen and phosphorus), turbidity/sedimentation, organic compounds causing low oxygen levels and contaminant spills (such as gasoline and oil leaks).

Forested buffers often help to stop the overland flow of pollutants in runoff from point and non-point sources. 20,440 acres of land, or 4.1% of the county, is either a stream or land within 50 feet of a stream. DEP requires a permit be issued before any development can occur within 50 feet of a waterway.

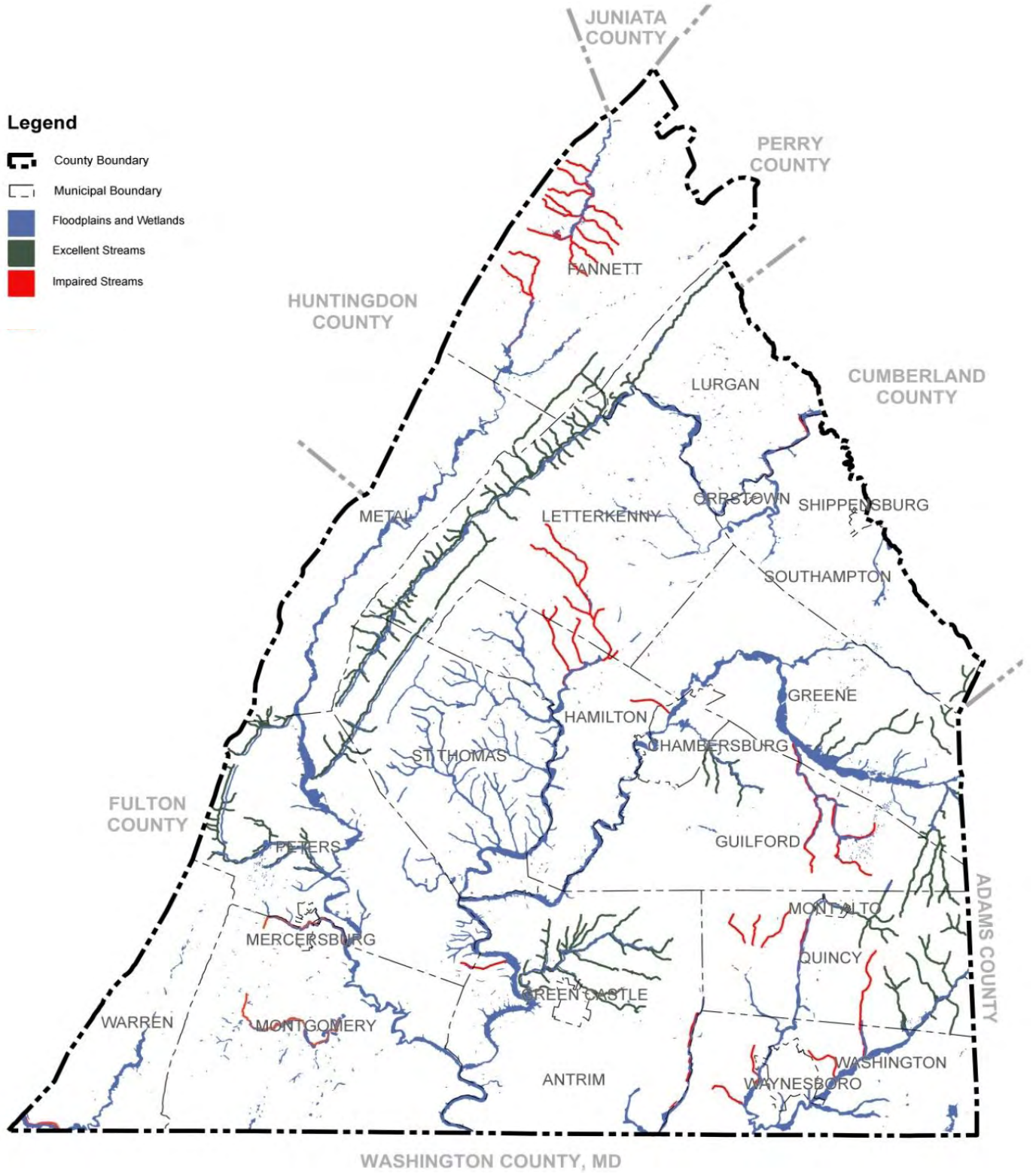
The Franklin County Conservation District runs a watershed program to implement projects that improve water quality and assist local watershed groups, private citizens and municipalities. Local watershed groups include the Franklin County Watershed Association, Antietam Watershed Association, Conococheague Watershed Alliance, Middle Spring Watershed Association and Mercersburg Area Watershed Association.

Participation in programs like the Conservation Reserve Enhancement Program that helps agricultural producers protect environmentally sensitive land also contributes to watershed and waterway protection.



**Legend**

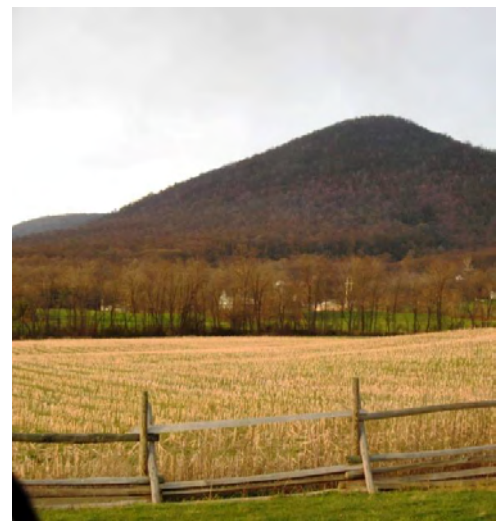
-  County Boundary
-  Municipal Boundary
-  Floodplains and Wetlands
-  Excellent Streams
-  Impaired Streams



**Franklin County Water Resources, 2010**

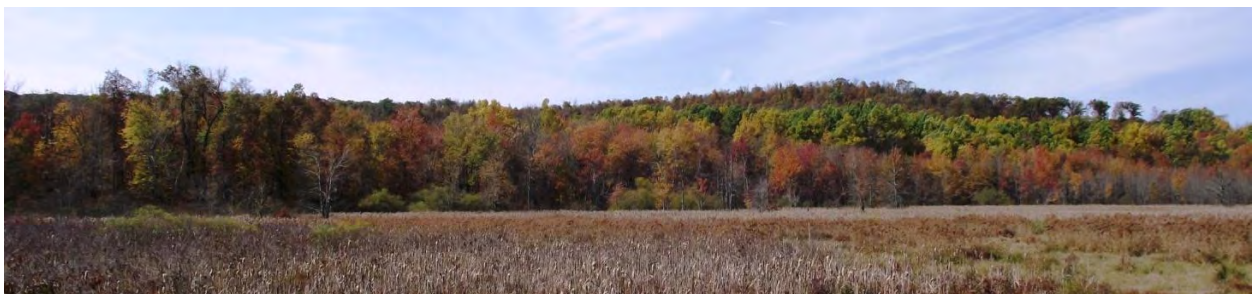
## ***Steep Slopes***

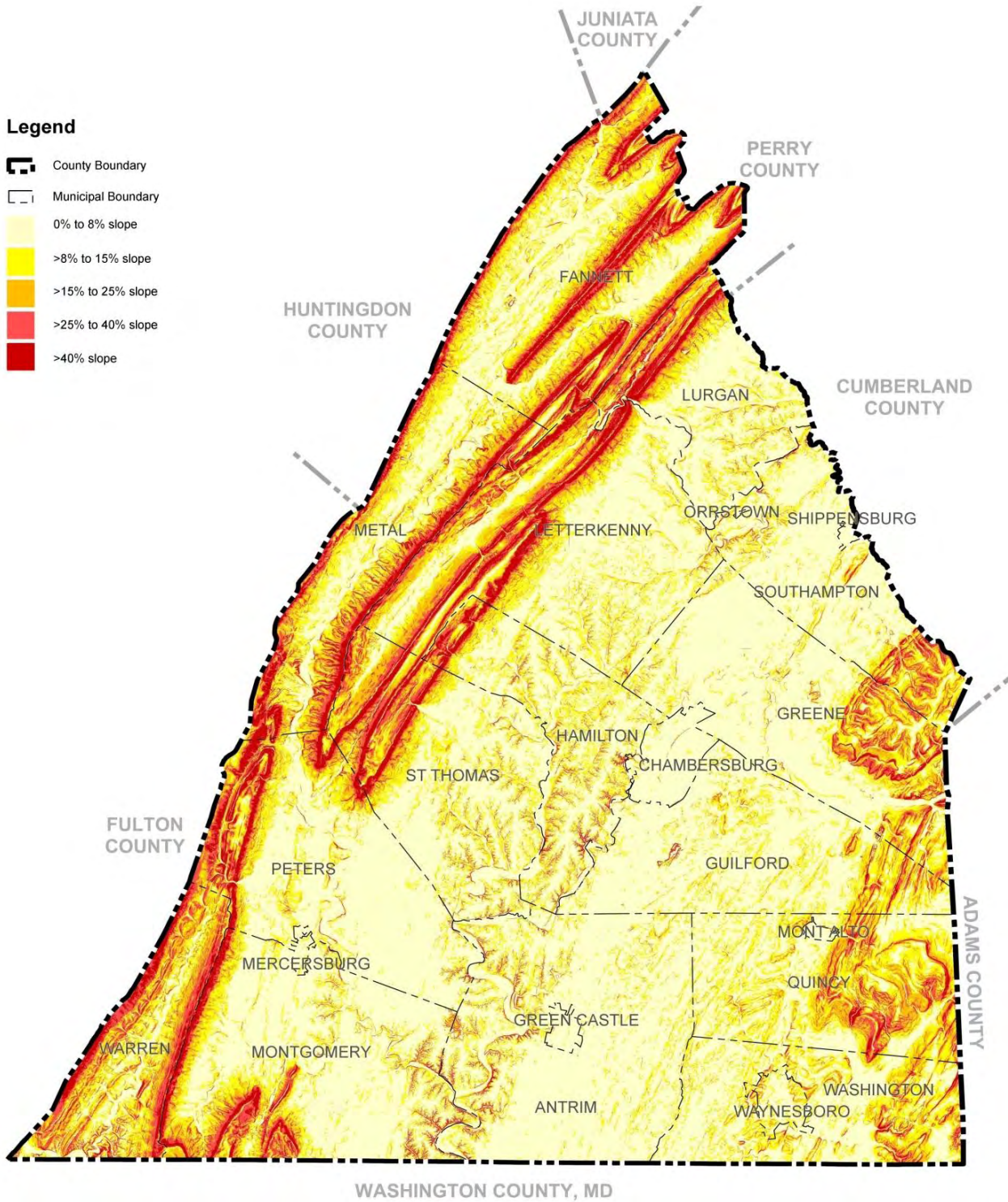
A total of 65,972 acres, or 13% of the county, is steep slopes (over 25% slope). These areas, for the most part, fall on the eastern and western edges of the county, in the range of North Mountain in the west and South Mountain in the east. There is little area of steep slopes in the central valley portion of the county. The boroughs also have little constraint from slopes.



## ***Karst Topography***

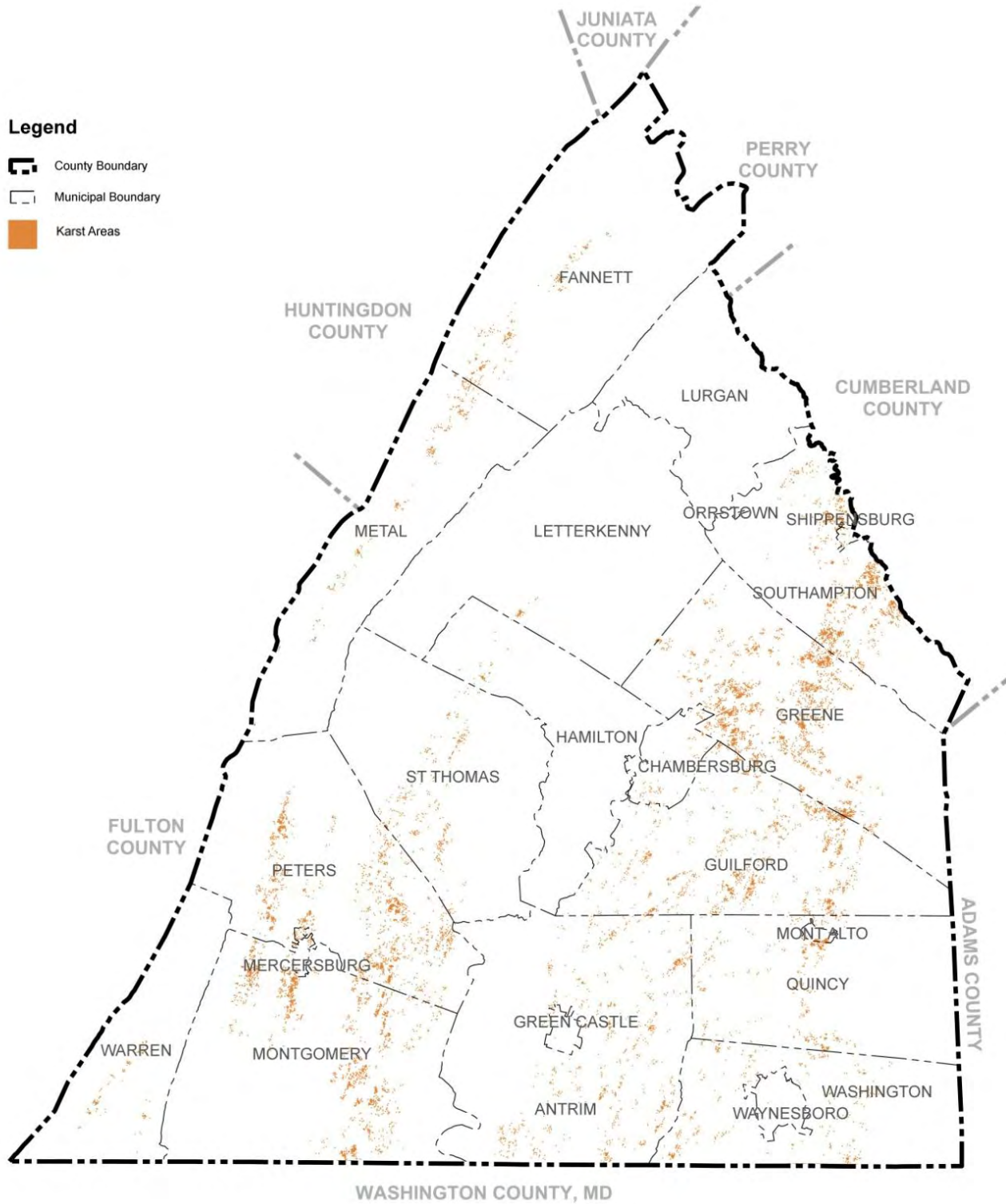
Limestone is the principal bedrock underlying the Cumberland Valley. This dissolving bedrock results in sinkholes and caves. This type of geography, known karst features, and a 100-foot buffer around them composes 7,330 acres or 1.5% of the county. Hamilton, Letterkenny, Lurgan, and Fannett Townships have the fewest sinkholes. Southampton, Greene, Guilford, and Peters all have a substantial number of sinkholes within their boundaries. There is also karst topography in all of the boroughs, most significantly Shippensburg.





**Franklin County Slope Analysis, 2010**

# Taking Stock



Franklin County Karst Topography, 2010



## ***Species of Concern***

Hemlock Woolly Adelgid and the Emerald Ash Borer are two of the most destructive insect species and they are destroying large numbers of trees in the region. This is evident in every forest in the county. A complete list of plant and animal species of concern can be found in the comprehensive plan's appendix.

Specific natural areas of importance for each municipality in the county can be found in the Franklin County Natural Areas Inventory (NAI) report completed in 2004 by the Nature Conservancy.

Fulfilling a recommendation of the 1999 comprehensive plan, the county completed a comprehensive recreation, park and open space plan in 2002 to help conserve natural resources, provide recreation opportunities, attract residents and businesses and stimulate economic activities. In 2007 the county developed a greenway and open space plan that includes recommendations for the preservation and betterment of natural and recreational open space areas in the county. These efforts have contributed to Franklin County's high quality of life.





## Socio-Economic Patterns: 2000-2010



### Franklin Region

The Franklin region consists of adjacent Pennsylvania counties (Fulton, Huntingdon, Juniata, Perry, Cumberland and Adams) as well as Washington and Frederick Counties in Maryland.

Socio-economic changes were analyzed for Franklin County, the surrounding region (Franklin Region), and Pennsylvania. The surrounding region in this assessment consisted of adjacent Pennsylvania counties (Fulton, Huntingdon, Juniata, Perry, Cumberland and Adams) as well as Washington and Frederick Counties in Maryland. Spanning the years 2000, 2010 and 2015 (projected), demographic trends and projections were performed using U.S. Census data and demographic analysis software (Scan US).

An industry and labor trends analysis was also performed for Franklin County and the surrounding region, using the US Census Bureau’s Quarterly Workforce Indicators and On The Map program (both of which utilize Pennsylvania Labor Department data) as well as data from the Bureau of Labor Statistics. A work area analysis and labor shed analysis was performed for the most recently available years (2004, 2006, and 2008).



Socio-economic changes in Franklin County have been similar to those in the surrounding region. That is, the number of housing units has increased although the population is aging. Household formation, employment and household incomes are projected to increase through 2020 and beyond in spite of the current economic conditions.

# Taking Stock

## Household Population

Franklin County's total household population increased from 129,313 in year 2000 to a 149,618 persons in year 2010. This 15.7% increase was slightly greater than the increase in the region (11.1%) and much greater than the increase in the State (2.8%) over the same time period. Quincy and Shippensburg were the only municipalities to lose population.

**Slightly more than 20%**

Projected household population growth in Franklin County from 2010 to 2025

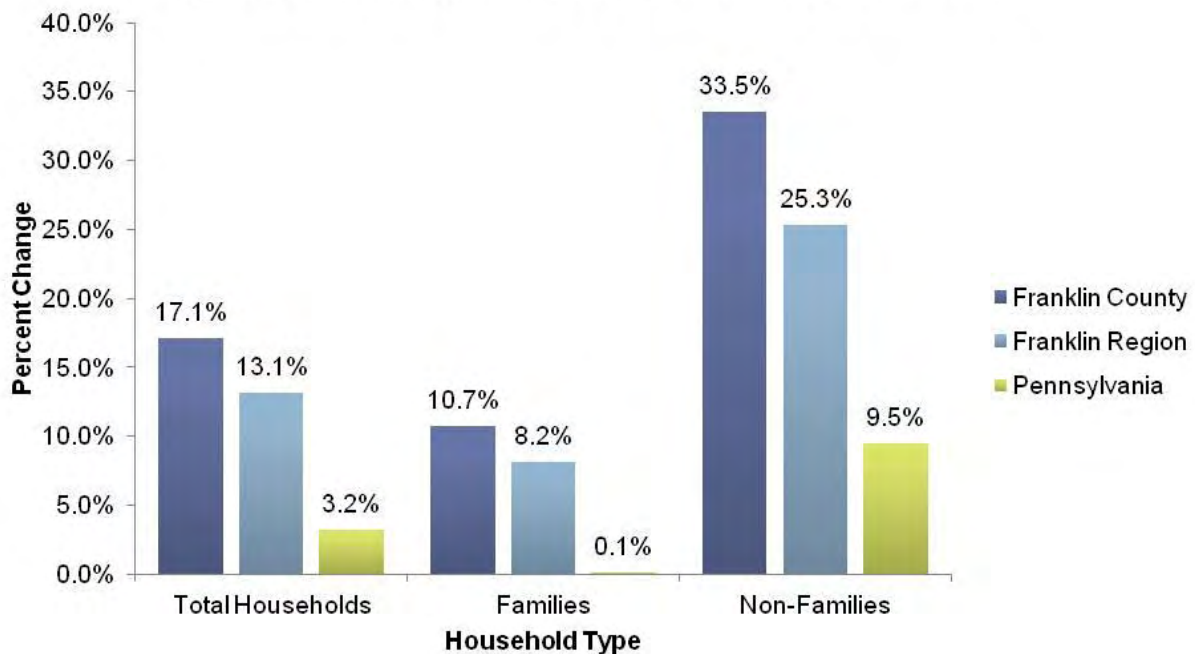
<b>Population of Franklin County, Pa.</b>			
<b>Municipality</b>	<b>Population</b>		<b>Change</b>
	<b>2000</b>	<b>2010</b>	<b>Percent</b>
Chambersburg borough	17,862	20,268	13.5
Greencastle borough	3,722	3,996	7.4
Mercersburg borough	1,540	1,561	1.4
Mont Alto borough	1,357	1,705	25.7
Orrstown borough	231	262	13.4
Shippensburg borough	1,119	1,076	-3.8
Waynesboro borough	9,614	10,568	9.9
Antrim Township	12,504	14,893	19.1
Fannett Township	2,370	2,548	7.5
Greene Township	12,284	16,700	36
Guilford Township	13,100	14,531	11
Hamilton Township	8,949	10,788	20.5
Letterkenny Township	2,074	2,318	11.8
Lurgan Township	2,014	2,151	6.8
Metal Township	1,721	1,866	8.4
Montgomery Township	4,949	6,116	23.5
Peters Township	4,251	4,430	4.2
Quincy Township	5,846	5,541	-5.2
Southampton Township	6,138	7,987	30.1
St. Thomas Township	5,775	5,935	2.7
Warren Township	334	369	10.4
Washington Township	11,559	14,009	21.1
<b>Franklin County</b>	<b>129,313</b>	<b>149,618</b>	<b>15.7</b>



### Household Formation

New household formation in Franklin County grew slightly more than 30% faster than household formation in the greater Region and more than four times the household formation rate for the state. While family households in Franklin County grew at a relatively modest pace over the past ten years (an average on 1 % per year), non-family households grew at a much faster pace (3.4 % per year).

Figure B: Percentage Change in Household Type, 2000-2010



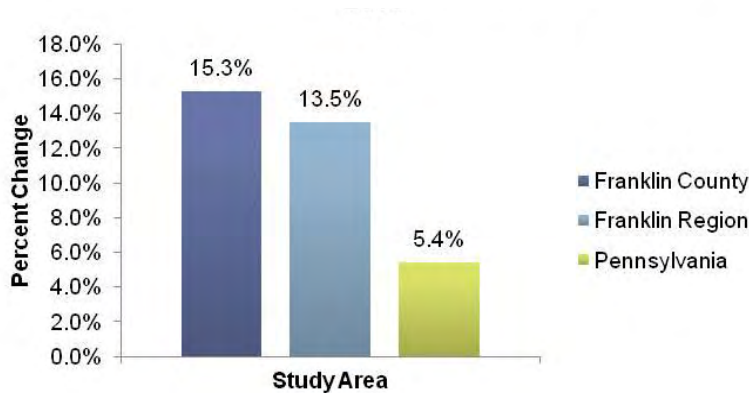
## Housing

Both Franklin County and the Franklin Region saw relatively strong increases in total housing units from 2000 to 2010 (15.3% for Franklin County and 13.5% for the Franklin region) as compared to relatively flat housing unit growth (5.4 %) in Pennsylvania during that period. The percentage of vacant housing units in the county declined (5.9% to 4.4 %), while there was an increase in vacant housing units in both the Franklin region and the State during the same period.

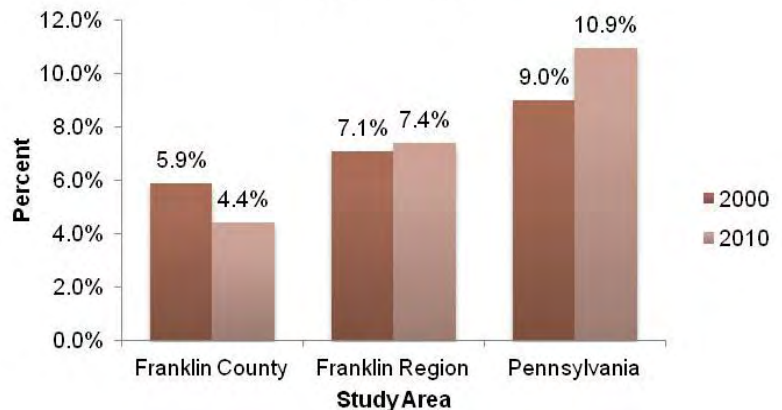
**Up to 19,000**

Projected additional households in Franklin County over the next 15 years

**Change in Total Housing Units, 2000-2010**



**Percentage of Vacant Housing Units in 2000 and 2010**



**17%**

The percentage of population increase of preschool aged children in Franklin County from 2000-2010

**Age**

Over the past ten years, Franklin County has seen a relatively modest decline in the percentage of its population younger than 54 years old (the exception being pre-school age children whose population increased by more than 17 %). During this time, the number of Franklin County residents between the ages of 55 and 74 increased relatively sharply (16.4 %). These trends are consistent with age patterns observed at the regional and state level.

**\$53,000**

Median household income in Franklin County in 2010

**Household Income**

Nearly 16 out of every 100 Franklin County households in 2000 earned more than \$75,000 per year. Approximately 10 households per 100 in the state fell into the same category. The Franklin Region had 21 per 100 households earning more than \$75,000 per year. While the county has a lower percentage than the surrounding region of households earning \$75,000, households in Franklin County earning greater than \$75,000 per year increased by 94 % over the past 10 years. Median household income in Franklin County has also increased at a greater rate (31 %) over the past 10 years than in the region (28 %) and state (24 %).

**About 2 in 5**

Share of Franklin County households projected to earn more than \$75,000 in 2025



# Taking Stock

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## Educational Attainment

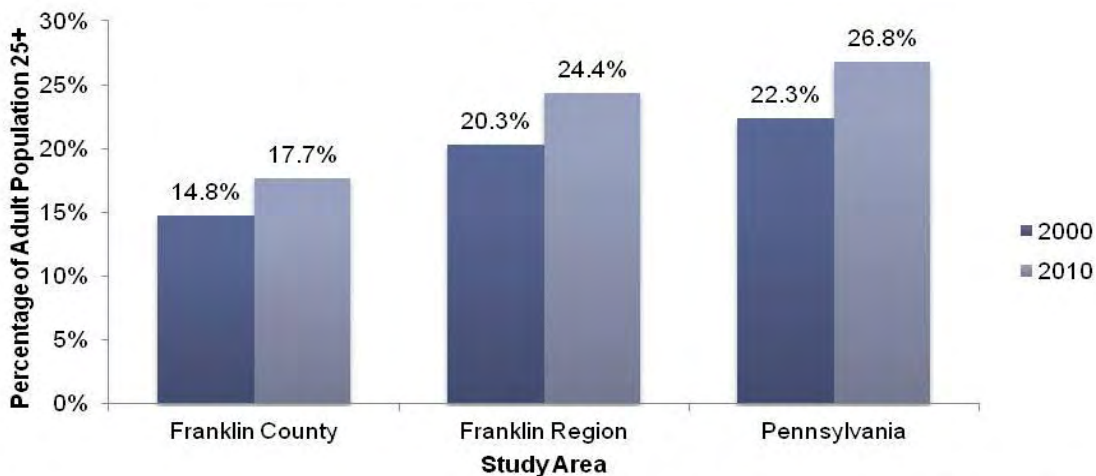
A significantly smaller share of adults in Franklin County (14.8 %) held bachelors' degrees or higher in 2000 as compared to the Franklin Region (20.3%) and the State (22.3 %). While in the past decade all three geographies realized relatively healthy growth in the percentage of adults possessing bachelors' degrees (or higher), Franklin County's percentage of college educated adults (17.7 %) trailed that of Franklin region and State (24.4% and 26.8% respectively).



## Household Population

After experiencing significant growth from 2000 to 2010, growth in household population in Franklin County is projected to moderate. Total household population is projected to grow between a low of 17,000 and a high of 29,000 persons from 2010 to 2025.

**Percentage of Adults 25+ with Bachelor's Degrees or Higher**



Source: US Census Bureau; ScanUS; 4ward Planning 2010

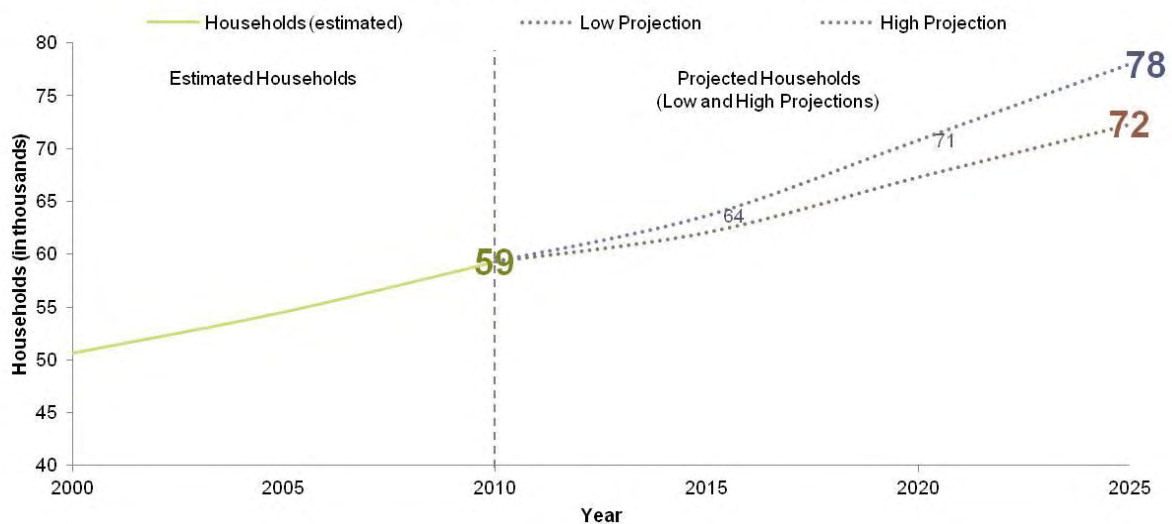
## Socio-Economic Projections: 2010 to 2025

### Household Formation

Based on local and regional trends, the number of households in the county is projected to increase between 22% and 32% by year 2025.

### Household Formation Projections

Figure J: Franklin County Household Formation Projections

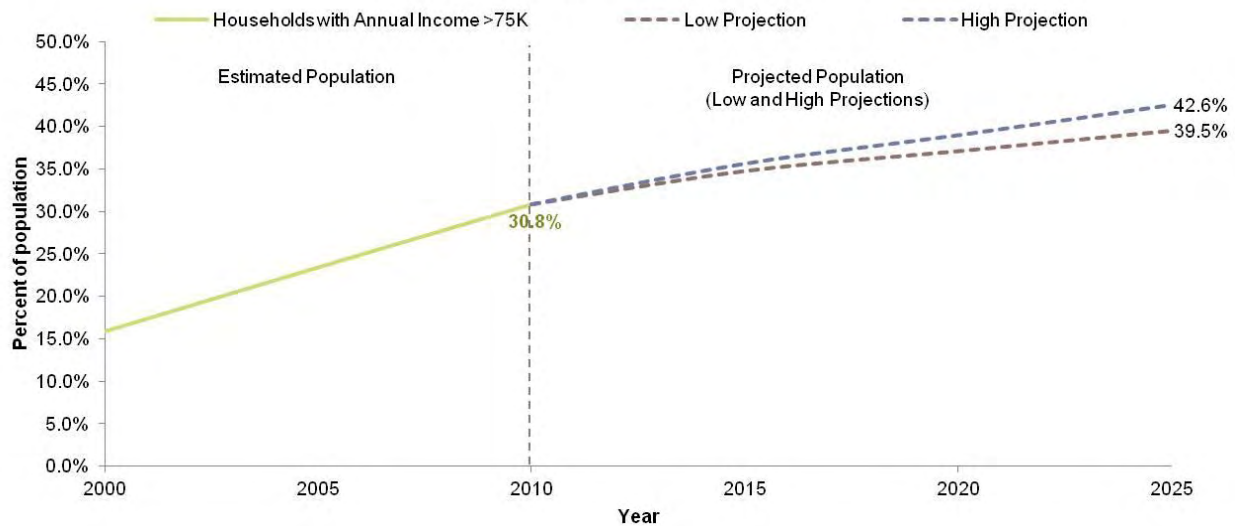






## Household Income

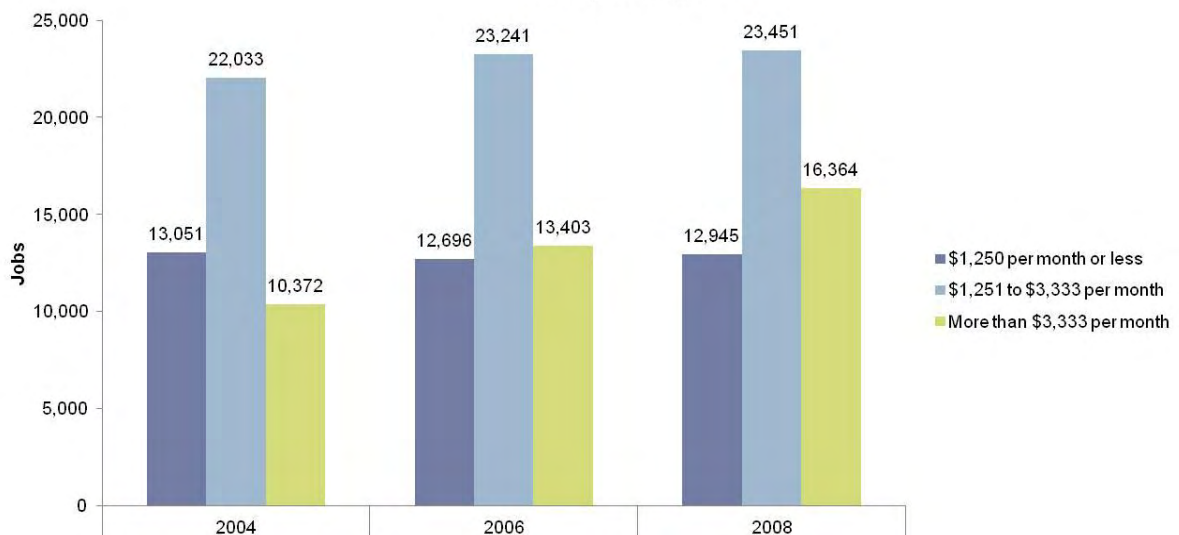
### Upper Income Household Projections



**57%**

The increase in the number of jobs, between 2004 and 2008, paying \$40,000 or more per year

### Jobs by Earnings Paid



## Employment Projections – 2008 to 2018

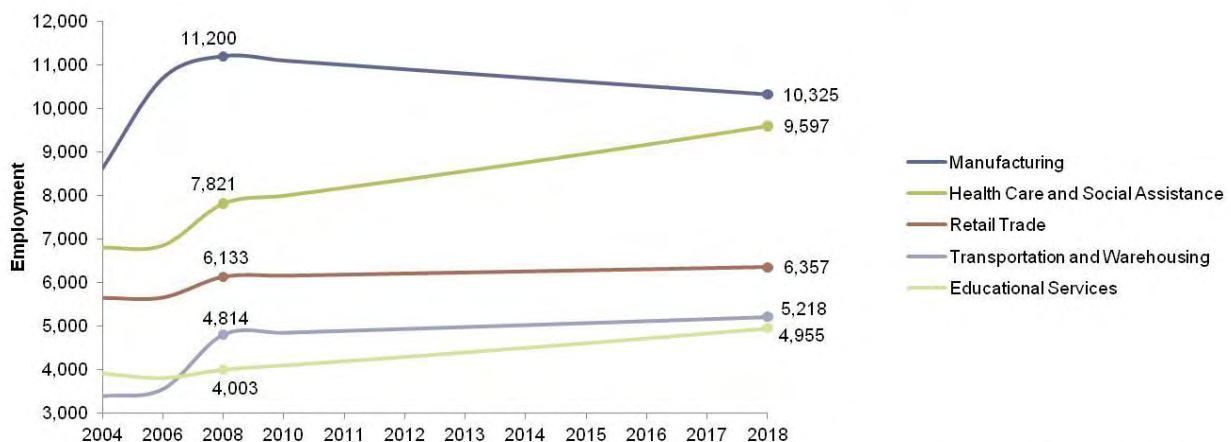
The comprehensive plan team employed projections from the Bureau of Labor Statistics to estimate growth in Franklin County’s top ten industries, by employment, through 2018. The figures generated in 2008 (as shown in the chart below and scheduled for update next year) are anticipated to have reversed where as a slight rise in manufacturing is anticipated.

**7,000**  
Increase in total employment in Franklin County between 2004 and 2008

## Top Ten Places of Worker Residence- 2009

	<u>Count</u>	<u>Share</u>	<u>County</u>
Chambersburg Borough, PA	4,949	9.4%	Franklin
Waynesboro Borough, PA	2,334	4.4%	Franklin
Greencastle Borough, PA	1,063	2.0%	Franklin
Fayetteville CDP, PA	814	1.5%	Franklin
Shippensburg Borough, PA	727	1.4%	Cumberland
Hagerstown City, MD	542	1.0%	Washington
Guilford CDP, PA	524	1.0%	Franklin
Mercersburg Borough, PA	447	0.8%	Franklin
Wayne Heights CDP, PA	415	0.8%	Franklin
Philadelphia City, PA	338	0.6%	Philadelphia

**Employment Projections, Top 5 Industries**



Source: Bureau Of Labor Statistics Employment Projections Program; US Census Bureau, QWI Online; 4ward Planning LLC, 2010



## Build-Out Analysis

The intent for performing a build-out and fiscal impact analysis, as part of the Franklin County Comprehensive Planning process, was to provide county planning and administrative officials with a useful tool for understanding the links between county land-use policies (current and prospective) and fiscal impacts (e.g., revenues, fees, operating costs and debt service payments).



### Capacity at Build-out

To understand the picture of long-term growth, an analysis of Franklin County's actual capacity for development was completed. This type of calculation is most often referred to as "build-out" capacity. A build-out analysis enables the county, municipalities and state planning entities, such as the Department of Transportation, the Department of Community and Economic Development and the Department of Conservation and Natural Resource to make more informed decisions about a specific project's long-term impact and effectiveness.

In Franklin County, the landscape's varying characteristics and patterns influence the amount of potentially developable land. Factors that determine the amount of developable land available include the delineation of existing urbanized areas and sensitive natural resources. To analyze build-out, potentially developable land is then evaluated in context of infrastructure – specifically sewer and septic soil capacity. The analysis' last step considers the patterns of existing land use, zoning and potential market activity to determine what types of development could occur on the developable land. In addition to projected population growth, build-out data can be used by both the county and local governments to understand other implications such as traffic impacts, tax revenues, and public investments for roads, public services and schools.

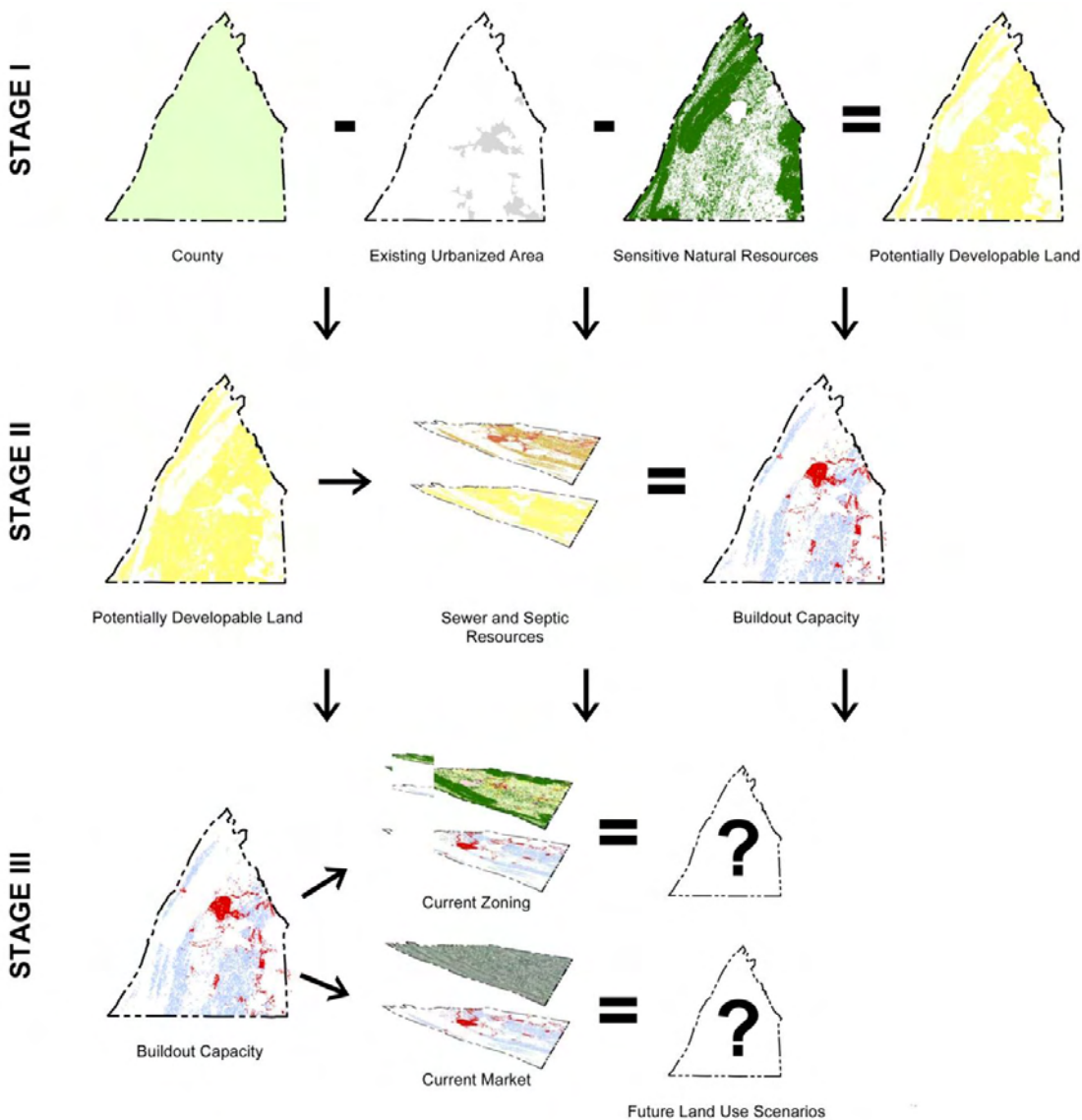


### Process

495,000

Total acreage of Franklin County. 25% is generally urban area. 75% is rural area.

The build-out analysis process included three stages. Stage I established developable area by looking at urbanized areas and sensitive natural resources. Stage II looked at infrastructure availability to determine build-out capacity. Stage III modeled future land uses by looking at build-out capacity, market and zoning to determine future land use scenarios.



# Taking Stock

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## Stage I: Sensitive Natural Resources

The following sensitive resources were factored into the Franklin County Build-Out Capacity calculation:

**1,026 acres**

Total area of lakes and ponds in Franklin County (about the size of Greencastle Borough)

***Lakes and Ponds***



**26,549 acres**

Total area of floodplains and wetlands in Franklin County (roughly the size of Washington Township)

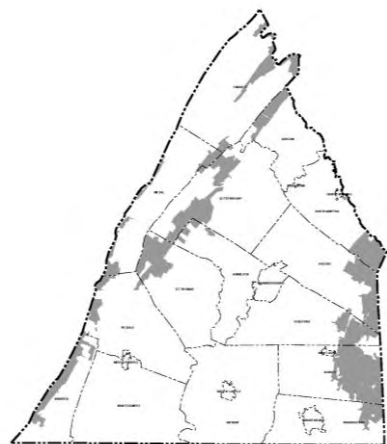
***Floodplain and Wetland Areas***



**60,981 acres**

Total area of parks and open space in Franklin County (12% of the county area)

***Parks and Open Space***



**20,440 acres**

Total area of stream buffer area in Franklin County (about the size of Warren Township)

***Streams (50 ft buffer)***



**65,972 acres**

Total area of steep slopes in Franklin County (13% of total County area)

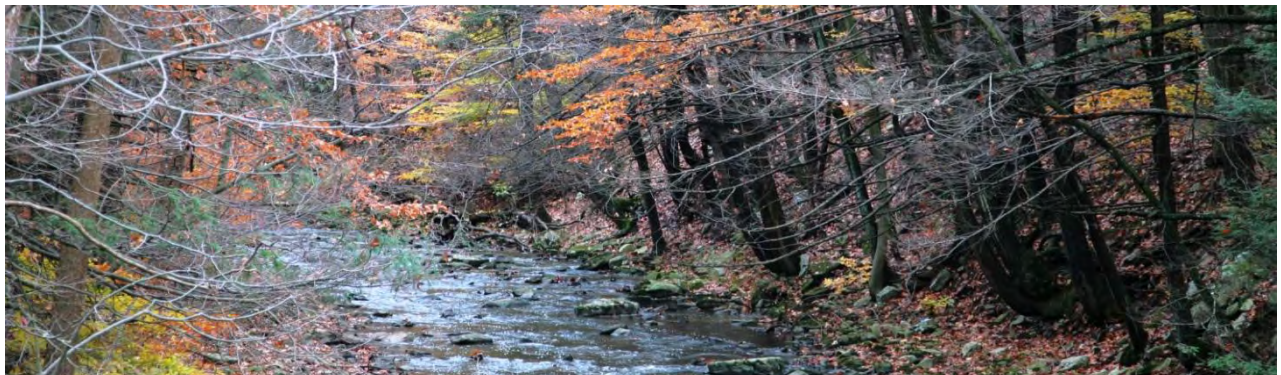
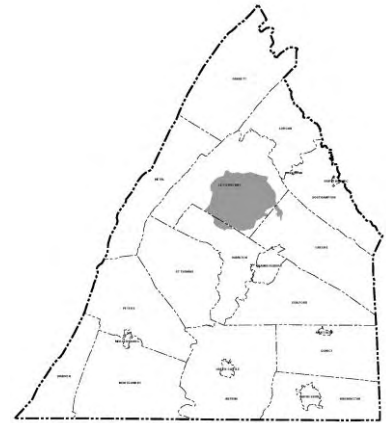
***Steep Slopes (over 25%)***



**18,000 acres**

Total area of Letterkenny Army Depot (about half the size of Peters Township)

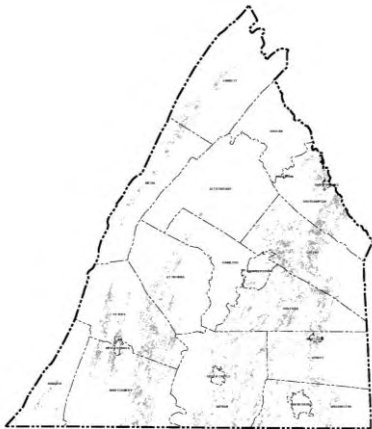
***Letterkenny Army Depot***



**7,330 acres**

Total area of karst features/sink holes buffer area in Franklin County (about twice the size of Chambersburg Borough)

***Karst Features/Sink Holes  
(100 ft buffer)***



**785 acres**

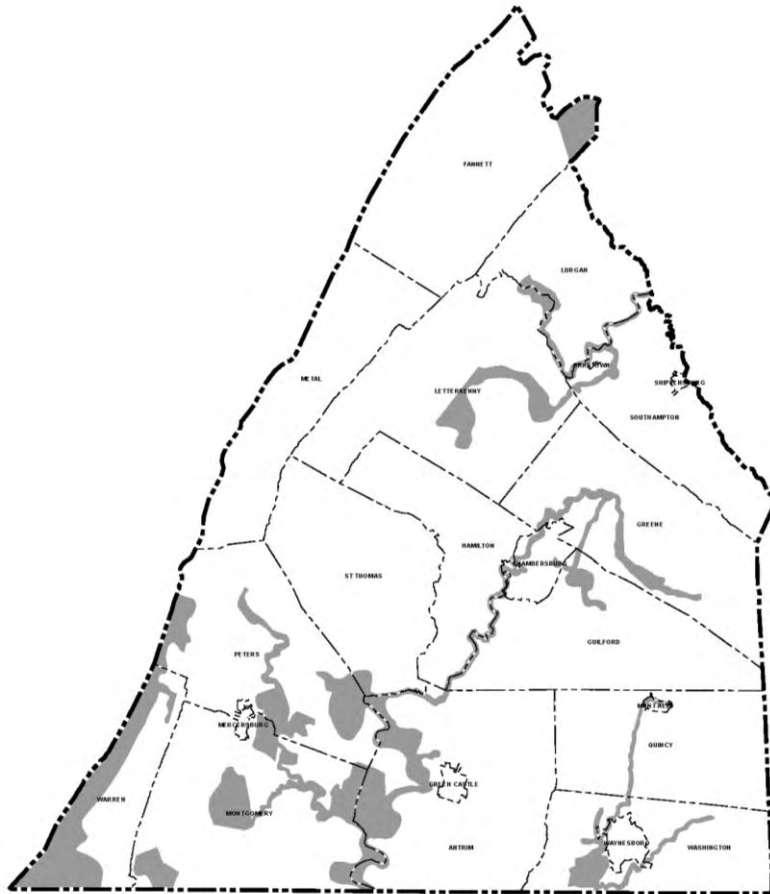
Total area of active quarries (almost twice the size of Mont Alto Borough)

***Active Quarries***



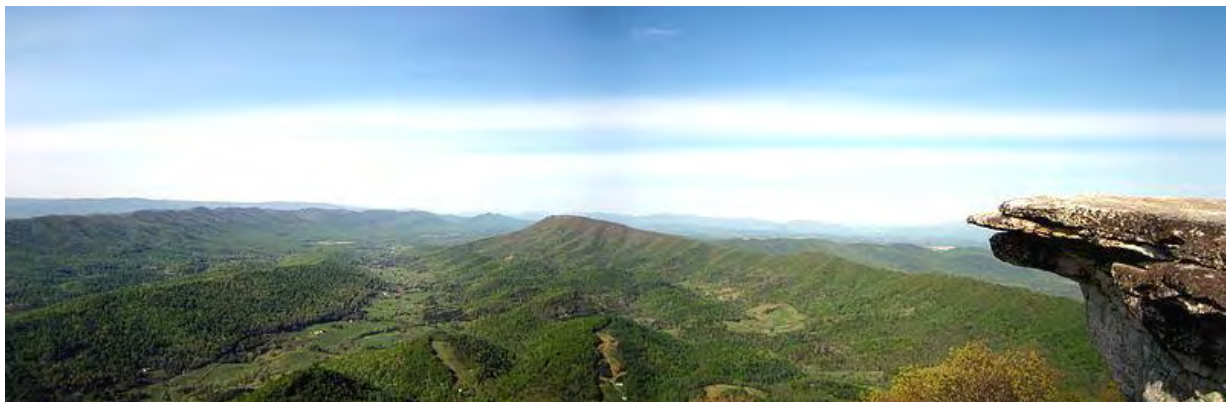


**Conservation Greenways**



**50,568 acres**

Total area of conservation greenways in Franklin County (about twice the size of Southampton Township)

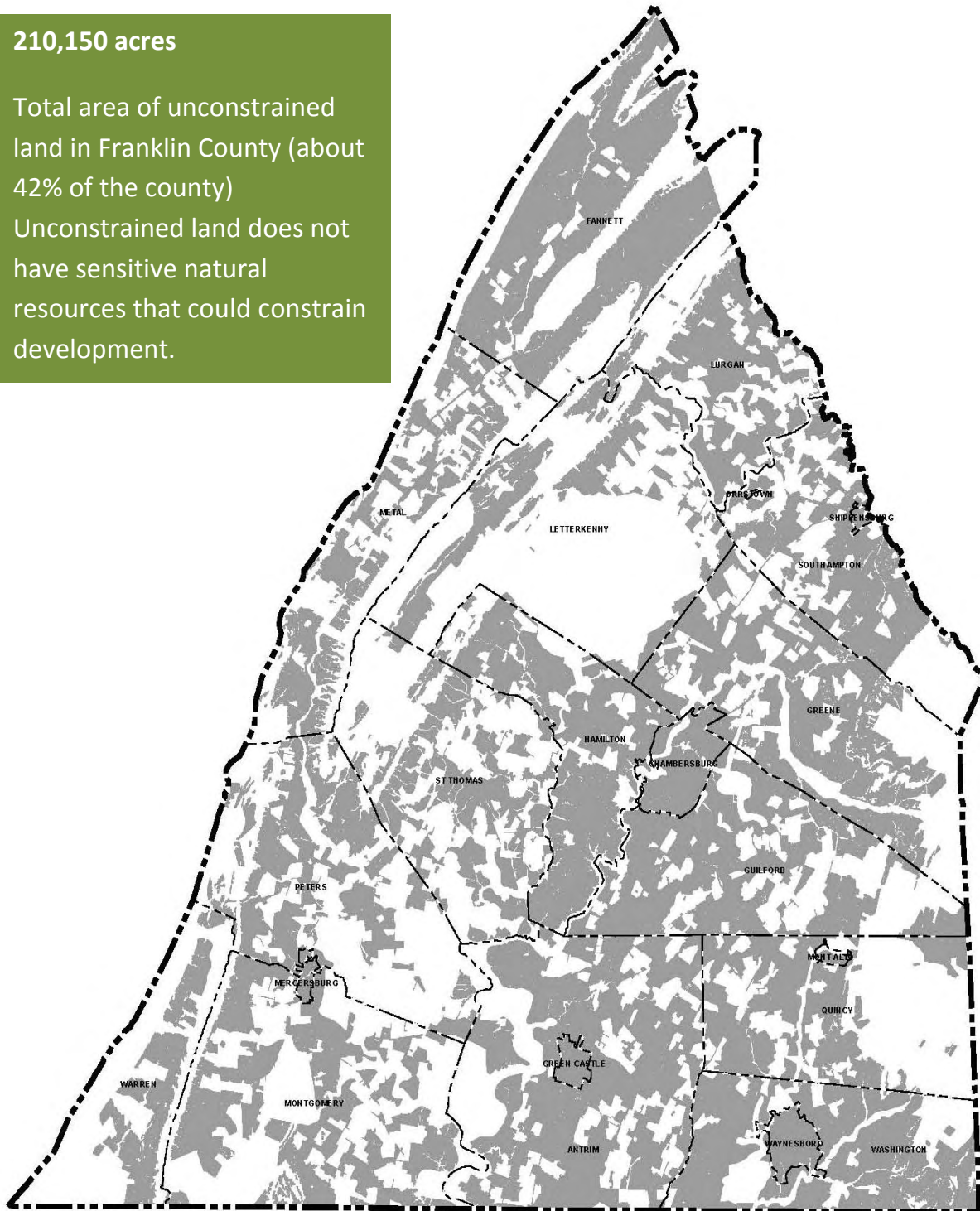


## *Unconstrained Land (in gray)*

**210,150 acres**

Total area of unconstrained land in Franklin County (about 42% of the county)

Unconstrained land does not have sensitive natural resources that could constrain development.



20%

Area of rural land with sewer

50%

Area of urban/zoned land with sewer

80%

Area of rural land without sewer

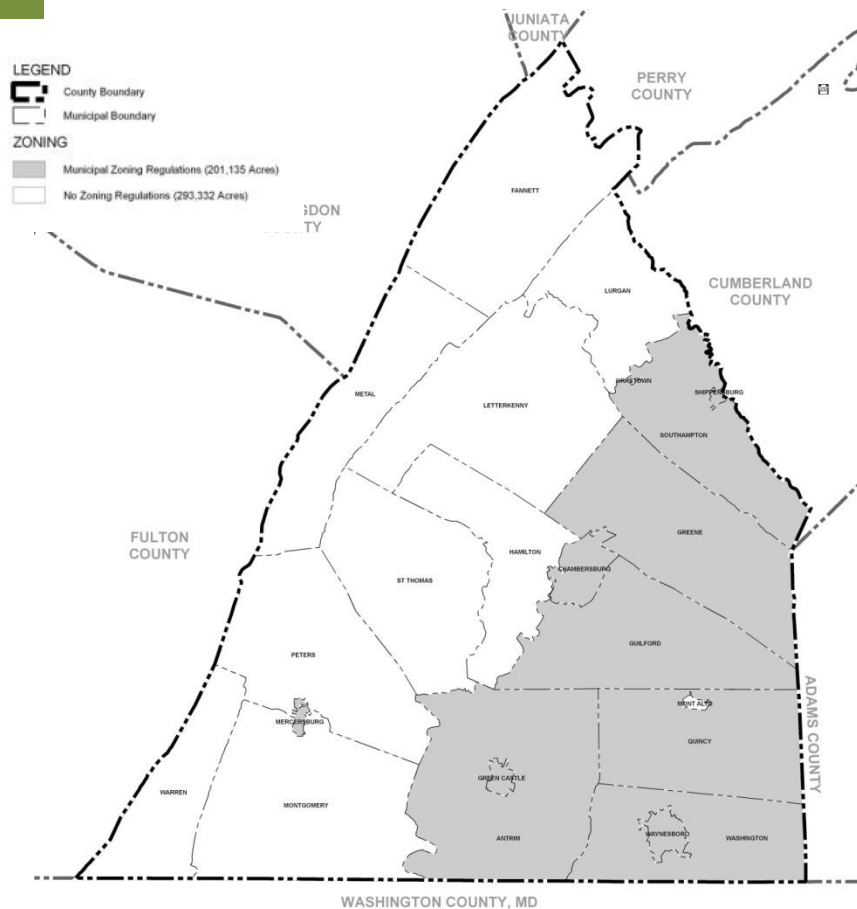
### Stage II: Sanitary Sewer Service

Stage II looked at infrastructure availability to determine build-out capacity of the unconstrained land. Existing infrastructure increases the capacity for development.

### Stage III: Existing Zoning Designations

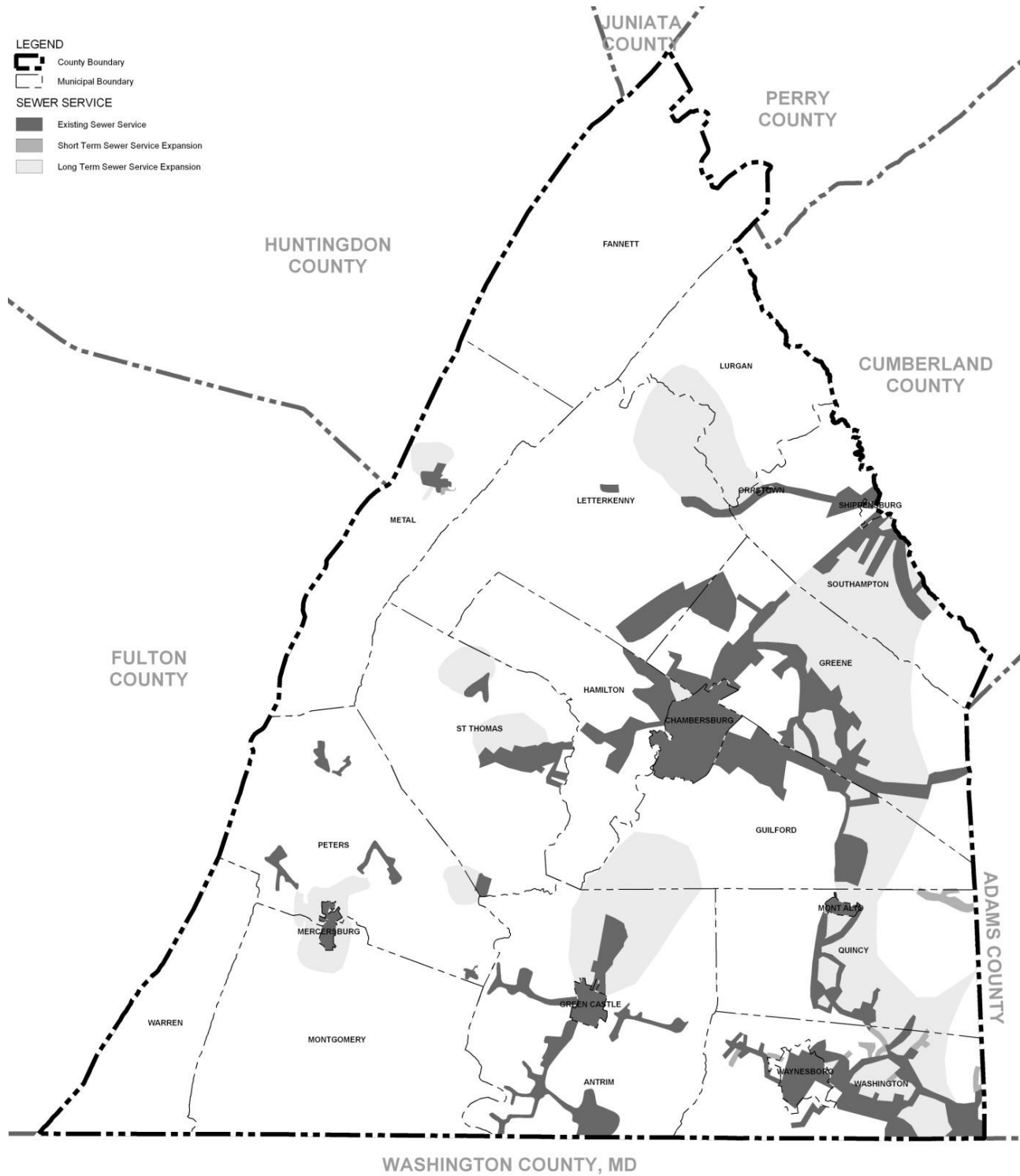
Stage III modeled future land uses by looking at build-out capacity, market and zoning to determine future land use scenarios.

#### Communities with Zoning (in grey)



# Taking Stock

## Sanitary Sewer Service



### Potential Residential Growth Analysis

When considering potential residential growth, many factors should be taken into account including: housing supply, housing demand and existing conditions. Housing supply includes existing housing stock, planned residential

development and vacant and obsolete housing units.

#### *Housing Demand and Available Acreage, 2000*

Municipality	Net Unit Demand, 2030	Estimated Possible Units	Difference
Antrim	2,226	11,426	9,200
Chambersburg	2,398	1,000	-1,398
Fannett	174	4,643	4,469
Greencastle	453	0	-453
Greene	4,627	14,061	9,434
Guilford	1,314	4,603	3,289
Hamilton	867	2,932	2,065
Letterkenny	191	1,666	1,475
Lurgan	132	2,131	1,999
Mercersburg	89	210	121
Metal	132	2,150	2,018
Mont Alto	115	0	-115
Montgomery	457	3,943	3,486
Orrstown	14	0	-14
Peters	321	2,936	2,615
Quincy	552	2,775	2,223
St. Thomas	514	2,766	2,252
Shippensburg	110	4	-106
Southampton	1,225	3,777	2,552
Warren	50	1,250	1,200
Washington	2,442	6,893	4,451
Waynesboro	1,349	15	-1,334
<b>TOTAL</b>	<b>19,753</b>	<b>69,179</b>	<b>49,426</b>

Housing demand is a factor of population growth, household formation and economic activity. Existing conditions are influenced by housing occupancy rates, housing stock characteristics and household income. Potential residential growth and projected populations are calculated based on a number of factors. Areas of existing development are subtracted from those areas identified as

# Taking Stock

unconstrained land. Remaining land was considered developable and was used in calculating growth areas based on zoning and land use patterns.

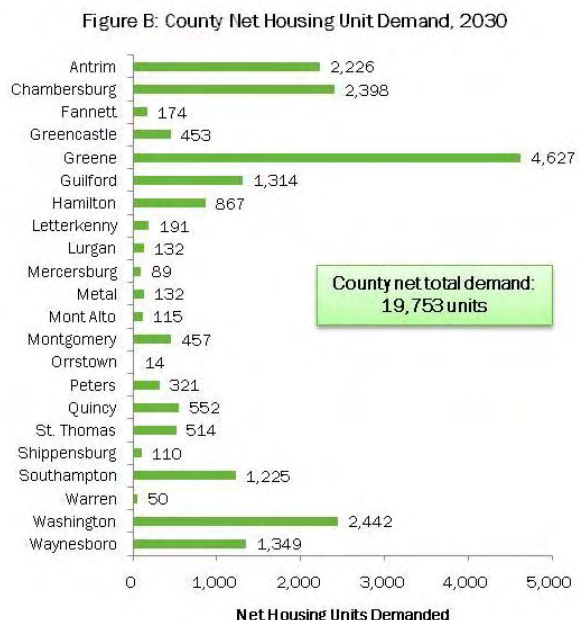
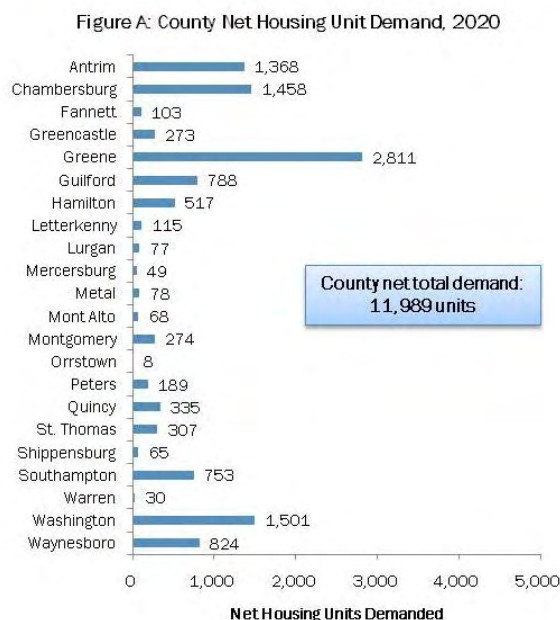
In assessing the general zoning and land use patterns (for those communities that do not have zoning) for the resulting land, the number of residential dwellings and associated population (using US Census average persons per household) were calculated. If all of the unconstrained and undeveloped land were developed in accordance with existing zoning or existing land use patterns, the county's population could be approximately double what was reported in the 2010 US Census.

## Housing Units and Population

	<u>Housing Units</u>
2000	51,000 ±
2010	62,000 ±
2020	74,000 ±
2030	82,000 ±
Build-out*	130,000 ±
	<u>Population</u>
2000	129,313
2010	149,618
2020	175,000±
2030	193,000±
Build-out*	300,000±

## Projected Net Housing Unit Demand: 2020 and 2030

Figures A and B exhibit the estimated net housing unit demand for 2020 and 2030 within Franklin County. Net housing unit demand assumes that previous years' demand has not been met, i.e., 2020 net demand equals total demand from 2011 to 2020.



Source: US Census Bureau; ScanUS; 4ward Planning, 2010

**Potential Demand in 2030 of Residential Capacity**

**Approximately 5%**

Fannett  
 Lurgan  
 Metal  
 Warren

**Approximately 10-15%**

Letterkenny  
 Montgomery  
 Peters

**Approximately 20-25%**

Antrim  
 Quincy  
 St. Thomas

**Approximately 30-35%**

Greene  
 Guilford  
 Hamilton  
 Southampton  
 Washington

**Retail, Office and Industrial Build-Out**

Based upon existing non-residential land use, planned projects, projected employment through 2018 and projected population and household trends, Franklin County could anticipate:

- A demand for approximately 1.5 millions square feet of combined retail and office space.
- Modest growth in manufacturing, warehousing, and/transportation sectors through 2018.







## Build-Out Analysis Detailed Study

### Build-Out Analysis

The original intent for performing a build-out and fiscal impact analysis (FIA) was to provide county officials with a useful tool for understanding the linkages between county land-use policies (current and prospective) and net fiscal impacts (e.g., revenues and fees minus operating costs and debt service payments). While a county wide build-out and associated FIA remains important, there is recognition that such an analysis has more utility if performed on local jurisdictions within the county, given that local jurisdictions oversee land-use policies.

The factors evaluated (with detailed results included in the appendix) and considered for this analysis include:

- Residential population impact
- Commercial growth
- Municipal and county revenue and spending
- Overall financial impact on the municipality and county
- Overall financial impact on each municipality

While a build-out and fiscal impact analysis is important to Franklin County officials, the analysis is more useful if performed on local municipalities, particularly because local municipalities oversee land-use policies such as zoning.

This assessment is intended to serve as a model for local decision makers when considering land-use policies and/or long-term investment policies.

A detailed build-out analysis study was performed on two municipalities in Franklin County: Southampton Township and Waynesboro Borough. These two communities were identified by Franklin County officials as examples of urbanized (Waynesboro Borough) and suburban (Southampton Township) municipalities that other communities could use as a tool to understand the implications of growth.

The objective of the analysis was to project:

- Local government spending and revenue caused by potential development.
- General school district costs and revenue caused by potential development.
- The number of school-aged children that new development could bring to the municipalities.
- Employment that could be generated by new development.

Although the concept of build-out is typically not associated with a specific timeframe, a hypothetical build-out timeframe was assigned to the two communities for the purposes of this analysis and to assist in assigning a cost to the potential impacts of build-out. However, the financial impacts were calculated in 2011 dollar amounts so the analysis is useful when looking at a build-out scenario with any timeframe in mind.

If the communities reached build-out over a hypothetical 20-year study period (2012-2031), both Southampton Township and Waynesboro would generate financial gain for the county. However, build-out would generate financial loss (increased expenses) for each local municipal budget.

### **Southampton**

The rural township of Southampton contains a more significant amount of potentially developable land than Waynesboro. The potential population growth and financial impacts of full build-out would be much higher in Southampton Township.

Southampton Township possesses significant land zoned for residential and commercial uses; if this land were to be fully developed the way it is currently zoned, there would be considerable government costs associated with new residents, public school age children and non-resident workers.

### **Fiscal Impacts**

#### **County Impacts**

Over the study period, both Southampton Township and Waynesboro would generate positive net fiscal impacts for Franklin County. Southampton would generate an estimated \$282,271,822 in tax revenues, while Waynesboro's build-out would generate an estimated \$2,137,009 for Franklin County.

Full build-out in Southampton Township would increase the local population by approximately 10,172 persons in 3,777 housing units, including 1,436 public school-age children (PSAC). In Waynesboro, an additional 16 housing units would increase the municipal population by 40 total persons, 11 of whom would be PSAC.

Non-residential development would generate 12,982 commercial and light industrial full-time equivalent (FTE) jobs in Southampton, and 22 commercial FTE jobs in Waynesboro.

#### **Local (Municipal) Impacts**

Conversely, both Southampton Township and Waynesboro are projected to generate **negative** local net fiscal impacts from full build-out. Over 20 years, net fiscal impacts in Southampton and Waynesboro are estimated at -\$39,089,219 and -\$67,098, respectively.

## Additional Capital Investments

Southampton contains a larger amount of developable land than Waynesboro. As such, the population and fiscal impacts of full build-out would be higher in Southampton. Full build-out in Southampton could also require additional capital investment costs, including:

- Construction of an additional fire station, estimated at \$2.16 million.
- At least one new elementary and one new secondary school, with an estimated total cost of \$122.06 million.

The costs for the school construction were excluded from the local fiscal impact analysis, as those costs would be allocated to the Shippensburg Area School District. However, it is likely that the municipality would bear some of the cost for the new school (e.g., an increase in the school tax rate).

There is the possibility that a built-out Southampton would look to establish a local police department that would replace its current reliance on state police. These costs are not estimated here, but would represent a significant investment for the township.

Additional capital investments are not likely to be needed to support full build-out in Waynesboro.

Full build-out in Southampton Township could require additional government spending, including the construction of an additional fire station and at least one new elementary school. Consideration for establishing a local police department to replace current reliance on state police could also be a future factor in determining expenses.

If Southampton Township were to develop and reach build-out similar to what has been analyzed here, township officials likely would need to examine new revenue sources to offset the additional expenses.

## Waynesboro

Significant additional government investments are not likely to be needed to support full build-out in Waynesboro because it is already urbanized and supports a higher population density. Waynesboro has a much smaller amount of available zoned land for commercial and residential uses.

Given the fact that additional costs to the government of Waynesboro are estimated to be small (less than \$3,500 annually) and few additional capital expenditures are expected, Waynesboro could build-out on its remaining land with little effect on municipal income.

## Build-Out Impacts

The fiscal impact analyses for full build-out of Southampton Township and Waynesboro show that at the county level, increased income is likely to exceed additional expenses caused by the

## Taking Stock

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additional population and development. However the impact of build-out would create additional costs or financial loss for each individual community.



# *Future Forward:*

## **Comprehensive Plan Summary**

A comprehensive plan shows that people are invested in managing their future and moving forward in a positive way. Hundreds of people participated in the preparation of Franklin County’s Comprehensive Plan by sharing their vision for the future of the county. Franklin County residents and business owners are passionate and care about their community. Their aspirations are translated into a series of goals and recommendations that will help the county build on its assets and strengths. It is a long-term roadmap for growth—a guide for decisions and actions by local government officials in shaping the future of their community.

A number of characteristics are valued and integral to resident and business life in Franklin County. These assets include accessibility, economic stability, agricultural and woodland landscapes, natural features and history.

This comprehensive plan outlines a series of recommendations that will protect those valued assets and enable the county to enhance connections and collaboration among its physical, social and fiscal resources.

### *Essential Actions*

The Essentials are identified actions that have the greatest potential for producing the most significant impacts on the county’s future vitality and character. These actions function as catalysts to promote community, health and vibrancy. The Essentials are identified as key actions for implementation that trigger or lead to the implementation of other actions.

The Essentials produce visible indications of change—being the actions that the public sees—and where appropriate, aim to stimulate the private-sector to make their own investments within the communities. Thematically, the Essentials embodied in each section relate to and are framed out to be a realistic action that can be initiated within the next decade in order to spark subsequent actions.

### ***Forward Thinking: Outreach and Cooperation***

This comprehensive plan update reinforces the most important aspect of the county's future planning efforts: its role as facilitator. Continuing dialogue and sharing ideas is essential to both county and municipal success. In its role as facilitator, the county is poised to be a driver in conducting outreach and fostering a cooperative environment that addresses solutions for regional scale problems.



***Outreach and Cooperation Goal: Engage in outreach, education, communication and cooperation within the county***

Strategies outlined to help meet this goal include:

- Promote the Franklin County Planning Department's role as a facilitator and orchestrator of municipal cooperation and as a clearinghouse of information, knowledge and contacts.
- Proactively encourage municipalities to work with the county to find solutions for regional-scale issues; strengthen the dialogue between local, county and state governments while reinforcing the successes of county planning, municipal and private-sector partnerships.
- Determine how the county may further its partnerships with neighboring counties.
- Provide sufficient levels of staffing within the county Planning Department to assist in facilitating education and outreach efforts as well as assisting in the implementation of multi-municipal initiatives as needed.
- Coordinate with public and private sector entities to promote the benefits of coordinated planning and public health.
- Evaluate the applicability and potential impacts of creating Official Maps.

***Essential Action:***  
*Launch the County Planning Department's Resource Center*



## ***Looking Forward: Land Use and Housing***

A comprehensive plan is commonly rooted in land use and housing strategies. The 1999 comprehensive plan established a series of principles that will remain important into the next decade. A number of goals that were identified in the 1999 plan were able to be achieved. The Recreation Plan, Greenway and Open Space Plan and the Natural Areas Inventory were identified as necessary projects in meeting the goal of preserving open space and natural resources and all have been accomplished. These initiatives remain a pertinent component of this update.



***Land Use and Housing Goal: Foster the continued livability and success of urban communities and of communities embedded within the rural landscape.***

Strategies outlined to help meet this goal include:

- Champion for local land use controls that promote balanced growth and conservation.
- Promote conservation of quality farmland and prime agricultural soils.
- Support revitalization of core communities.
- Work with landowners to ensure prompt and sufficient reforestation of woodlands that have been timbered.
- Encourage home-ownership.

***Essential Action:***

*Advocate for responsive, compatible land use decisions*



### ***Foster Forward: Resource Management***

Many studies document that Franklin County is rich in resources that will continue to shape its future as a haven for those interested in conservation, recreation, and history. Sustaining and enhancing natural, scenic, and historic resources will benefit current and future generations.

Agricultural resources are important to the county. Agriculture is the economic base, the visual character and one of the driving cultural forces in Franklin County. Generations of farmers have sustained a diverse agricultural economy that helps define Franklin County's character.



***Resource Management Goal: Facilitate the protection and promotion of the county's rich natural resources, recreation opportunities and history.***

Strategies outlined to help meet this goal include:

- *Continue funding of agriculture preservation initiatives.*
- *Support preservation of sensitive natural resources.*
- *Encourage strategies and/or policies that emphasize conservation of existing county character: small towns, rural areas and positive, memorable views.*

***Essential Action:***

*Celebrate why the county's unique assets are essential to its long-term vitality*





## ***Fast Forward: Economic Development***

The county's agricultural history and its position within south-central Pennsylvania enable its residents and businesses to continue growing with positive success. Franklin County is strategically located along a major transportation corridor and features a high quality of life and a beautiful setting for employees. The county should continue to work with the Franklin County Area Development Corporation (FCADC) to promote local and regional-scale economic development opportunities. As the county's population and employment base are anticipated to increase, there will be a need for office space, worker housing, and amenities to attract new residents to the area.

The county can serve a pivotal role in encouraging and/or facilitating discussions among municipalities, the FCADC, prospective businesses, school districts and others to promote coordinated planning and policy decisions.

Conservation and the appropriate use of the county's natural and agricultural assets are central to its economic success. Important agricultural soils and woodlands support key sectors of the county's economy.



***Economic Development Goal: Promote economic opportunities while retaining agriculture and community character.***

Strategies outlined to help meet this goal include:

- Continue to cooperate with the Franklin County Area Development Corporation in implementing a comprehensive county-wide economic development strategy and continue to encourage multi-municipal planning.
- Continue to emphasize agriculture and its supporting industries as identifying characteristics in the stability of the county's future.
- Work to facilitate and encourage business, industry and manufacturing in the county.
- Foster a quality of life attractive to a plentiful, skilled workforce.
- Continue to develop and implement fiscally responsible budgets that balance needed public services with available funding levels.
- Encourage tourism-oriented initiatives.

***Essential Action:***

*Expand and reinforce how the county's technical planning tools contribute to economic development efforts*

### ***Moving Forward: Transportation and Infrastructure***

Throughout the comprehensive planning process, recurring discussion focused on how future development patterns can be supported in a sustainable system of infrastructure.



***Transportation and Infrastructure Goal:*** Use a balanced approach in the development of transportation, infrastructure, and energy systems.

Strategies outlined to help meet this goal include:

- Encourage future development and growth to align with existing development and in areas where transportation and infrastructure expansion are invested.
- Enhance pedestrian-bicycle connectivity.
- Support efforts for renewable energy projects or encourage use of renewable energy.

***Essential Action:***  
*Promote multi-municipal and region-based transportation and infrastructure enhancements*

## **Next Steps**

From the sense of place to high employment rates, people love Franklin County for its ability to provide what they want as well as what they need. By choosing to plan carefully for and guide future development, Franklin County will grow by choice—not by chance—improving its ability to retain the assets that people value and implementing improvements in areas that need to be strengthened.

Everyone involved in this plan—from residents who participated in public meetings to elected officials who spent time guiding the process—are contributing to moving Franklin County forward.

## ***Postscript: Future Considerations***

Throughout the development of the Franklin County 2025 Comprehensive Plan, there was clear consensus and understanding on the county's overarching and immediate planning issues as related to current and future development impacts. All participants recognized that these issues will impact the county as a whole and its residents' quality of life. While many dialogues and decisions occurred, efforts and clear policies were established to guide the near horizon of growth and change. A lot of discussion occurred as part of this planning process that focused on long term implications that most likely will transcend the timeframe of this comprehensive plan, although no clear policies emerged. This brief summary is intended to memorialize issues where consensus did not always transpire as part of today's planning process as related to longer-term issues.

When stakeholders and decision makers get into discussions about projects and/or policies that may exist within a short-term horizon but may have implications well beyond the timing of this comprehensive plan (long-term), it may be appropriate to revisit this summary. Its topics will likely remain key components of discussion as the economy continues to shift and the future pace of development evolves in response to internal and external factors. Franklin County planners and leaders may also then need to consider how such decisions fit or do not fit within the county's overall framework for growth and for conservation.

It is the county's desire to maintain a high quality of life for its residents and a high quality standard for future development by supporting projects that uphold high quality planning and best management practices. Moreover, the topics outlined below should be considered when public investment is requested and/or proposed. For the county, municipalities and overall population, there are benefits to many of the concepts presented. The county should be prepared to work with communities to realize the strengths and minimize drawbacks of significant planning decisions.

### ***Infrastructure Expansion***

Importantly, the comprehensive plan's outlined infrastructure considerations focus on solutions aimed at development and conservation goals of the coming decade. One alternative discussed at length as part of the planning process but not folded into the comprehensive plan's recommendations was the concept of an infrastructure service boundary. The Pennsylvania Municipalities Planning Code enables municipalities and counties to define specific, preferred areas for future infrastructure expansion. Section 301 (7) (d) states that, "the municipal, multi-municipal or county comprehensive plan may identify those areas where growth and development will occur so that a full range of public infrastructure services, including sewer, water, highways, police and fire protection, public schools, parks, open space and other services can be adequately planned and provided as needed to accommodate growth."

Establishing such areas is a way in which communities, service providers and/or the county can work together to marry sound land use decision making with realizing significant efficiencies in short- and long-term investments. Additional discussions about the benefits and challenges of this approach are encouraged to continue occurring. Nonetheless, throughout the period of this comprehensive plan, the county should be cognizant and support those efforts which uphold the concept and realization of physically and fiscally balanced land use and infrastructure demands.

### ***Long-term Ownership/Management of Potable Water and Sewer Systems***

In various portions of the county, a number of individual water and sewer authorities operate independently within proximity to one another. In some cases, authorities are challenged on a daily basis to balance the physical, fiscal and regulatory needs that the facilities demand. As part of the comprehensive plan, dialogue explored the various benefits and challenges of creating opportunities for joint ownership and/or management of such facilities. Policies established as part of the comprehensive plan are based upon operations remaining individualized in the short-term. In the long-term, creating joint relationships between or consolidation of various authorities could be one

step in realizing greater efficiencies in long-term capital improvements and maintenance costs. If local governments and the authorities are open to moving in that direction, the county could facilitate a dialogue exploring advantages and disadvantages of this approach to the ownership and/or management of these systems. Furthermore, many expressed as part of the Comprehensive Plan process that as development continues, the challenges of sewage package plants outweigh the long-term benefits, and with that, future construction of such plants within the County should not occur.

### ***Density of Development***

The character of Franklin County’s landscape is distinctive. One of its greatest distinctions is the general absence of suburban “sprawl.” Over the past century, those introducing and creating development have been conscientious of historically established patterns and densities. Without specific ordinance provisions, there is the potential for these patterns to erode. In context of infrastructure, transportation and land use decisions, many, but not all, comprehensive plan participants expressed their desire to formalize policies that retain future development densities and continue the same level of respect for established development patterns.

Significant growth that occurs beyond existing areas of development is generally inconsistent with Franklin County’s historic residential and non-residential patterns. It is to the county’s and municipalities’ greatest interest, capital investments and long-term vitality that proposed development areas with similar intensity to existing development occur alongside one another. Therefore, while no formal infrastructure service areas were defined at this stage of the county’s history, policies and projects the county supports with its resources should be rooted in avoiding “hopscotch” development and sprawl

### ***Zoning***

Not all communities within the county have zoning. Many comprehensive plan participants, both in the public sector and those in the agriculture industry, expressed a basic set of parameters to guide development in agricultural landscapes can be of value in Franklin County. Benefits and drawbacks of county-wide zoning were discussed

during the duration of the comprehensive plan, although no formal recommendation for such policy emerged with consensus. Consequently, as part of this comprehensive plan's strategies, the county is positioned to be the central resource for providing model ordinance language and other planning ideas to communities so that development and conservation goals can be encouraged to be upheld. All provisions the county shares should be aimed to create long-term opportunities for greater compatibility between protecting lands most applicable for agricultural use and minimizing conflicts that can arise between agriculture and residential developments. Another alternative to providing well-thought ordinance example language to municipalities would be for the county to implement county-wide zoning which would be applicable to those communities who do not have their own adopted provisions. As discussion as well as the possibilities of formal zoning throughout the county evolves, the Franklin County Planning Department and county leadership are poised to assist municipalities and encourage the long-term benefits of policy decisions.

### ***Conclusion***

These concepts were evaluated at different grains of discussion and resolve as part of the comprehensive plan process. Each has a potential for expanded discussion and pursuit as part of future, longer-term strategies in the county. Particularly, as local municipal policies evolve and county planning and financial support is provided, the county should remained poised to facilitate dialogue, assist and discuss the benefits and challenges that each strategy would entail if undertaken.

# ***Appendix A:* Public Input**





# What We Heard: Public Input

In order to gain local knowledge and input, a public outreach component was included as an integral part of the planning efforts for the Franklin County Comprehensive Plan. Public input was gathered through several different means, with the chief efforts being Steering Committee meetings, Focus Group meetings, a series of Regional Workshops and two public meetings. This offered the representatives and citizens of Franklin County opportunity to contribute to the plan’s development.

Steering Committee meetings were held throughout the planning process with representatives from the county. These took place to establish visions and goals for this planning effort. Committee members also identified key opportunities and strategies for the future of the county. At Regional Workshops, the importance of regional

connections and unique characteristics was emphasized, primarily the regional economic differences across the county. Focus Group meetings were also held throughout the planning process to address specific issues and topics.

Public input was taken in the form of map marking and comments through discussions between citizens, consultant staff and Franklin County Planning Department representatives.

## Public Input Events and Opportunities

Kick-Off Meeting	11/10/10
Steering Committee Meeting	1/14/11
Steering Committee Meeting	2/11/11
Steering Committee Meeting	4/8/11
Focus Group Meeting	4/14/11
Focus Group Meeting	4/15/11
Public Meeting	6/9/11
Steering Committee Meeting	6/10/11
Focus Group Meeting	6/10/11
Regional Workshops (3 public meetings)	7/25/11
Steering Committee Meeting	8/12/11
Commissioners’ Public Meeting	4/10/12

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## **Kick-Off Meeting**

A Kick-Off meeting was held to start gathering input and begin raising awareness about the planning process. Questions, concerns and desires were expressed by attendees. A wide variety of topics were addressed during the meeting. Highlights of the participants' comments and questions are as follows:

### ***Vision and Sense of Place***

- History
- Farmland/agriculture
- Diverse economic development
- Efficient ample transportation
- Rural small towns
- Green Open Space/Parks
- Quality
- Water supply/quality
- Location
- Strip developments
- Sense of small town and community cohesiveness is important
- Culture/civility of life/quality of life
- How can we preserve the quality of life while growing?
- How can we preserve vitality of resources?
- How do we sustain our work ethic?
- How do we balance regulation against property rights?

### ***Outreach and Cooperation***

- Public may be suspicious of improvements especially if they could raise taxes
- How can we balance regulation with proper rights?
- How do we implement the Comprehensive Plan?
- Where do we want to be in 2020?
- How can we enhance multi-municipal planning?
- What are ways that the municipalities can immediately cooperate more efficiently to best reach the end goals established within the Comprehensive Plan?

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## ***Land Use and Housing***

- What can we do to preserve the rural heritage of the area?
- How can we best manage the cost of living (mortgage, rent, utilities)?
- How do we balance regulation against property rights?
- How can we best manage the future of land preservation with economic diversification?
- Can we build up instead of building out – remove height restrictions?
- How can we preserve farmland?

## ***Resource Management***

- The most important resources to protect
  - Water: quality, supply watersheds
  - Agriculture: good soils, expertise, farmland
  - Forests
  - Green space, natural resources and outdoor recreation
  - Historic resources (including industrial)
- How can the rural heritage of the county be preserved?
- How do we fund/support our green space?
- How do we protect the natural resources?
- How do we efficiently coordinate services and the use of resources?
- How can we establish a tax structure for preserving green spaces?

## ***Economic Development***

- How can we effectively balance growth, including the necessary expansion of infrastructure?
- How can we balance new jobs while maintaining the area's work ethic and rural heritage?
- Where should development occur?
- Are there specific areas better suited for development?
- How do we envision our economic future, both in agriculture and industry?
- How do we say 'No' to growth we may not want?
- How do we finance all of the growth?
- Creation of jobs and better access?
- How can we keep agriculture profitable?
- Varied/many opportunities for prosperity congestion
- How can we create better access to, and then improve performance of schools/businesses?

---

## ***Transportation and Infrastructure***

- Access to transportation infrastructure including rail lines is important
- How to deal with the increased transportation needs?
- How do we pay for transportation improvements?
- Can the municipalities, County and State collaborate to accomplish facilities and transportation upgrades?
- What are the transportation needs for the study area?
- How can the public transportation be improved?
- What improvements can be made to road design?

## **Focus Group and Steering Committee Meetings**

Focus Group Meetings were held regularly to guide the planning team and review draft elements of the plan. Steering Committee meetings were held regularly to guide the planning team and review draft elements of the plan. A wide variety of topics were addressed during the meeting. Highlights of the participants' comments and questions are as follows:

### ***Vision and Sense of Place***

- Franklin County is desirable because
  - Schools
  - Good real estate value
  - Sense of place
  - Access to recreation
  - Good road network
  - Natural beauty
  - High quality health care
- Many people move away and then return
- Urban centers and farms help to create a sense of place
- The county is full of good people
- The county can definitely grow but can the growth be managed?
- This is small town America
- There is an incredible spirit of cooperation

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## ***Outreach and Cooperation***

- Many groups/organizations exist to implement goals
- There is a perception that there are no good paying jobs in the county
- How can the airport be revitalized/improved?
- Help coordinate the county and local municipalities to have a common direction
- There is cooperation and collaboration that is happening already but it goes unnoticed

## ***Land Use and Housing***

- Good real estate value
- Urban centers create a sense of place
- Remove barriers/encourage development/infill/reuse in urban areas
  - Development in the urban areas can be more costly
- Growth boundaries would help keep development within urban areas
- Larger lot sizes are desirable outside of urban areas
- Sprawl is undesirable
- Affordable and decent rentals are lacking
- How can conservation development be used successfully?
- Boroughs have blighted areas that need to be addressed
- There is a growing senior/retired population that needs to be accommodated

## ***Resource Management***

- Consider alternative energy
- Protect air quality
- Protect clean water/availability of clean water
  - Aquifer recharge is a problem and will only get worse
  - Impacts of development are not fully considered
- Continue/increase agricultural preservation and security
- Ensure future protection of sensitive natural resources
- Agriculture and natural areas are important resources
- Historic resources need to be preserved especially in the core urban areas
- Public parks are lacking in the northeast of the county
- Solid waste and recycling are going to be big issues in the next ten years
- A land conservancy could help the county maintain its character

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## ***Economic Development***

- It can be difficult for young people to stay in the area
- Education is a challenge in some parts of the county
- There needs to be more focus on technical education and training
- Chesapeake Bay watershed regulations make development difficult and will continue to influence the county into the future
- Is there enough water/water infrastructure to support additional growth?
- Franklin County should not become a bedroom community; needs economic development
- There is difficulty in attracting the creative class
- There is no mechanism in place to drive downtown development
- The work force in the county is high quality but too small
- Strip malls and chain stores are not the right kind of development for this community

## ***Transportation and Infrastructure***

- No mass transit in urban areas
- Sewer and water service can be used to control growth
- Traffic on I-81 is terrible; the road should be widened
- Current road system is maxed out
- Are there systems or infrastructure that can be combined to realize efficiencies?
- Road interconnectivity needs to be increased

## **Public Meetings and Regional Workshops**

Two well-attended public meetings were held during the planning process. Input was gathered from a broad cross-section of the public on the future vision and highest priorities for Franklin County. Regional workshops were held to gain an understanding of the varying natural and socio-economic landscapes in the county. A wide variety of topics were addressed during the meeting. Highlights of the participants' comments and questions are as follows:

### ***Vision and Sense of Place***

- Beautiful landscape and rich history
- Core communities anchor the county
- Great natural resources

- 
- Recreation
  - Local food
  - Losing community character: cultural institution
  - Love your local landscape
  - Threats to quality of life/desirability in county:
    - School system \$ and quality of education
    - Viability of community scale ag/forestry
    - Land prices
    - Production in systems pressures
    - Loss of tourism trade
    - Water supply availability and competing demand for availability
    - National policies effect on local
    - Immigration policies

### ***Outreach and Cooperation***

- Cost effectiveness of municipal services needs to be maintained
- Visitors Bureau
- Healthy living should be a priority
- Education of history, culture and ecology – significance of Franklin county
- Quantitative history of the county
- Deeper communities - support institutions that bring people together
- History for tourism sake
- School district financial stability

### ***Land Use and Housing***

- Core communities as the gateways to public open space areas
- Consideration for land uses downtowns
- Promoting healthy communities
- Safe revitalized downtowns

### ***Resource Management***

- Changes in agricultural practices may change the landscape
- Camping and outdoor recreation
- Trailheads in core communities; reaching into the public forests and parks
- Recreation – big and local
- Trails locally and trails connecting regional destinations

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## ***Economic Development***

- Educational assets are important
- Grocery store/pharmacy – 24 hour
- Long-term viability of agriculture as the economic engine
- Need more “real jobs”
- Leverage Norfolk Southern
- Alternative energy - jobs economic development opportunities
- Value added jobs – maintain a focus on local
- Increase in chain retail
- Capacity of park usage for tourism
  - Local vs. DC/MD audience
  - Desire to make connections
  - Other gateway trail heads to connect locally
  - Town to town non-motorized trail corridor

## ***Transportation and Infrastructure***

- Transportation –great
- Bike route toolbox
  - Non-motorized linkages
  - Between core communities and recreational areas
- Threat to quality of life - water quality and quantity
- Train - county transit
- Leverage Norfolk Southern
- Strategic location of county connection to longer areas /metros
- Transportation access to larger areas
- Rt. 16 traffic increases difficulty in getting bike/pedestrian trails
- Bypass could kill downtowns
- Well connected to large metro regions

## **Summary**

The information gathered as part of all public input events and opportunities was used by the planning team to better understand public preferences and inform the development of the final comprehensive plan. The input was considered along with periodic feedback from planning department staff, planning commission members and consultant input. There will be additional opportunities for the public to participate in this comprehensive plan over the next decade and beyond as recommendations are implemented and the county moves toward its goals. Information is always available at [www.co.franklin.pa.us](http://www.co.franklin.pa.us).





## **Public invited to 3 Franklin County comprehensive plan meetings**

### **Public Opinion Online**

Three meetings have been scheduled in July for public comment on the preparation of the Franklin County comprehensive plan.

Franklin County Commissioners and the county Planning Department invite residents to attend any of the interactive meetings. The county is looking for input from residents, organizations, government officials and others interested in developing the comprehensive plan, tentatively titled "Our Heritage, Our Home."

The meetings have been scheduled for:

- 6 p.m. July 18 at Norlo Park Community Center, 3050 Lincoln Way East, Fayetteville.
- 2 p.m. July 25 at Renfrew Visitors Center, 1010 E. Main St., Waynesboro.
- 6 p.m. July 25 at the Peters Township Municipal Building, 5000 Steele Ave., Lemasters.

"We need your valuable input to help us develop a comprehensive plan that will preserve our quality of life here in Franklin County," Senior Planner Sherri Clayton said.

For more information call the county planning department at (717) 261-3855.

# ***Appendix B:* Financial and Market Analysis**



# **Franklin County Market Analysis**

Franklin County, PA

**Prepared For Environmental Planning & Design, LLC**

January 7, 2011

ECONOMIC AND REAL ESTATE ANALYSIS FOR SUSTAINABLE LAND USE OUTCOMES™

## Methodology

4ward Planning LLC employed a combination of qualitative and quantitative techniques suitable for performing a background analysis and market research on Franklin County and the surrounding area.

Socio-economic trends were analyzed for Franklin County, and the surrounding region (Franklin Region), including the adjacent Pennsylvania counties of Fulton, Huntington, Juniata, Perry, Cumberland, and Adams, and Washington and Frederick Counties in Maryland, as well as the state of Pennsylvania. Demographic trends and projections analyses were performed using U.S. Census data and proprietary demographic analysis software (ScanUS), and covered the years 2000, 2010 (estimated), and 2015 (projected).

An industry and labor trends analysis was performed on Franklin County and the surrounding region, using the US Census Bureau's Quarterly Workforce Indicators and its On The Map program (both of which utilize Pennsylvania Labor Department data), as well as data from the Bureau of Labor Statistics. A work area analysis and labor shed analysis was performed for the most recently available years (2004, 2006, and 2008).

# SOCIO-ECONOMIC TRENDS: 2000 to 2010



## Summary of Key Findings

**13.6%**

Increase in household population in Franklin County, between 2000 and 2010. Household population increased by 11.1 percent and 2.7 percent in the region and state, respectively, over the same time period.

**Over 59,000**

Total estimated households within the Franklin County.

**1.3 times more**

Increase in households earning over \$75,000 per year, between 2000 and 2010, in Franklin County. Over the same time period, households earning over \$75,000 per year increased by 90% and 60% in the region and state, respectively.

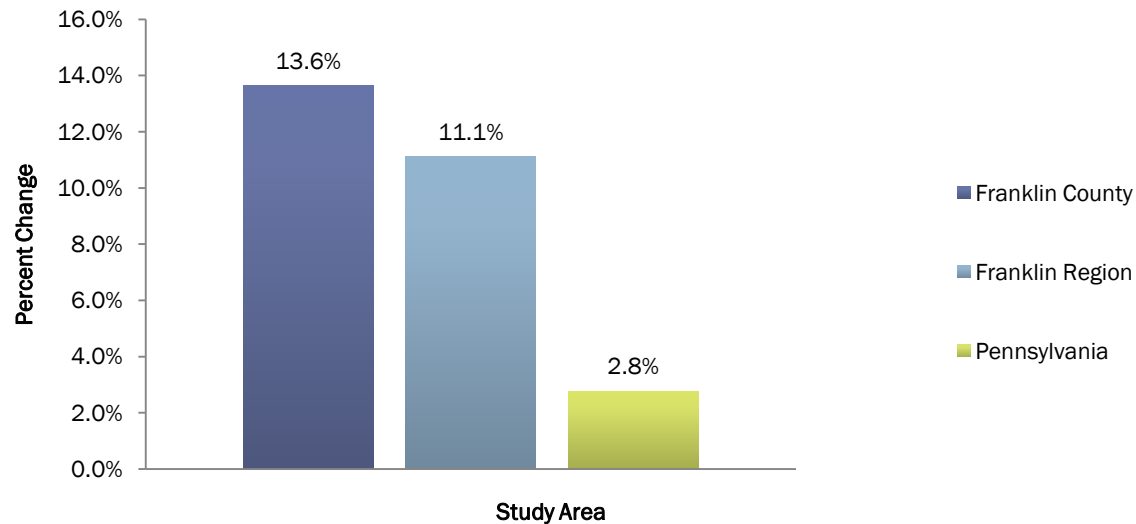
**\$53,000**

Median household income in Franklin County in 2010.

## Household Population

Total estimated household population in Franklin County increased from 129,313 in year 2000 to an estimated 146,486 persons in year 2010. This increase (13.6 percent) was slightly greater than the increase in the region (11.1 percent) and much greater than the increase in the Commonwealth (2.8 percent) over the same time period.

Figure A: Percentage Change in Household Population, 2000-2010

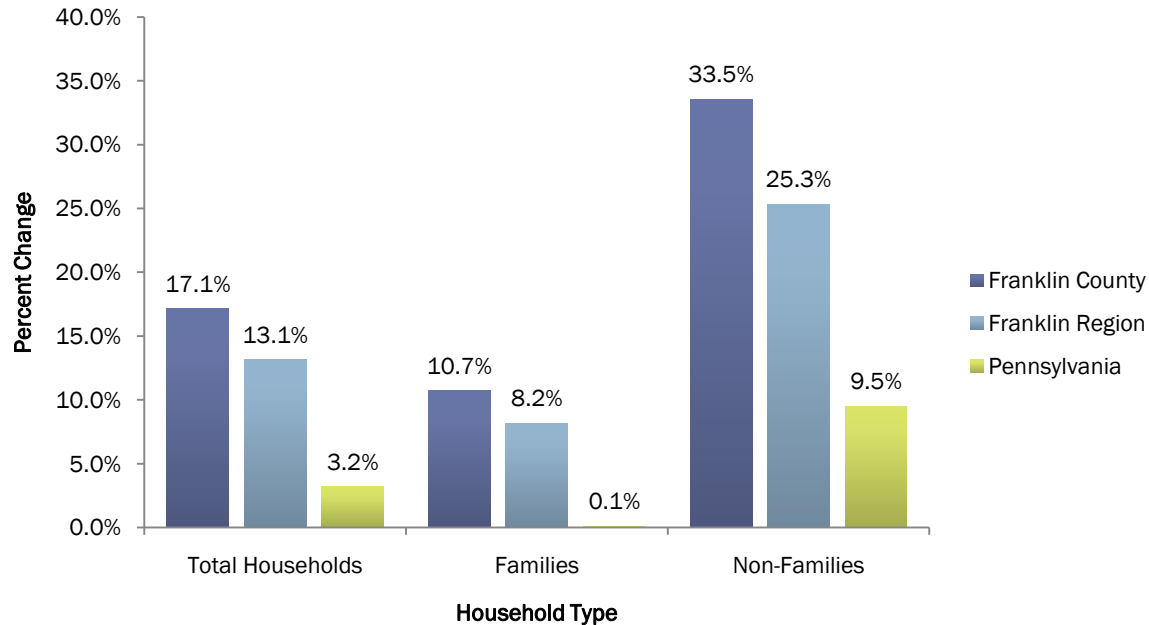


Source: US Census Bureau; ScanUS; 4ward Planning, 2010

## Household Formation

New household formation in Franklin County grew at a slightly more than 30 percent faster rate than household formation in Franklin Region and more than four times the household formation rate for the state. While family households in Franklin County grew at a relatively modest pace over the past ten years (an average on one percent per annum), non-family households grew at a torrid pace (3.4 percent per annum).

Figure B: Percentage Change in Household Type, 2000-2010



Source: US Census Bureau; ScanUS; 4ward Planning, 2010



## Housing

Both Franklin County and Franklin Region saw relatively strong increases in total housing units from 2000 to 2010 (15.3 percent for Franklin County and 13.5 percent for Franklin Region) as compared to relatively flat housing unit growth (5.4 percent) in Pennsylvania during that period. As further testament to the strong surge in in-migration to Franklin County over the past ten years, the percentage of vacant housing units in the county declined markedly (5.9 to 4.4 percent) over the 2000 to 2010 period, as compared to an increase in vacant housing units in both Franklin Region and the Commonwealth during the same period.

Figure C: Change in Total Housing Units, 2000-2010

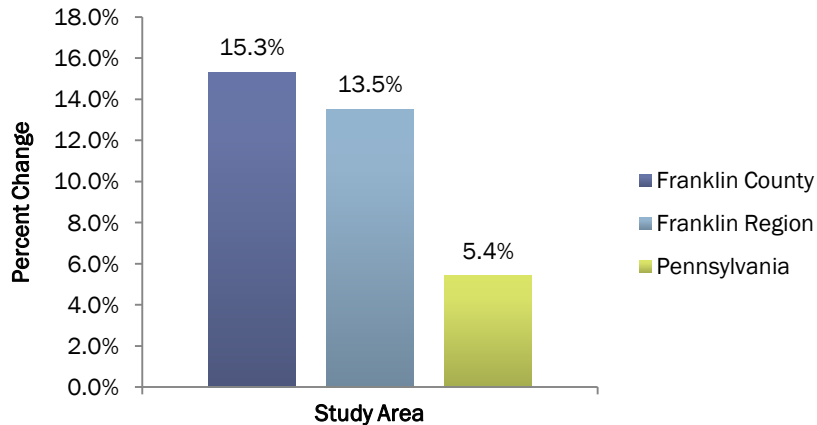
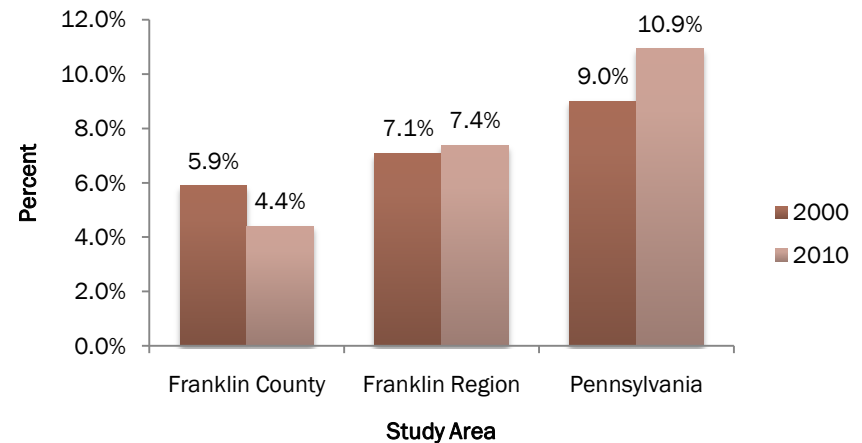


Figure D: Percentage of Vacant Housing Units in 2000 and 2010

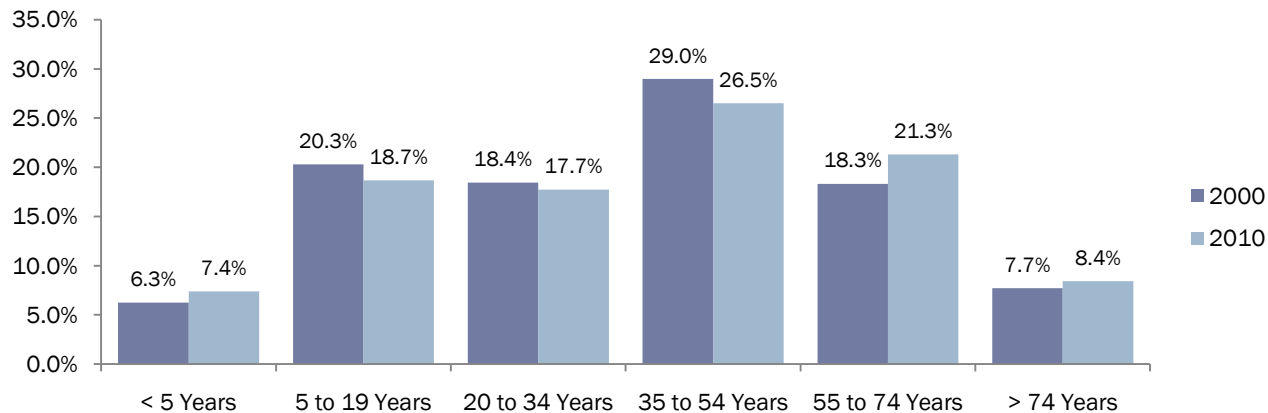


Source: US Census Bureau; ScanUS; 4ward Planning, 2010

## Age

Over the past ten years, Franklin County has seen a relatively modest decline in the percentage of its population younger than 54 years of age (with the notable exception being pre-school age children which increased by more than 17 percent). In contrast, the number of Franklin County residents 55 to 74 years of age increased relatively sharply (16.4 percent) between 2000 and 2010. These aging trends are consistent with age patterns observed at the regional and state level.

**Figure E: Franklin County Age Cohorts as Percent of Household Population, 2000 and 2010**

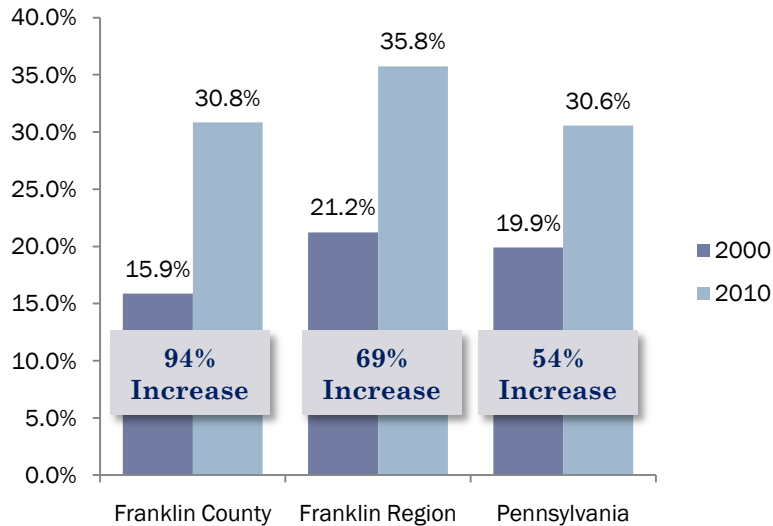


Source: US Census Bureau; ScanUS; 4ward Planning 2010

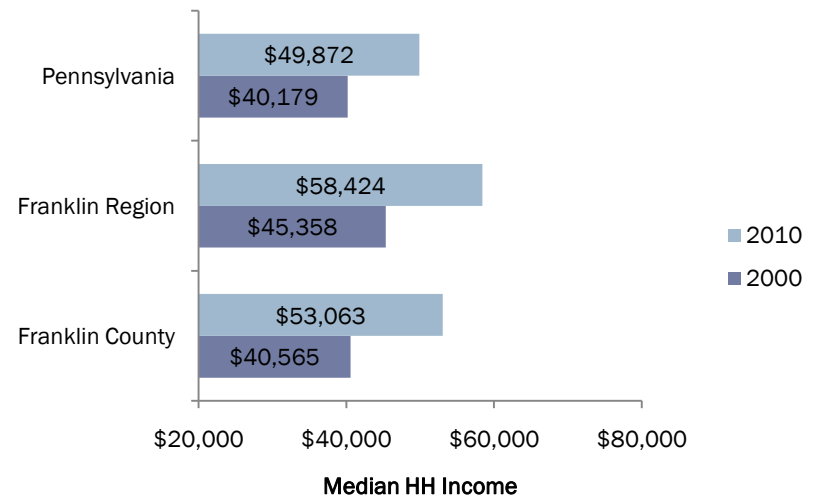
# Household Income

Nearly 16 out of every 100 Franklin County households in 2000 earned more than \$75,000 per year, as compared to approximately 21 and 10 households per 100 in Franklin Region and the state. However, from 2000 to 2010, households earning greater than \$75,000 per year increased by 94 percent, 1.4 and 1.7 times the increase in upper income households experienced within the region and statewide, respectively, over the same period. Median household income in Franklin County has also increased at a greater rate (31 percent) over the past ten years than in the region (28 percent) and state (24 percent).

**Figure F: Percent of Households Earning >\$75K, 2000 and 2010**



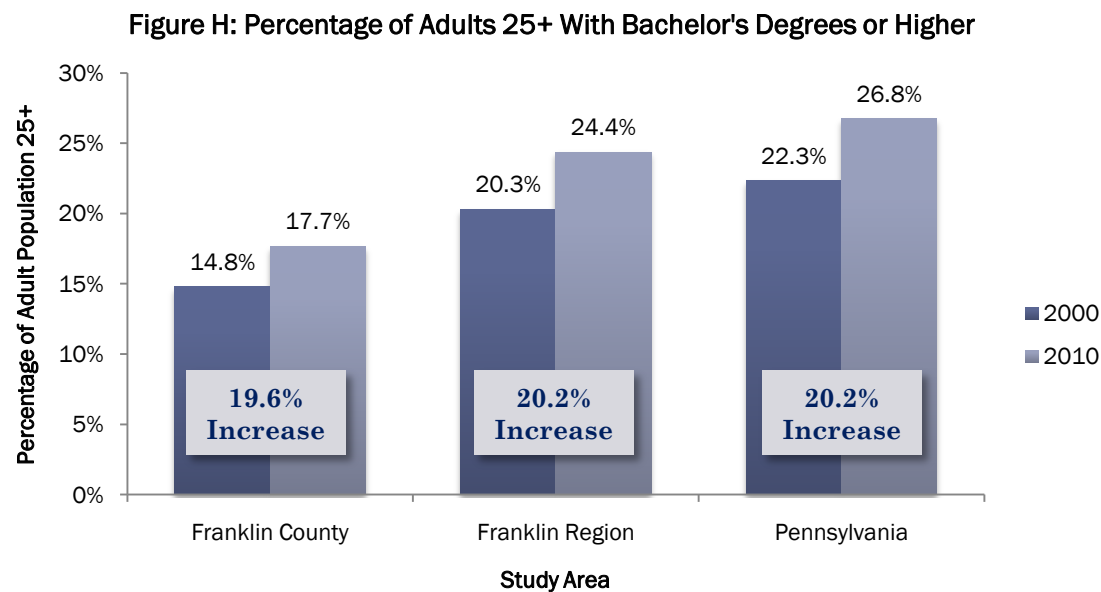
**Figure G: Median Household Incomes 2000 and 2010**



Source: US Census Bureau; ScanUS; 4ward Planning 2010

## Educational Attainment

A significantly smaller share of adults in Franklin County (14.8 percent) held bachelors degrees or higher in 2000 than in Franklin Region (20.3 percent) and the Commonwealth (22.3 percent) during that year. While all three geographies realized relatively healthy growth in the percentage of adults possessing a bachelors degree or higher over the 2000 to 2010 period, Franklin County's percentage growth in college educated adults (19.6 percent) trailed that of Franklin Region and Commonwealth (20.2 percent, respectively).



Source: US Census Bureau; ScanUS; 4ward Planning 2010

# **SOCIO-ECONOMIC PROJECTIONS: 2010 to 2025**



## Summary of Key Findings

### Slightly more than 20 percent

Projected household population growth in Franklin County from 2010 to 2025.

### Up to 19,000

Projected additional households in Franklin County over the next fifteen years.

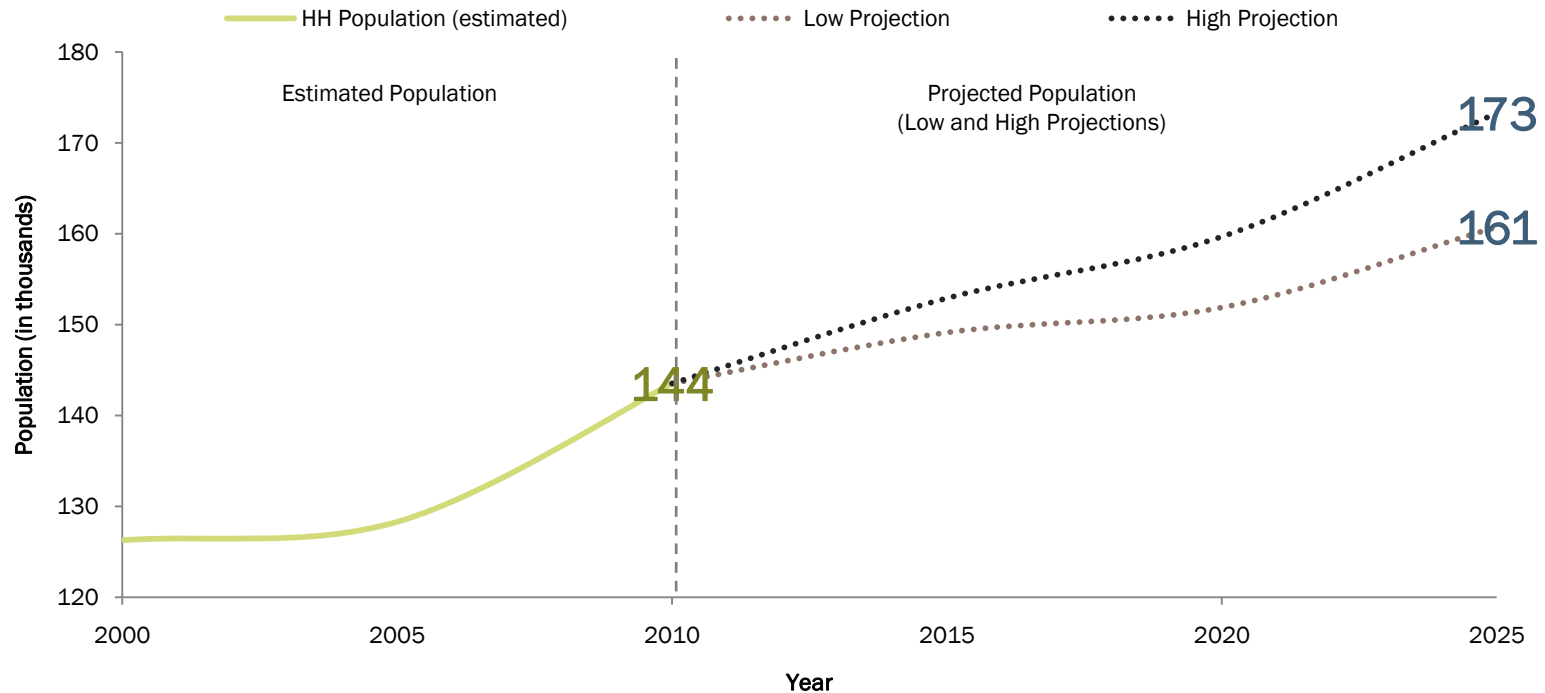
### About two in five

Share of Franklin County households projected to earn more than \$75,000 in 2025.

## Household Population

After experiencing significant growth from 2000 to 2010, growth in household population in Franklin County is projected to moderate. Total household population is projected to grow between a low of 17,000 and as many as 29,000 persons from 2010 to 2025.

Figure I: Franklin County Household Population Projections

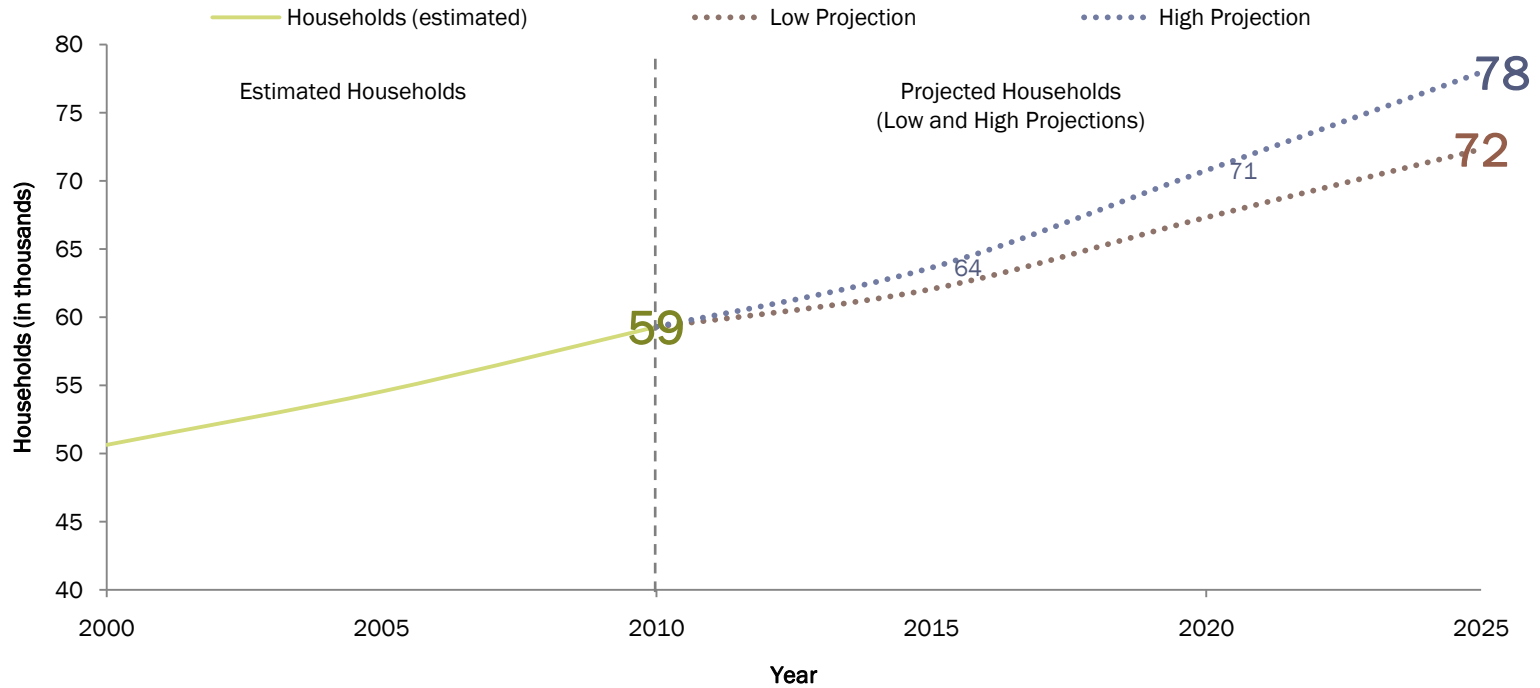


Source: Scan US; Woods and Poole; 4ward Planning LLC, 2010

# Household Formation

The number of households in Franklin County are projected to increase by between 13,000 and 19,000 households between 2010 and 2025, mirroring population growth.

Figure J: Franklin County Household Formation Projections



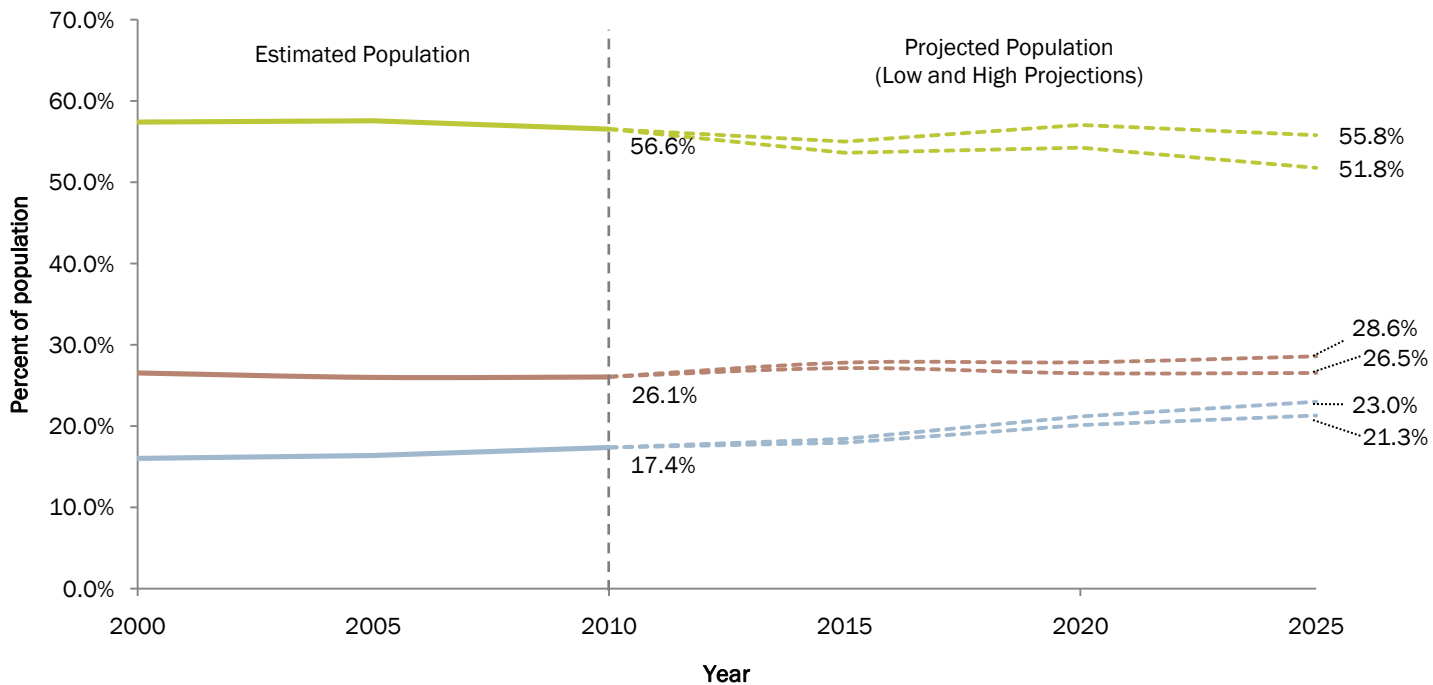
Source: Scan US; Woods and Poole; 4ward Planning LLC, 2010



## Age

While population is projected to increase in Franklin County from 2010 to 2025, the share of traditional working age residents (20 to 64 years) is projected to remain relatively constant. The share of persons younger than 20 (principally school age children) will also remain relatively constant with a slight increase over the 2010 percentage share. Where population growth is projected to be most pronounced over the next 15 years is for persons 65 older.

Figure K: Franklin County Population Age Cohort Projections

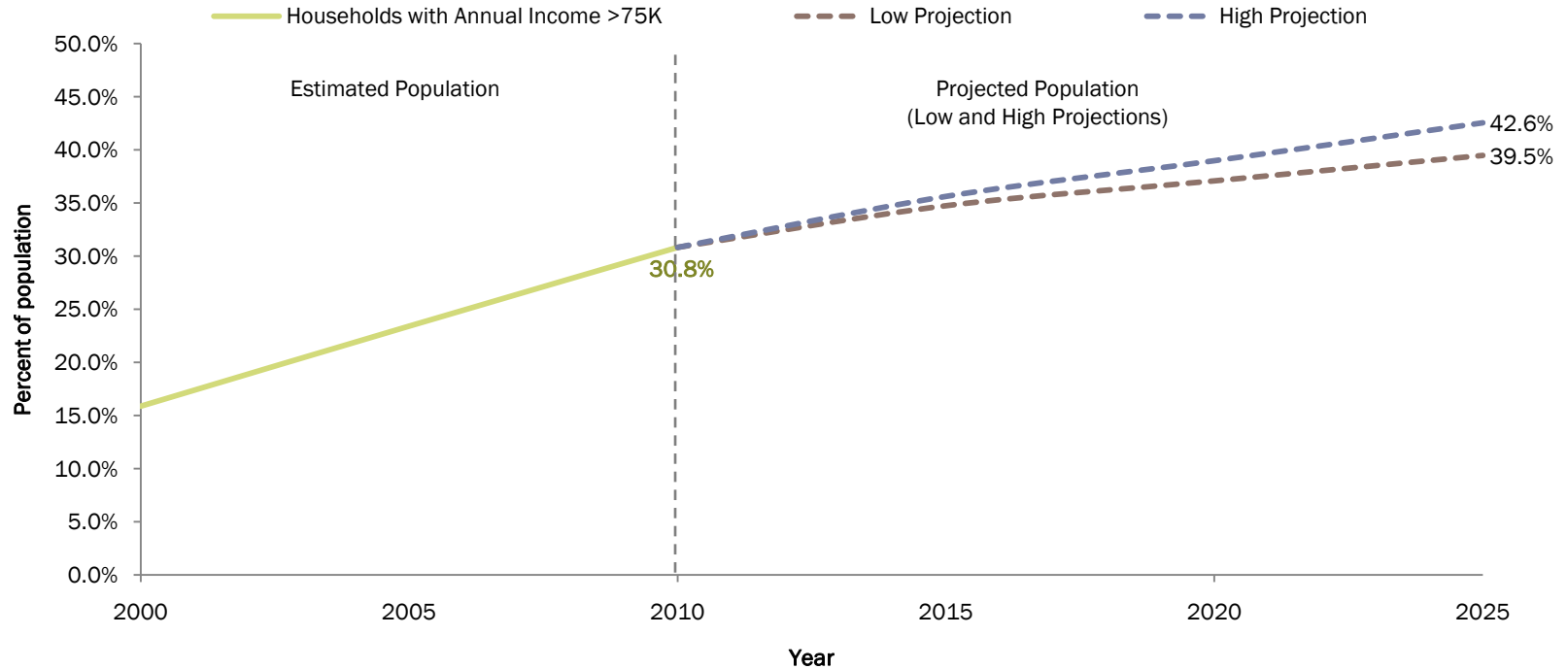


Source: Scan US; Woods and Poole; 4ward Planning LLC, 2010

# Household Income

Households earning over \$75,000 per year (in year 2010 dollars) are projected to increase from approximately 30.8 percent of total households in 2010 to between 39.5 and 42.6 percent of total households in 2025.

**Figure L: Franklin County Upper-Income Household Projections**



Source: Scan US; Woods and Poole; 4ward Planning LLC, 2010

# INDUSTRY AND LABOR TRENDS



## Summary of Key Findings

**7,000**

Increase in total employment in Franklin County between 2004-2008 (the most recently available data years).

**57 percent**

The increase in the number of jobs, between 2004 and 2008, paying \$40,000 or more per year.

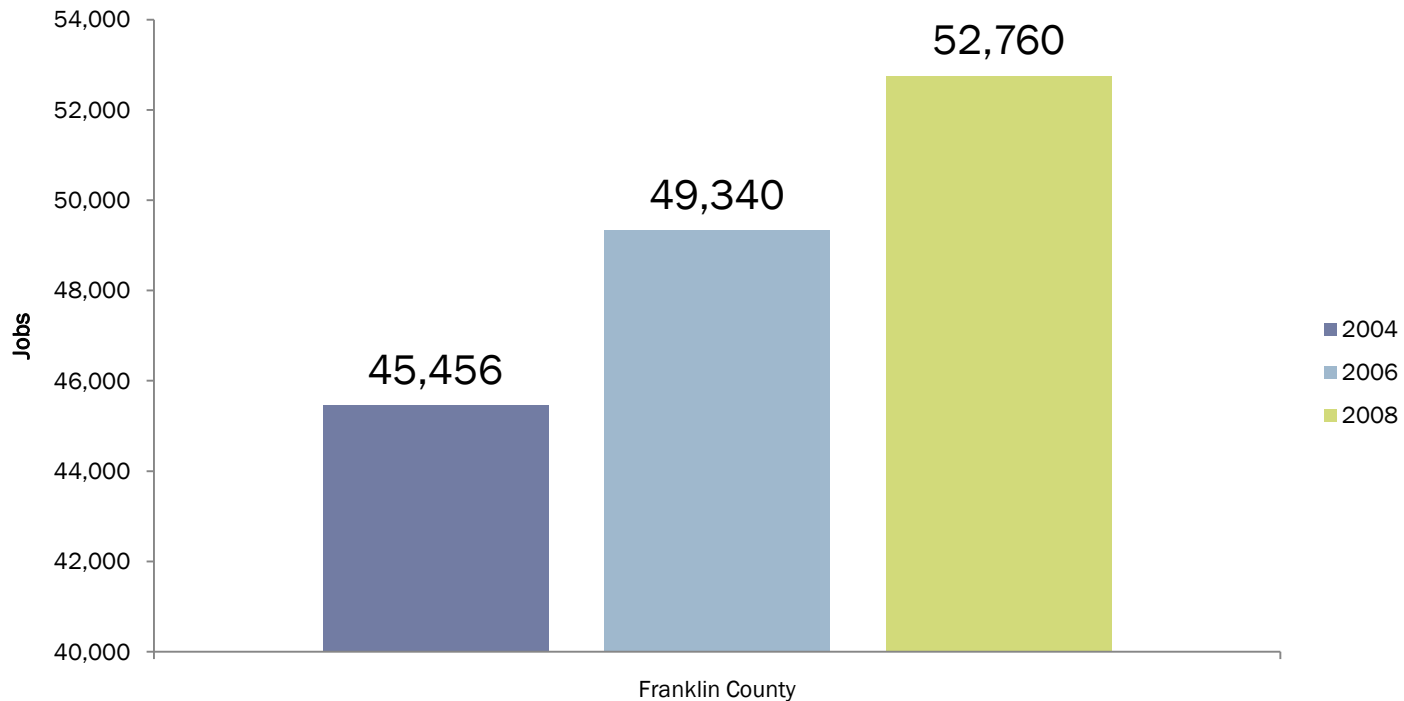
**35.5%**

Percent of Franklin County workers who commute into the county, every day.

## Employment Area Profile – 2004 to 2008

Total employment within Franklin County increased by over 7,000 jobs (16 percent) between 2004 and 2008 (the most recently available data years). Total employment in the larger study area, by comparison increased by only eight percent.

Figure M: Total Primary Jobs

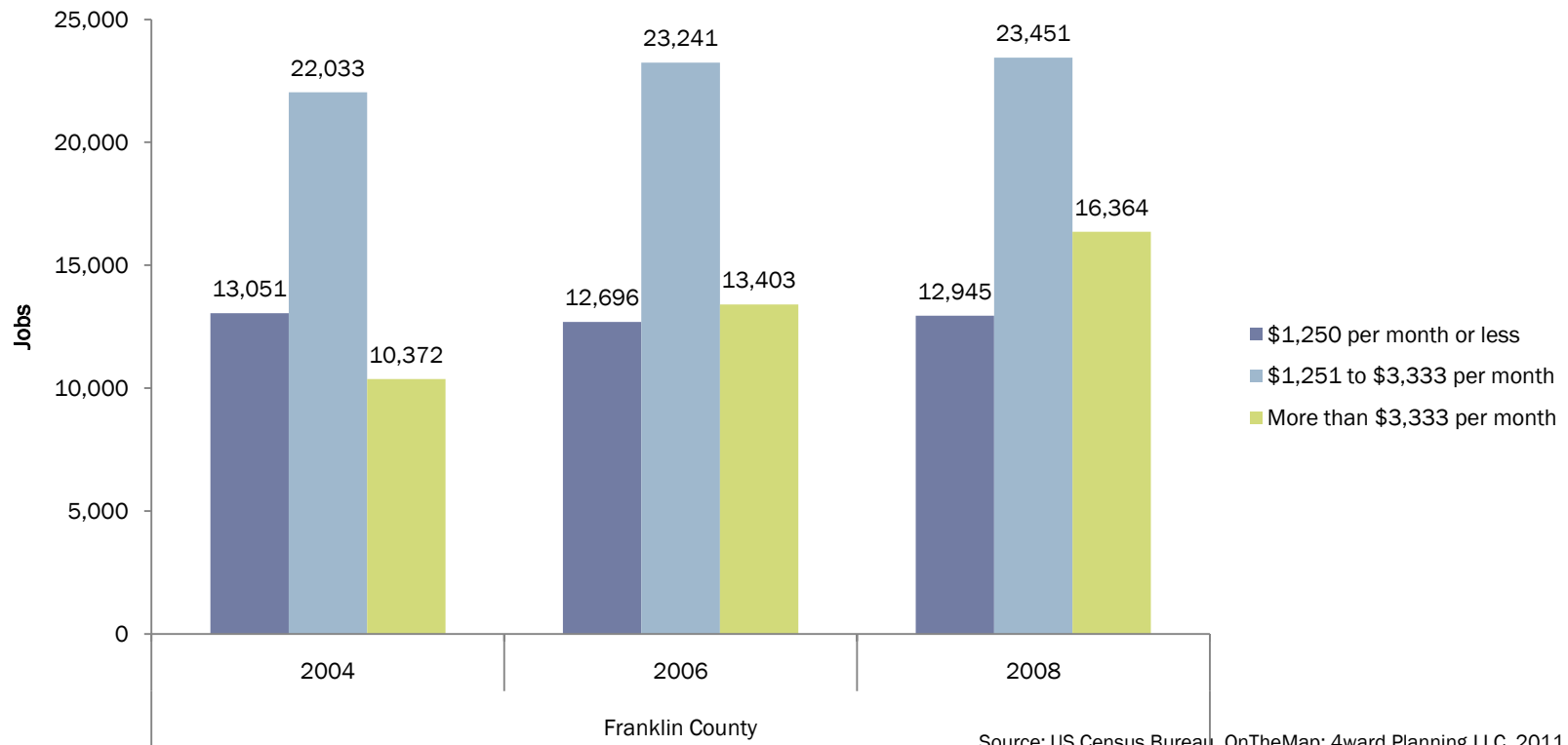


Source: US Census Bureau, OnTheMap; 4ward Planning LLC, 2011

## Employment Area Profile – 2004 to 2008

The share of jobs earning \$40,000 or more increased by a significant 57 percent within Franklin County between 2004 and 2008, as compared to an increase of 3.7 percent for jobs paying less than \$40,000 per year over the same four year period.

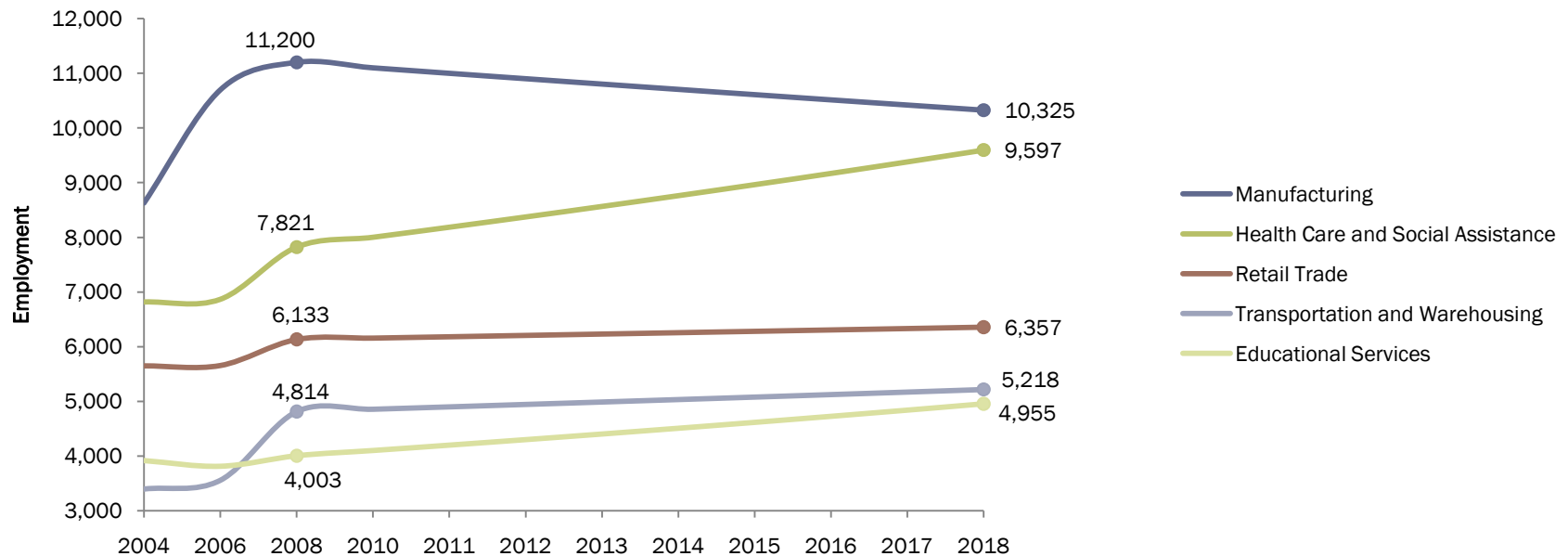
Figure N: Jobs By Earnings Paid



## Employment Projections– 2008 to 2018

4ward Planning employed projections from the Bureau of Labor Statistics to estimate growth in Franklin County's top ten industries, by employment, to 2018. Assuming Franklin County industries follow national growth industry trends, total employment in the top ten industries is projected to grow by nine percent over the 2008-2018 time period, an increase of nearly 5,000 jobs. Of the top ten industries in Franklin County, only manufacturing is projected to see a decrease in overall employment.

Figure 0: Employment Projections, Top 5 Industries, Franklin County



Source: Bureau Of Labor Statistics Employment Projections Program; US Census Bureau, QWI Online; 4ward Planning LLC, 2010

## Labor Shed Analysis

The majority of workers within Franklin County also live within Franklin County (64.5 percent).

Table 1 identifies the top ten places of residence (by absolute number of workers and percentage share) for persons employed within Franklin County.

Only three of the top ten places of worker residence are found outside of Franklin County.

**Table 1: Top Ten Places (Cities, CDPs, etc.) of Worker Residence – 2008**

	<u>Count</u>	<u>Share</u>	<u>County</u>
Chambersburg Borough, PA	4,949	9.4%	Franklin
Waynesboro Borough, PA	2,334	4.4%	Franklin
Greencastle Borough, PA	1,063	2.0%	Franklin
Fayetteville CDP, PA	814	1.5%	Franklin
Shippensburg Borough, PA	727	1.4%	Cumberland
Hagerstown City, MD	542	1.0%	Washington
Guilford CDP, PA	524	1.0%	Franklin
Mercersburg Borough, PA	447	0.8%	Franklin
Wayne Heights CDP, PA	415	0.8%	Franklin
Philadelphia City, PA	338	0.6%	Philadelphia

Source: US Census Bureau, OnTheMap; 4ward Planning LLC, 2011



## General & Limiting Conditions

4ward Planning LLC has endeavored to ensure that the reported data and information contained in this report are complete, accurate and relevant. All estimates, assumptions and extrapolations are based on methodological techniques employed by 4ward Planning LLC and believed to be reliable. 4ward Planning LLC assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives or any other third party data source used in the preparation of this report.

Further, 4ward Planning LLC makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in this study. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning LLC. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions and considerations.



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# **Industry Decline Impacts: Counterfactual Analysis**

Franklin County, PA

**Prepared For Environmental Planning & Design, LLC**

March 16, 2011

# HYPOTHETICAL INDUSTRY DECLINE IMPACT ANALYSIS



## Methodology

Economic impact analysis involves applying a final demand change to a predictive economic input-output model and then analyzing the resulting changes in the economy under study. More concisely, an impact analysis is an assessment of change in overall economic activity as a result of some change in one or several economic activities.

The analysis performed here estimates the impacts of a hypothetical 20 percent decline in each of the top five industries by employment in Franklin County, Pennsylvania. Each industry decline was modeled on a discrete basis (i.e., five separate models were produced, each demonstrating the effect of decline in each of the five top industries by employment).

## Methodology

Economic impacts, whether for employment or output, are typically referenced as **direct, indirect, and induced**.

**Direct** impacts represent the total employment or investment made by the firm or governmental institution (the beginning of the impact chain).

**Indirect** impacts result from direct impacts and are estimated within the impact model by location specific multipliers (based on regional purchase coefficients) and the economic and demographic metrics associated with the area for a given time period (county-level 2008 data).

**Induced** impacts refer to expenditures and employment created by area households that benefit from the direct and indirect impacts (area residents who are employed (directly or indirectly) by the industries in this analysis will spend some or most of their money within the same area).

4ward Planning has expressed the estimated direct, indirect, and induced impacts for the year 2011 in this analysis.

## Methodology

4ward Planning utilized IMPLAN Professional 3.0, a widely used economic impact assessment software system. IMPLAN is designed to simplify and expedite input-output accounting process (e.g., commodity flows from producers to intermediaries to final consumers and all related multipliers associated with output and employment for a given geography).

4ward Planning LLC utilized the Bureau of Labor Statistics (BLS) Online Quarterly Workforce Indicators (QWI) On The Map program to identify the top five industries by employment in Franklin County (year 2008 data). Once these industries were identified, 4ward Planning modeled 20 percent decline in total output for each industry in IMPLAN using the latest available county profile data (year 2009).

Due to differences in data sources and collection methods, 4ward Planning derived output-per-worker figures as well as the ratio of QWI-reported workers to IMPLAN-reported workers for each industry. These ratios and figures were applied to the IMPLAN output to estimate the direct, indirect, and induced impacts on both employment and output in Franklin County. All figures are expressed in 2011 dollars.

## Franklin County Top Five Industries

Manufacturing is the top industry in Franklin County, both in terms of employment (11,200) and estimated output per worker (\$391,762). Health care and social assistance, and transportation and warehousing industries provide approximately \$95,000 in output per worker, respectively. Retail trade, the third largest industry in terms of employment (6,133), provides the smallest output per worker (\$46,511). Educational services provides the lowest total estimated output at \$217.7 million.

**Table 1: Top Five Industries in Franklin County by Employment (2008) and Direct Effects of Decline**

Industry	Employment (2008)	Estimated Output Per worker	Estimated Total Output (in millions)	20% Decline: Direct Effect on Employment	20% Decline: Direct Effect on Economic Output (in millions)
Manufacturing	11,200	\$391,762	\$4,387.73	-2,200	-\$861.93
Health care and social assistance	7,821	\$94,441	\$738.62	-1,460	-\$137.88
Retail trade	6,133	\$46,511	\$285.25	-1,206	-\$56.11
Transportation and warehousing	4,814	\$95,410	\$459.30	-852	-\$85.09
Educational services	4,003	\$54,385	\$217.70	-742	-\$40.36

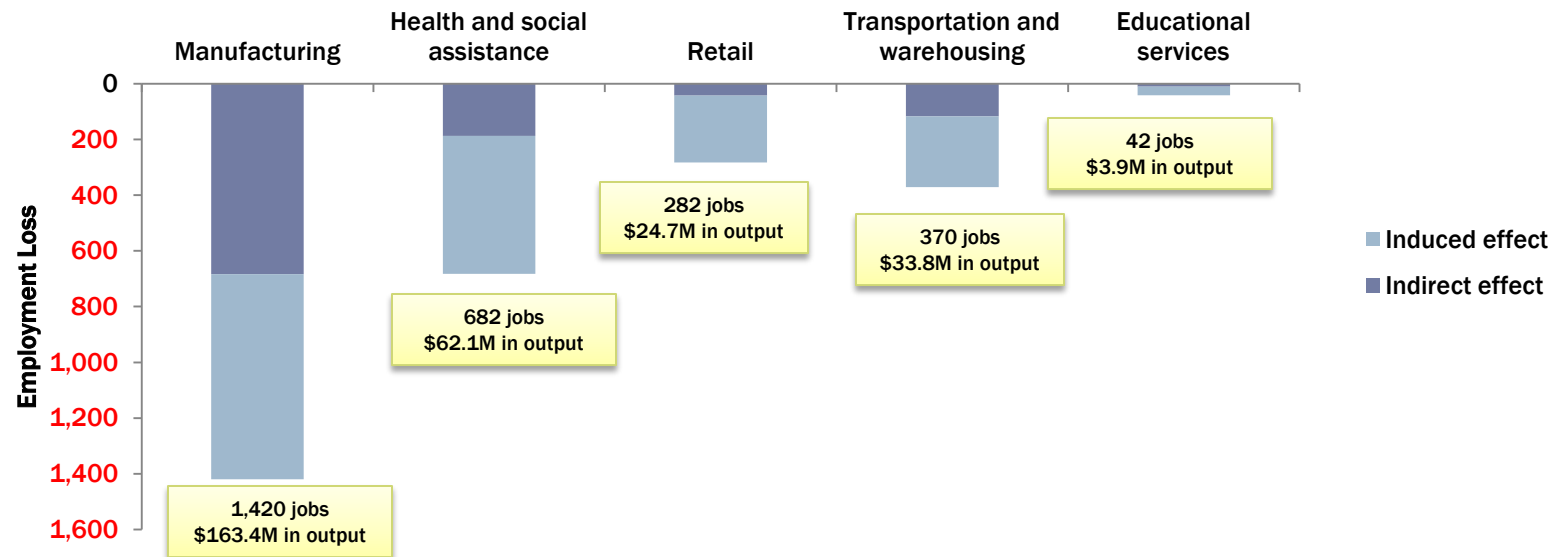
Source: Bureau of Labor Statistics QWI Online; IMPLAN 3; 4ward Planning 2010



## Indirect and Induced Effects

A modeled decline in manufacturing output had, by far, the largest impact on county employment; excluding direct effects, a 20 percent decline in manufacturing output is estimated to cost Franklin County over 1,400 jobs and \$163.4 million in economic output. In comparison, a 20 percent decline in educational services would cost the county approximately 40 jobs and \$3.9 million in output. While the retail sector employs more workers than the transportation and warehousing sector, indirect and induced effects associated with the retail sector are smaller, due to relatively low worker output.

**Figure A: Indirect and Induced Effects of a Hypothetical 20 Percent Industry Decline on County Employment**

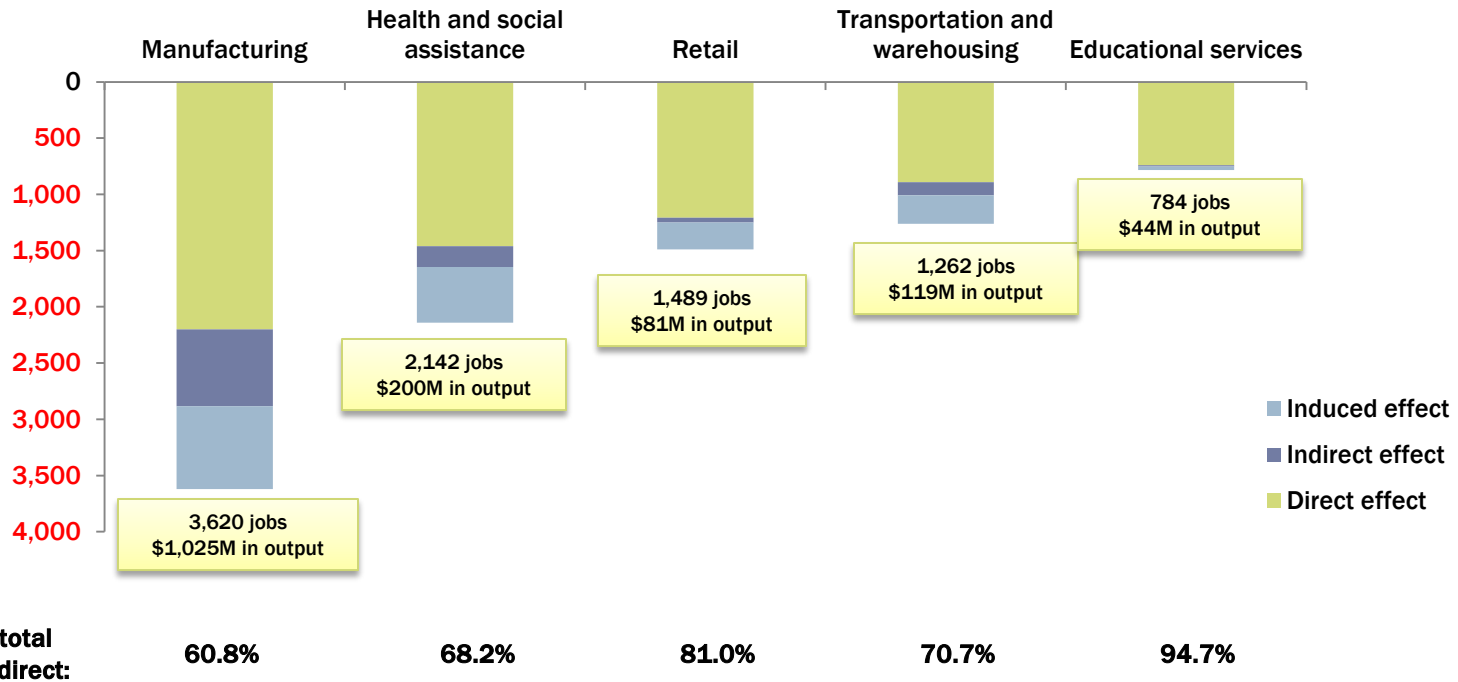


Source: Bureau of Labor Statistics QWI Online; IMPLAN 3; 4ward Planning 2010

# Overall Impacts

Combining the direct, indirect, and induced effects, the modeled 20 percent decline in manufacturing maintains the largest overall impact on Franklin County’s economy, with estimated losses of over 3,500 jobs and over \$1 billion in economic output. Direct effects are larger than the combined indirect and induced effects across all five industries.

**Figure B: Overall Impacts of a 20 Percent Industry Decline on Total Employment**



Source: Bureau of Labor Statistics QWI Online; IMPLAN 3; 4ward Planning 2010

## Summary

Of the top five industries in Franklin County, a decline in the manufacturing sector (the county's largest industry by employment) would have, by far, the greatest total direct and indirect impact on employment and economic output in the county. Accordingly, land-use policies in Franklin County should take into consideration whether or not the proposed policy would create operation or expansion constraints or, alternatively, provide opportunity for manufacturing and its supplier industries to expand.

## General & Limiting Conditions

4ward Planning LLC has endeavored to ensure that the reported data and information contained in this report are complete, accurate and relevant. All estimates, assumptions and extrapolations are based on methodological techniques employed by 4ward Planning LLC and believed to be reliable. 4ward Planning LLC assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives or any other third party data source used in the preparation of this report.

Further, 4ward Planning LLC makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in this study. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning LLC. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions and considerations.



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# **Build Out and Fiscal Impact Analysis**

Franklin County, Pennsylvania

**Prepared For:** Environmental Planning and Design, LLC

August 29, 2011

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## Study Background and Purpose

The original intent for performing a build-out and fiscal impact analysis (FIA), as part of the Franklin County Comprehensive Planning process, was to provide county planning and administrative officials with a useful analytic tool for understanding the linkages between county land-use policies (current and prospective) and net fiscal impacts (e.g., revenues and fees minus operating costs and debt service payments). While a county wide build-out and associated fiscal impact analysis remains an important to Franklin County officials, there is recognition that such an analysis has more utility if performed on local jurisdictions within the county, particularly given that local jurisdictions oversee land-use policies.

Accordingly, the following build-out and FIA has been performed on two local jurisdictions in Franklin County – Southampton Township and Waynesboro Borough. These two communities were identified by Franklin County officials as being broadly representative of urbanized (Waynesboro Borough) and suburban (Southampton Township) municipalities within Franklin County and, thus, study subjects which could serve as useful examples for similar jurisdictions (either urban or suburban) within Franklin County

Consequently, the following analyses and associated findings are intended to serve as an informative tool for local decision makers when considering land-use policies and/or long-term capital investment policies.



## Methodology

A community or fiscal impact analysis examines the linkage between local government revenue generated by new development and its resultant municipal service costs (e.g., police, fire, schools, sanitation, etc.). The outcome of such an analysis is to produce a project related estimate of community service costs to projected revenues, a “cost-revenue ratio”, which will be positive (a revenue surplus), negative (a revenue shortfall) or neutral (break-even).

In support of the Franklin County Comprehensive Plan update, two communities were selected by the Franklin County Planning Department for build out and fiscal impact analysis: Southampton Township and Waynesboro Borough. 4ward Planning evaluated the impacts of hypothetical build out (based on current zoned acreage) for both municipalities.

4ward Planning examined both the county and local (municipal) impacts of the full build-out scenarios. The local impact analyses exclude impacts on county revenues and expenditures; they also exclude costs allocated to the school district.

## Methodology (continued)

The objective of this fiscal impact analysis was to estimate:

- Development generated municipal and county service costs/revenues
- Development generated school district costs/revenues
- Development generated public school age children
- Development generated employment
- Development generated capital needs/costs

4ward Planning estimated these impacts over a phased, twenty-year time period (2012 to 2031), in recognition of the likely schedule to plan, construct and absorb newly built residential and commercial space. The net present value of the overall fiscal impact is expressed in 2011 dollars.

The development in Southampton was phased over a 20-year period in five-year increments (four phases); the development in Waynesboro was phased over a 10-year period in five-year increments (two phases).

## Methodology (continued)

4ward Planning utilized a variety of data sources and conventional fiscal impact methodologies:

- Estimates for residential and non-residential acreages, as well as total supportable dwelling units, were provided by EPD.
- Current municipal and county budget data (including tax assessment ratios and tax rates) were obtained from the municipal and county tax assessors.
- Current local school district data were obtained from the PA Department of Education.
- Average square feet per unit and monthly market rent per square foot were obtained Trulia ([www.trulia.com](http://www.trulia.com)) and Zillow ([www.zillow.com](http://www.zillow.com)).
- Construction costs per square foot (aside from schools) were estimated using RS Means.com, an on-line real estate data resource
- ([www.reedconstructiondata.com/rsmeans/models/](http://www.reedconstructiondata.com/rsmeans/models/)).
- School construction costs were estimated using the School Planning and Management's "2011 School Construction Report" (<http://www.peterli.com/spm/resources/rptsspm.shtm>).

## Methodology (continued)

- Residential wage tax revenue was derived by dividing the average housing values for market rate, moderate income, and low income households by a factor of 3.1 to arrive at an estimated average household wages. This figure was then multiplied by the number of new units for each housing type to arrive at total taxable wages.
- Nonresidential wage tax revenue was derived by applying the nonresident wage tax to the portion of new jobs estimated to be filled by nonresident workers. This proportion is based off of 2009 BLS data on live-work patterns.
- Additional miscellaneous revenue was derived by calculating the per capita revenue (based on 2010 resident population and 2009 non-resident worker population data) for the annual budget after subtracting out wage taxes. The per capita figures were then multiplied by the number of new residents and non-resident workers, respectively.

## Methodology (continued)

- Pennsylvania residential multipliers, including persons per unit and public school-age children, were developed by the Center for Urban Policy Research at Rutgers University. It was assumed that 75 percent of residents in the newly-developed areas would be new to the municipality, while 25 percent would relocate from elsewhere.
- Employees and annual sales per square foot were estimated using industry standard metrics.
- Median hourly wages were obtained from the Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov)).
- Total assessed value and number of parcels for residential and non-residential land use in the city of Jeffersonville were provided by the Clark County Auditor.
- The 2010 Southampton, Waynesboro, and Franklin County residential population counts were obtained from the 2010 US Census.
- The current worker population estimates were obtained from the US Census Bureau's On The Map program.

## Summary of Key Findings

### County Impacts

Over a 20-year study period (2012-2031), both Southampton and Waynesboro would generate positive net fiscal impacts from full build-out. Southampton would generate an estimated **\$282,271,822** in revenues, while Waynesboro's build out would generate an estimated **\$2,137,009**.

Full build-out in Southampton would increase the local population by approximately **10,172 persons** in **3,777 housing units**, including **1,436 public school-age children (PSAC)**. In Waynesboro, an additional **16 housing units** would increase the municipal population by **40 total persons**, **11 of whom would be PSAC**.

Non-residential development would generate **12,982 commercial and light industrial full-time equivalent (FTE) jobs** in Southampton, and **22 commercial FTE jobs** in Waynesboro.

### Local (Municipal) Impacts

Conversely, both Southampton and Waynesboro are projected to generate **negative** local net fiscal impacts from full build-out. Over 20 years, net fiscal impacts in Southampton and Waynesboro are estimated at **-\$39,089,219** and **-\$67,098**, respectively.

## Capital Investment Requirements

The rural community of Southampton contains a significantly larger amount of developable land than Waynesboro. As such, the population and fiscal impacts of full build-out would be much higher in Southampton. Full build-out in Southampton also likely would require additional capital investment costs, including:

- Construction of an additional fire station, estimated at \$2.16 million (\$1.11 million before amortization).
- At least one new elementary and one new secondary school, with an estimated total cost of \$122.06 million (\$62.55 million before amortization).

The fire station is phased in starting in year 2021 and carries a 30-year amortization schedule. The schools are phased in starting in year 2021 (elementary) and 2026 (secondary), and each carries a 30-year amortization schedule as well.

## Capital Investment Requirements (continued)

The costs for the schools' construction was excluded from the local fiscal impact analysis, as those costs would be allocated to the Shippensburg Area School District. However, it is highly likely that the municipality would eventually bear some of the cost for the new school (e.g., an increase in the school tax rate). Note that while the overall fiscal study period is 20 years (2012-2031), the capital investment costs are totaled for their respective 30-year amortization schedules.

Further, there is the possibility that a built-out Southampton would look to establish a local police department that would supplant its current reliance on state police. These costs are not estimated here, but would represent a significant investment for the township.

Finally, additional capital investments are not likely to be needed to support full build-out in Waynesboro.



# Southampton Township

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## Residential Multiplier Assumptions

**Table 1: Residential Multiplier Assumptions**

<b><u>Owned Units</u></b>	<b><u>Persons</u></b>	<b><u>PSAC</u></b>	<b><u>K-6</u></b>	<b><u>7-9</u></b>	<b><u>10-12</u></b>
<b>Two-Bedroom</b>					
<i>Low-Income</i>	2.19	0.24	0.12	0.06	0.06
<i>Moderate-Income</i>	2.16	0.17	0.11	0.03	0.03
<i>Market Rate</i>	2.16	0.22	0.14	0.04	0.04
<b>Three-Bedroom</b>					
<i>Low-Income</i>	3.07	0.70	0.40	0.16	0.15
<i>Moderate-Income</i>	2.96	0.57	0.36	0.12	0.10
<i>Market Rate</i>	2.82	0.41	0.22	0.09	0.09
<b><u>Rented Units</u></b>					
<b><u>One-Bedroom</u></b>					
<i>Low-Income</i>	1.13	0.03	0.02	0.00	0.02
<i>Moderate-Income</i>	1.28	0.05	0.03	0.00	0.02
<i>Market Rate</i>	1.36	0.04	0.03	0.01	0.00
<b><u>Two-Bedroom</u></b>					
<i>Low-Income</i>	2.18	0.25	0.18	0.05	0.03
<i>Moderate-Income</i>	1.98	0.24	0.14	0.05	0.05
<i>Market Rate</i>	1.75	0.07	0.06	0.00	0.01
<b><u>Three-Bedroom</u></b>					
<i>Low-Income</i>	3.16	1.20	0.55	0.28	0.38
<i>Moderate-Income</i>	2.74	0.60	0.39	0.13	0.08
<i>Market Rate</i>	2.37	0.29	0.11	0.13	0.05

Source: 4ward Planning LLC; Rutgers University Center for Urban Policy Research

## Residential Sales and Rent Assumptions

Table 2: Residential Development Program: Sales and Annual Rent

<u>Owned Units</u>		<u>Sale Price Discount</u>	<u>Average Unit Price</u>	<u>Total Sales</u>
<b>Two-Bedroom</b>	<b>747</b>			<b>\$114,579,209</b>
Low-Income	37	-25%	\$117,450	\$4,384,409
Moderate-Income	37	-15%	\$133,110	\$4,968,996
Market Rate	672	0%	\$156,600	\$105,225,804
<b>Three-Bedroom</b>	<b>2,986</b>			<b>\$568,945,037</b>
Low-Income	149	-25%	\$145,800	\$21,770,856
Moderate-Income	149	-15%	\$165,240	\$24,673,637
Market Rate	2,688	0%	\$194,400	\$522,500,544
<b>TOTAL</b>	<b>3,733</b>			<b>\$683,524,246</b>
<u>Rented Units</u>		<u>Rental Reduction Factor</u>	<u>Average Monthly Rent</u>	<u>Total Annual Rent</u>
<b>One-Bedroom</b>	<b>13</b>			<b>\$79,981</b>
Low-Income	1	0.70	\$362	\$2,864
Moderate-Income	1	0.85	\$439	\$3,477
Market Rate	12	1.00	\$517	\$73,640
<b>Two-Bedroom</b>	<b>22</b>			<b>\$201,045</b>
Low-Income	1	0.70	\$545	\$7,199
Moderate-Income	1	0.85	\$662	\$8,741
Market Rate	20	1.00	\$779	\$185,105
<b>Three-Bedroom</b>	<b>9</b>			<b>\$105,155</b>
Low-Income	0	0.70	\$713	\$3,765
Moderate-Income	0	0.85	\$866	\$4,572
Market Rate	8	1.00	\$1,019	\$96,818
<b>TOTAL</b>	<b>44</b>			<b>\$386,181</b>

Source: 4ward Planning LLC; Environmental Planning & Design LLC; Trulia; Zillow

## Residential Inputs and Population Impact

Table 3: Residential Development Program: Housing Unit Characteristics

Block Location	Type	Total Units	Owned	Rented	Low Income	Moderate Income	Market Rate	1-BR	2-BR	3-BR
	<b>TOTAL:</b>	3,777	3,733	44	189	189	3,399	13	769	2,995
	<b>PERCENT:</b>	100.0%	98.8%	1.2%	5.0%	5.0%	90.0%	0.3%	20.3%	79.3%

Source: 4ward Planning LLC; Environmental Planning & Design LLC

Table 4: Residential Population Impact

<b>Total Persons</b>	<b>10,172</b>
<b>Total PSAC</b>	<b>1,436</b>
<i>K-6</i>	<i>811</i>
<i>7-9</i>	<i>315</i>
<i>10-12</i>	<i>310</i>

Source: 4ward Planning LLC

## Commercial Inputs and Assumptions

Table 5: Commercial Development Program: Inputs and Assumptions

### Commercial Retail

Type	<u>Total SF</u>	<u>Construction Costs Per SF</u>	<u>Personnel per 1,000 SF</u>	<u>Median Hourly Wage</u>	<u>Est. Hours per work year</u>	<u>Est. Annual Sales/S.F.</u>	<u>Est. % Net New Sales</u>
Highway Commercial	4,993,065	\$73	2	\$11.75	2,080	\$325	25%
<b>TOTAL:</b>	<b>4,993,065</b>						

### Industrial

Type	<u>Total SF</u>	<u>Construction Costs Per SF</u>	<u>Personnel per 1,000 SF</u>	<u>Median Hourly Wage</u>	<u>Est. Hours per work year</u>
Light Industrial	2,995,839	\$65	1	\$15.84	2,080
<b>TOTAL:</b>	<b>2,995,839</b>				

Source: 4ward Planning LLC; Environmental Planning & Design LLC; RS Means; Bureau of Labor Statistics

Construction Costs Per SF: <http://www.reedconstructiondata.com/rsmeans/models/retail-store/pennsylvania/chambersburg/>

Median Hourly Wages: [http://bls.gov/oes/current/oes\\_pa.htm](http://bls.gov/oes/current/oes_pa.htm), Sales and Related Occupations

Estimated Annual Sales/SF: Analyst estimate

## Commercial Output Metrics

Table 6: Commercial Development Program: Output Metrics

### Commercial Retail

<u>Type</u>	<u>Total SF</u>	<u>Total Construction Costs</u>	<u>Total Full-Time Equivalents</u>	<u>Estimated Total FTE Wages</u>	<u>Estimated Gross Sales</u>	<u>Estimated Net New Sales</u>
Highway Commercial	4,993,065	\$366,041,595	9,986	\$183,045,763	\$1,622,746,125	\$507,108,164
<b>TOTAL:</b>	<b>4,993,065</b>	<b>\$366,041,595</b>	<b>9986</b>	<b>\$183,045,763</b>	<b>\$1,622,746,125</b>	<b>\$507,108,164</b>

### Industrial

<u>Type</u>	<u>Total SF</u>	<u>Total Construction Costs</u>	<u>Total Full-Time Equivalents</u>	<u>Estimated Total FTE Wages</u>
Light Industrial	2,995,839	\$196,077,663	2,996	\$74,028,380
<b>TOTAL:</b>	<b>2,995,839</b>	<b>\$196,077,663</b>	<b>2,996</b>	<b>\$74,028,380</b>

Source: 4ward Planning LLC; Environmental Planning & Design LLC; RS Means; Bureau of Labor Statistics

## Revenue Inputs and Assumptions: Municipal and County

Table 7: Revenue Inputs and Assumptions: Municipal and County

<u>Property Type</u>	<u>County Property Tax</u>	<u>School Property Tax</u>	<u>Library Tax</u>	<u>Total Property Tax Rate</u>	<u>Per \$ Assessed Value</u>
All Properties	25.15	95.21	0.40	120.76	\$1,000
<b>Other Revenue: Miscellaneous Budget</b>					
Total Budget	\$1,220,607	2011 Southampton Budget General Fund. Includes state allocation.			
Total Property Taxes	\$0	2011 Southampton Budget General Fund			
Total Income Taxes	\$675,000				
Revenue Balance	\$545,607				
Allocation of budget to residential uses:		69%	\$377,589		
Allocation of budget to non-residential uses:		31%	\$168,018		
Current Residents		7,987			
Current Non-resident Workers		1,382			
<b>Resident per capita revenue:</b>		<b>\$47.28</b>			
<b>Non-resident per capita revenue:</b>		<b>\$121.58</b>			

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau

*Note: budget allocation based on the average of (a) residential and non-residential share of assessed value and (b) total number of residential and non-residential parcels*

## Expenditure Inputs and Assumptions: Municipal and County

Table 8: Expenditure Inputs and Assumptions: Municipal and County

### Resident Expenditures

Allocation of budget to residential uses:	69.2%
Allocation of budget to non-residential uses:	30.8%

### Municipal

Most Recent Budget Obligations (Expenditures)	\$1,220,607
Allocated to Residential	\$844,725
Allocated to Non-Residential	\$375,882
Current Residents	7,987
Current Non-resident Workers	1,382
Government Expenditures per Resident	\$106
Government Expenditures per Worker	\$272
School District Estimated Expenditure per Student	\$11,166
Estimated Percent of Expenditures from Local Taxes	50.0%

### County

Most Recent Budget Obligations (Expenditures)	\$109,334,862
Allocated to Residential	\$75,665,565
Allocated to Non-Residential	\$33,669,297
Current Residents	149,618
Current Non-resident Workers	17,807
Government Expenditures per Resident	\$506
Government Expenditures per Worker	\$1,891

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau; PA Department of Education



## Overall Fiscal Impact: Municipal and County

Table 9: Overall Fiscal Impact Summary: Municipal and County

### Revenue Totals, Year 2031

<b>Total Property Tax Revenues</b>	<b>\$704,517,225</b>
County Property Tax	\$146,725,805
School Property Tax	\$555,457,809
Library Tax	\$2,333,611
<b>Total Wage Tax Revenues</b>	<b>\$44,827,686</b>
Resident + School District EIT	\$27,089,570
<i>Resident EIT</i>	\$9,674,846
<i>School District Resident EIT</i>	\$17,414,724
Non-Resident EIT	\$17,738,116
<b>Total Additional Misc. Revenue</b>	<b>\$14,613,537</b>
<b>Total Revenue</b>	<b>\$763,958,448</b>

### Expenditure Totals, Year 2031

<b>Total Expenditures for New Residents</b>	<b>\$38,486,561</b>
Local Expenditures	\$6,656,613
County Expenditures	\$31,829,948
<b>Total Expenditures for New Non-Resident Workers</b>	<b>\$187,252,416</b>
Local Expenditures	\$23,548,298
County Expenditures	\$163,704,119
<b>Total Capital Investment Costs*</b>	<b>\$124,226,574</b>
Fire	\$2,164,261
School	\$122,062,312
<b>Total Expenditures for New Students</b>	<b>\$131,721,075</b>
<b>Total Expenditures</b>	<b>\$481,686,626</b>

**Overall Fiscal Impact** **\$282,271,822**

Source: 4ward Planning LLC

\* Capital investment costs are for the years 2021-2055 in order to capture the 30-year amortization schedules for schools and fire.

## Revenue Inputs and Assumptions: Municipal Only

**Table 10: Revenue Inputs and Assumptions: Municipal Only**

### Income/Wage Tax

	<u>Rate Per Mille</u>
Resident EIT	\$0.50
Resident School EIT	\$0.90
Non-Resident EIT	\$1.00

### Other Revenue: Miscellaneous Budget

Total Budget	\$1,220,607		<i>2011 Southampton Budget General Fund. Includes state allocation.</i>
Total Property Taxes	-		<i>2011 Southampton Budget General Fund</i>
Total Income Taxes	\$675,000		
All other Revenues	\$545,607		
Allocation of budget to residential uses:		69%	\$377,589
Allocation of budget to non-residential uses:		31%	\$168,018
Current Residents		7,987	
Current Non-resident Workers		1,382	
<b>Resident per capita revenue:</b>			<b>\$47.28</b>
<b>Non-resident per capita revenue:</b>			<b>\$121.58</b>

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau

*Note: budget allocation based on the average of (a) residential and non-residential share of assessed value and (b) total number of residential and non-residential parcels*

## Expenditure Inputs and Assumptions: Municipal Only

**Table 11: Expenditure Inputs and Assumptions: Municipal Only**

### Resident Expenditures

Allocation of budget to residential uses:	69.2%
Allocation of budget to non-residential uses:	30.8%

### Municipal

Most Recent Budget Obligations (Expenditures)	\$1,220,607
Allocated to Residential	\$844,725
Allocated to Non-Residential	\$375,882
Current Residents	7,987
Current Non-resident Workers	1,382
Government Expenditures per Resident	\$106
Government Expenditures per Worker	\$272
School District Estimated Expenditure per Student	\$11,166
Estimated Percent of Expenditures from Local Taxes	50.0%

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau; PA Department of Education

## Overall Fiscal Impact: Municipal Only

Table 12: Overall Fiscal Impact Summary: Municipal Only

### Revenue Totals, Year 2031

<b>Total Wage Tax Revenues</b>	<b>\$44,827,686</b>
Resident + School District EIT	\$27,089,570
<i>Resident EIT</i>	\$9,674,846
<i>School District Resident EIT</i>	\$17,414,724
Non-Resident EIT	\$17,738,116
<b>Total Additional Misc. Revenue</b>	<b>\$14,613,537</b>
<b>Total Local Revenues</b>	<b>\$59,441,223</b>

### Expenditure Totals, Year 2031

<b>Local Expenditures for New Residents</b>	<b>\$6,656,613</b>
<b>Local Expenditures for New Non-Resident Workers</b>	<b>\$23,548,298</b>
<b>Local Capital Investment Costs – Fire*</b>	<b>\$2,164,261</b>
<b>Local Expenditures for New Students</b>	<b>\$66,161,270</b>
<b>Total Local Expenditures</b>	<b>\$98,530,442</b>
<b>Overall Fiscal Impact, Local</b>	<b>-\$39,089,219</b>

Source: 4ward Planning LLC

\* Capital investment costs are for the years 2021-2055 in order to capture the 30-year amortization schedules for schools and fire.

# Waynesboro Borough

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## Residential Multiplier Assumptions

**Table 13: Residential Multiplier Assumptions**

<b>Owned Units</b>	<b>Persons</b>	<b>PSAC</b>	<b>K-6</b>	<b>7-9</b>	<b>10-12</b>
<b>Two-Bedroom</b>					
<i>Low-Income</i>	2.19	0.24	0.12	0.06	0.06
<i>Moderate-Income</i>	2.16	0.17	0.11	0.03	0.03
<i>Market Rate</i>	2.16	0.22	0.14	0.04	0.04
<b>Three-Bedroom</b>					
<i>Low-Income</i>	3.07	0.70	0.40	0.16	0.15
<i>Moderate-Income</i>	2.96	0.57	0.36	0.12	0.10
<i>Market Rate</i>	2.82	0.41	0.22	0.09	0.09
<b>Rented Units</b>	<b>Persons</b>	<b>PSAC</b>	<b>K-6</b>	<b>7-9</b>	<b>10-12</b>
<b>One-Bedroom</b>					
<i>Low-Income</i>	1.13	0.03	0.02	0.00	0.02
<i>Moderate-Income</i>	1.28	0.05	0.03	0.00	0.02
<i>Market Rate</i>	1.36	0.04	0.03	0.01	0.00
<b>Two-Bedroom</b>					
<i>Low-Income</i>	2.18	0.25	0.18	0.05	0.03
<i>Moderate-Income</i>	1.98	0.24	0.14	0.05	0.05
<i>Market Rate</i>	1.75	0.07	0.06	0.00	0.01
<b>Three-Bedroom</b>					
<i>Low-Income</i>	3.16	1.20	0.55	0.28	0.38
<i>Moderate-Income</i>	2.74	0.60	0.39	0.13	0.08
<i>Market Rate</i>	2.37	0.29	0.11	0.13	0.05

Source: 4ward Planning LLC; Rutgers University Center for Urban Policy Research

## Residential Sales and Rent Assumptions

Table 14: Residential Development Program: Sales and Annual Rent

Owned Units		Sale Price Discount	Average Unit Price	Total Sales
<b>Two-Bedroom</b>	<b>2</b>			<b>\$412,474</b>
<i>Low-Income</i>	0	-25%	\$117,450	\$12,920
<i>Moderate-Income</i>	0	-15%	\$133,110	\$14,642
<i>Market Rate</i>	2	0%	\$194,400	\$384,912
<b>Three-Bedroom</b>	<b>9</b>			<b>\$1,676,506</b>
<i>Low-Income</i>	0	-25%	\$145,800	\$64,152
<i>Moderate-Income</i>	0	-15%	\$165,240	\$72,706
<i>Market Rate</i>	8	0%	\$194,400	\$1,539,648
<b>TOTAL</b>	<b>11</b>			<b>\$2,088,979</b>
Rented Units		Rental Reduction Factor	Average Monthly Rent	Total Annual Rent
<b>One-Bedroom</b>	<b>2</b>			<b>\$9,089</b>
<i>Low-Income</i>	0	0.70	\$362	\$325
<i>Moderate-Income</i>	0	0.85	\$439	\$395
<i>Market Rate</i>	1	1.00	\$517	\$8,368
<b>Two-Bedroom</b>	<b>3</b>			<b>\$22,846</b>
<i>Low-Income</i>	0	0.70	\$545	\$818
<i>Moderate-Income</i>	0	0.85	\$662	\$993
<i>Market Rate</i>	2	1.00	\$779	\$21,035
<b>Three-Bedroom</b>	<b>1</b>			<b>\$11,949</b>
<i>Low-Income</i>	0	0.70	\$713	\$428
<i>Moderate-Income</i>	0	0.85	\$866	\$520
<i>Market Rate</i>	1	1.00	\$1,019	\$11,002
<b>TOTAL</b>	<b>5</b>			<b>\$43,884</b>

Source: 4ward Planning LLC; Environmental Planning & Design LLC; Trulia; Zillow

## Residential Inputs and Population Impact

Table 15: Residential Development Program: Housing Unit Characteristics

Block Location	Type	Total Units	Owned	Rented	Low Income	Moderate Income	Market Rate	1-BR	2-BR	3-BR
	<b>TOTAL:</b>	16	11	5	1	1	14	2	5	10
	<b>PERCENT:</b>	100.0%	68.8%	31.3%	5.0%	5.0%	90.0%	9.4%	29.4%	61.3%

Source: 4ward Planning LLC; ; Environmental Planning & Design LLC

Table 16: Residential Population Impact

<b>Total Persons</b>	<b>40</b>
<b>Total PSAC</b>	<b>11</b>
<i>K-6</i>	<b>7</b>
<i>7-9</i>	<b>2</b>
<i>10-12</i>	<b>2</b>

Source: 4ward Planning LLC



## Commercial Inputs and Assumptions

**Table 17: Commercial Development Program: Inputs and Assumptions**

### Commercial Retail

<u>Type</u>	<u>Total SF</u>	<u>Construction Costs Per SF</u>	<u>Personnel per 1,000 SF</u>	<u>Median Hourly Wage</u>	<u>Est. Hours per work year</u>	<u>Est. Annual Sales/S.F.</u>	<u>Est. % Net New Sales</u>
Neighborhood Retail	10,890	\$73	2	\$11.75	2,080	\$325	25%
<b>TOTAL:</b>	<b>10,890</b>						

Source: 4ward Planning LLC; Environmental Planning & Design LLC; RS Means; Bureau of Labor Statistics

Construction Costs Per SF: <http://www.reedconstructiondata.com/rsmeans/models/retail-store/pennsylvania/chambersburg/>

Median Hourly Wages: [http://bls.gov/oes/current/oes\\_pa.htm](http://bls.gov/oes/current/oes_pa.htm), Sales and Related Occupations

Estimated Annual Sales/SF: Analyst estimate

## Commercial Output Metrics

Table 18: Commercial Development Program: Output Metrics

### Commercial Retail

Type	Total SF	Total Construction Costs	Total Full-Time Equivalents	Estimated Total FTE Wages	Estimated Gross Sales	Estimated Net New Sales
Neighborhood Retail	10,890	\$798,346	22	\$266,152	\$3,539,250	\$1,327,219
<b>TOTAL:</b>	<b>10,890</b>	<b>\$798,346</b>	<b>22</b>	<b>\$266,152</b>	<b>\$3,539,250</b>	<b>\$1,327,219</b>

Source: 4ward Planning LLC; Environmental Planning & Design LLC; RS Means; Bureau of Labor Statistics

## Revenue Inputs and Assumptions: Municipal and County

Table 19: Revenue Inputs and Assumptions: Municipal and County

<u>Property Type</u>	<u>County Property Tax</u>	<u>School Property Tax</u>	<u>Local Property Tax</u>	<u>Library</u>	<u>Total Property Tax Rate</u>	<u>Per \$ Assessed Value</u>
All Properties	25.15	85.50	22.48	<u>0.8</u>	133.93	\$1,000

### Other Revenue: Miscellaneous Budget

Total Budget	\$4,431,681	2011 Budget (proposed)	
Total Property Taxes	\$1,115,000	2011 Budget (proposed)	
Total Income Taxes	\$750,000		
Revenue Balance	\$2,566,681		
Allocation of budget to residential uses:		78%	\$2,001,115
Allocation of budget to non-residential uses:		22%	\$565,566
Current Residents		10,568	
Current Non-resident Workers		3,347	
<b>Resident per capita revenue:</b>		<b>\$189.36</b>	
<b>Non-resident per capita revenue:</b>		<b>\$168.98</b>	

Source: Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau

Note: budget allocation based on the average of (a) residential and non-residential share of assessed value and (b) total number of residential and non-residential parcels

## Expenditure Inputs and Assumptions: Municipal and County

Table 20: Municipal and County Expenditure Inputs and Assumptions

### Resident Expenditures

Allocation of budget to residential uses:	78.0%
Allocation of budget to non-residential uses:	22.0%

### County

Most Recent Budget Obligations (Expenditures)	\$4,523,488
Allocated to Residential	\$3,526,741
Allocated to Non-Residential	\$996,747
Current Residents	\$10,568
Current Non-resident Workers	\$3,347
Government Expenditures per Resident	\$334
Government Expenditures per Worker	\$298
School District Estimated Expenditure per Student	\$11,123
Estimated Percent of Expenditures from Local Taxes	50.0%

Most Recent Budget Obligations (Expenditures)	\$109,334,862
Allocated to Residential	\$85,243,014
Allocated to Non-Residential	\$24,091,848
Current Residents	149,618
Current Non-resident Workers	17,807
Government Expenditures per Resident	\$570
Government Expenditures per Worker	\$1,353

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau; PA Department of Education

## Overall Fiscal Impact: Municipal and County

Table 21: Overall Fiscal Impact Summary: Municipal and County

### Revenue Totals, Year 2031

<b>Total Property Tax Revenues</b>	<b>\$4,306,389</b>
County Property Tax	\$808,674
School Property Tax	\$2,749,169
Library Tax	\$722,823
<b>Total Wage Tax Revenues</b>	<b>\$222,675</b>
Resident + School District EIT	\$186,478
<i>Resident EIT</i>	\$66,599
<i>School District Resident EIT</i>	\$119,879
Non-Resident EIT	\$36,197
<b>Total Additional Misc. Revenue</b>	<b>\$147,503</b>
<b>Total Revenue</b>	<b>\$4,676,567</b>

### Expenditure Totals, Year 2031

<b>Total Expenditures for New Residents</b>	<b>\$376,703</b>
Local Expenditures	\$139,147
County Expenditures	\$237,557
<b>Total Expenditures for New Non-Resident Workers</b>	<b>\$412,563</b>
Local Expenditures	\$74,429
County Expenditures	\$338,135
<b>Total Expenditures for New Students</b>	<b>\$1,750,291</b>
<b>Total Expenditures</b>	<b>\$2,539,558</b>
<b>Overall Fiscal Impact</b>	<b>\$2,137,009</b>

Source: 4ward Planning LLC

## Revenue Inputs and Assumptions: Municipal Only

Table 22: Municipal and County Revenue Inputs and Assumptions

### Tax Rates

	<u>Rate Per Mille</u>
Local Property	22.48
Resident EIT	0.5
Resident School EIT	0.5
Non-Resident EIT	0.5

### Other Revenue: Miscellaneous Budget

Total Budget	\$4,431,681	2011 Budget (proposed)
Total Property Taxes	\$1,115,000	2011 Budget (proposed)
Total Income Taxes	\$750,000	
Revenue Balance	\$2,566,681	
Allocation of budget to residential uses:	78%	\$2,001,115
Allocation of budget to non-residential uses:	22%	\$565,566
Current Residents	10,568	
Current Non-resident Workers	3,347	
<b>Resident per capita revenue:</b>	<b>\$189.36</b>	
<b>Non-resident per capita revenue:</b>	<b>\$168.98</b>	

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau

*Note: budget allocation based on the average of (a) residential and non-residential share of assessed value and (b) total number of residential and non-residential parcels*

## Expenditure Inputs and Assumptions: Municipal Only

**Table 23: Municipal and County Expenditure Inputs and Assumptions**

### Resident Expenditures

Allocation of budget to residential uses:	78.0%
Allocation of budget to non-residential uses:	22.0%
Most Recent Budget Obligations (Expenditures)	\$4,523,488
Allocated to Residential	\$3,526,741
Allocated to Non-Residential	\$996,747
Current Residents	\$10,568
Current Non-resident Workers	\$3,347
Government Expenditures per Resident	\$334
Government Expenditures per Worker	\$298
School District Estimated Expenditure per Student	\$11,123
Estimated Percent of Expenditures from Local Taxes	50.0%

Source: 4ward Planning LLC; 2011 Southampton Annual Budget; Franklin County Tax Assessor; US Census Bureau; PA Department of Education

## Overall Fiscal Impact: Municipal Only

Table 24: Overall Fiscal Impact Summary, Local Only

### Revenue Totals, Year 2031

Local Property Tax Revenues	\$722,823
<b>Total Wage Tax Revenues</b>	<b>\$151,297</b>
Resident + School District EIT	\$133,199
<i>Resident EIT</i>	\$66,599
<i>School District Resident EIT</i>	\$66,599
Non-Resident EIT	\$18,098
<b>Total Additional Misc. Revenue</b>	<b>\$147,503</b>

<b>Total Revenue</b>	<b>\$1,021,623</b>
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### Expenditure Totals, Year 2031

Total Expenditures for New Residents	\$139,147
Total Expenditures for New Non-Resident Workers	\$74,429
<b>Total Expenditures for New Students</b>	<b>\$875,145</b>

<b>Total Expenditures</b>	<b>\$1,088,721</b>
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<b>Overall Fiscal Impact</b>	<b>-\$67,098</b>
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Source: 4ward Planning LLC



## Takeaway – Fiscal Impact Analysis

4ward Planning's fiscal impact analyses for full build-out of Southampton and Waynesboro demonstrate that while at the county level, revenues are likely to exceed additional expenditures, the isolated local impacts generate negative net fiscal impacts for both communities. Southampton in particular appears to possess a glut of acreage zoned for residential and commercial uses; if this land were to be built out, there would be considerable service expenditures associated with new residents, public school age children, and non-resident workers.

In order to remedy this potential issue, Southampton (and communities of similar type) could consider rezoning a portion of land currently zoned for residential or commercial for other uses, such as open space. This also would help maintain the distinctive rural character of the township. Should Southampton allow for build out similar to what has been analyzed here, township officials likely would need to examine other revenue sources to offset the additional expenditures, such as a local property tax.

Waynesboro has a much smaller amount of available zoned acreage for commercial and residential uses. At full build-out, the estimated negative net fiscal impact amounts to approximately \$3,350 per annum. Given the fact that this is an estimate only, we conclude that Waynesboro could build out on its remaining acreage with little to no effect on municipal revenues and expenditures.

## General & Limiting Conditions

4ward Planning LLC has endeavored to ensure that the reported data and information contained in this report are complete, accurate and relevant. All estimates, assumptions and extrapolations are based on methodological techniques employed by 4ward Planning LLC and believed to be reliable. 4ward Planning LLC assumes no responsibility for inaccuracies in reporting by the client, its agents, representatives or any other third party data source used in the preparation of this report.

Further, 4ward Planning LLC makes no warranty or representation concerning the manifestation of the estimated or projected values or results contained in this study. This study may not be used for purposes other than that for which it is prepared or for which prior written consent has first been obtained from 4ward Planning LLC. This study is qualified in its entirety by, and should be considered in light of, the above limitations, conditions and considerations.



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# ***Appendix C:* Natural Resources**

### **Open Space/Forestland/Species of concern**

Despite the heavy influence of agriculture in the County, the area still harbors large tracts of relatively unbroken forested land. Michaux State Forest, Caledonia State Park, Mont Alto State Park, Buchanan's Birthplace State Park, a small portion of Cowan's Gap State Park, Tuscarora State Forest, Buchanan State Forest, Bear Valley, Gunter Valley, and State Game Lands #76, #235, and #124 all contain relatively intact contiguous forests, special natural communities and species of concern. State game land protects more than 15,000 acres in the County. These lands are managed by the State Game Commission.

The forests, which were once dominated by Chestnut trees, are characterized as Appalachian Oak Forest. Oaks, Black Birch, Red Maple, Black Gum, Hickories, American Beech and Tuliptree are the major associates of this forest characterization. The understory of Appalachian Oak Forests typically consists of Mountain Laurel, Low Sweet Blueberry, Lowbush Blueberry, Black Huckleberry, Witch-Hazel and other species.<sup>1</sup> Common invasive species in the region include thistle, Garlic mustard, purple loosestrife, water chestnut, multiflora rose, Norway maple, tree-of-heaven, Japanese honeysuckle, and mile-a-minute vine, among others. Hemlock Woolly Adelgid and the Emerald Ash Borer are two of the most destructive accidentally introduced insect species and they are destroying large numbers of trees in the region. This is evident in every forest in the County.

The plant and animal species of special concern that are found in Franklin County are listed below:

### **Animals of Special Concern Documented in Franklin County**

*Scientific Name / Common Name*

- *Alasmodonta varicosa* Brook Floater
- *Bartramia longicauda* Upland Sandpiper
- *Caecidotea pricei* Price's Cave Isopod
- *Calycopis cecrops* Red-banded Hairstreak
- *Clemmys muhlenbergii* Bog Turtle
- *Cottus sp 7* Checkered Sculpin
- *Crangonyx dearolfi* Pennsylvania Cave Amphipod
- *Crotalus horridus* Timber Rattlesnake
- *Heterodon platirhinos* Eastern Hognose Snake
- *Lanius ludovicianus* Loggerhead Shrike
- *Metaxaglaea semitaria* Footpath Sallow Moth
- *Myotis septentrionalis* Northern Myotis
- *Neotoma magister* Allegheny Woodrat
- *Papilo crespontes* Giant Swallowtail
- *Pseudemys rubriventris* Redbelly Turtle
- *Pseudotriton montanus* Mud Salamander
- *Spiza americana* Dickcissel

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<sup>1</sup> Franklin County Natural Areas Inventory (NAI) report completed in 2004 by the Nature Conservancy

- *Stygobromus biggersi* Biggers' Cave Amphipod
- *Stygobromus gracilipes* Shenandoah Valley Cave Amphipod
- *Tachopteryx thoreyi* Thorey's Grayback Dragonfly
- *Tyto alba* Barn Owl

## Plants of Special Concern Documented in Franklin County

*Scientific Name* / Common Name

- *Arabis patens* Spreading Rockcress
- *Asclepias variegata* White Milkweed
- *Asplenium pinnatifidum* Lobed Spleenwort
- *Asplenium resiliens* Black-stemmed Spleenwort
- *Bidens discoidea* Small Beggar's Tick
- *Bouteloua curtipendula* Tall Gramma
- *Carex buxbaumii* Brown Sedge
- *Carex prairea* Prairie Sedge
- *Carex shortiana* Sedge
- *Carex typhina* Cattail Sedge
- *Chrysogonum virginianum* Green-and-Gold
- *Clematis viorna* Leather Flower
- *Corallorhiza wisteriana* Spring Coral Root
- *Dodecatheon meadia* Jeweled Shooting-star
- *Eupatorium coelestinum* Mistflower
- *Euphorbia obtusata* Blunt-leaved Spurge
- *Galium latifolium* Purple Bedstraw
- *Hydrophyllum macrophyllum* Large-leaved Waterleaf
- *Hypericum stragulum* St. Andrew's Cross
- *Juncus arcticus* var. *littoralis* Baltic Rush
- *Juncus biflorus* Grass-leaved Rush
- *Juncus brachycarpus* Short-fruited Rush
- *Lathyrus palustris* Vetchling
- *Listera smallii* Kidney-leaved Twayblade
- *Lithospermum canescens* Hoary Puccoon
- *Lupinus perennis* Lupine
- *Lysimachia hybrida* Lance-leaved Loosestrife
- *Matelea obliqua* Oblique Milkvine
- *Ophioglossum engelmannii* Limestone Adder-tongue
- *Opuntia humifusa* Prickly Pear Cactus
- *Penstemon canescens* Beard-tongue
- *Pinus echinata* Short-leaf Pine
- *Potamogeton oakesianus* Oakes' Pondweed
- *Ptelea trifoliata* Common Hop-Tree
- *Quercus shumardii* Shumard's Oak
- *Ranunculus ambigenus* Water-plaintain spearwort

- *Ranunculus aquatilis* var *diffusus* White Water-Crowfoot
- *Ranunculus fascicularis* Tufted Buttercup
- *Rhamnus lanceolata* Lance-leaved Buckthorn
- *Ruellia humilis* Fringed-leaved Petunia
- *Ruellia strepens* Limestone Petunia
- *Salix myricoides* Broad-leaved Willow
- *Samolus parviflorus* Pineland pimpernel
- *Scirpus ancistrochaetus* Northeastern Bulrush
- *Sedum telephioides* Allegheny Stonecrop
- *Senecio antennariifolius* Cat's-Paw Ragwort
- *Senna marilandica* Wild Senna
- *Sida hermaphrodita* Virginia Mallow
- *Solidago speciosa* var. *erecta* Slender Goldenrod
- *Solidago speciosa* var. *speciosa* Showy Goldenrod
- *Trifolium virginicum* Kate's Mountain Clover
- *Woodwardia areolata* Netted Chainfern

# ***Appendix D:* Meeting Presentations**



# Franklin County Comprehensive Plan

## Planning Team Members and Responsibilities

### *Environmental Planning & Design, LLC*

Community visioning expertise, land use planning analysis, implementation strategy recommendations and public outreach assistance

### *4Ward Planning, LLC*

Provide economic analysis and implementation strategy recommendations

### *Central Pennsylvania Conservancy*

Analyses, implementation alternatives, and public outreach assistance

### *Parsons Brinckerhoff*

Transportation baseline assessment and infrastructure impact recommendations



# Franklin County Comprehensive Plan

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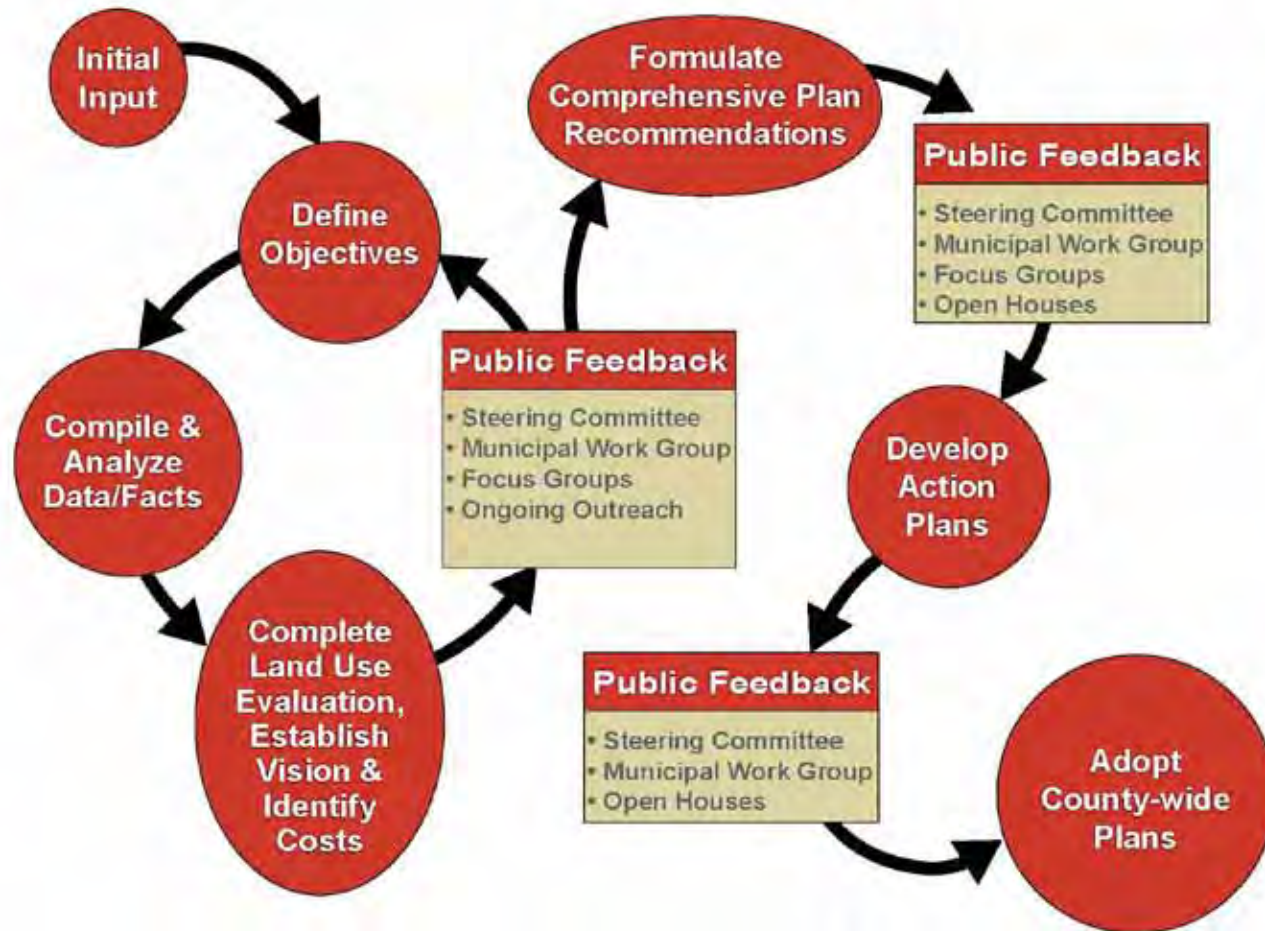
## What is this project all about?

- Land Use
- Natural Resources
- Housing
- Community Facilities and Services
- Economic Development
- Historic Resources and Preservation
- Transportation
- Actions for Implementation



# Franklin County Comprehensive Plan

## Planning Approach



# Franklin County Comprehensive Plan

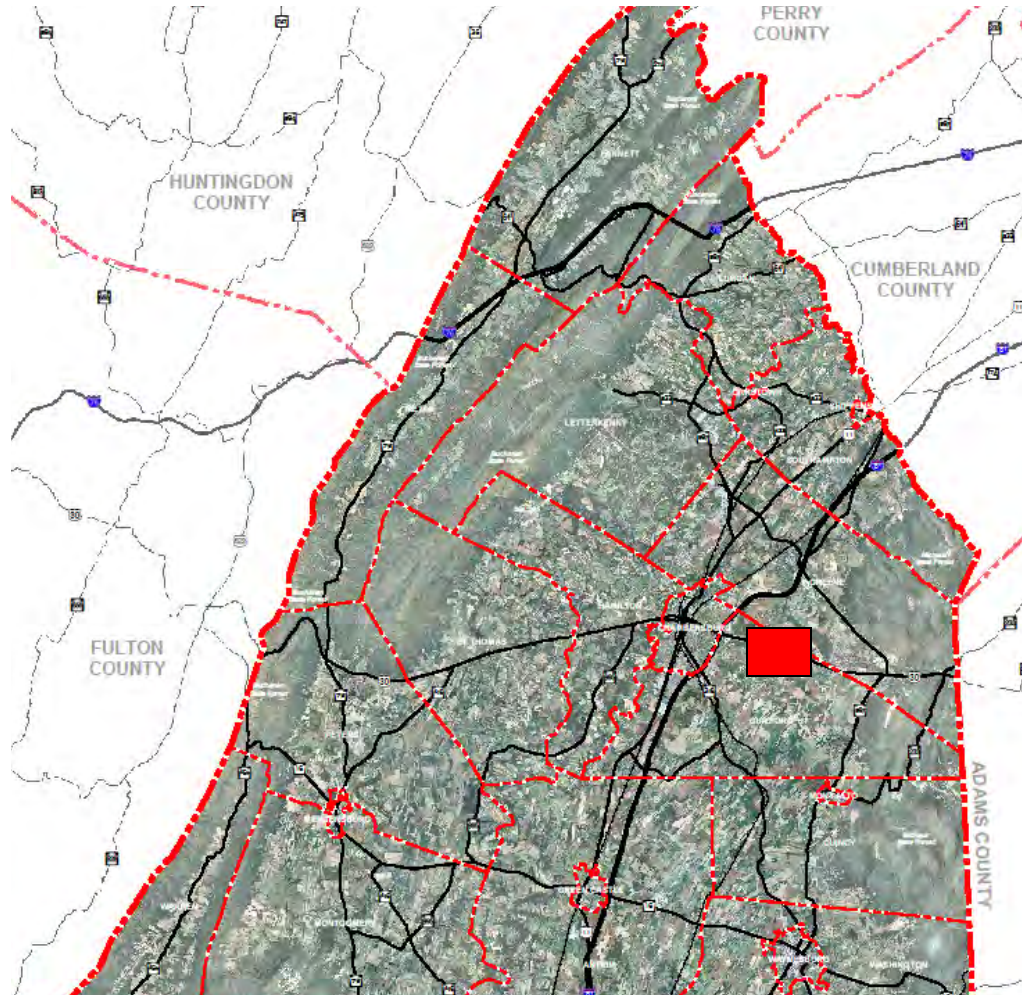
## General Project Schedule

	Month														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
<b>A: Updates to Analyses, Concepts, Recommendations and Actions</b>															
I Demographics															
II Housing															
III Economics															
IV Land Use															
V Infrastructure/Community Facilities															
VI Natural Resources															
VII Cultural/Historic, Scenic,Recreational Resources															
VIII Transportation Overview															
IX Inter-relationships of Policies															
<b>B: Objectives</b>															
I Formulate new community objectives															
<b>C: Develop Comprehensive Plan Components</b>															
I Implementation Strategies and Capital Improvement Program															
II Draft Plan															
III Final Plan															
IV Executive Summary															
<b>D: Coordination</b>															
I Focus Group Meetings															
II Open Houses															
III PAC Meetings															
IV Presentation of Draft for County Approval															



# Franklin County Comprehensive Plan

## Changes Over Time



# Franklin County Comprehensive Plan

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## Changes Over Time - 1937



# Franklin County Comprehensive Plan

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## Changes Over Time - 1957



# Franklin County Comprehensive Plan

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## Changes Over Time - 1970





# Franklin County Comprehensive Plan

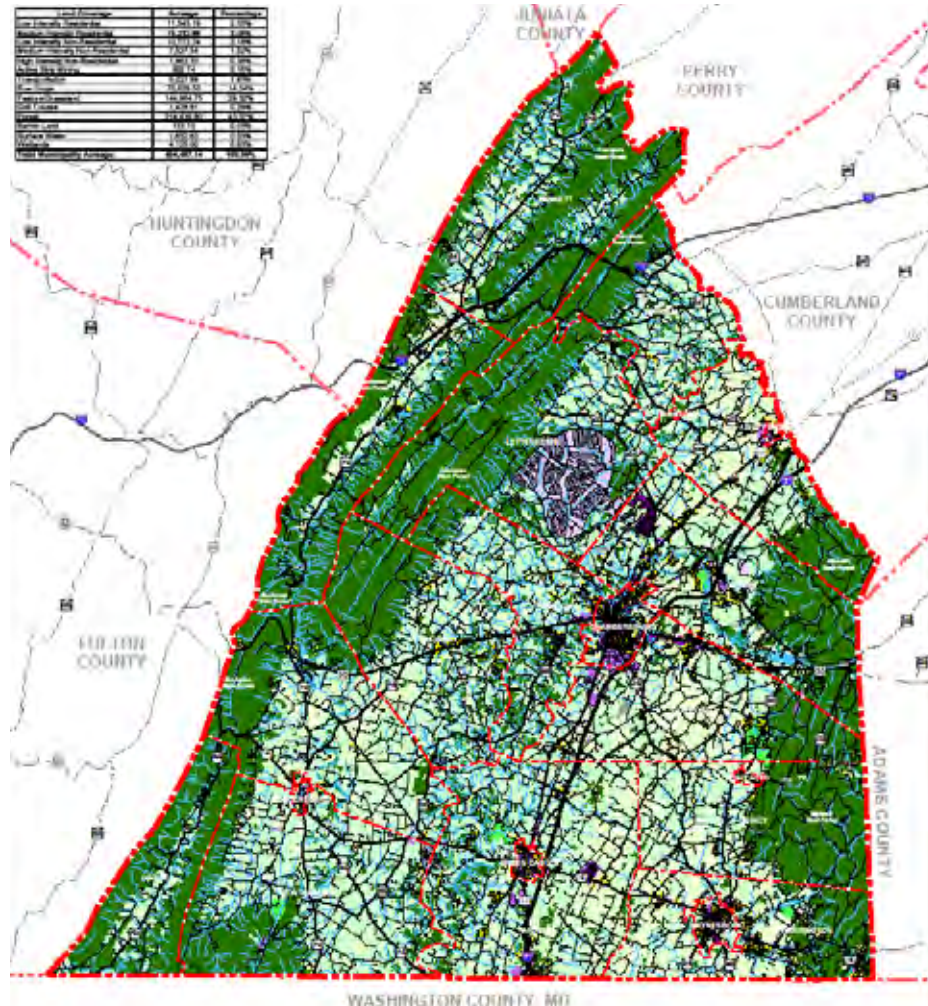
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## Changes Over Time - 2008



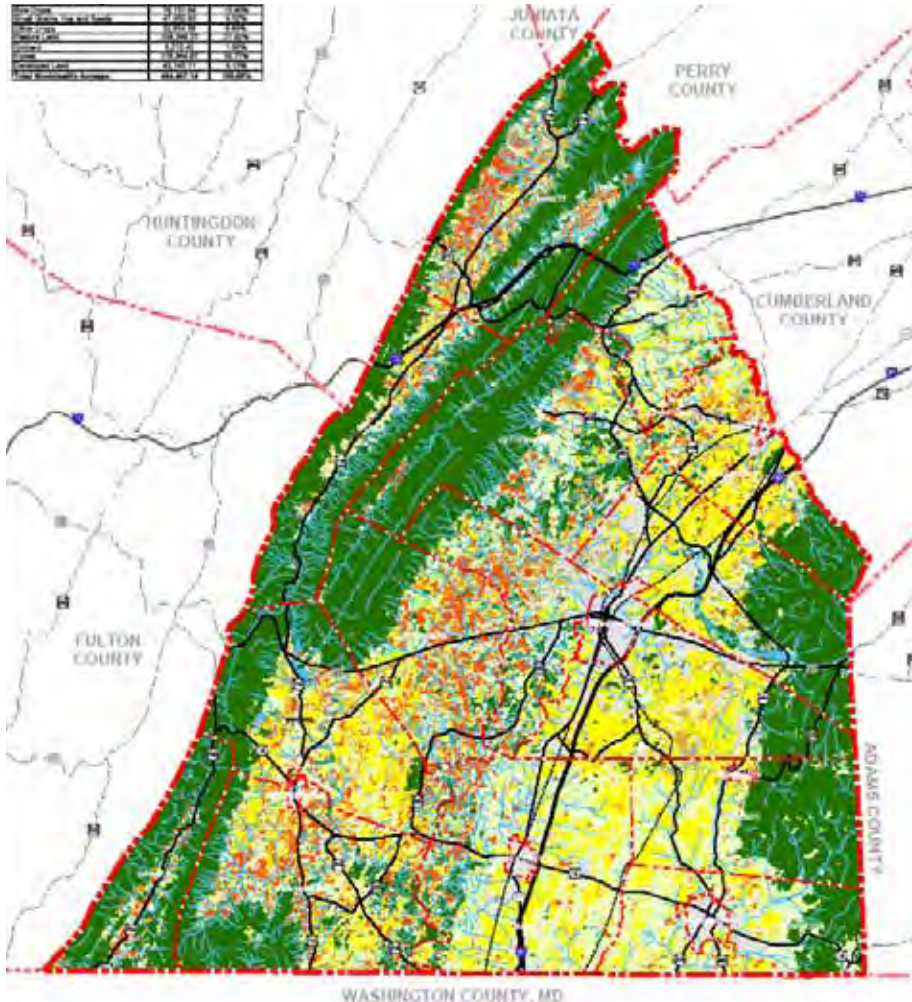
# Franklin County Comprehensive Plan

## Initial Map Analysis - Land Coverage



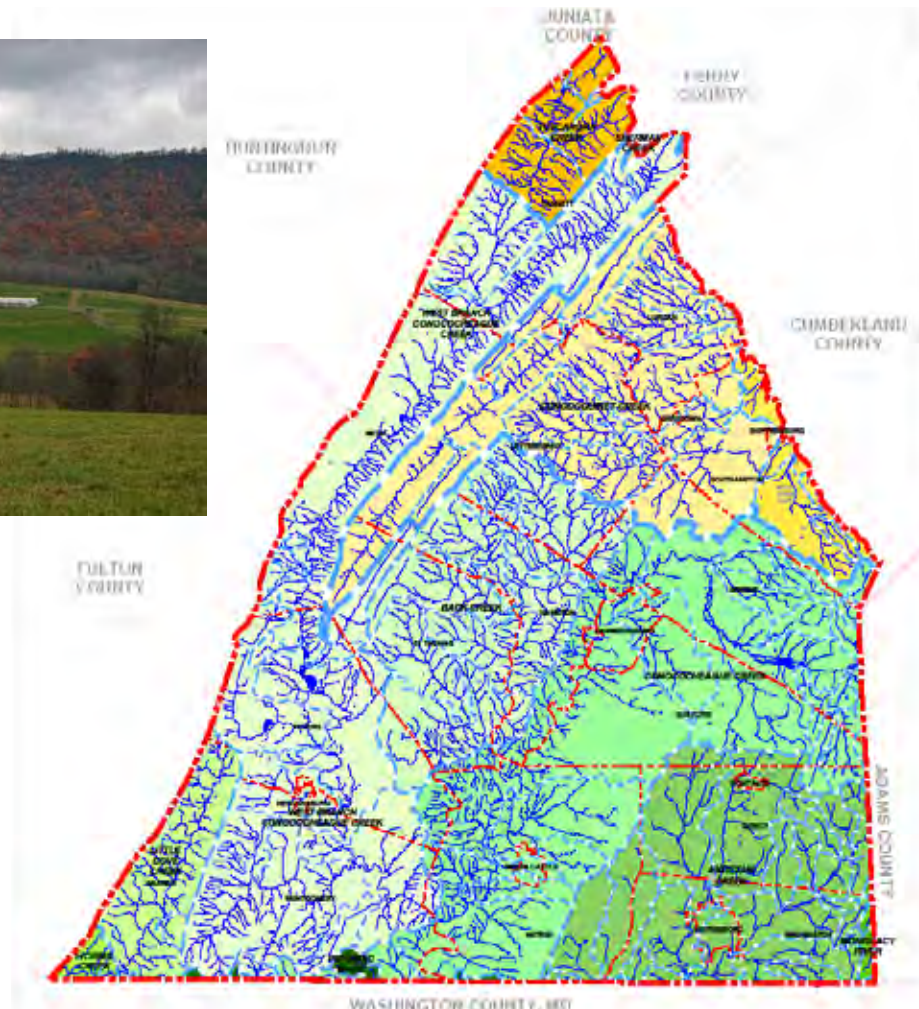
# Franklin County Comprehensive Plan

## Initial Map Analysis - Agriculture



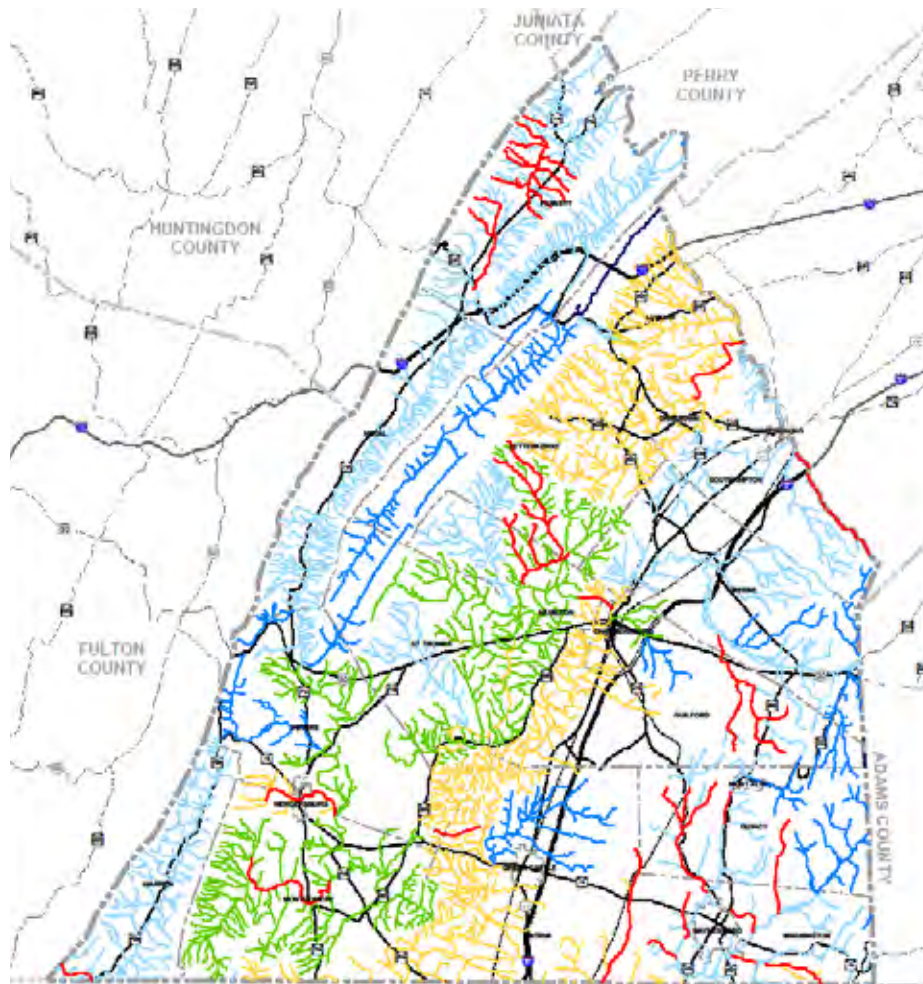
# Franklin County Comprehensive Plan

## Initial Map Analysis - Watersheds



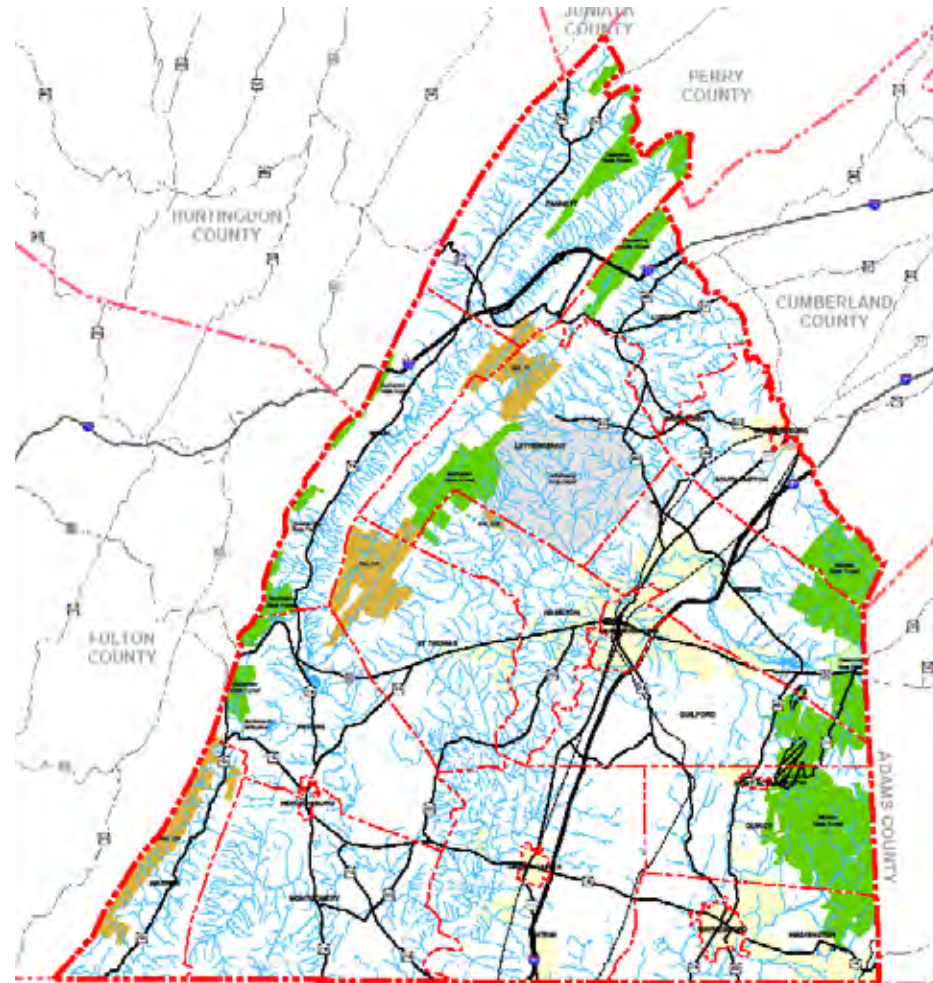
# Franklin County Comprehensive Plan

## Initial Map Analysis - Stream Quality



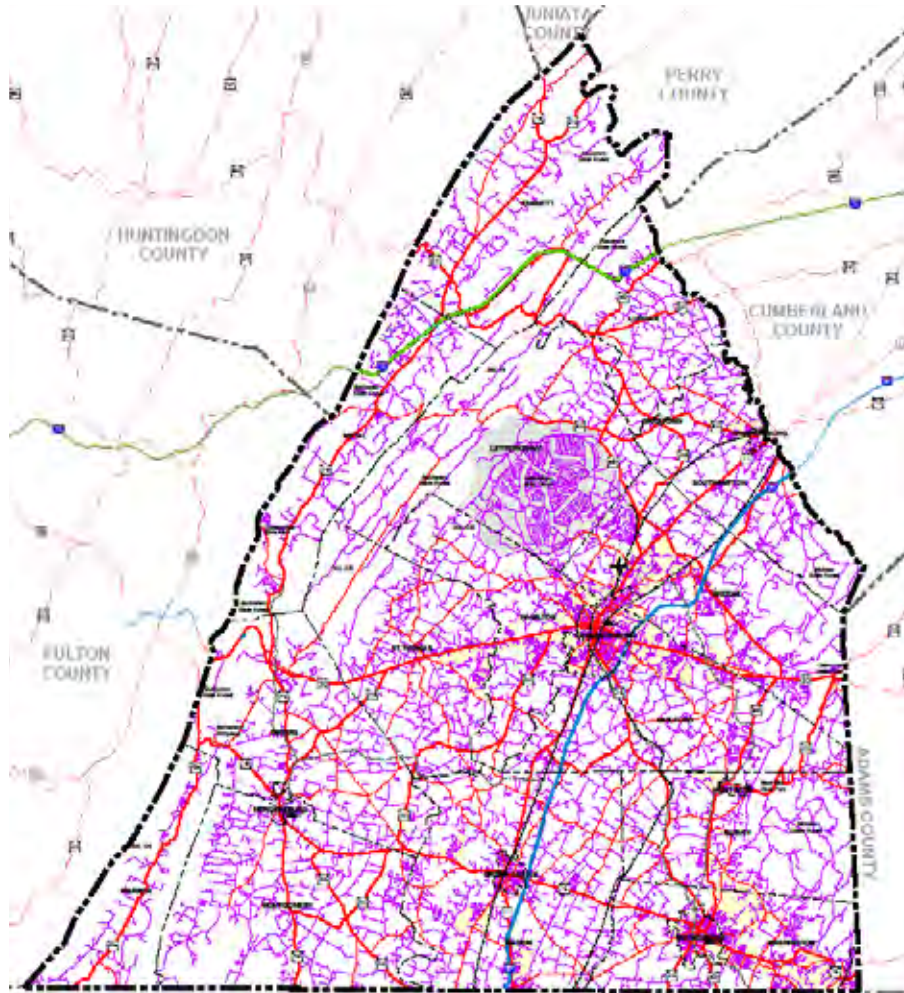
# Franklin County Comprehensive Plan

## Initial Map Analysis - Parks & Recreation



# Franklin County Comprehensive Plan

## Initial Map Analysis - Transportation



# Franklin County Comprehensive Plan

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## Initial Planning Issues

- § Maintaining the agrarian culture and industry that drives other economic success in the County.
- § Conserving both agricultural and woodland landscapes for their many values: economics, jobs, sustenance, rural solitude and recreational heritage including hiking and hunting.
- § Optimizing infrastructure locations and capital investments to service developed areas while minimizing impact of areas with sensitive natural resources.
- § Coordinating regional economic and transportation opportunities such as I-81, CSX Intermodal Center and the Letterkenny BRAC project
- § Embracing additional population growth while maintaining a high quality of life and services.





# Franklin County Comprehensive Plan

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## DISCUSSION



**AGENDA**

**Comprehensive Plan Update  
Plan Advisory Committee Meeting**

February 11, 2011

1:00 pm

1. 2000 Comprehensive Plan Status
2. Update on Economic Analysis and Data
3. Infrastructure/Service Area
4. Build-out Analysis – Proposed Methodology
  - a. Residential Typologies
  - b. Important Natural Resources with Restricted Development Potential
5. Key Person Interviews Discussion
6. Next Steps
  - a. Plan Advisory Committee Meeting – 3/11/11
  - b. Determination of Developable Area
  - c. First Scenario Build-Out Analysis
  - d. First Pass at Fiscal Impact Analysis

**1999 Franklin County Comprehensive Plan Implementation Checklist**

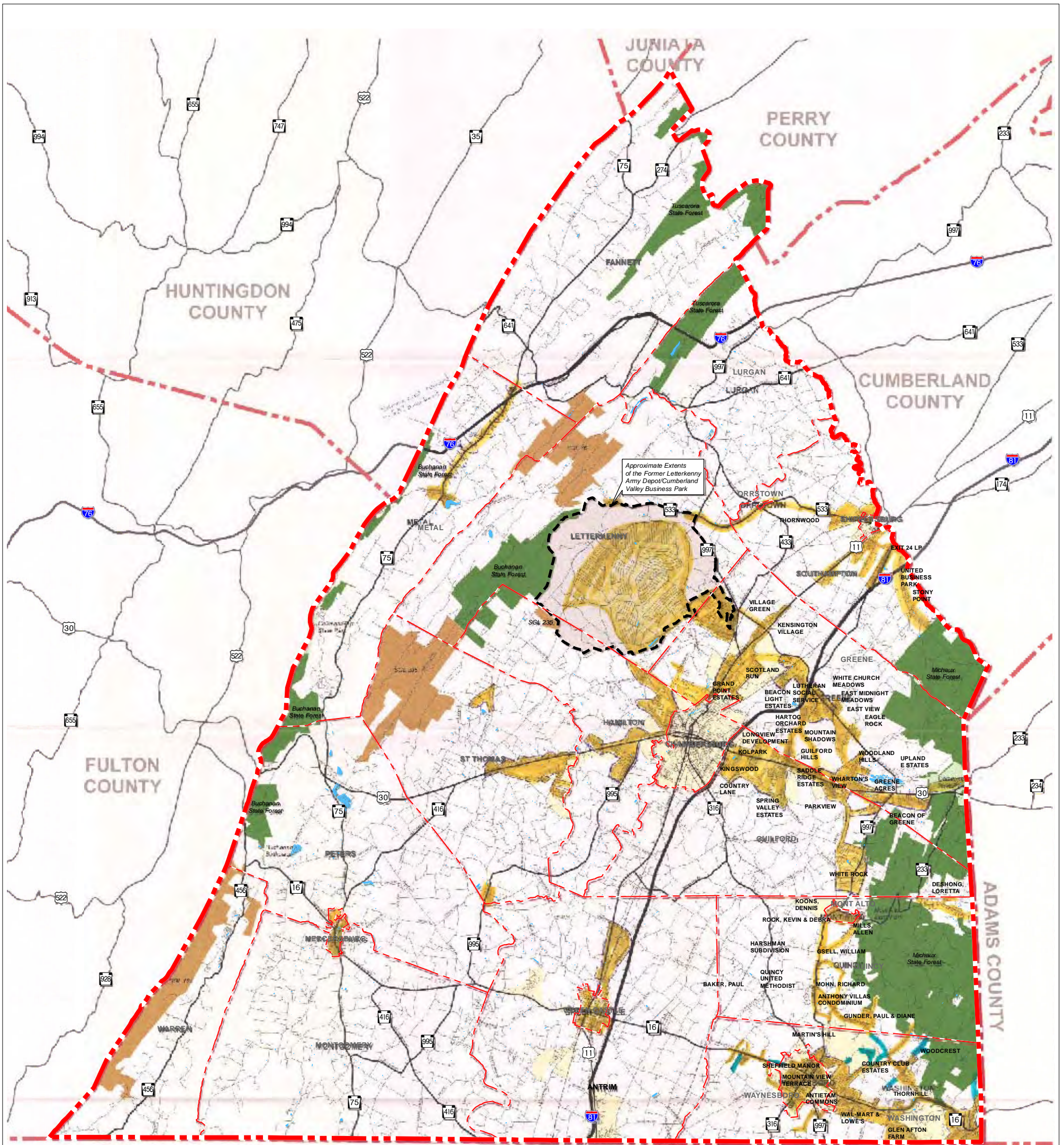
<b>Recommendation</b>	<b>Approximate % Complete</b> (0%, 25%, 50%, 75%, 100%)
<b>Natural Resources and Agricultural Conservation Plan</b>	
1 Work to expand the purchase of Agricultural Development Rights program. To obtain additional State Matching funds, seek expanded County funding, financial involvement by the Townships, a dedicated sources of revenue or a bond issue.	Ongoing
2 Continue to expand Agricultural Security Areas to make more land eligible for easement purchase and to protect farmers against nuisance challenges.	Ongoing
3 Consider zoning provisions that preserve farmland, particularly provisions that limit development to a portion of key agricultural tracts, or that encourage the transfer of density to more suitable lands.	0%
4 Use Zoning regulations to direct most housing away from prime agricultural areas. Provide density incentives to build on lands (preferably with public water and sewage service) that are not planned for long-term agricultural preservation.	0%
5 Where zoning exists, permit a range of activities that allow opportunities for supplemental income for farmers on larger tracts of land.	0%
6 Avoid extensions of sewage service into key agricultural areas. If a sewage system is needed in a key agricultural area to serve existing homes, limit the capacity. These policies can be enforced through revisions to municipal Sewage Facilities Plans	25%
7 Work with property-owners to promote buffers of trees and thick vegetation along waterways. These buffers help to filter eroded soil and other pollutants from stormwater. This will protect water quality and fish habitats. Encourage farmers to control access of livestock to creeks through fencing, to avoid erosion and water pollution.	Ongoing (Work w/ NRCS)
8 Protect the quality of major drinking water sources, through public purchase of key lands, purchase of conservation easements, limitations on industrial uses in key watershed areas, and cooperation with businesses	10% Ongoing
a Seek that measures be installed wherever hazardous materials are used to contain potential spills. For example, loading and unloading of hazardous substances should occur on a paved surface surrounded by a paved berm.	Ongoing (EMA)
b Signs along major highways and other publicity should urge truck-drivers and other business owners to "dial 911" as soon as a spill occurs so that it can be contained. Signs are particularly important where highways pass near drinking water supplies.	?
9 Seek to minimize the amount of land area that is covered by paving. This will allow stormwater to recharge the groundwater supply, and minimize runoff.	Municipal
10 Make sure that stormwater runoff is properly managed, through well-written ordinances, regional watershed plans, careful engineering reviews, construction inspections and periodic maintenance of facilities to clear sediment and debris.	25%
a New development should be engineered so that it does not increase the amount of stormwater runoff during peak periods of rain. This typically involves detaining runoff in a detention basin so that it can be gradually released.	
b. Natural drainage channels should remain in open space. Rocks and thick vegetation can slow runoff to reduce erosion.	
c Too often, stormwater facilities do not operate properly because they are obstructed by silt and debris. At best, to ensure proper maintenance, large stormwater basins should be dedicated to the municipality. In such case, the developer should be required to provide an escrow account to cover the costs.	
11 Complete regional stormwater management plans throughout the County, with an initial emphasis on the Conococheague Creek watershed. Make sure the plans are carried out through municipal ordinance amendments. (Note- the plan for the Antietam Creek is completed)	75% (Phase 1 City-Wide Study Complete)
12 Consider proper controls on very intense Concentrated Animal Feeding Operations. See model for development regulations.	Municipal
13 To protect water quality and fish habitats, carefully enforce State regulations on erosion control through on-site inspections.	Municipal / Conservation District

Recommendation	Approximate % Complete (0%, 25%, 50%, 75%, 100%)
14 Carefully control development on important natural areas. Municipalities should consider adopting the model development regulations in the Appendices, which are summarized in this table.	Municipal
15 Require larger lot sizes if a new lot would involve construction of a principal building on steeply sloped areas.	25% (Municipal)
a Lot sizes of approximately 2 acres are appropriate on slopes of 15-25%, and approximately 5 or more acres on slopes of 25% or greater.	
16 Work with developers to minimize unnecessary removal of trees during construction.	? (Municipal)
a Where development is proposed in wooded areas, development regulations should require that plans show where woods are to be removed and where woods are to be preserved.	
b Temporary fencing should be used around the root system of trees to avoid damage to tree trunks and root systems by equipment.	
c Limit the density within large wooded areas so that it is practical to save trees around homes.	
17 Minimize clearcutting as part of forestry operations. To minimize erosion, avoid forestry on very steep slopes and near creeks. Involve a professional forester in forestry operations to develop a long-range management plan. Replant areas that are forested or retain a sufficient distribution of seed trees.	0%
18 Require minimum setbacks for new buildings and paving from banks of major creeks.	25% (Municipal)
19 Development regulations should prohibit new buildings in the entire 100 year floodplain. Limited development within the 100 year flood-fringe portion of the floodplain may be appropriate within the boroughs if the construction is floodproofed.	25%
a Require that developers provide a study showing the extend of flood-prone areas along drainageways where a detailed study is not available.	
20 Seek Federal Floodplain Mitigation funds to offer to buy and remove the most flood-prone homes. The land would then become passive recreation land. This reduces the risk to people and property and improves the ability of the creek to handle floodwaters. It can be particularly cost-effective to relocate flood-prone mobile homes, which are present in many older mobile home parks along creeks.	25% (Greene Twp)
21 Require a professional wetland study as part of a development application whenever there is doubt whether wetlands are involved. Require a 20-foot-wide building setback around wetlands to avoid intrusions into wetlands by construction equipment.	0%
22 Establish mandatory dedication provisions in subdivision ordinances to require dedication of open space or payment of recreation fees as part of major new residential developments. See model development regulations.	50% (Municipal)
23 Establish a Lands Conservancy to raise funds and preserve key agricultural tracts and natural areas. The Conservancy could buy and accept tax deductible donations of land and conservation easements.	25% (in the works)
a Conservancies in other areas of the State purchase wooded areas and then resell the land to the Game Commission when the Commission has funds available.	
24 Consider developing a Natural Heritage Inventory to study the most important natural areas in the County.	100%
a Such studies have been conducted by the Nature Conservancy for most counties in eastern PA. This study would emphasize habitats of rare, threatened and endangered species of plants and animals, and other outstanding natural areas. Recommendations would be developed to manage the most important areas, including priorities for public purchase.	

Recommendation	Approximate % Complete (0%, 25%, 50%, 75%, 100%)
<b>Land Use and Housing Plan</b>	
25 Adopt zoning regulations where they do not presently exist, and update zoning and subdivision regulations that are in place, carefully considering the recommendations of this Comprehensive Plan and the model development regulations.	25% (Municipal)
a Emphasize preservation of the character of the older villages. These areas can be appropriate to provide for neighborhood commercial needs. Limit heavier commercial uses to areas that are historic and not adjacent to neighborhoods.	
b Separate out areas allowing heavier industrial uses from prime sites for attractive light industrial/office parks.	
c In open areas suitable for residential development where public water and sewage service is available, emphasize housing at 3 to 6 homes per acre to avoid excessive land consumption, while avoiding high densities.	
d Encourage clustering of homes on the most suitable portions of a tract, while permanently preserving important natural areas, farmland, scenic features and/or parkland. Clustering can be encouraged in zoning regulations, or subdivision regulations where zoning does not exist.	
26 Continually work to make older neighborhoods more livable, to discourage persons moving to outlying areas. This involves code enforcement against problem properties, housing rehabilitation funding, home ownership incentives, addressing nuisances, and reducing crime.	50%
27 Provide incentives and adopt regulations that promote extending the best features of older developments into new areas.	0% (Municipal)
28 Use zoning regulations to avoid additional strip commercial development along undeveloped segments of major roads. Direct most commercial uses to downtowns, existing commercial areas, villages and locations with access to a well-located traffic signal.	City comments no new commercial development
29 Adopt landscaping regulations to make new development more attractive. Require landscaped buffers between new business uses and homes. Require landscaped buffers between truck parking and loading areas and public roads.	50% (Municipal)
30 Carry out a comprehensive program to revitalize the downtowns of the Boroughs, including controls on heavy commercial uses, management of parking so the best spaces are available for customers, aggressive marketing efforts, and improvements in appearance.	50% (Municipal)
31 Adopt reasonable controls on the heights and sizes of signs to protect the attractiveness of the County.	50% (Municipal)
32 Increase public awareness of the value of historic building preservation. Seek to place additional properties and areas on the National Register. Consider regulations to preserve the fronts of buildings in key historic areas, to delay demolition of important buildings and/or to provide incentives to preserve buildings.	25% (Municipal)
33 Provide informational sessions to municipal officials on ways to carry out this Comprehensive Plan.	Ongoing
<b>Transportation Plan</b>	
34 Seek funding to carry out the many road projects proposed in the Transportation Plan section.	50%
35 Conduct detailed engineering studies of problem intersections to design cost-effective solutions. Then seek funding to carry out the improvements.	10%
36 Seek that needed new road connections and alternate routes be built as part of new developments. Identify needed connections on an official map, and make developers aware of the proposal as soon as possible in the development process.	25%
37 Establish requirements in municipal Subdivision Ordinances to require that developers improve immediately abutting road segments, and setback buildings along major roads to allow for future road widenings. Require developers of major projects to provide professional traffic impact studies. Make developers aware of needed improvements as soon as possible in the development process.	75%

<b>Recommendation</b>	<b>Approximate % Complete</b> (0%, 25%, 50%, 75%, 100%)
38 Continually work with PennDOT and developers to carefully manage traffic access onto major roads, so the roads can safely and efficiently serve through-traffic.	10%
39 Require interconnections between adjacent businesses to minimize the need to enter and re-enter major roads to travel between businesses.	25%
40 Incorporate careful standards into development regulations to management development near interchanges of expressways.	0%
41 Establish a Franklin County Transportation Study Organization to prioritize transportation funding.	100%
42 Promote increased use of public transit, carpooling, pedestrian travel and bicycle travel. This should include additional park and ride lots to promote carpooling, expanded marketing of transit services, wide smooth shoulders along main roads to promote bicycling and pathways for walking and bicycling.	Ongoing
43 If the Chambersburg Airport is closed, consider mothballing the runway and immediately adjacent land in case it is needed to attract a major new industrial/office development. Sell off excess land when allowed under Federal regulations.	Airport sold
<b>Economic Development Plan</b>	
44 Make sure that high quality sites with utilities are readily available for a variety of types of new businesses.	75%
a Place an emphasis on ready-to-use industrial building and land near interchanges of I-81 within the boroughs, within the Cumberland Valley Business Park and the Wharf Road Industrial Park.	100% (FCADC)
45 Aggressively promote the County for new businesses, with full coordination among the various business organizations in the County.	100% (FCADC)
46 Continue to work to encourage existing businesses to expand locally, and maintain regular communications to identify problems that can be addressed locally. Link businesses with resources to address their needs and provide technical assistance and workshops.	100% (FCADC)
47 Continually work to improve the skills of the local labor force, to increase incomes and attract better-paying employers.	Ongoing
48 Provide technical assistance to businesses and connect them with available resources and funding programs.	Ongoing
49 Promote tourism, with an emphasis on outdoor recreation, historic areas, downtowns, and the Lincoln Highway Heritage Corridor.	Ongoing
50 Continue aggressive efforts to attract employers to the Cumberland Valley Business Park, following the Depot Reuse Strategy. The emphasis is intended to be upon seeking high-quality stable middle-income jobs.	100% and Ongoing
a The Depot Reuse Strategy includes detailed recommendations regarding building improvements, new buildings, demolition of outdated buildings, land uses and improvements in appearance to attract new employers.	
b Obtain funding for infrastructure improvements needed to attract employers to the Cumberland Valley Business Park, with a particular emphasis on improving truck access to I-81.	
c Aggressively market the available land and buildings, with an emphasis on the financial advantages of the land's Keystone Opportunities Zone designation.	
<b>Community Facilities and Services Plan</b>	
51 Continue to provide cost-effective county and local-government services, while making needed investments to address societal trends, public health and safety hazards, and future growth.	Ongoing
52 Fully coordinate and consider sharing community services across municipal borders, with an emphasis on public water, public sewage, police, fire and emergency services.	0%
a Give a preference in the County's Community Development Block Grant funding to projects that promote regional cooperation.	75% and Ongoing
53 Extend central water and sewage service to areas of existing and proposed intense development.	10%

Recommendation	Approximate % Complete (0%, 25%, 50%, 75%, 100%)
a Emphasize sewage service to areas with seriously failing septic systems, such as Quincy, Upper Strasburg, Pleasant Hall, Edenville, Marion, South Mountain, Fannettsburg, Williamson, Kauffman and other older villages.	50%
b Direct new development to locations where it can help to pay.	?
54 Wherever practical, merge water systems together and sewage systems together to allow more efficient and professional operation and to make the best use of available capacities. Interconnect water systems to provide alternative sources of supply. Give preference in CDBG funding to projects that will lead to regional approaches to water and sewage issues.	Ongoing
55 Require that each new lot intended for an on-lot septic system have locations tested for a primary and a secondary septic field, before the lot is approved. This will make sure that a new drain field can be installed if the initial one fails. This will minimize the need in the future for expensive central sewage control systems in outlying areas.	0%
56 Update municipal sewage facility plans, particularly to coordinate zoning with sewage matters, and to plan for future extensions.	25%
a Use sewage facility plans and development regulations to discourage new private sewage plants, or to require that they be designed to be integrated in the future into a larger public sewage system.	25%
b The County Planning Commission should provide technical assistance to municipalities on this matter.	Ongoing
57 Assist the School Districts in planning for school facilities to serve future growth, by making them aware of the size, location and timing of proposed residential developments.	Ongoing
58 Expand and modernize public library services.	10%
59 Prepare a long-term plan for County Government buildings and land, with an emphasis on long-term development of the County Farm Property.	Ongoing
60 Coordinate computerized mapping information between County agencies, municipalities and authorities, preferably using a standard format. Eventually develop a County-wide integrated geographic information system (GIS) as part of any new County-wide real estate reassessment.	Ongoing
61 Prepare an updated Solid Waste Management Plan for the County.	75% (New Revision Started)
62 Emphasize educational programs to municipal officials, school students and other citizens to promote recycling. Promote curbside recycling in denser areas and conveniently located drop-off sites in more rural areas.	100% Ongoing
63 Prepare a County-wide Parks, Recreation and Open Space Plan that provides direction for a coordinated system of public recreation.	100%
64 Preserve key areas along creeks as passive public parkland, to preserve important natural areas, protect water quality and provide public access to creeks.	50% Ongoing
a Where public ownership is not practical, encourage preservation of land along creeks through homeowner associations, recreation clubs, or private ownership with conservation easements.	
65 Improve the Happel's Meadow Park in Washington Township as a wetland education center, with a boardwalk and other interpretive improvements.	75%
66 Target Community Development Block Grant (CDBG) funding to infrastructure projects that address public health and safety concerns for significant numbers of residents, and provide a preference for regional efforts.	100%
67 Assist municipalities with identifying potential funding sources for needed projects and in preparing grant applications.	100% Ongoing



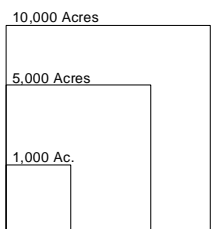
Approximate Extents of the Former Letterkenny Army Depot/Cumberland Valley Business Park

**LEGEND**

- County Boundary
- Municipal Boundary
- Interstate Highway
- US/State Highway
- Local Road
- Active Railroad
- Lake
- Urbanized Area
- Former Letterkenny Army Depot/ Cumberland Valley Business Park

- State Gameland
  - State Park
  - State Forest
- EXISTING SEWER SYSTEM**
- Existing Sewer Service Area
  - Proposed Sewer Service Area

Source: Sewer System data is from County Maps, Municipal Maps and Act 537 Plans (1993).



**INITIAL WORKING DRAFT**  
**EXISTING SEWER SYSTEM MAP**  
**FRANKLIN COUNTY**  
**COMPREHENSIVE PLAN**


Prepared for: Franklin County  
 Prepared by: Environmental Planning and Design, LLC

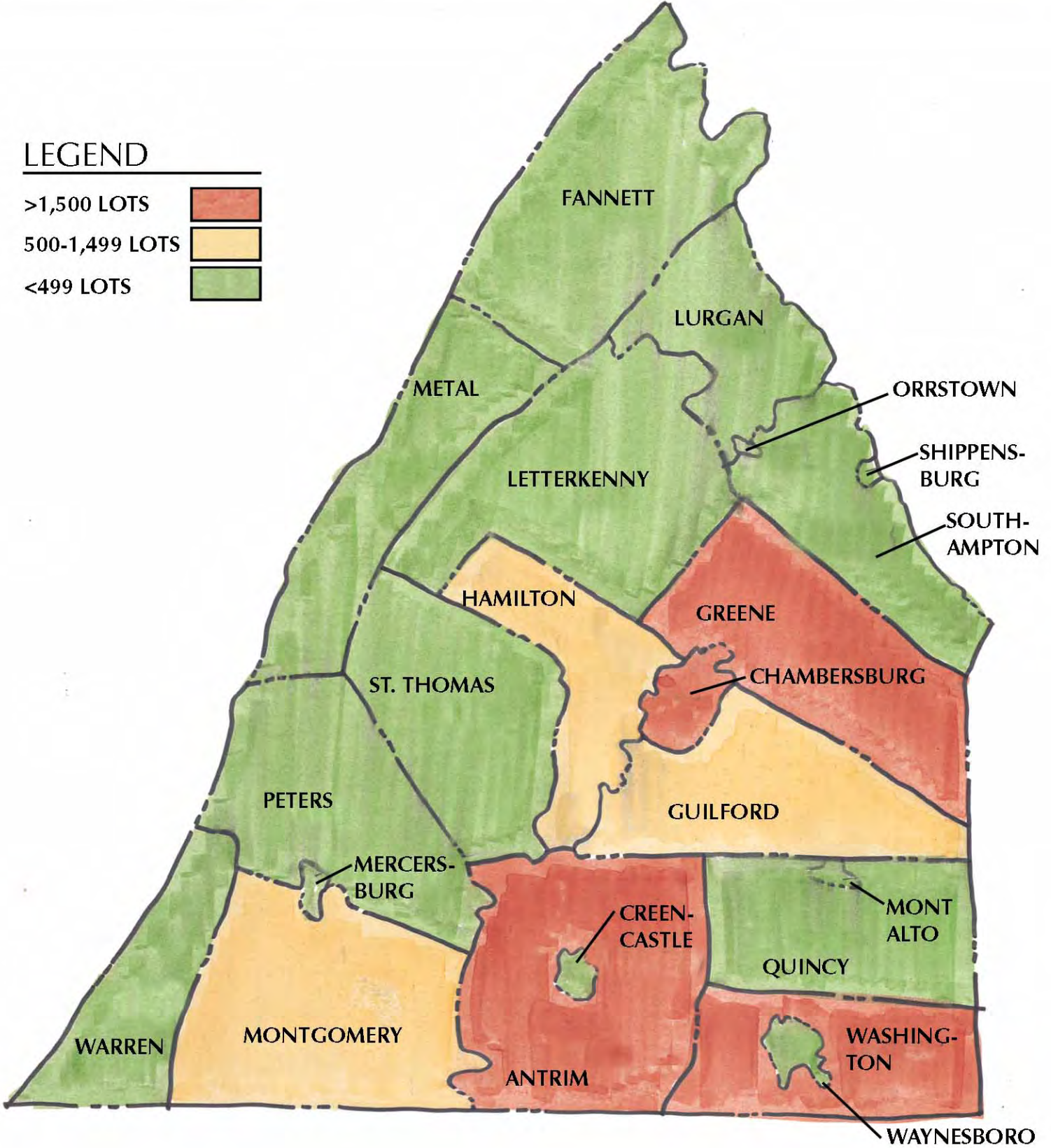
Date: February 11, 2011  
 2081.11.04





**LEGEND**

>1,500 LOTS	
500-1,499 LOTS	
<499 LOTS	






**APPROVED RESIDENTIAL  
DEVELOPMENT LOTS SKETCH (2005-2010)  
FRANKLIN COUNTY  
COMPREHENSIVE PLAN**

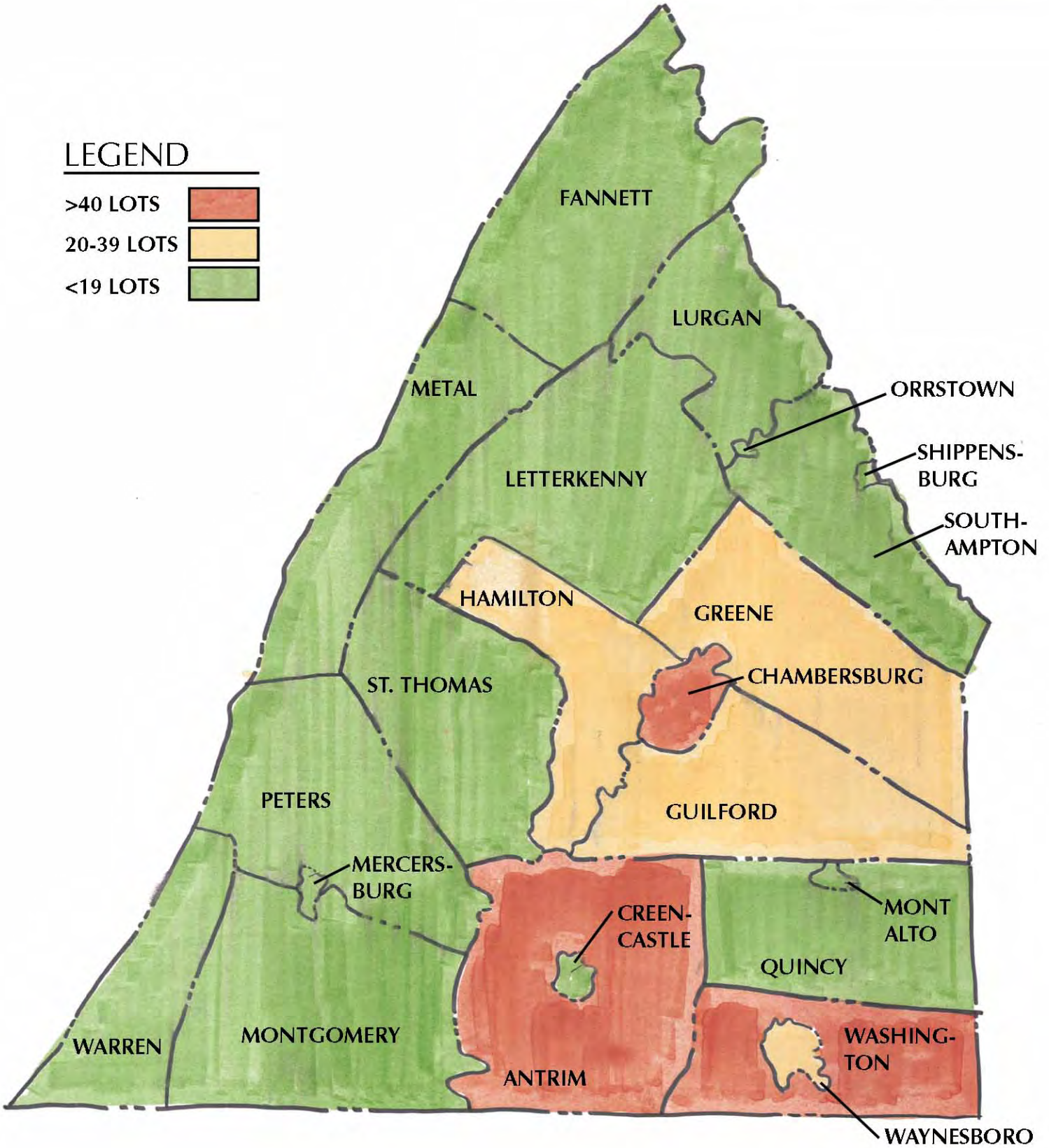
Prepared for: Franklin County  
Prepared by: Environmental Planning & Design, LLC

Date: February 11, 2011



# LEGEND

- >40 LOTS 
- 20-39 LOTS 
- <19 LOTS 



## APPROVED COMMERCIAL DEVELOPMENT LOTS SKETCH (2005-2010) FRANKLIN COUNTY COMPREHENSIVE PLAN

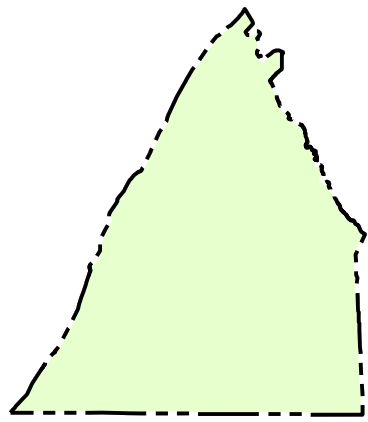
Prepared for: Franklin County  
Prepared by: Environmental Planning & Design, LLC

Date: February 11, 2011



# STAGE I

Establish Developable Area



County

-



Existing Urbanized Area

-



Sensitive Natural Resources

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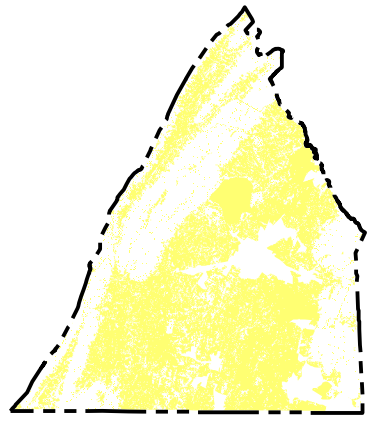


Potentially Developable Land

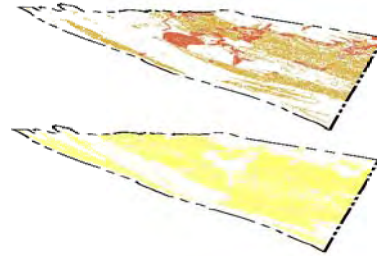


# STAGE II

Determine Infrastructure Availability

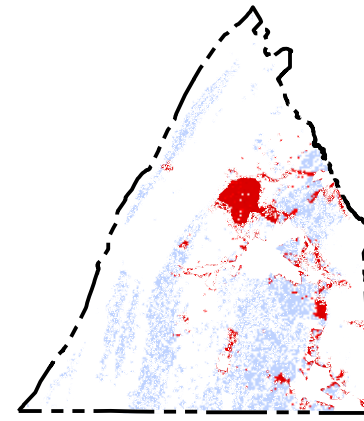


Potentially Developable Land



Sewer and Septic Resources

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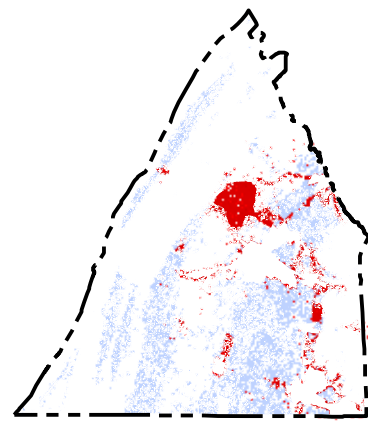


Buildout Capacity

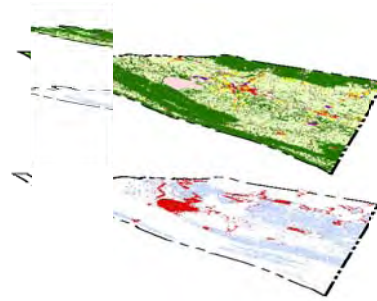


# STAGE III

Model Future Land Uses

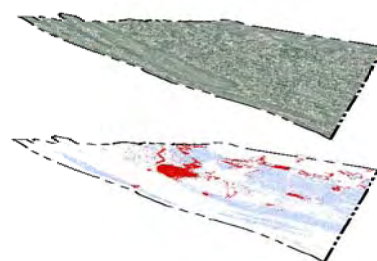


Buildout Capacity



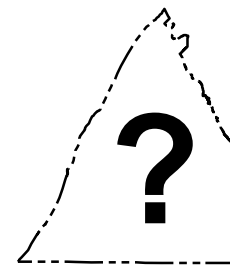
Current Zoning

=



Current Market

=



Future Land Use Scenarios

## THE BUILDOUT ANALYSIS PROCESS FRANKLIN COUNTY COMPREHENSIVE PLAN

Prepared for: Franklin County  
Prepared by: Environmental Planning and Design, LLC  
Date: February 11, 2011  
2081.11.03

0 28,000 56,000 Feet





Bird's Eye View



Bird's Eye View



Bird's Eye View



Bird's Eye View



Bird's Eye View



Aerial View



Aerial View



Aerial View



Aerial View



Aerial View

## RURAL

*Places Include:*

- Willow Hill
- Dry Run
- Outside of Mercersburg
- Outside of Pleasant Hall

## HAMLET

*Places Include:*

- Fannettsburg
- Marion
- St. Thomas

## SUBURBAN

*Places Include:*

- Johnston
- State Line
- Guilford
- Mainsville

## TOWN

*Places Include:*

- Mercersburg
- Shippensburg
- Greencastle
- Waynesboro

## URBAN

*Places Include:*

- Chambersburg

EXISTING RESIDENTIAL  
DEVELOPMENT TYPOLOGIES  
FRANKLIN COUNTY  
COMPREHENSIVE PLAN

Prepared for: Franklin County  
Prepared by: Environmental Planning & Design, LLC

Date: February 11, 2011

# Franklin County Comprehensive Plan

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## Agenda

1. 2000 Comprehensive Plan Update
2. Update of Economic Analysis and Data
3. Infrastructure/Service Area
4. Build-out Analysis – Proposed Methodology
  - a. Residential Typologies
  - b. Important Natural Resources with Restricted Development Potential
5. Key Person Interviews
6. Next Steps
  - a. Plan Advisory Committee Meeting – 3/11/11
  - b. Determination of Developable Area
  - c. First Scenario Build-out Analysis
  - d. First Pass at Fiscal Impact Analysis

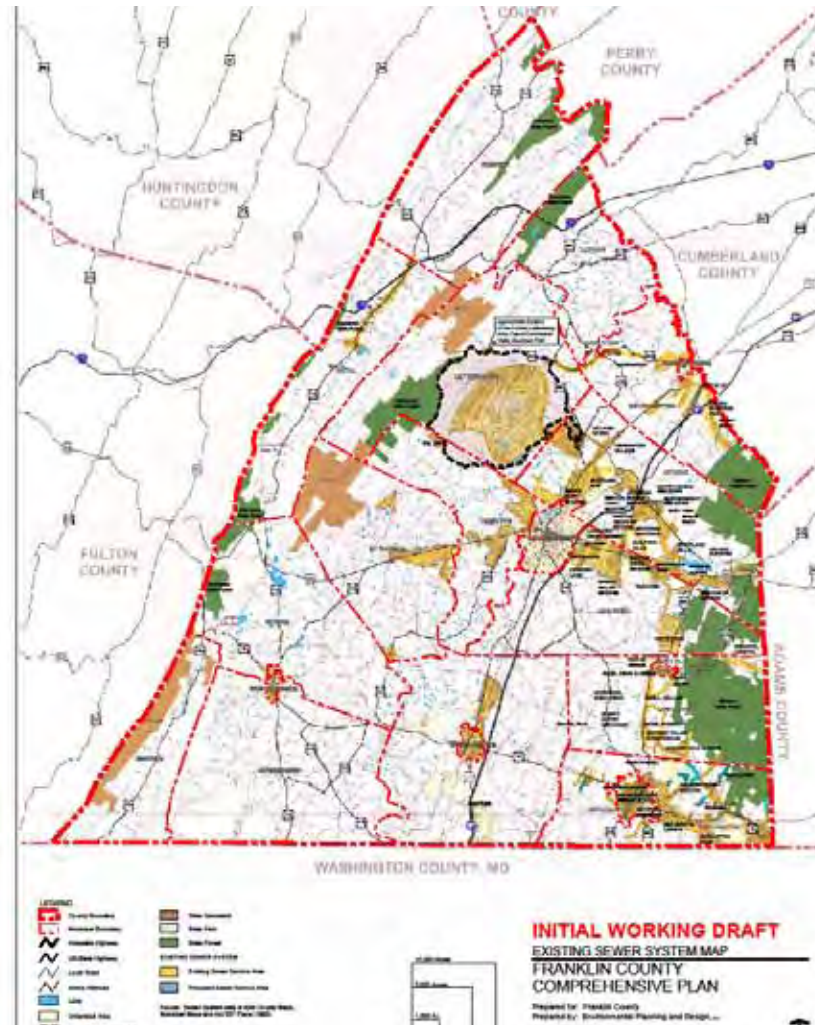
# Franklin County Comprehensive Plan

## 2000 Comprehensive Plan Status

Recommendation	(0%, 25%, 50%, 75%, 100%)
<b>Natural Resources and Agricultural Conservation Plan</b>	
1 Work to expand the purchase of Agricultural Development Rights program. To obtain additional State Matching funds, seek expanded County funding, financial involvement by the Townships, a dedicated sources of revenue or a bond issue.	Ongoing
2 Continue to expand Agricultural Security Areas to make more land eligible for easement purchase and to protect farmers against nuisance challenges.	Ongoing
3 Consider zoning provisions that preserve farmland, particularly provisions that limit development to a portion of key agricultural tracts, or that encourage the transfer of density to more suitable lands.	0%
4 Use Zoning regulations to direct most housing away from prime agricultural areas. Provide density incentives to build on lands (preferably with public water and sewage service) that are not planned for long-term agricultural preservation.	0%
5 Where zoning exists, permit a range of activities that allow opportunities for supplemental income for farmers on larger tracts of land.	0%
6 Avoid extensions of sewage service into key agricultural areas. If a sewage system is needed in a key agricultural area to serve existing homes, limit the capacity. These policies can be enforced through revisions to municipal Sewage Facilities Plans	25%
7 Work with property-owners to promote buffers of trees and thick vegetation along waterways. These buffers help to filter eroded soil and other pollutants from stormwater. This will protect water quality and fish habitats. Encourage farmers to control access of livestock to creeks through fencing, to avoid erosion and water pollution.	Ongoing (Work w/ NRCS)
8 Protect the quality of major drinking water sources, through public purchase of key lands, purchase of conservation easements, limitations on industrial uses in key watershed areas, and cooperation with businesses	10% Ongoing
a Seek that measures be installed wherever hazardous materials are used to contain potential spills. For example, loading and unloading of hazardous substances should occur on a paved surface surrounded by a paved berm.	Ongoing (EMA)
b Signs along major highways and other publicity should urge truck-drivers and other business owners to "dial 911" as soon as a spill occurs so that it can be contained. Signs are particularly important where highways pass near drinking water supplies.	?
9 Seek to minimize the amount of land area that is covered by paving. This will allow stormwater to recharge the groundwater supply, and minimize runoff.	Municipal
10 Make sure that stormwater runoff is properly managed, through well-written ordinances, regional watershed plans, careful engineering reviews, construction inspections and periodic maintenance of facilities to clear sediment and debris.	25%

# Franklin County Comprehensive Plan

## Infrastructure Service – per Current Act 537 Plans



# Franklin County Comprehensive Plan

## Residential Lot Subdivisions – 2005-2010

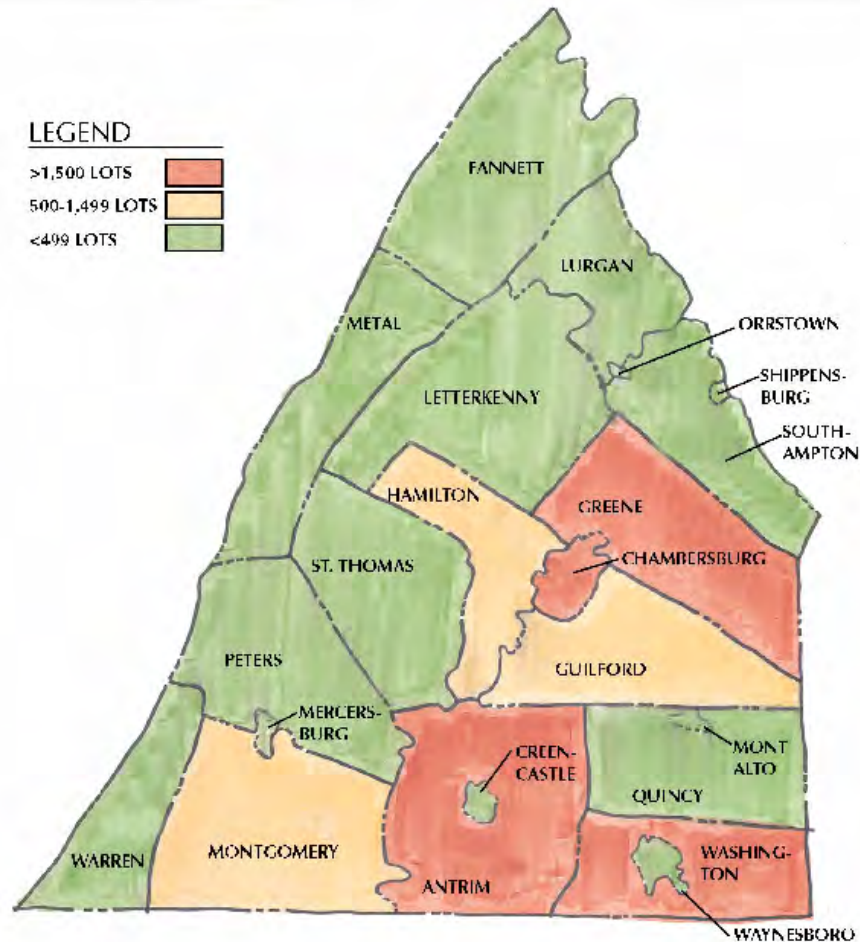
MUNICIPALITY	2005	2006	2007	2008	2009	2010	TOTAL
	Lots	Lots	Lots	Lots	Lots	Lots	Lots
<b>Franklin County</b>	<b>6,090</b>	<b>5,402</b>	<b>1,503</b>	<b>1,501</b>	<b>686</b>	<b>283</b>	<b>15,465</b>
Antrim Township	1,188	1,074	558	57	27	9	2,913
Chambersburg Borough	1,369	82	85	25	53	14	1,628
Fannett Township	5	16	16	22	11	13	83
Greencastle Borough	6	6	5	11	0	10	38
Greene Township	828	1,218	46	142	277	6	2,517
Guilford Township	303	785	180	15	44	37	1,364
Hamilton Township	143	544	117	346	48	27	1,225
Letterkenny Township	31	13	8	24	10	15	101
Lurgan Township	9	21	13	12	5	8	68
Mercersburg Borough	0	0	0	0	2	0	2
Metal Township	2	5	13	40	0	4	64
Mont Alto Borough	0	25	4	0	0	6	35
Montgomery Township	447	337	12	49	16	46	907
Orrstown Borough	1	0	0	0	1	0	2
Peters Township	312	26	41	22	6	1	408
Quincy Township	93	72	32	21	10	14	242
St. Thomas Township	140	32	20	10	17	7	226
Shippensburg Borough	0	0	3	0	0	1	4
Southampton Township	43	53	95	83	57	6	337
Warren Township	3	98	5	4	3	0	113
Washington Township	1,075	875	192	582	47	18	2,789
Waynesboro Borough	192	120	58	36	52	41	499





# Franklin County Comprehensive Plan

## # of New Residential Development Lots – 2005-2010



# Franklin County Comprehensive Plan

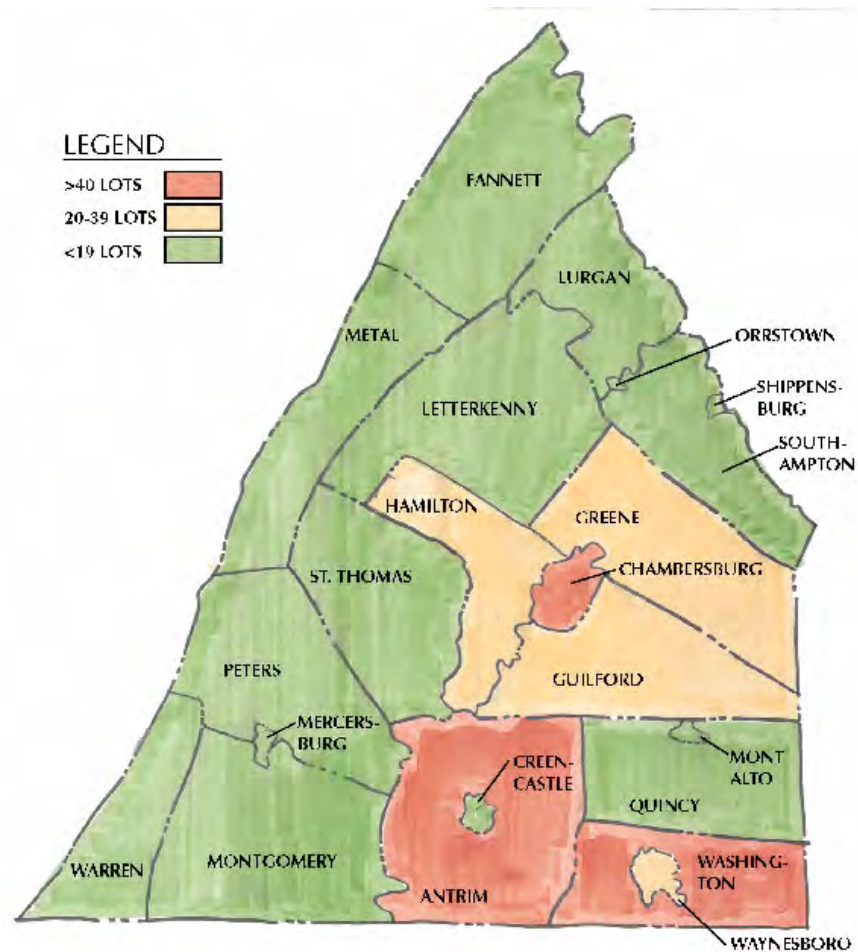
## Commercial Lot Subdivisions – 2005-2010

MUNICIPALITY	2005	2006	2007	2008	2009	2010	Total
	Lots	Lots	Lots	Lots	Lots	Lots	
<b>Franklin County</b>	<b>80</b>	<b>85</b>	<b>58</b>	<b>59</b>	<b>42</b>	<b>34</b>	<b>358</b>
Antrim Township	12	5	8	7	12	10	54
Chambersburg Borough	25	32	20	14	10	9	110
Fannett Township	0	0	1	0	1	0	2
Greencastle Borough	1	1	0	0	0	2	4
Greene Township	4	13	0	10	1	0	28
Guilford Township	5	8	4	3	4	3	27
Hamilton Township	3	3	8	2	0	0	16
Letterkenny Township	0	0	1	0	0	0	1
Lurgan Township	0	0	3	1	3	0	7
Mercersburg Borough	1	0	0	0	1	1	3
Metal Township	0	0	0	0	0	0	0
Mont Alto Borough	2	0	0	0	0	0	2
Montgomery Township	2	0	0	0	0	1	3
Orrstown Borough	0	0	0	0	0	0	0
Peters Township	1	0	2	0	1	2	6
Quincy Township	1	1	0	1	0	1	4
St. Thomas Township	0	1	0	1	1	0	3
Shippensburg Borough	1	2	1	2	1	0	7
Southampton Township	2	0	4	2	3	0	11
Warren Township	0	0	0	0	0	0	0
Washington Township	10	13	2	13	4	3	45
Waynesboro Borough	10	6	4	3	0	2	25



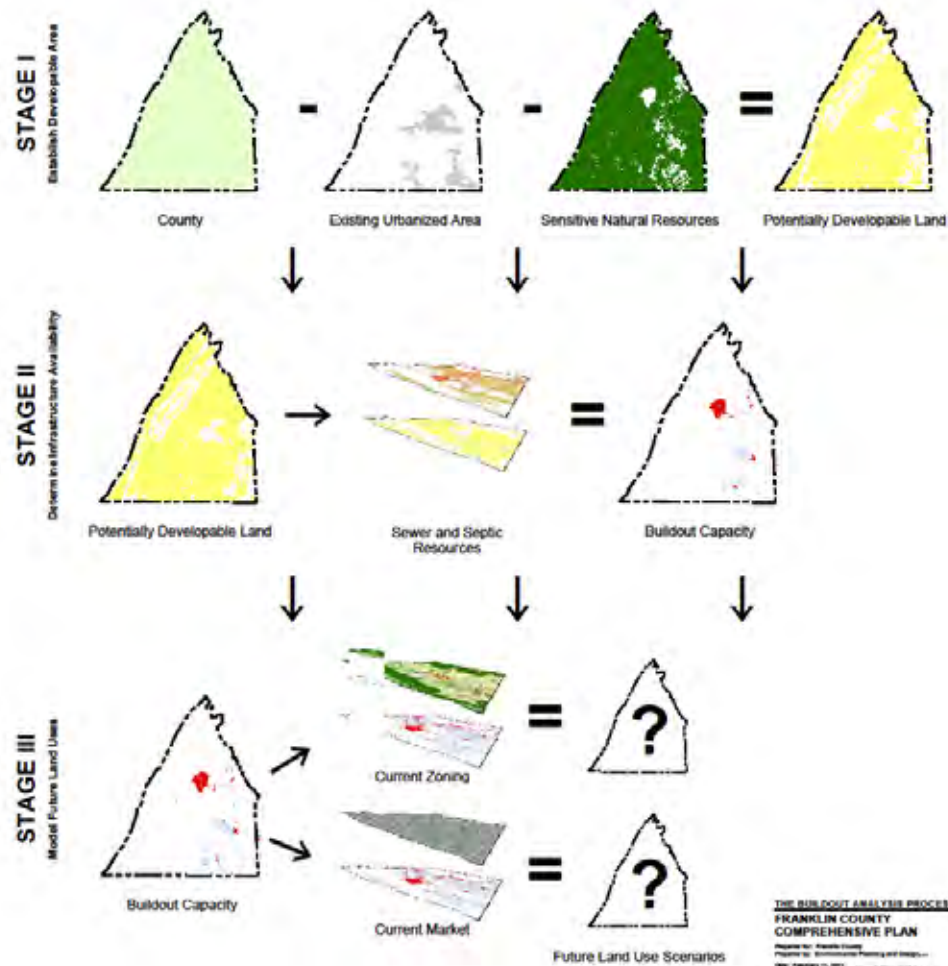
# Franklin County Comprehensive Plan

## # of New Commercial Development Lots – 2005-2010



# Franklin County Comprehensive Plan

## Build-out Analysis – Proposed Methodology



# Franklin County Comprehensive Plan

## Character of Future Residential Growth

### Examples - Residential Development Typologies



Bird's Eye View



Bird's Eye View



Bird's Eye View



Bird's Eye View



Bird's Eye View



Aerial View



Aerial View



Aerial View



Aerial View



Aerial View

### RURAL

*Places Include:*

Willow Hill  
Dry Run  
Outside of Mercersburg  
Outside of Pleasant Hall

### HAMLET

*Places Include:*

Fannettsburg  
Marion  
St. Thomas

### SUBURBAN

*Places Include:*

Johnston  
State Line  
Guilford  
Mainsville

### TOWN

*Places Include:*

Mercersburg  
Shippensburg  
Greencastle  
Waynesboro

### URBAN

*Places Include:*

Chambersburg

# Franklin County Comprehensive Plan

---

## Important Natural Resources with Restricted Development Potential

### *No Development*

1. Steep Slopes >25%
2. Flood Plains
3. Wetlands
4. Biological Diversity Areas
5. Stream Setbacks
6. Identified Greenway Corridors
7. Other

### *Some Development*

1. Class 1 and 2 Agricultural Soils
2. Important Bird Areas
3. Woodlands
4. “EV” and “HQ” Watersheds
5. Other



# Steering Committee Meeting

April 8, 2011



# Franklin County Comprehensive Plan

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## Agenda

1. Unconstrained Land
2. Sanitary Sewer Service Assumptions
3. Existing Community Zoning Patterns
4. Residential Calculations – Dwelling Units and Population
5. Non-Residential Calculations – Square Footage
6. Focus Groups Coordination
7. Next Steps





# Franklin County Comprehensive Plan

A Decade of  
Significant  
Population Change

<b>Population of Franklin County, Pa.</b>			
<b>Municipality</b>	<b>Population</b>		<b>Change</b>
	<b>2000</b>	<b>2010</b>	<b>Percent</b>
Chambersburg borough	17,862	20,268	13.5
Greencastle borough	3,722	3,996	7.4
Mercersburg borough	1,540	1,561	1.4
Mont Alto borough	1,357	1,705	25.7
Orrstown borough	231	262	13.4
Shippensburg borough	1,119	1,076	-3.8
Waynesboro borough	9,614	10,568	9.9
Antrim Township	12,504	14,893	19.1
Fannett Township	2,370	2,548	7.5
Greene Township	12,284	16,700	36
Guilford Township	13,100	14,531	11
Hamilton Township	8,949	10,788	20.5
Letterkenny Township	2,074	2,318	11.8
Lurgan Township	2,014	2,151	6.8
Metal Township	1,721	1,866	8.4
Montgomery Township	4,949	6,116	23.5
Peters Township	4,251	4,430	4.2
Quincy Township	5,846	5,541	-5.2
Southampton Township	6,138	7,987	30.1
St. Thomas Township	5,775	5,935	2.7
Warren Township	334	369	10.4
Washington Township	11,559	14,009	21.1
<b>Franklin County</b>	<b>129,313</b>	<b>149,618</b>	<b>15.7</b>

Source: U.S. Census Bureau



# Franklin County Comprehensive Plan

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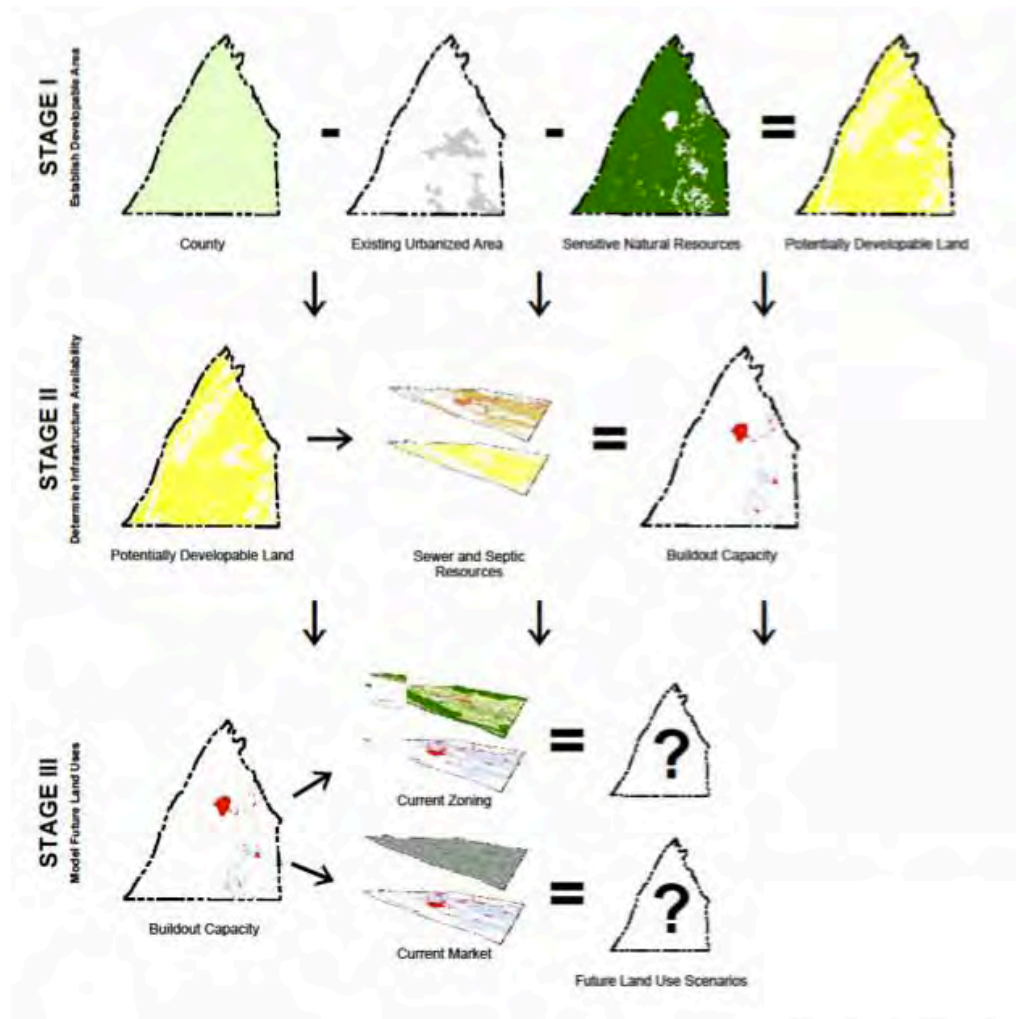
15.7% population growth in 10 years

Quincy and Shippensburg are only municipalities to lose population.



# Franklin County Comprehensive Plan

## Build-out Analysis – Methodology



# Franklin County Comprehensive Plan

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Franklin County Total Acreage:

495,000<sub>±</sub>

25% Urban/Zoned Acreage

116,000 acres

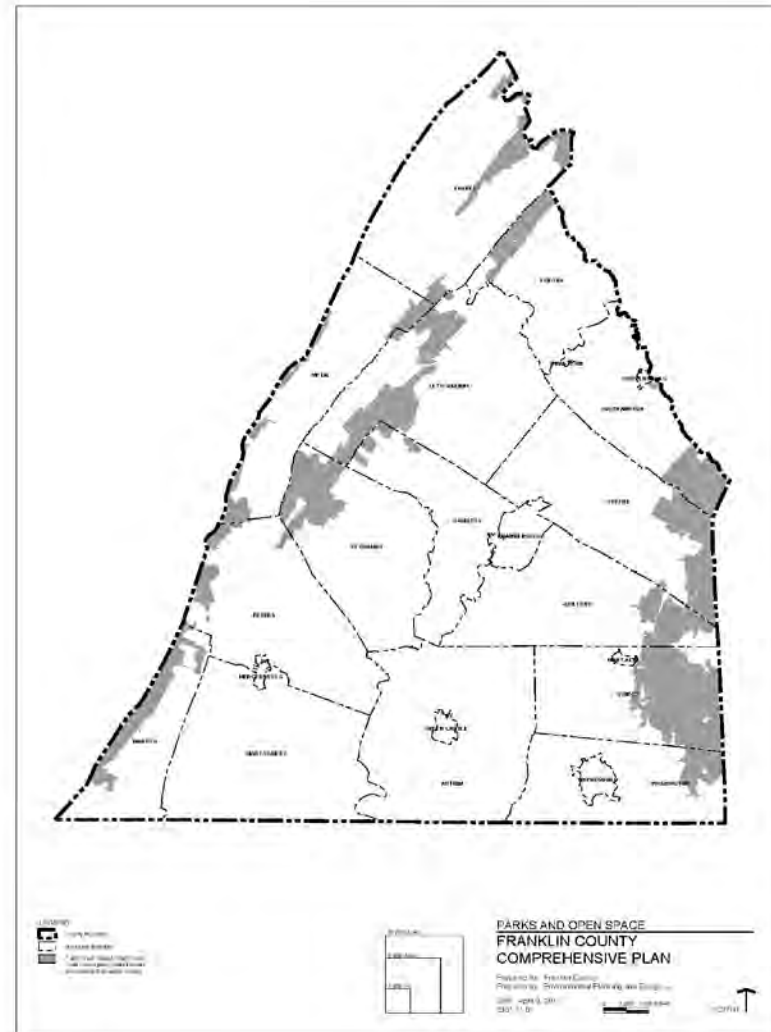
75% Rural/Unzoned Acreage

379,000 acres



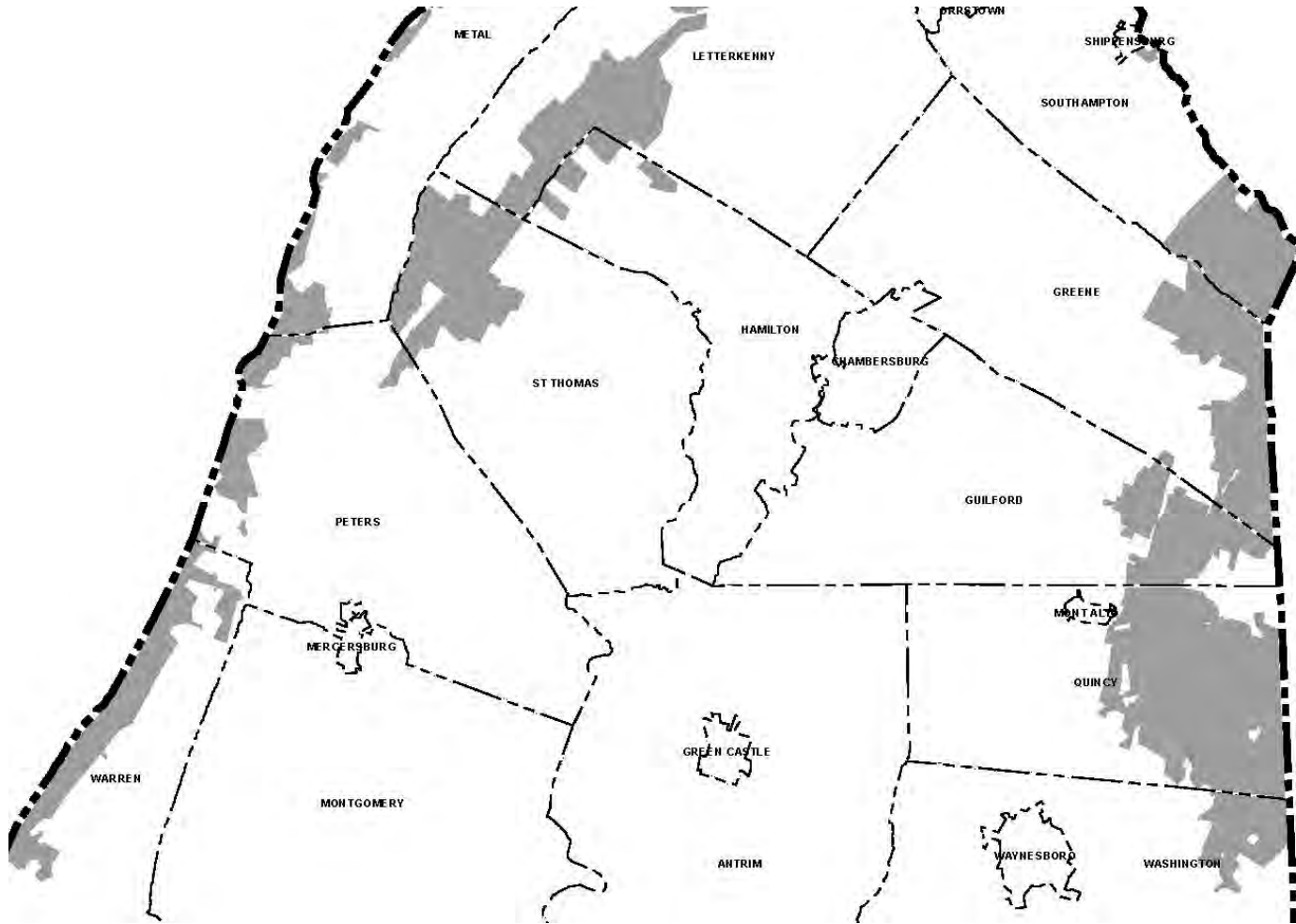
# Franklin County Comprehensive Plan

## Parks and Open Space



# Franklin County Comprehensive Plan

## Parks and Open Space



## Total Park and Open Space Areas:

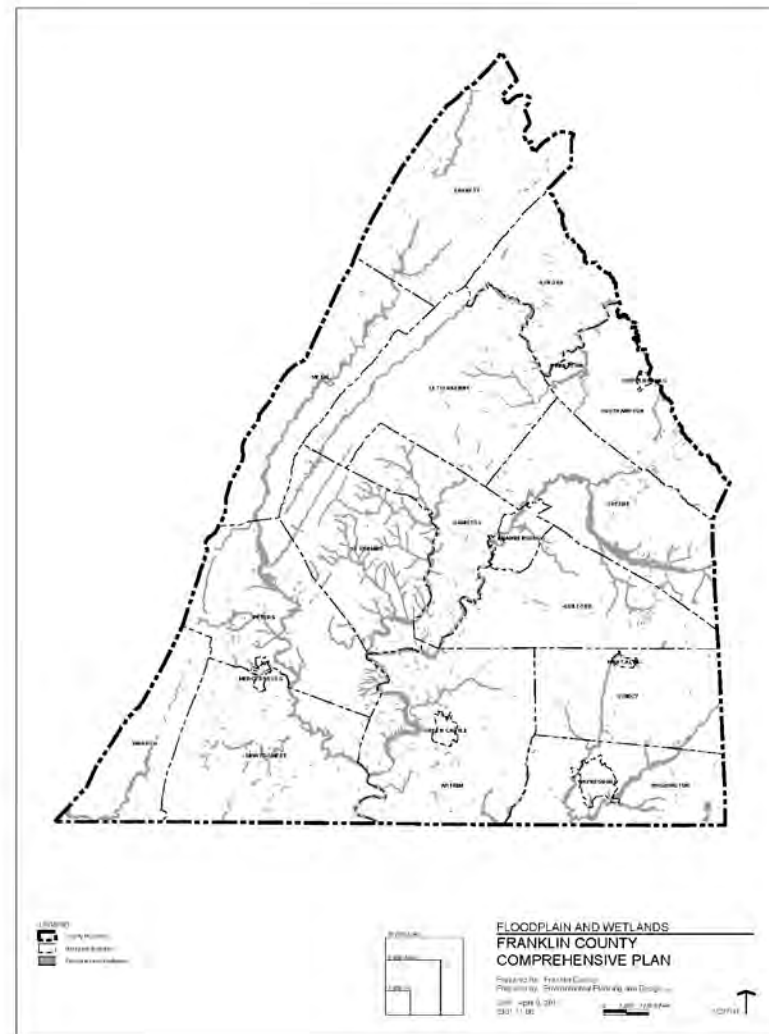
60,981 acres

(12% of the total County area)



# Franklin County Comprehensive Plan

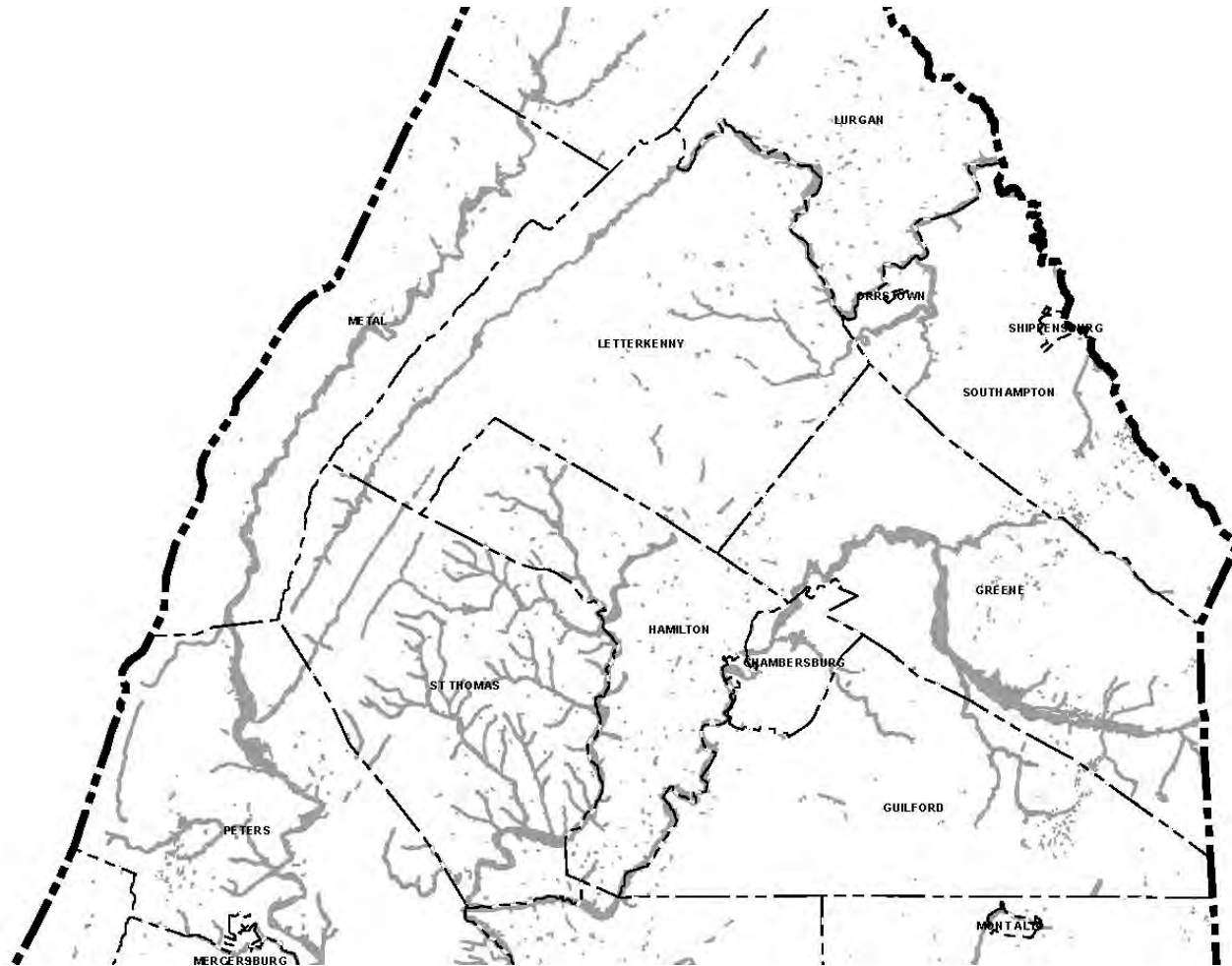
## Floodplain and Wetlands





# Franklin County Comprehensive Plan

## Floodplain and Wetlands



## Total Floodplain and Wetland Areas:

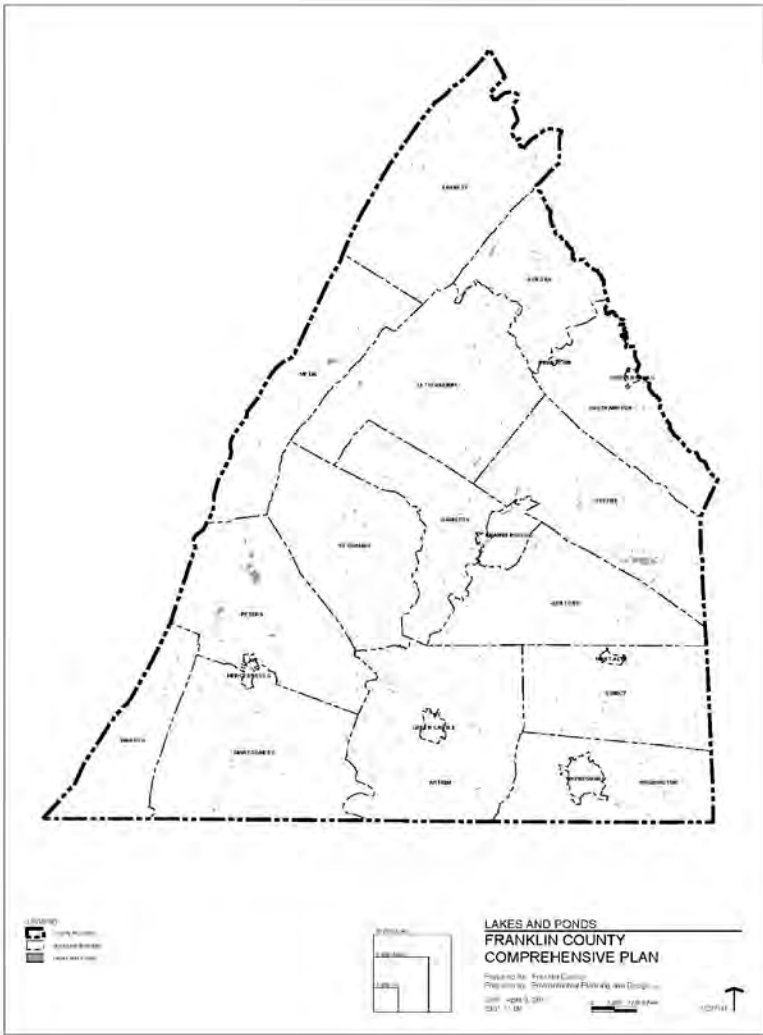
26,549 acres

(Roughly the size of Washington Township)



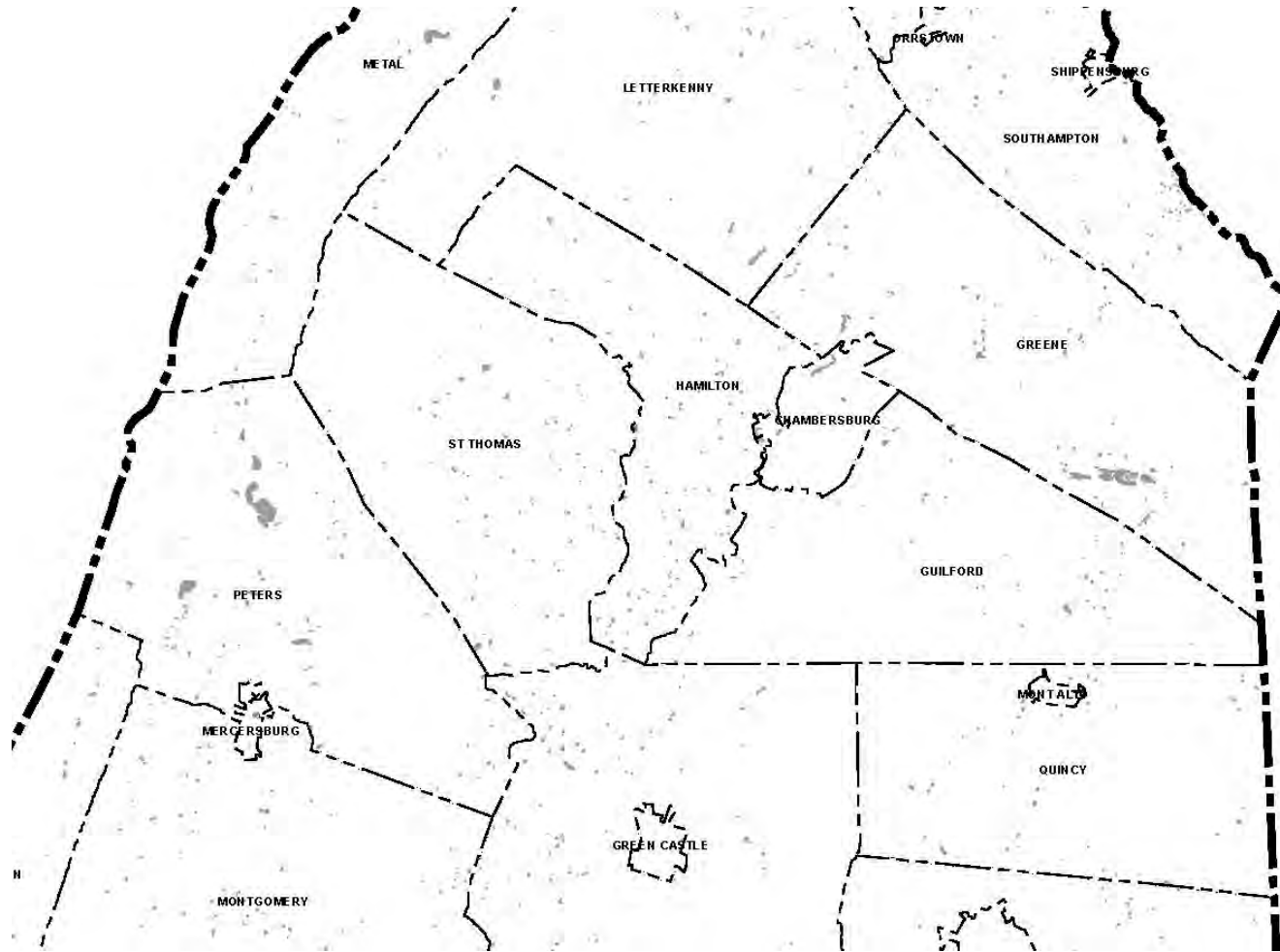
# Franklin County Comprehensive Plan

## Lakes and Ponds



# Franklin County Comprehensive Plan

## Lakes and Ponds



Total Lakes and Ponds Area:

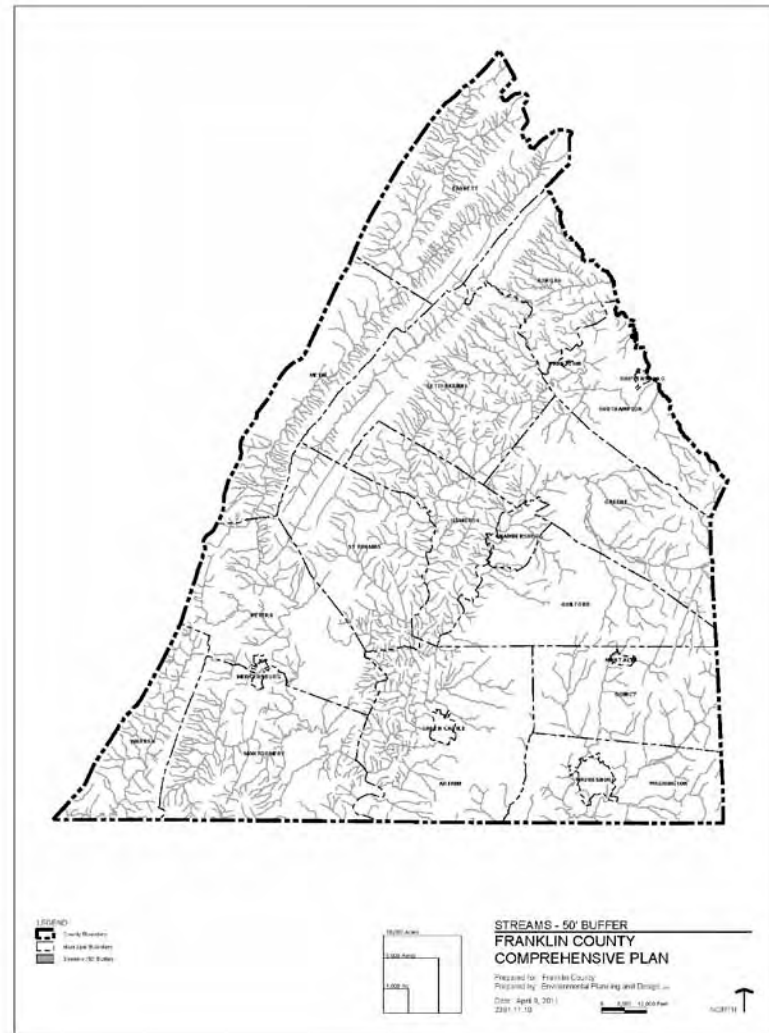
1,026 acres

(Approximately the size of Greencastle Borough)



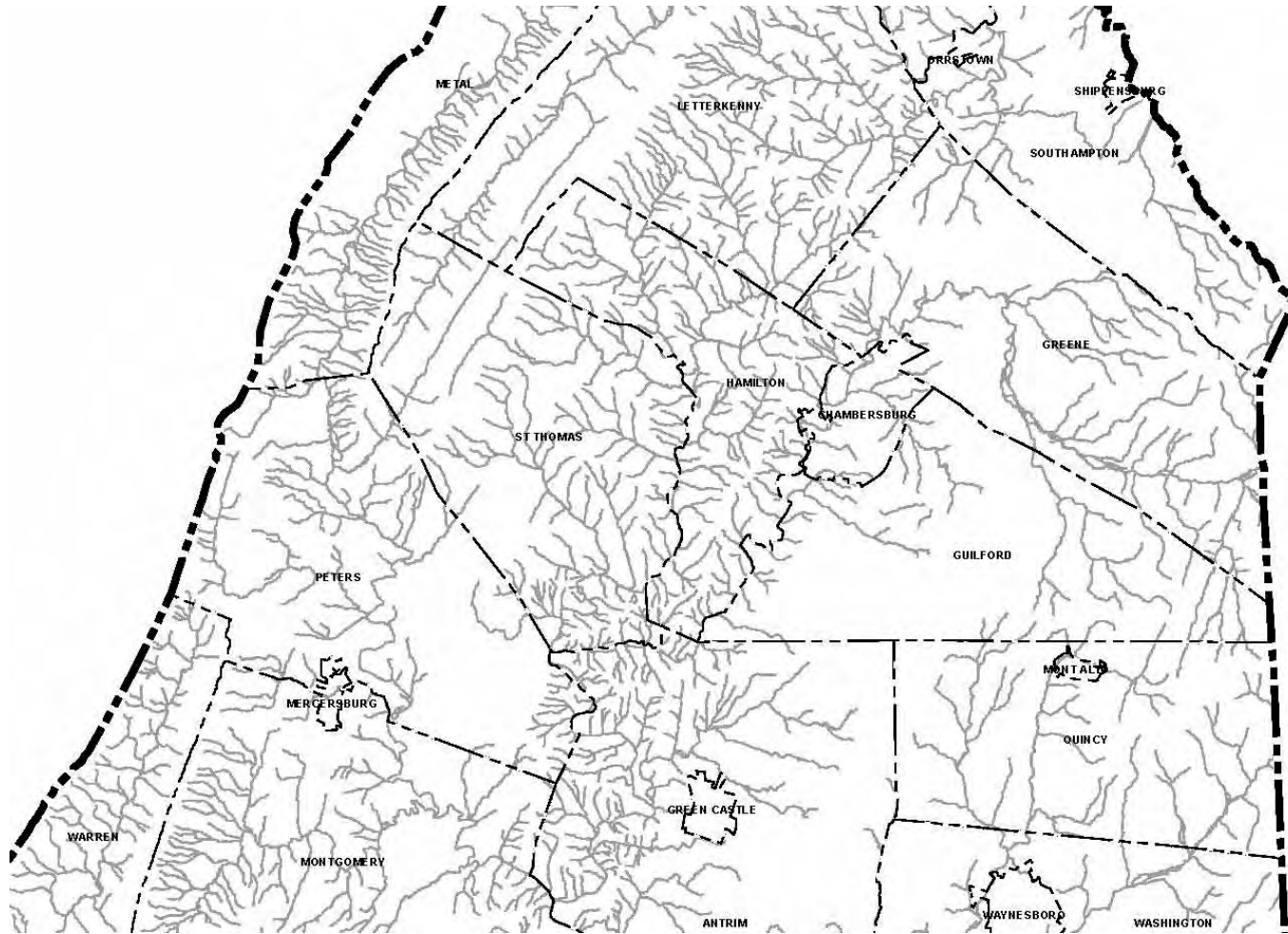
# Franklin County Comprehensive Plan

## Streams (50' Buffer)



# Franklin County Comprehensive Plan

## Streams (50' Buffer)



Total Stream Buffer Area:

20,440 acres

(Approximately the size of Warren Township)

Total Stream Distance:

1,696 miles

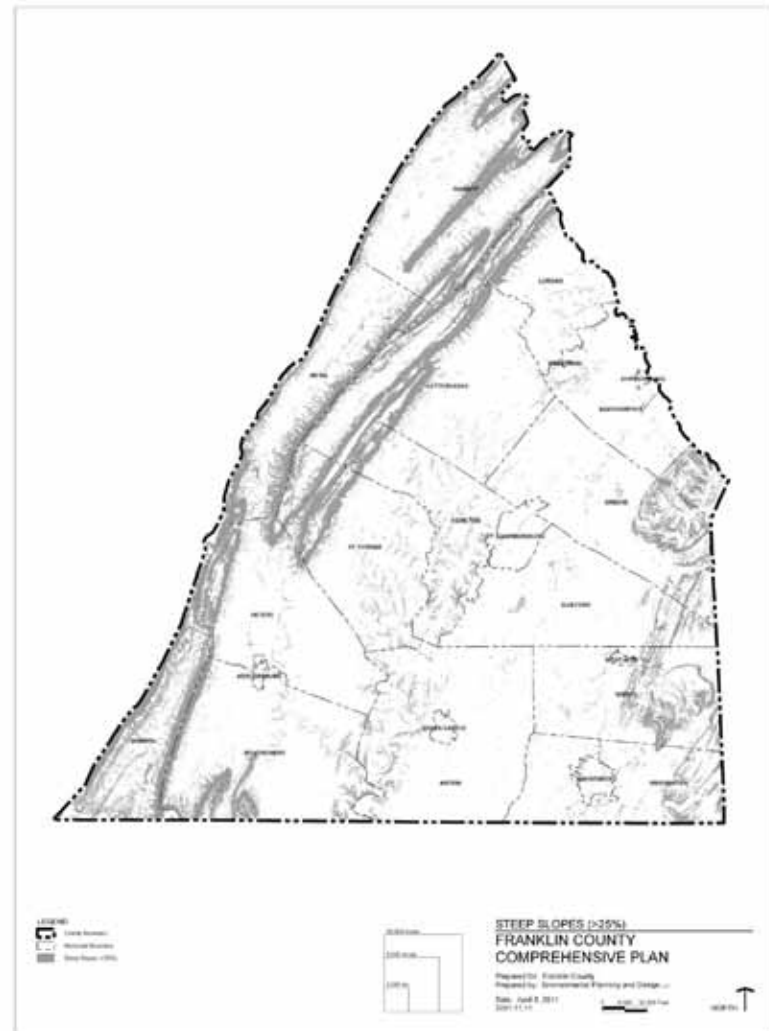




# Franklin County Comprehensive Plan

## Steep Slopes

(Greater than 25%)



# Franklin County Comprehensive Plan

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## Steep Slopes (Greater than 25%)



# Franklin County Comprehensive Plan

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Total Steep Slopes  
(greater than 25%):

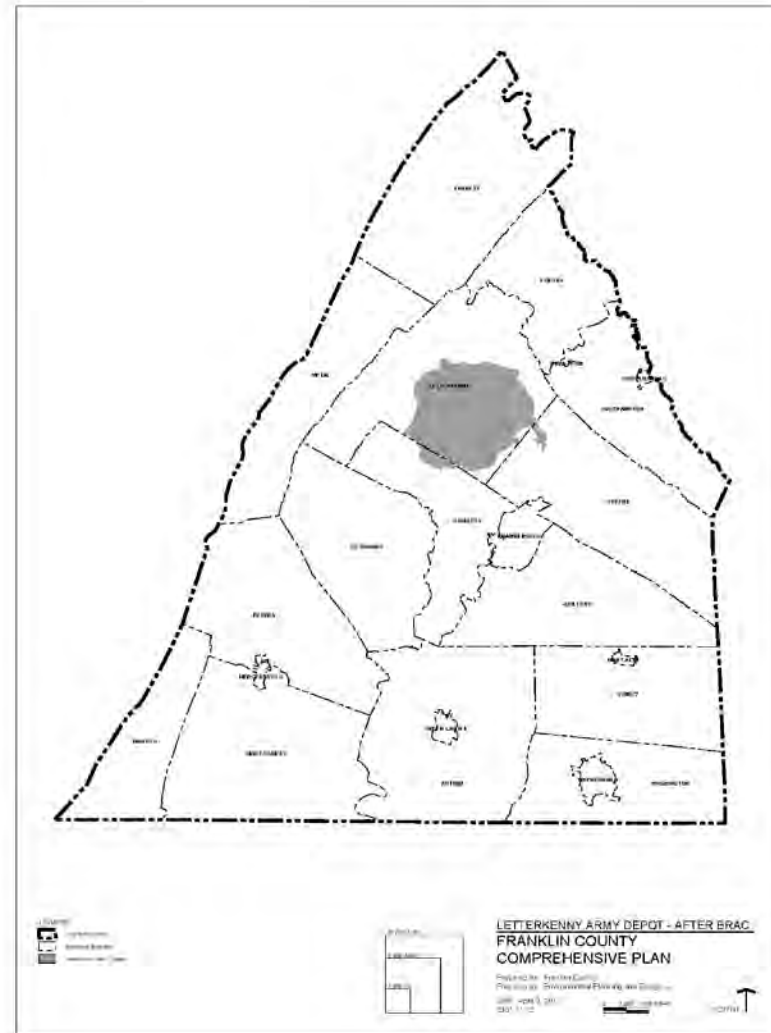
65,972 acres

(Roughly 13% of the total County area)



# Franklin County Comprehensive Plan

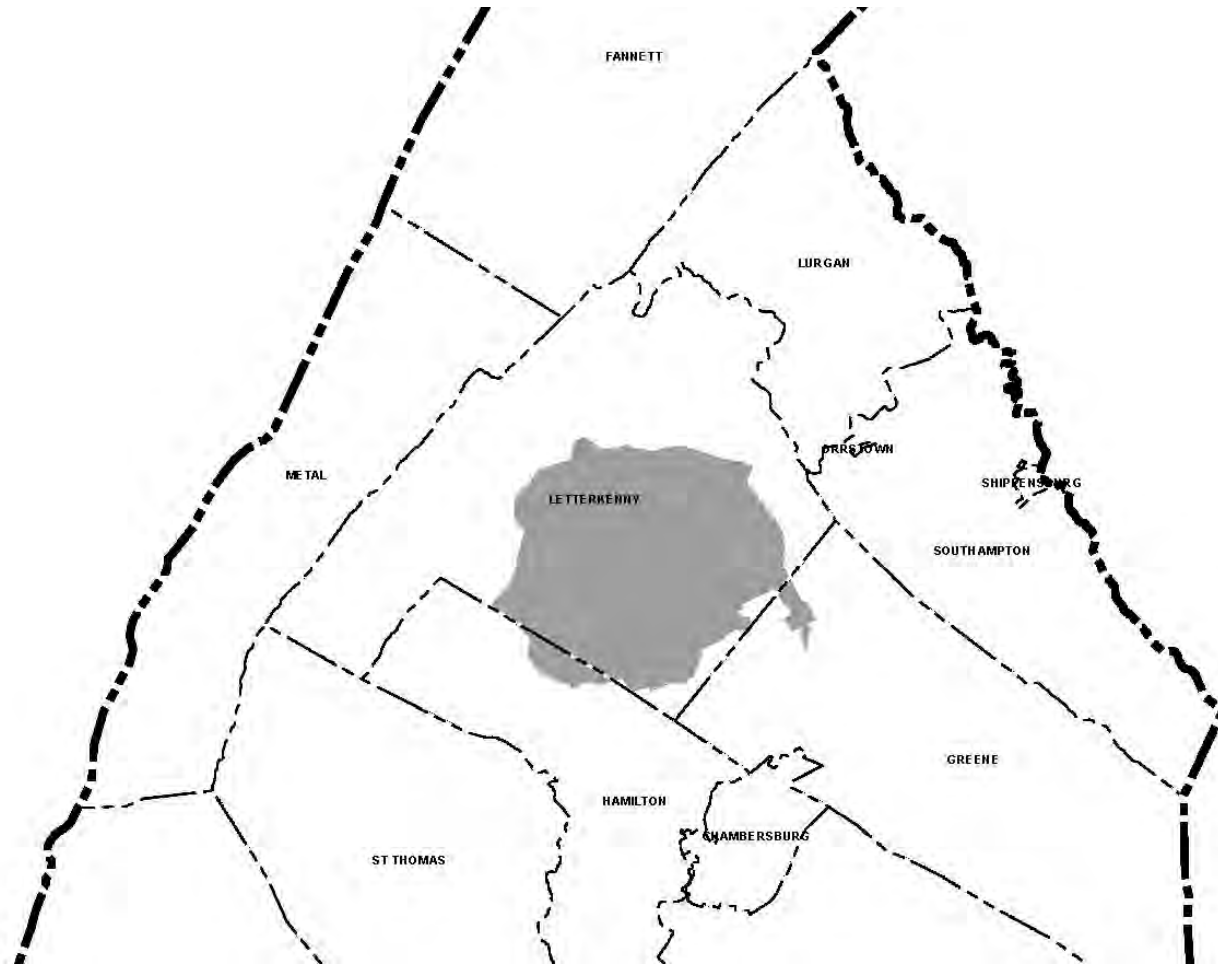
## Letterkenny Army Depot Federal Lands After BRAC



# Franklin County Comprehensive Plan

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## Letterkenny Army Depot – Federal Lands After BRAC



## Total Letterkenny Army Depot Area:

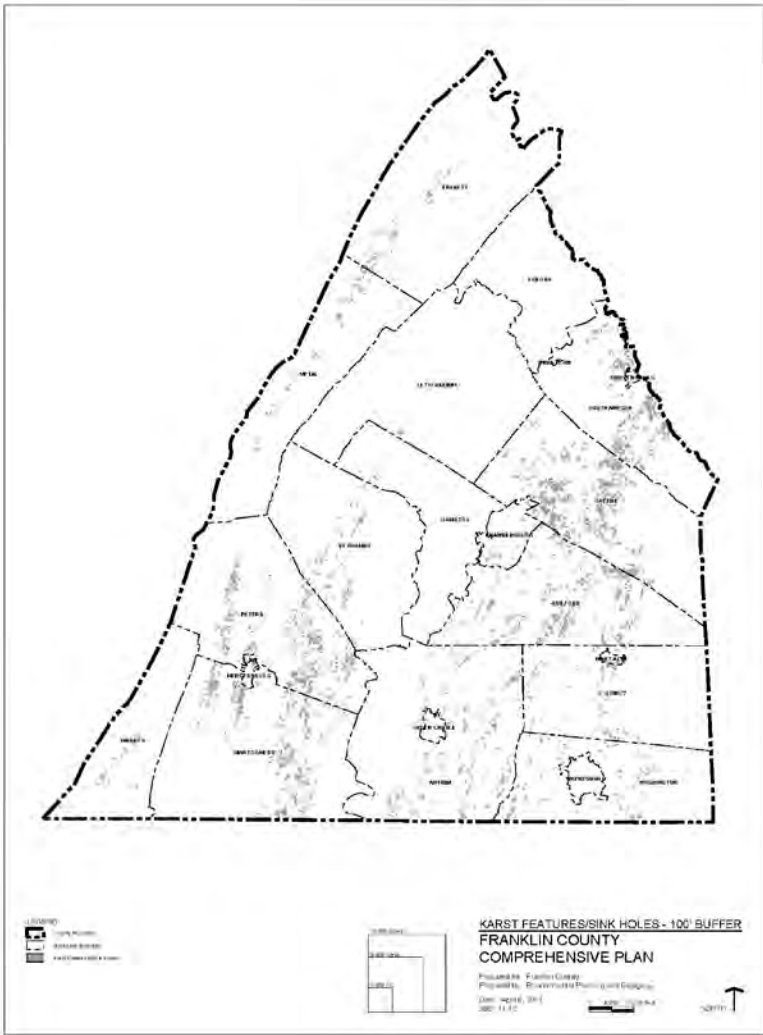
18,000 +/- acres

(Roughly half the size of Peters Township)



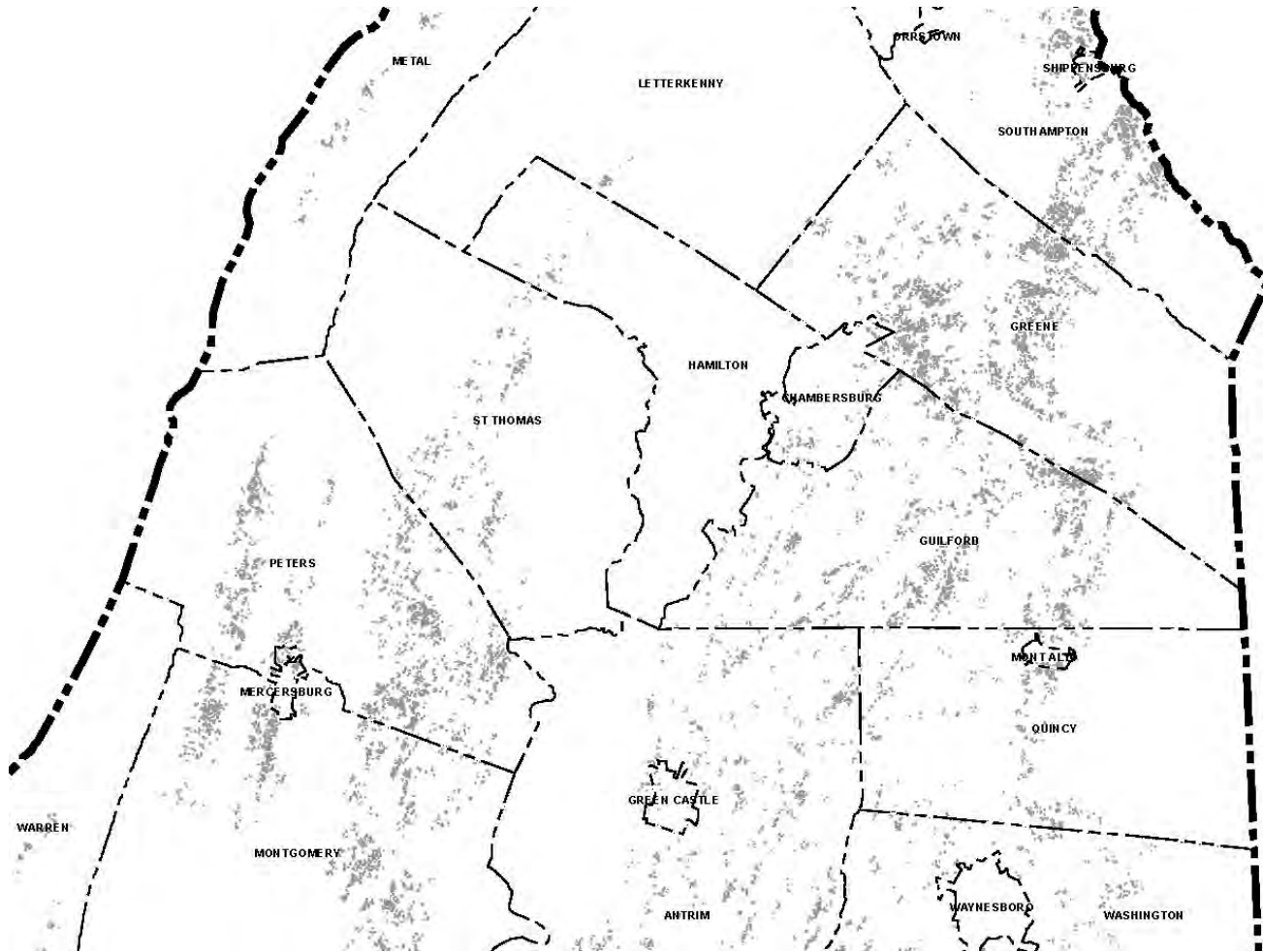
# Franklin County Comprehensive Plan

## Karst Features / Sink Holes (100' Buffer)



# Franklin County Comprehensive Plan

## Karst Features/Sink Holes (100' Buffer)





Total 100' Buffer Area Around  
Karst Features/Sink Holes:

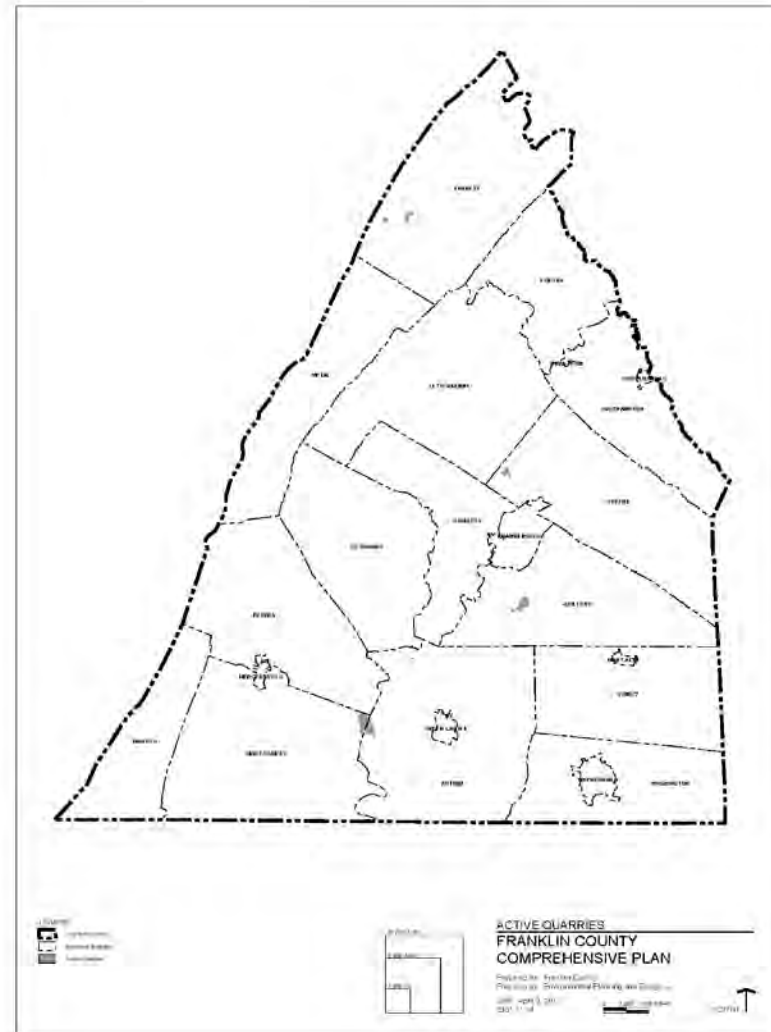
7,330 acres

(Almost twice the size of Chambersburg Borough)



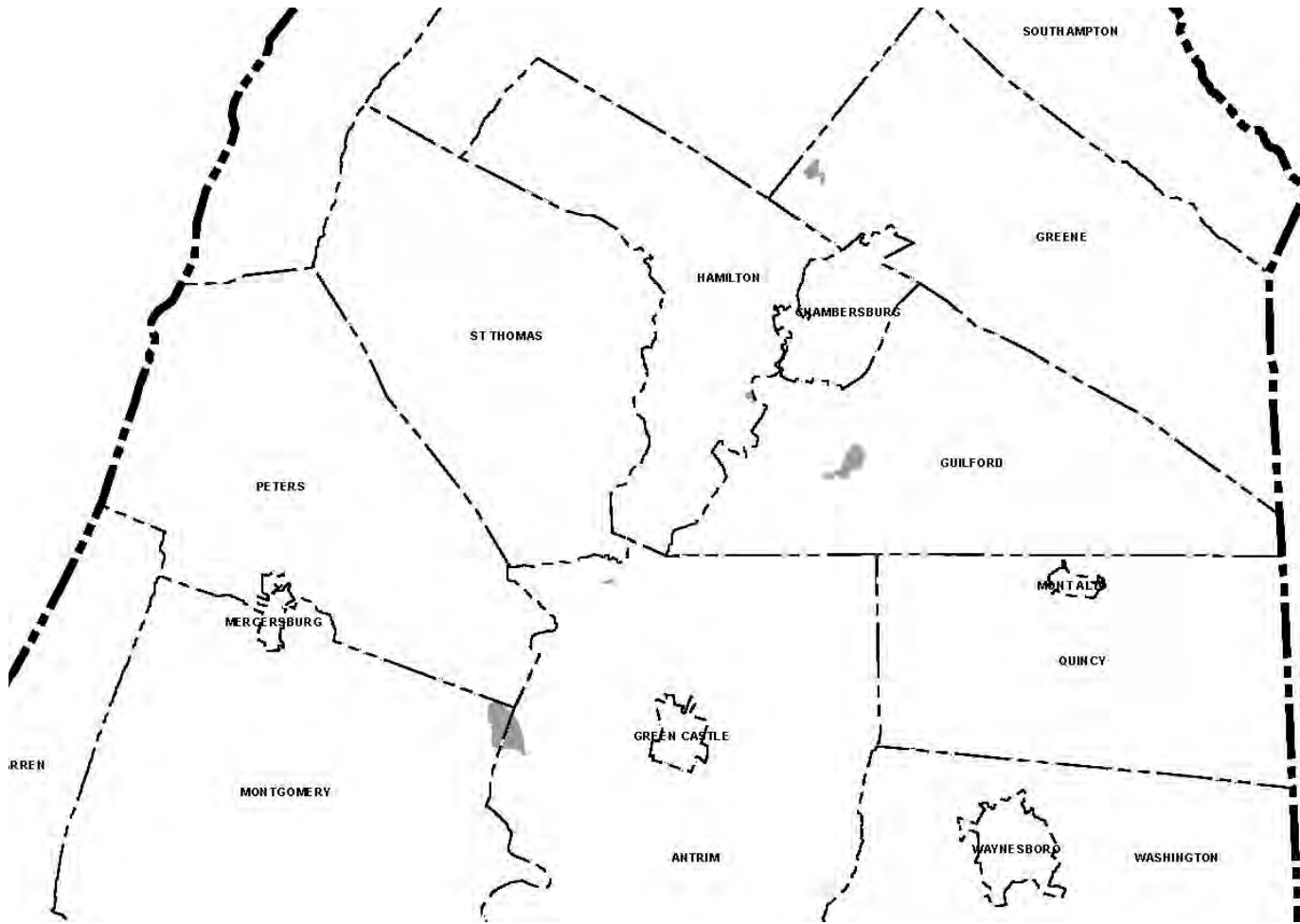
# Franklin County Comprehensive Plan

## Active Quarries



# Franklin County Comprehensive Plan

## Active Quarries



Total Active Quarries Area:

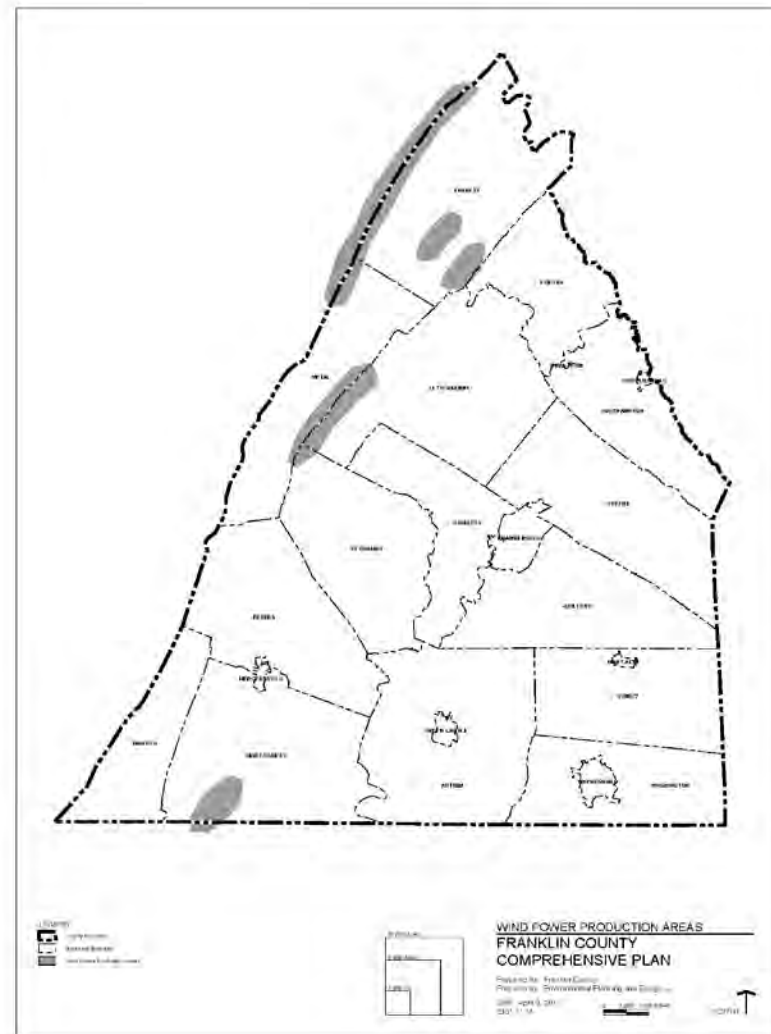
785 acres

(Almost twice the size of Mont Alto Borough)



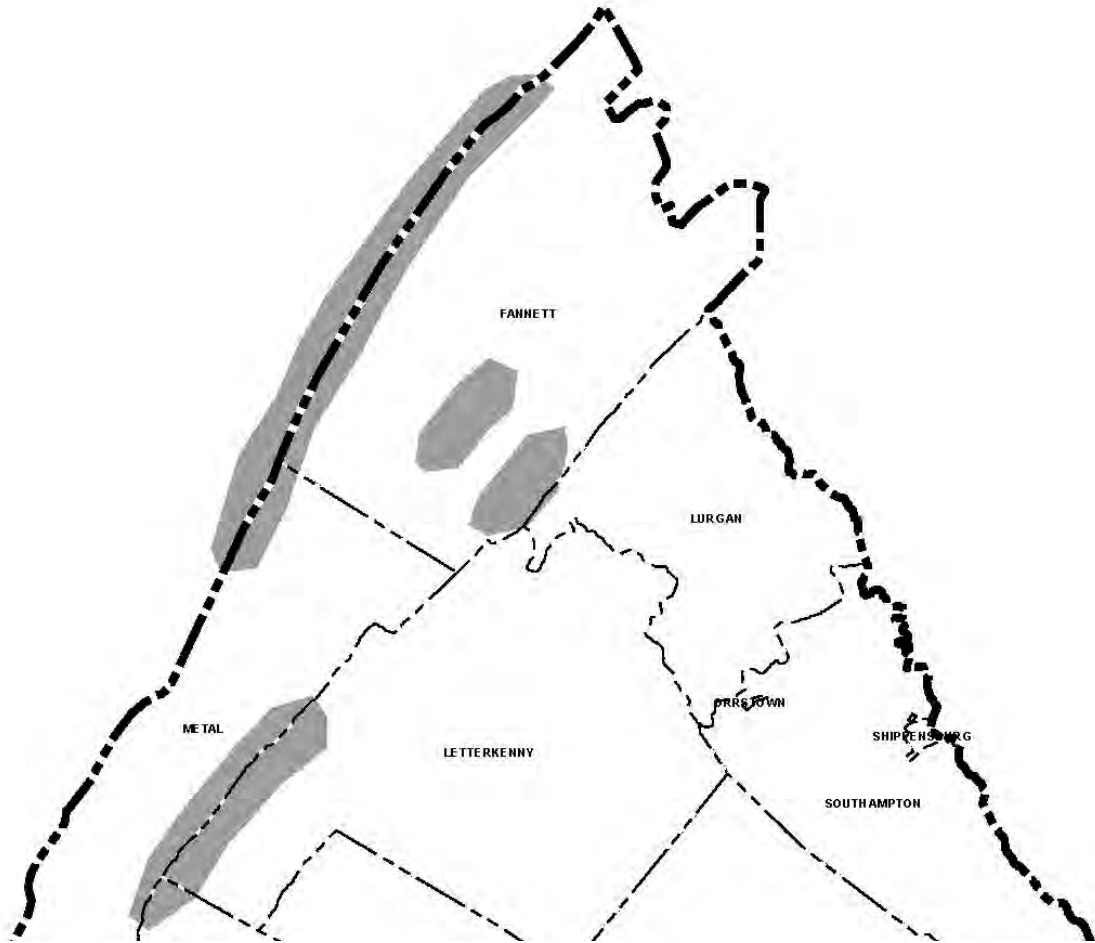
# Franklin County Comprehensive Plan

## Potential Wind Power Production Areas



# Franklin County Comprehensive Plan

## Potential Wind Power Production Areas



## Total Potential Wind Power Production Areas:

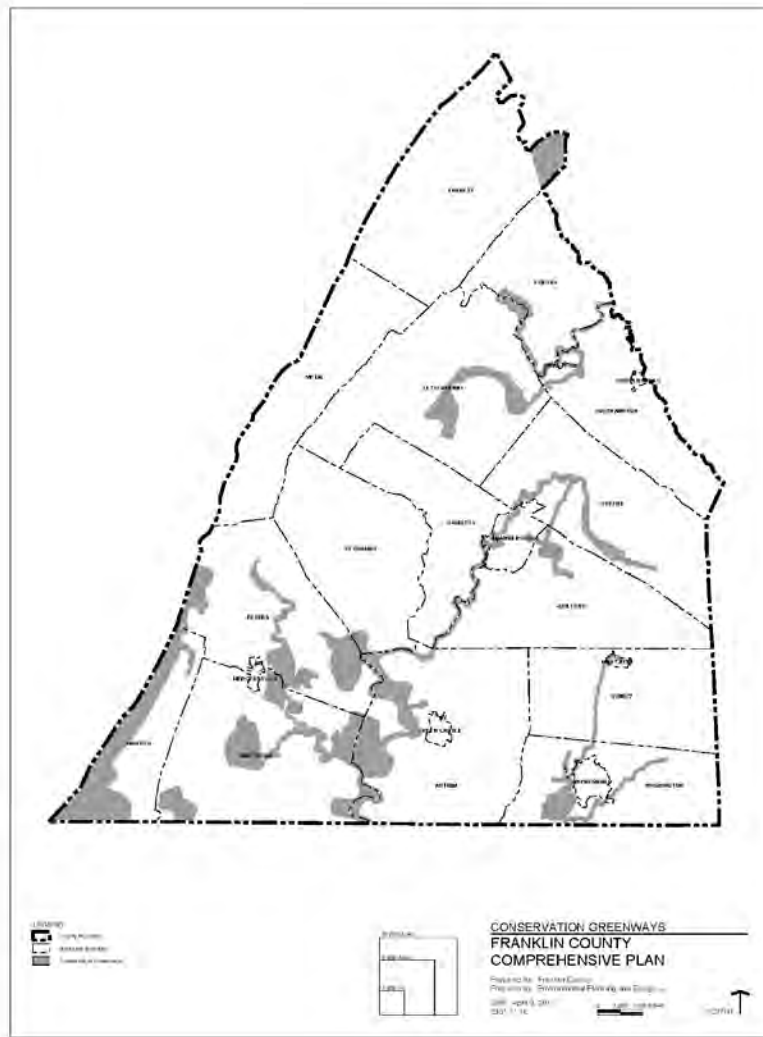
22,072 acres

(Approximately the size of Hamilton Township)



# Franklin County Comprehensive Plan

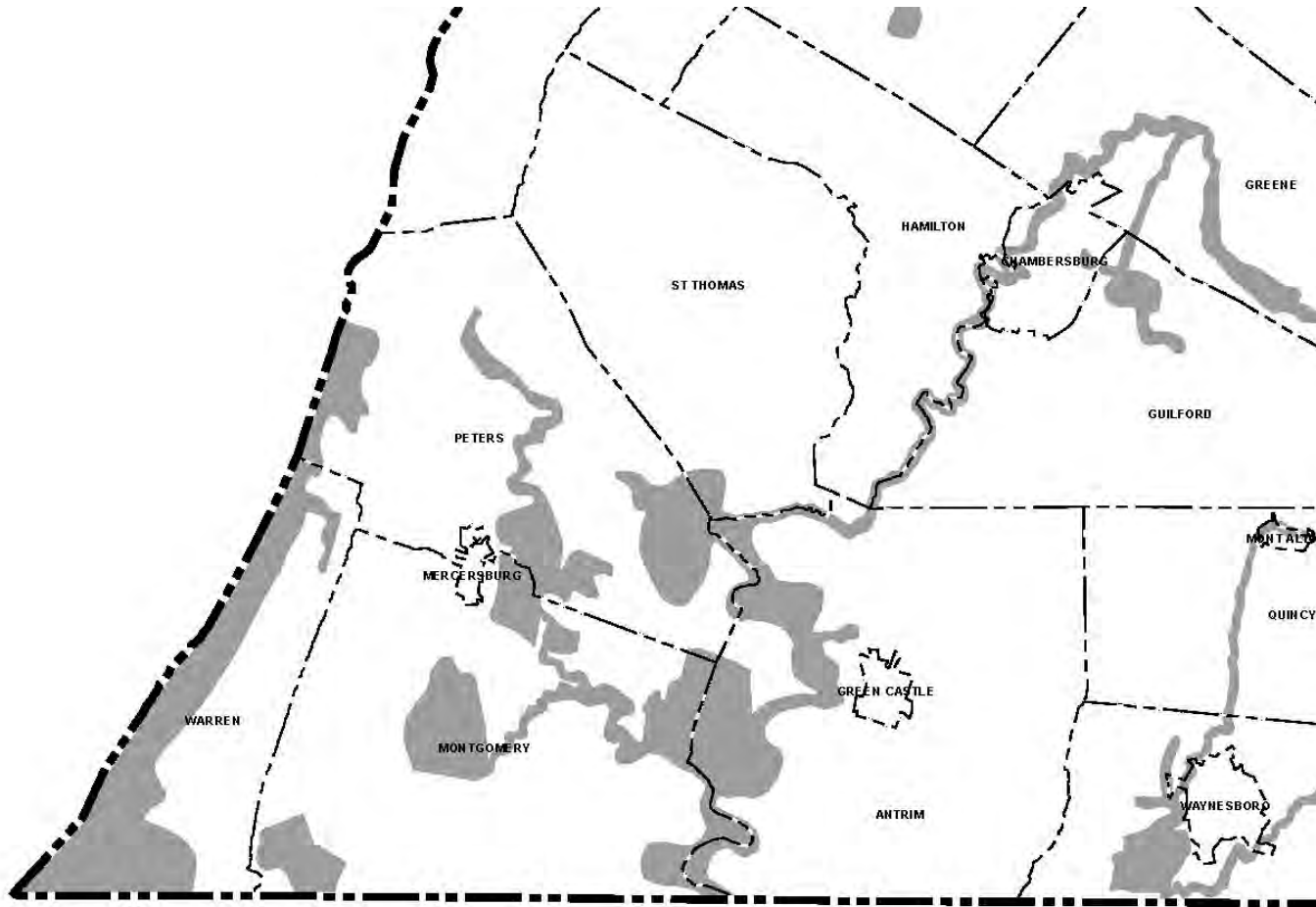
## Conservation Greenways





# Franklin County Comprehensive Plan

## Conservation Greenways



## Total Conservation Greenways Area:

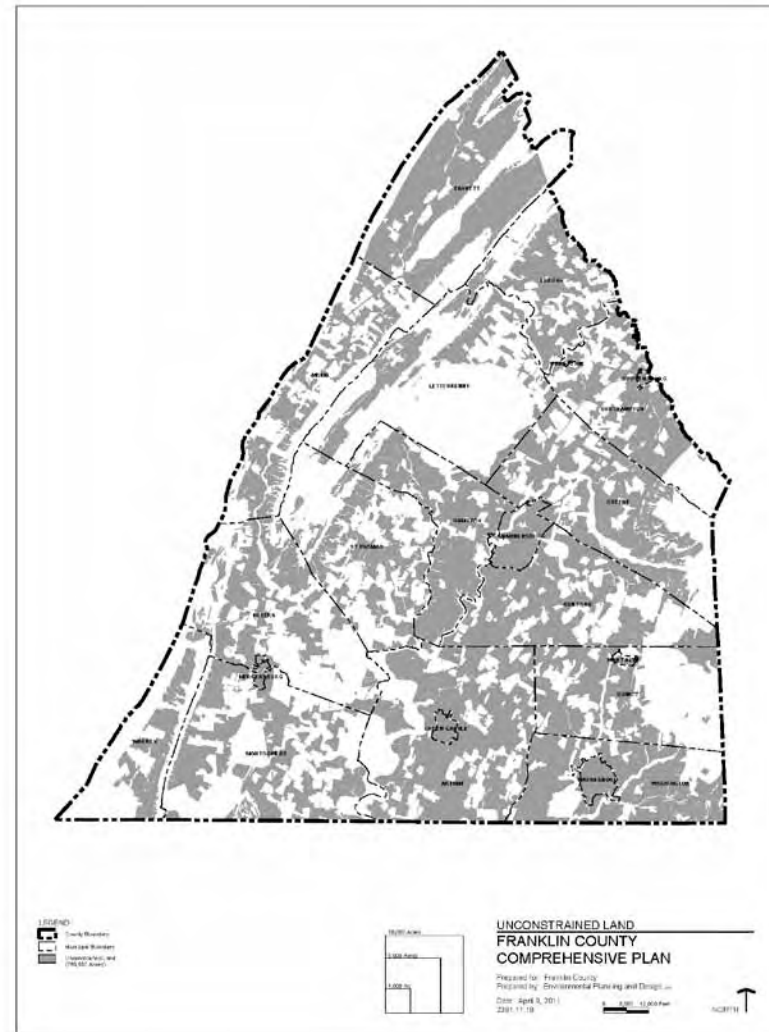
50,568 acres

(Approximately twice the size of  
Southampton Township)



# Franklin County Comprehensive Plan

## Unconstrained Land



# Franklin County Comprehensive Plan

## Unconstrained Land



# Franklin County Comprehensive Plan

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Total Unconstrained Land:

210,150 acres

(Roughly 42% of Franklin County)



# Franklin County Comprehensive Plan

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## Unconstrained Urban/Zoned Land

Municipality	Total Acreage	Constrained Acreage	Unconstrained Acreage
Antrim	45,030	18,529	26,501
Chambersburg	4,556	890	3,666
Greencastle	987	10	977
Greene	36,955	16,383	20,572
Mercersburg	573	13	560
Mont Alto	363	101	262
Orrstown	41	7	34
Shippensburg	311	6	305
Washington	24,925	8,520	16,405
Waynesboro	2,202	243	1,959
<b>Total</b>	<b>115,944</b>	<b>44,703</b>	<b>71,241</b>

# Franklin County Comprehensive Plan

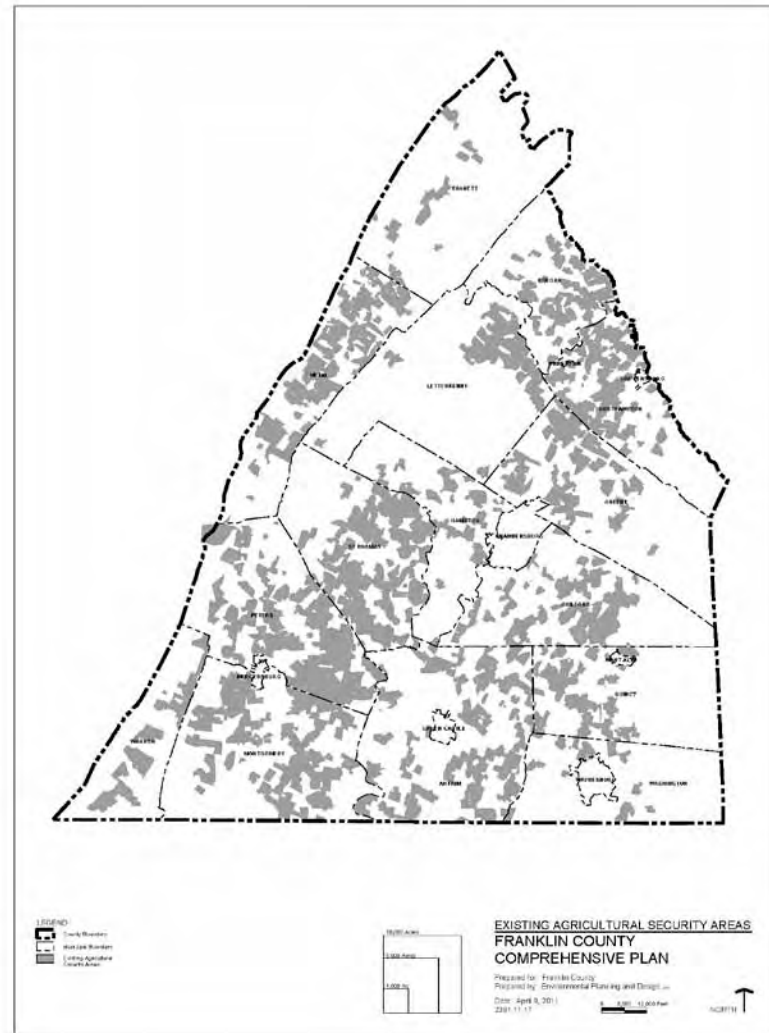
## Unconstrained Rural Land

Municipality	Total Acreage	Constrained Acreage	Unconstrained Acreage
Fannett	43,539	21,733	21,806
Guilford	32,248	12,203	20,045
Hamilton	22,710	8,490	14,220
Letterkenny	45,113	36,381	8,732
Lurgan	21,039	11,753	9,286
Metal	28,465	19,148	9,317
Montgomery	43,166	24,031	19,135
Peters	35,741	20,375	15,366
Quincy	29,023	17,384	11,639
Southampton	24,635	12,529	12,106
St. Thomas	33,255	22,040	11,215
Warren	19,591	14,436	5,155
<b>Total</b>	<b>378,524</b>	<b>220,502</b>	<b>158,022</b>



# Franklin County Comprehensive Plan

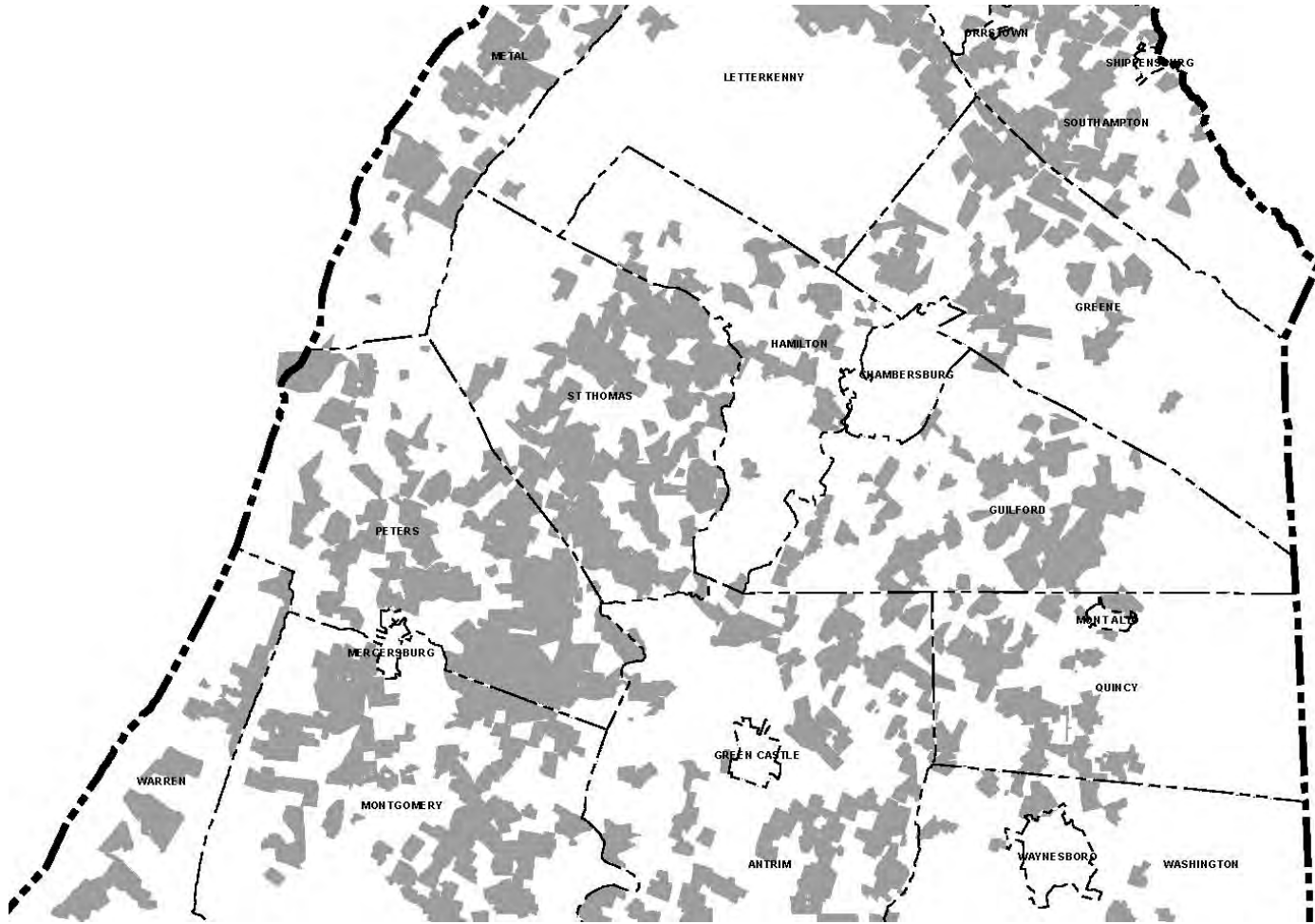
## Existing Agricultural Security Areas





# Franklin County Comprehensive Plan

## Existing Agricultural Security Areas



## Total Existing Agricultural Security Area:

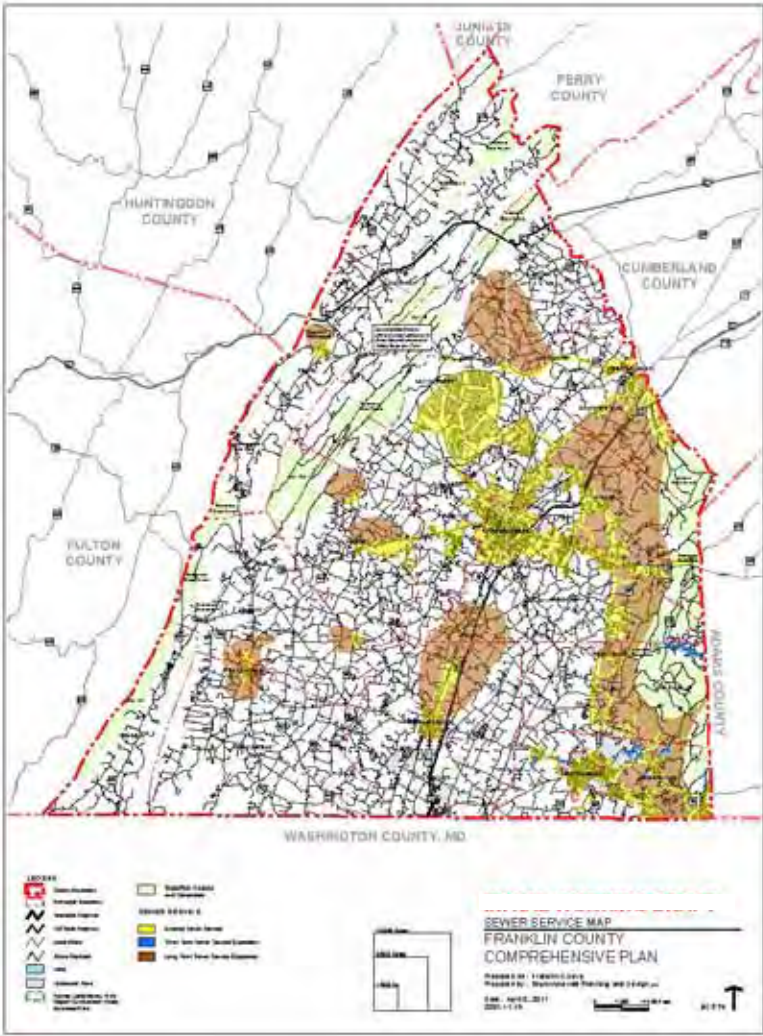
114,568 acres

(Just shy of 25% of the County)



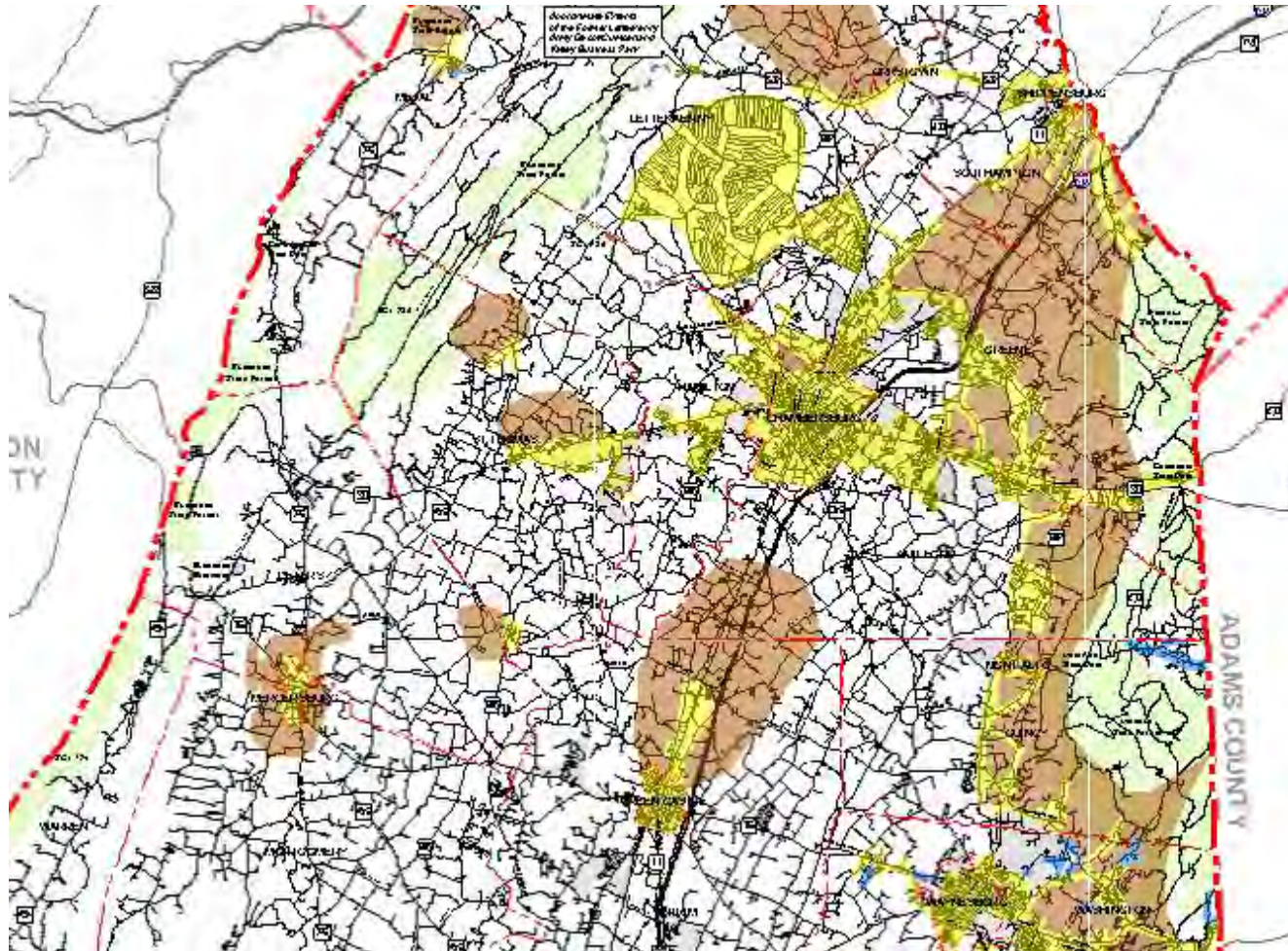
# Franklin County Comprehensive Plan

## Sanitary Sewer Service



# Franklin County Comprehensive Plan

## Sanitary Sewer Service



# Franklin County Comprehensive Plan

## Sanitary Sewer Service - Urban/Zoned Land

Municipality	Unconstrained Acreage					
	Prime Agricultural Soils	Natural Heritage Inventory	Remaining Unconstrained Acreage			
	Sewer Status	Sewer Status	Sewer Status			
	No Sewers	No Sewers	Current	Potential Short-term	Potential Long-term	No Sewers
Antrim	14,671	166	835	0	4,199	6,630
Chambersburg			3,666	0	0	0
Greencastle			977	0	0	0
Greene	4,160	129	6,314	0	8,586	1,383
Mercersburg			560	0	0	0
Mont Alto			262	0	0	0
Orrstown			34	0	0	0
Shippensburg			191	0	5	109
Washington	5,833	341	4,171	616	2,671	2,773
Waynesboro			1,403	3	22	531
<b>Total</b>	<b>24,664</b>	<b>636</b>	<b>18,413</b>	<b>619</b>	<b>15,483</b>	<b>11,426</b>



# Franklin County Comprehensive Plan

## Sanitary Sewer Service - Rural Land

Municipality	Unconstrained Acreage					
	Prime Agricultural Soils	Natural Heritage Inventory	Remaining Unconstrained Acreage			
	Sewer Status	Sewer Status	Sewer Status			
	No Sewers	No Sewers	Current	Potential Short-term	Potential Long-term	No Sewers
Fannett	13,830	73	0	0	0	7,903
Guilford	9,071	1	3,485	0	4,651	2,837
Hamilton	6,899	697	1,843	0	237	4,544
Letterkenny	2,310	244	575	0	1,479	4,124
Lurgan	4,972	514	58	0	1,785	1,957
Metal	5,277	194	204	2	263	3,377
Montgomery	12,064	325	0	0	1,186	5,560
Peters	10,016	738	0	0	894	3,718
Quincy	5,967	5	1,355	461	2,346	1,504
Southampton	2,671	86	3,054	0	4,837	1,458
St. Thomas	5,041	399	1,363	0	1,444	2,968
Warren	2,599	266	0	0	0	2,290
<b>Total</b>	<b>80,717</b>	<b>3,542</b>	<b>11,937</b>	<b>463</b>	<b>19,122</b>	<b>42,240</b>



# Franklin County Comprehensive Plan

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50% urban/zoned land with sewer

50% urban/zoned land without sewer

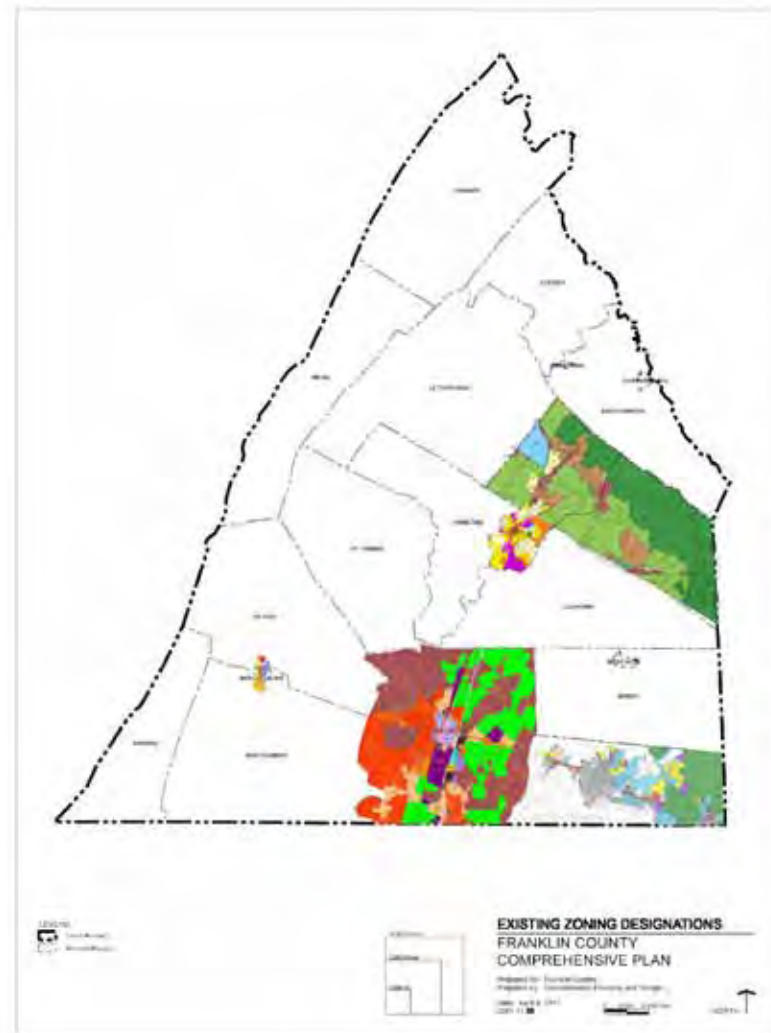
20% rural land with sewer

80% rural land without sewer



# Franklin County Comprehensive Plan

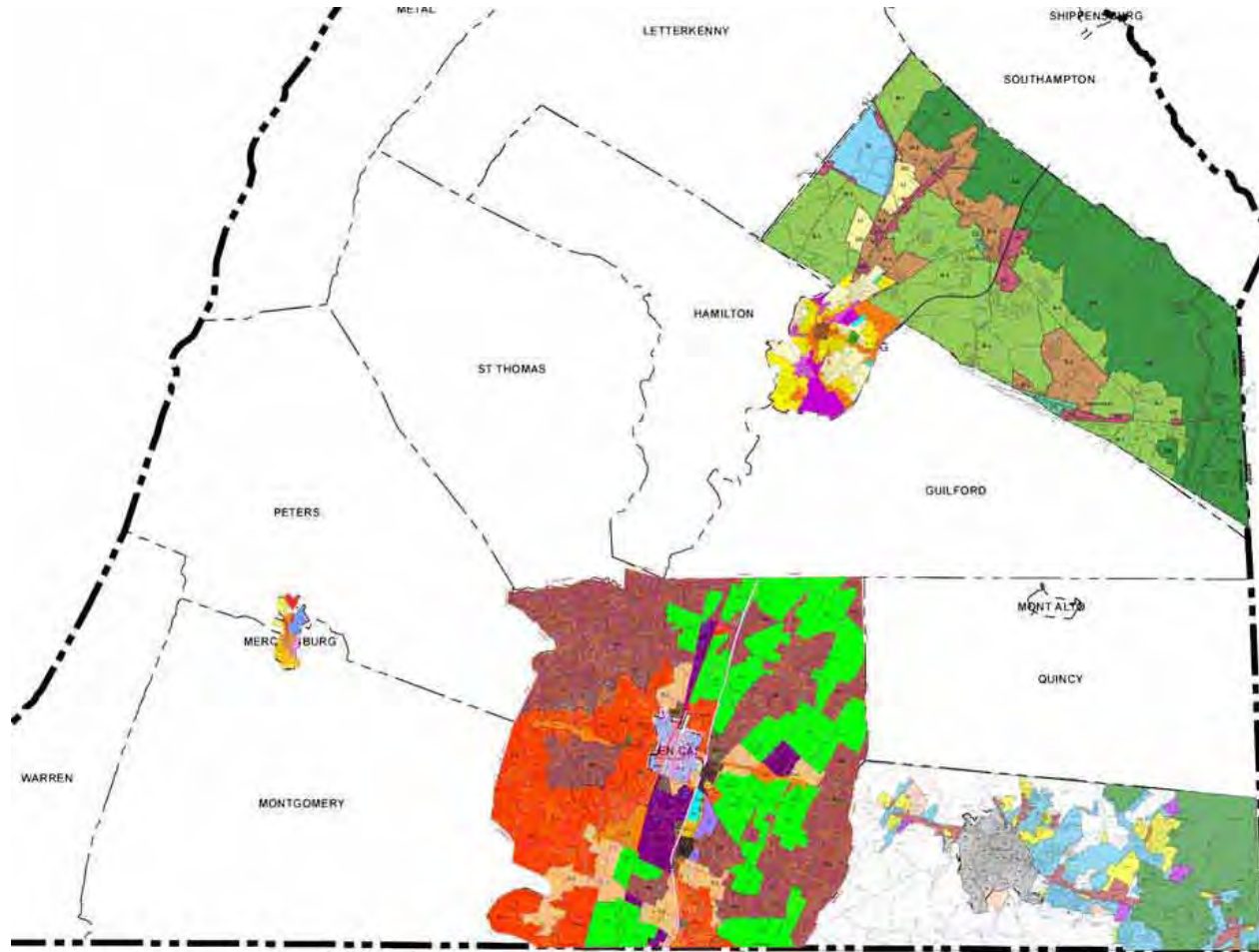
## Existing Zoning Designations





# Franklin County Comprehensive Plan

## Existing Zoning Designations



# Franklin County Comprehensive Plan

## Existing Zoning Designations

Municipality	% of Unconstrained Land Available for Development	Generalized Residential Density (Dwelling Units/acre)			% of Acreage for Non-residential Development
		Sewered	Non-sewered, without prime agricultural soil	Non-sewered, with prime agricultural soil	
Antrim	70%	3.5	0.5	0.1	25%
Chambersburg	250 acres	5			20%
Greencastle	0%	5			
Greene	60%	3.5	0.5	0.1	25%
Mercersburg	10%	5			25%
Mont Alto	20%	5			
Orrstown	0%	5			
Shippensburg	5%	5	0.5		25
Washington	55%	3.5	0.5	0.1	5%
Waynesboro	5%	5	0.5		25%

# Franklin County Comprehensive Plan

## Existing Zoning Designations

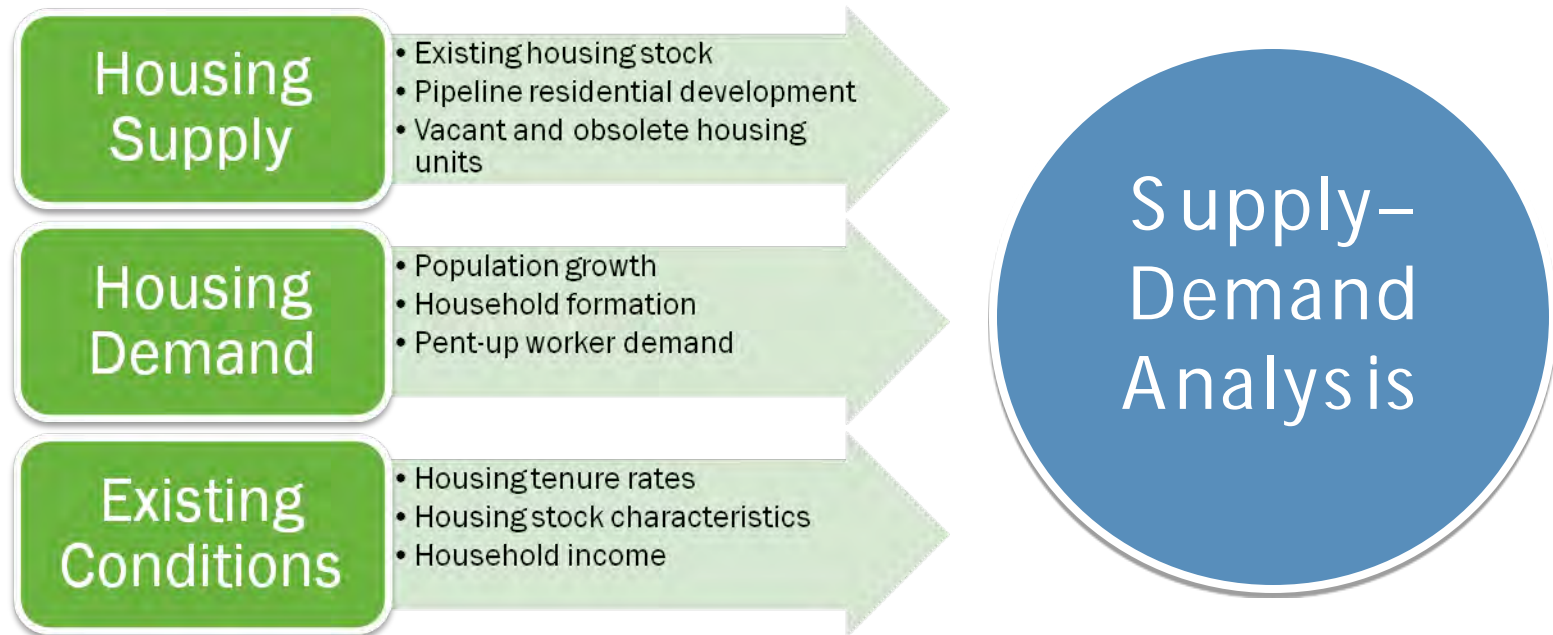
Municipality	% of unconstrained land that is potentially developable (village/non-village)	Generalized Residential Density (Dwelling Units/acre)			% of Acreage for Non-residential Development
		Sewered	Non-sewered, without prime agricultural soil	Non-sewered, with prime agricultural soil	
Fannett	10%/97%	3.5	0.5	0.1	10%
Guilford	10%/80%	3.5	0.5	0.1	10%
Hamilton	10%/80%	3.5	0.5	0.1	10%
Letterkenny	10%/55%	3.5	0.5	0.1	10%
Lurgan	10%/97%	3.5	0.5	0.1	10%
Metal	10%/97%	3.5	0.5	0.1	10%
Montgomery	10%/95%	3.5	0.5	0.1	10%
Peters	10%/97%	3.5	0.5	0.1	10%
Quincy	10%/90%	3.5	0.5	0.1	10%
Southampton	10%/85%	3.5	0.5	0.1	10%
St. Thomas	10%/90%	3.5	0.5	0.1	10%
Warren	0%/97%	3.5	0.5	0.1	10%



# Franklin County Comprehensive Plan

---

Thinking about potential residential growth . . .



# Franklin County Comprehensive Plan

## Projected Net Housing Unit Demand: 2020 & 2030

Figures A and B exhibit the estimated net housing unit demand for 2020 and 2030 within Franklin County. Net housing unit demand assumes that previous years' demand has not been met, i.e., 2020 net demand equals total demand from 2011 to 2020.

Figure A: County Net Housing Unit Demand, 2020

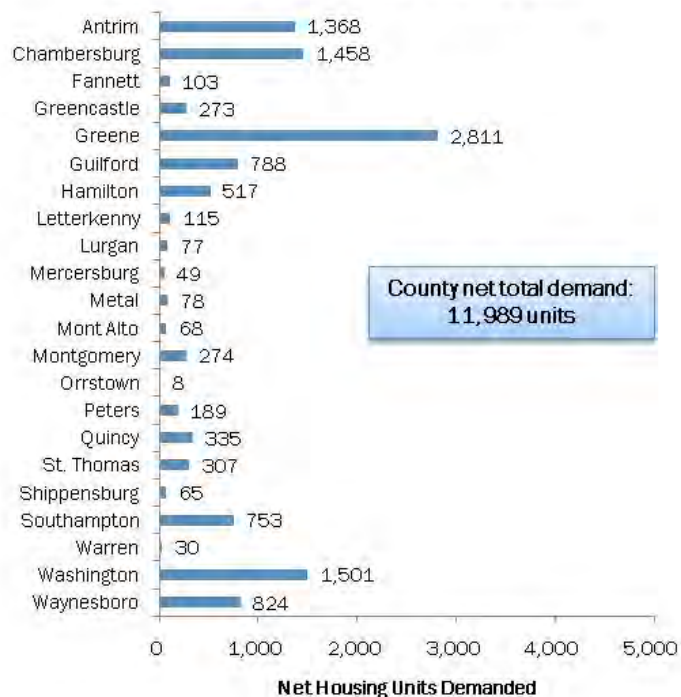
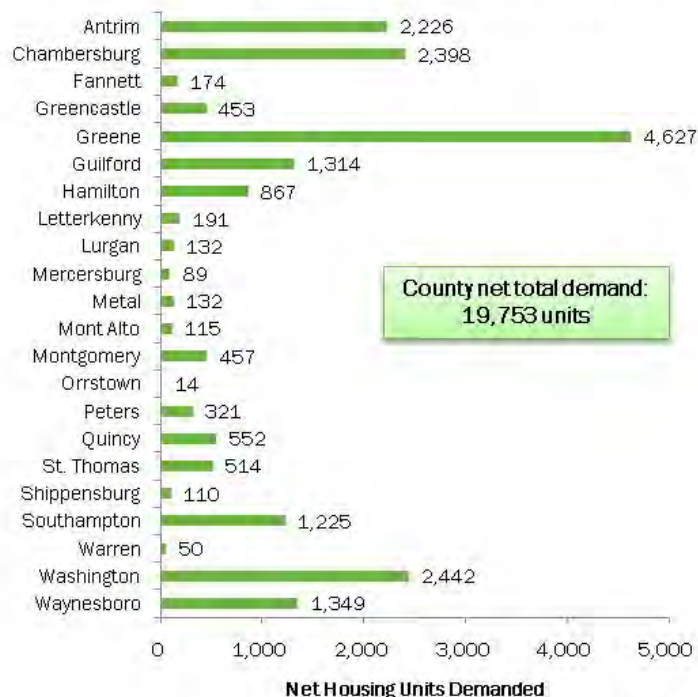


Figure B: County Net Housing Unit Demand, 2030



Source: US Census Bureau; ScanUS; 4ward Planning, 2010



# Franklin County Comprehensive Plan

## Demand and Available Acreage

Municipality	Net Unit Demand, 2030	Estimated Possible Units	Difference
Antrim	2,226	11,426	9,200
Chambersburg	2,398	1,000	-1,398
Fannett	174	4,643	4,469
Greencastle	453	0	-453
Greene	4,627	14,061	9,434
Guilford	1,314	4,603	3,289
Hamilton	867	2,932	2,065
Letterkenny	191	1,666	1,475
Lurgan	132	2,131	1,999
Mercersburg	89	210	121
Metal	132	2,150	2,018
Mont Alto	115	0	-115
Montgomery	457	3,943	3,486
Orrstown	14	0	-14
Peters	321	2,936	2,615
Quincy	552	2,775	2,223
St. Thomas	514	2,766	2,252
Shippensburg	110	4	-106
Southampton	1,225	3,777	2,552
Warren	50	1,250	1,200
Washington	2,442	6,893	4,451
Waynesboro	1,349	15	-1,334
<b>TOTAL</b>	<b>19,753</b>	<b>69,179</b>	<b>49,426</b>

Six of the 22 municipalities are projected to see higher housing unit demand than current conditions will allow for; this excess demand likely would be captured by neighboring municipalities in the county.

Source: US Census Bureau; SeanUS; Franklin County Planning; EPD; 4ward Planning, 2010



At build-out, 6 of the 22 communities are projected to see higher housing demands than for what capacity currently allows.

## Build-out Scenario #1:

Franklin County's  
households and population  
could double the figures  
reported in the 2010 U.S.  
Census



# Franklin County Comprehensive Plan

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## Potential Demand in 2030 of Scenario #1 Residential Capacity

### Approximately 5%

Fannett  
Lurgan  
Metal  
Warren

### Approximately 10-15%

Letterkenny  
Montgomery  
Peters

### Approximately 20-25%

Antrim  
Quincy  
St. Thomas

### Approximately 30-35%

Greene  
Guilford  
Hamilton  
Southampton  
Washington



# Franklin County Comprehensive Plan

---

	<u>Housing Units</u>	<u>Population</u>
2000	51,000 ±	129,313
2010	62,000 ±	149,618
2020	<u>74,000 ±</u>	175,000±
2030	82,000 ±	193,000±
Build-out*	130,000 ±	300,000±

\* based on current development intensities and patterns



# Franklin County Comprehensive Plan

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## Retail, Office, and Industrial Build-Out

Based upon existing non-residential land use, projects in the pipeline, projected employment by industry through 2018 and projected population/household trends through 2030, Franklin County could anticipate:

- Combined retail and office demand that totals approximately 1.5 million square feet of development (about 135 acres) through 2018.
- Modest growth in manufacturing/warehousing/transportation sectors through 2018



# Franklin County Comprehensive Plan

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## Focus Group Coordination

- April 14, 2011 – 5:30 p.m. (5 attending as of 4/7/11)
- April 14, 2011 – 7:15 p.m. (To be confirmed)
- April 15, 2011 – 9:00 a.m. (7 attending as of 4/7/11)
- April 15, 2011 – 10:45 a.m. (6 attending as of 4/7/11)
- April 15, 2011 – 1:00 p.m. (6 attending as of 4/7/11)
- April 15, 2011 – 2:45 p.m. (4 attending as of 4/7/11)



# Franklin County Comprehensive Plan

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## Next Steps

- Staff Review
- Focus Groups
- Build-Out Scenario #2 Analysis and Fiscal Impact



# Franklin County Comprehensive Plan

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## DISCUSSION



# Franklin County Comprehensive Plan

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Public Meeting  
4/10/12



## *The Essentials*

**Have the greatest potential for producing the most significant impacts on the county's future vitality and character.**





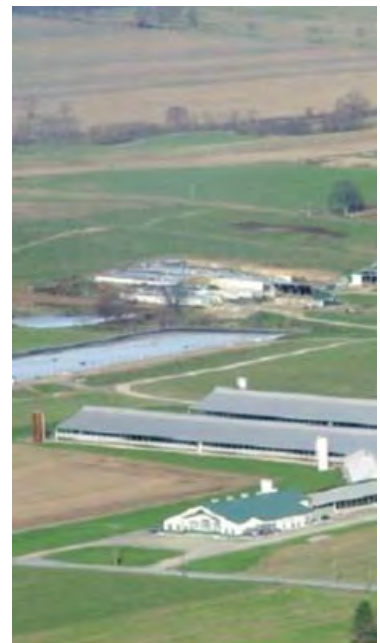
## *The Essentials*

**Function as catalysts to promote community, health and vibrancy.**



## *The Essentials*

**Are key actions for implementation that trigger or lead to the implementation of other actions.**



## *The Essentials*

**Produce visible indications of change and, where appropriate, aim to stimulate the private-sector to make their own investments within the communities.**



## *The Essentials*

**Relate to and are framed out to be a realistic action that can be initiated within the next decade in order to spark subsequent actions.**



# Franklin County Comprehensive Plan

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## *Outreach and Cooperation*

*Essential Action:  
Launch the County  
Planning Department's  
Resource Center*

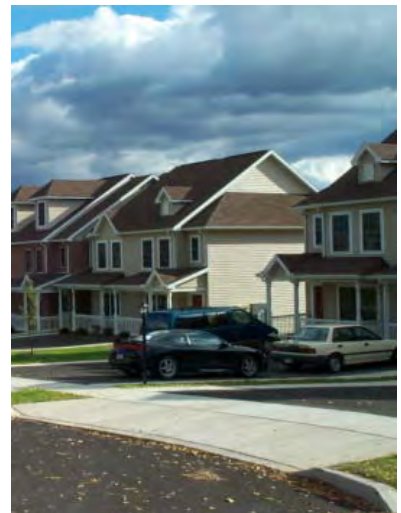
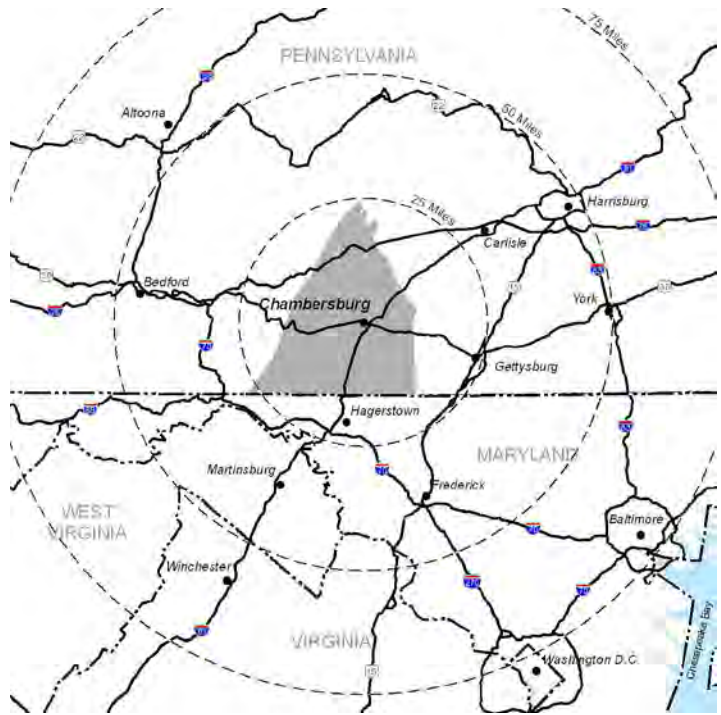
***Outreach and Cooperation Goal: Engage in outreach, education, communication and cooperation within the county***

**Strategies outlined to help meet this goal include:**

- Promote the Franklin County Planning Department's role as a **facilitator and orchestrator of municipal cooperation and as a clearinghouse** of information, knowledge and contacts.
- Proactively encourage municipalities to work with the county to find solutions for regional-scale issues; **strengthen the dialogue** between local, county and state governments while reinforcing the successes of county planning, municipal and private-sector partnerships.



# Franklin County Comprehensive Plan



# Franklin County Comprehensive Plan

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## *Outreach and Cooperation*

*Essential Action:  
Launch the County  
Planning Department's  
Resource Center*

***Outreach and Cooperation Goal: Engage in outreach, education, communication and cooperation within the county***

**More strategies outlined to help meet this goal include:**

- Determine how the county may **further its partnerships** with neighboring counties.
- Provide sufficient levels of staffing within the county Planning Department to **assist in facilitating education and outreach efforts** as well as assisting in the implementation of multi-municipal initiatives as needed.
- **Coordinate with public and private sector** entities to promote the benefits of coordinated planning and public health.



# Franklin County Comprehensive Plan

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## *Land Use and Housing*

*Essential Action:  
Advocate for responsive,  
compatible land use  
decisions*

***Land Use and Housing Goal: Foster the continued livability and success of urban communities and of communities embedded within the rural landscape.***

Strategies outlined to help meet this goal include:

- Champion for local land use controls that **promote balanced growth and conservation**. Promote conservation of quality farmland and prime agricultural soils.
- **Support revitalization** of core communities.
- **Work with landowners** to ensure prompt and sufficient reforestation of woodlands that have been timbered.
- **Encourage home-ownership.**





# Franklin County Comprehensive Plan

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## *Transportation and Infrastructure*

*Essential Action:  
Promote multi-  
municipal and region-  
based transportation and  
infrastructure  
enhancements*

***Transportation and Infrastructure Goal: Use a balanced approach in the development of transportation, infrastructure, and energy systems.***

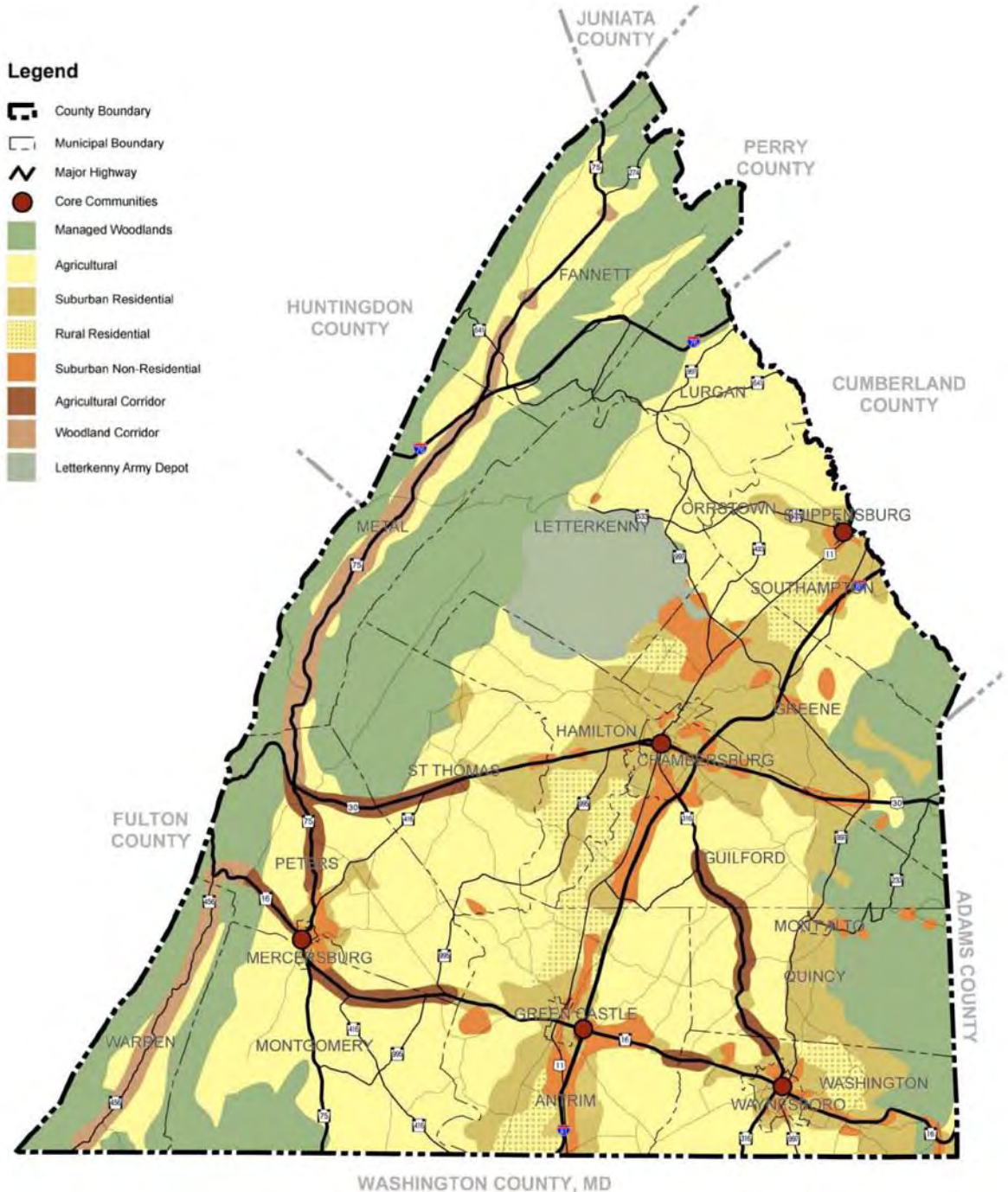
Strategies outlined to help meet this goal include:

- **Encourage future development and growth to align with existing development and in areas where transportation and infrastructure expansion are invested.**
- **Enhance pedestrian-bicycle connectivity.**
- **Support efforts** for renewable energy projects or encourage use of renewable energy.



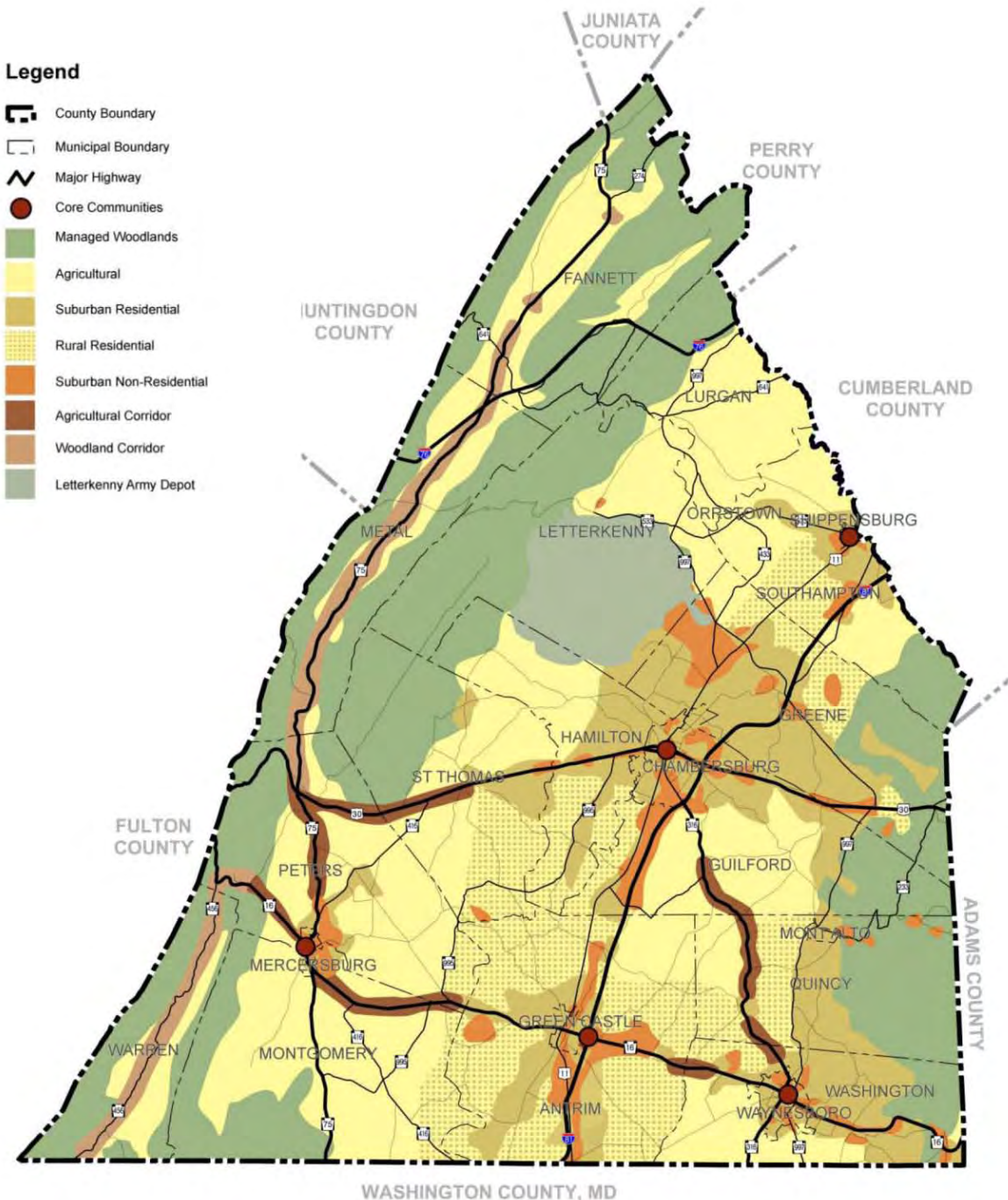
# Franklin County Comprehensive Plan

## Future Land Use and Housing Plan: 2025



# Franklin County Comprehensive Plan

## Future Land Use and Housing Plan: Build-out



# Franklin County Comprehensive Plan

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## *Economic Development*

*Essential Action:  
Expand and reinforce  
how the county's  
technical planning tools  
contribute to economic  
development efforts*

***Economic Development Goal: Promote economic opportunities while retaining agriculture and community character.***

**Strategies outlined to help meet this goal include:**

- Continue cooperation with the Franklin County Area Development Corporation in **implementing a comprehensive** strategy for county-wide economic development and continue to encourage multi-municipal planning.
- Continue to **emphasize agriculture and its supporting industries** as identifying characteristics and the stability of the county's future.



# Franklin County Comprehensive Plan

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## *Economic Development*

*Essential Action:  
Expand and reinforce  
how the county's  
technical planning tools  
contribute to economic  
development efforts*

***Economic Development Goal: Promote economic opportunities while retaining agriculture and community character.***

More strategies outlined to help meet this goal include:

- Work to facilitate and **encourage business, industry and manufacturing** in the county.
- **Foster a quality of life** attractive to a plentiful, skilled workforce.
- Continue to **develop and implement fiscally responsible budgets** that balance needed public services with available funding levels.
- **Encourage tourism-oriented initiatives.**



# Franklin County Comprehensive Plan

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## *Resource Management*

*Essential Action:  
Celebrate why the  
county's unique assets  
are essential to its long-  
term vitality*

***Resource Management Goal: Facilitate the protection and promotion of the county's rich natural resources, recreation opportunities and history.***

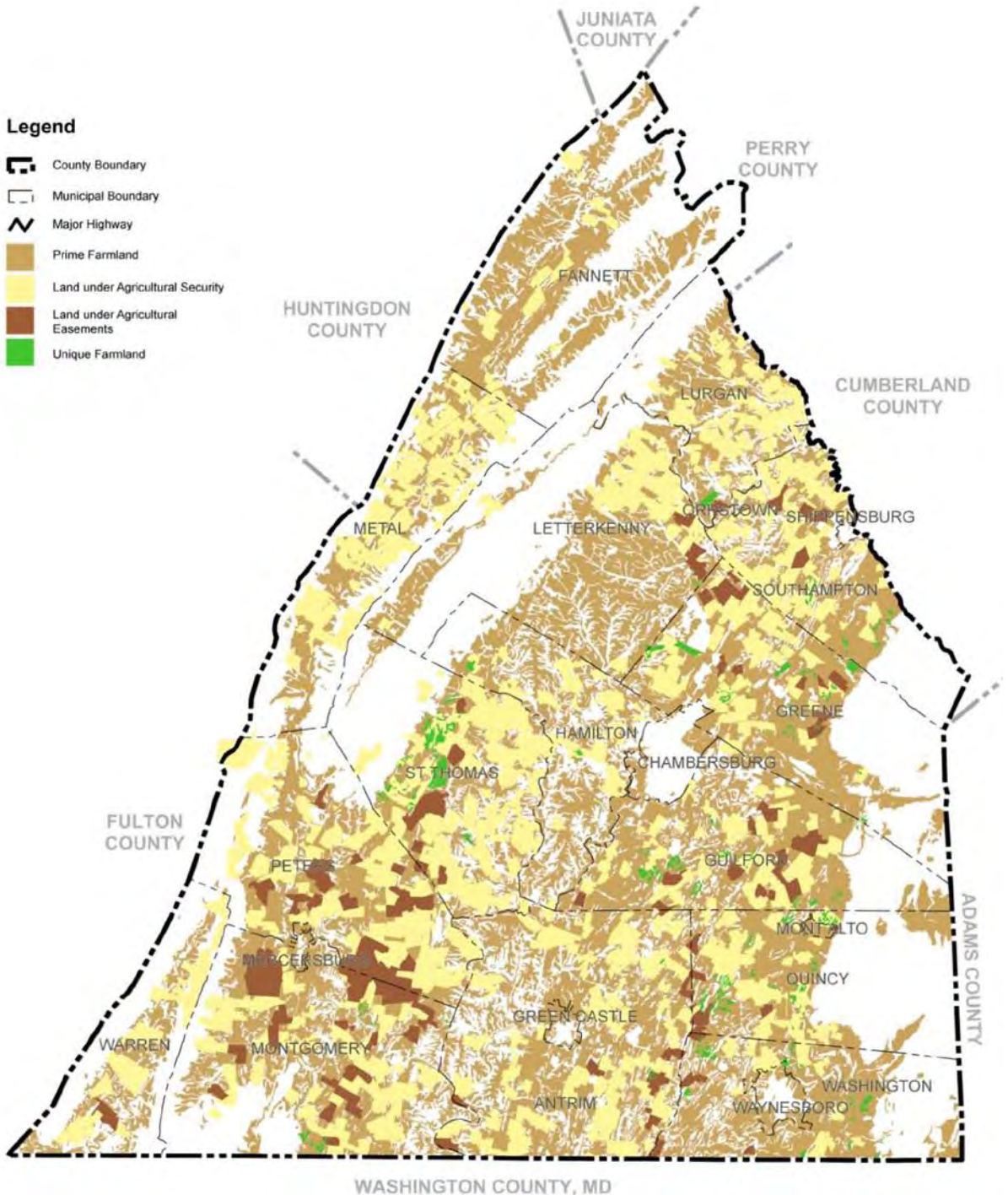
**Strategies outlined to help meet this goal include:**

- **Encourage strategies and/or policies** that emphasize conservation of existing county character: small towns, rural areas and positive, memorable views.
- **Continue funding** of agriculture preservation initiatives.
- **Support preservation** of sensitive natural resources.



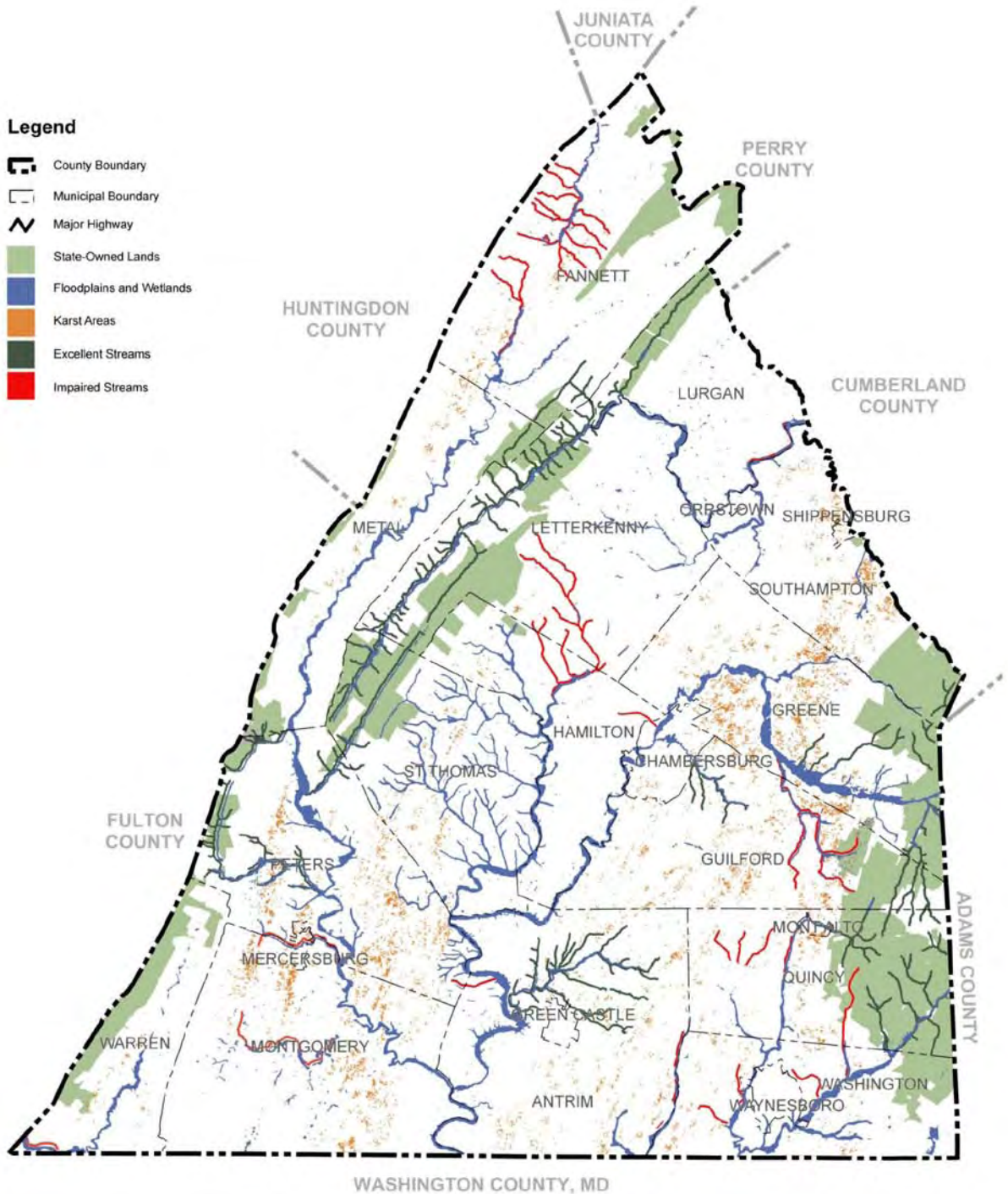
# Franklin County Comprehensive Plan

## Agricultural Resources



# Franklin County Comprehensive Plan

## Natural Resources







**DISCUSSION:**

**COMMENTS**

**and**

**NEXT STEPS**



## Focus Group Meetings

April 2011

# Agenda/Outcomes of Meeting

What can/does the Comp  
Plan address?

Issues/Opportunities in the  
County

Questions

# Franklin County Comprehensive Plan

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## What does the Comprehensive Plan address?

- Land Use
- Natural Resources
- Housing
- Community Facilities and Services
- Economic Development
- Historic Resources and Preservation
- Transportation
- Actions for Implementation



# Franklin County Comprehensive Plan

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## General Figures

*Total County Land:  
about 500,000 acres*

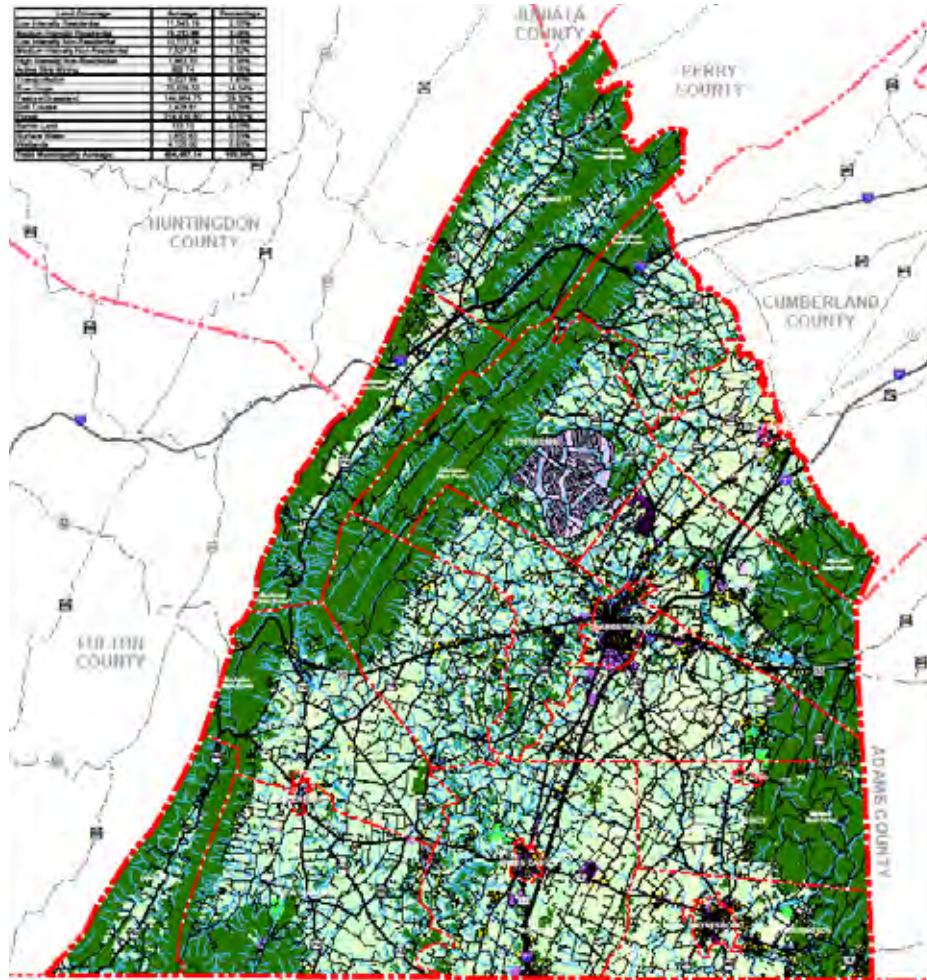


# Franklin County Comprehensive Plan

## Initial Map Analysis - Land Coverage

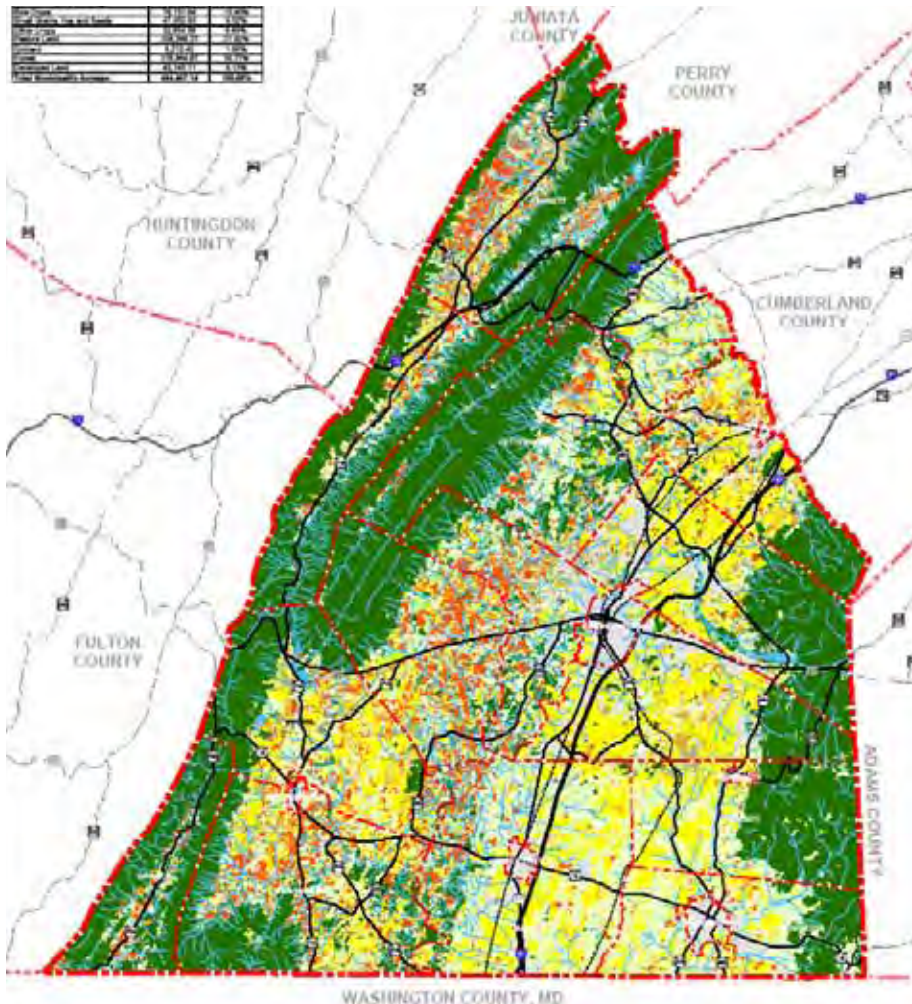


Land Coverage	Area	Percentage
Open Space	11,942.1	1.0%
Water	1,000.0	0.0%
Forest	1,000.0	0.0%
Barren	1,000.0	0.0%
Highway	1,000.0	0.0%
Urban	1,000.0	0.0%
Suburban	1,000.0	0.0%
Rural	1,000.0	0.0%
Other	1,000.0	0.0%
Total	11,942.1	100.0%



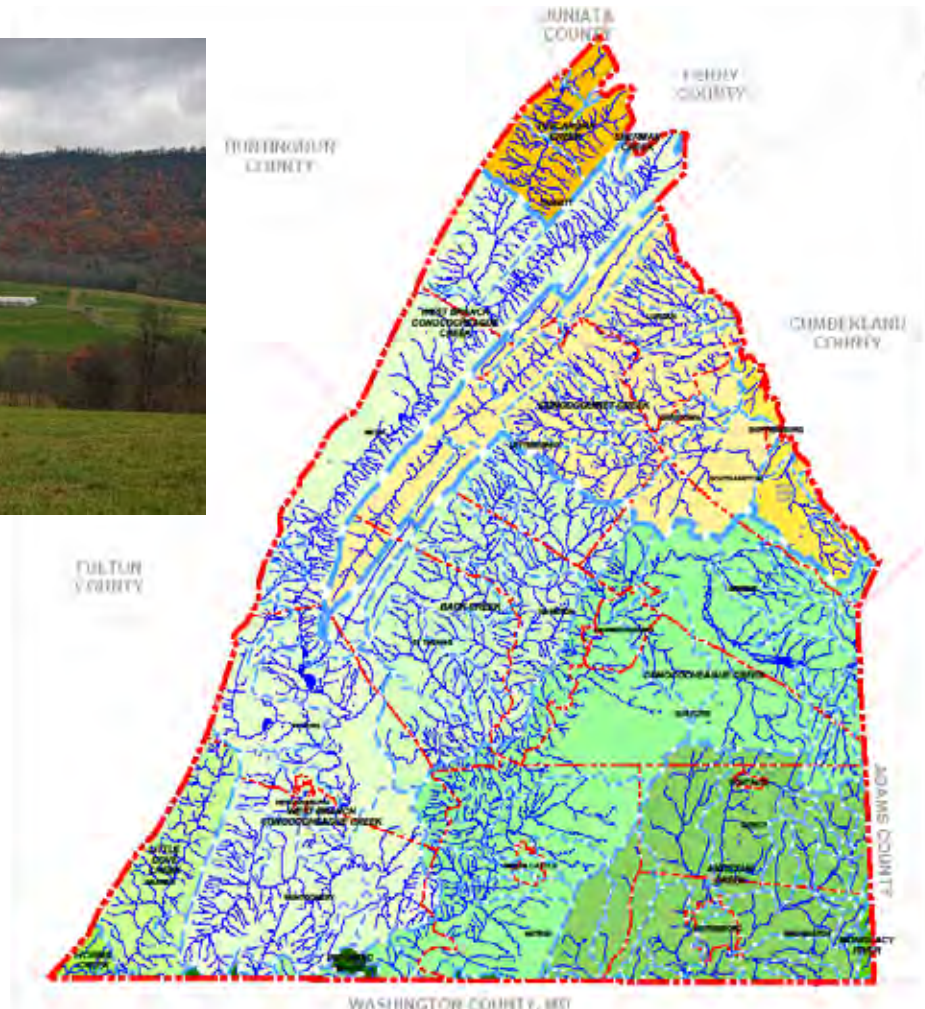
# Franklin County Comprehensive Plan

## Initial Map Analysis - Agriculture



# Franklin County Comprehensive Plan

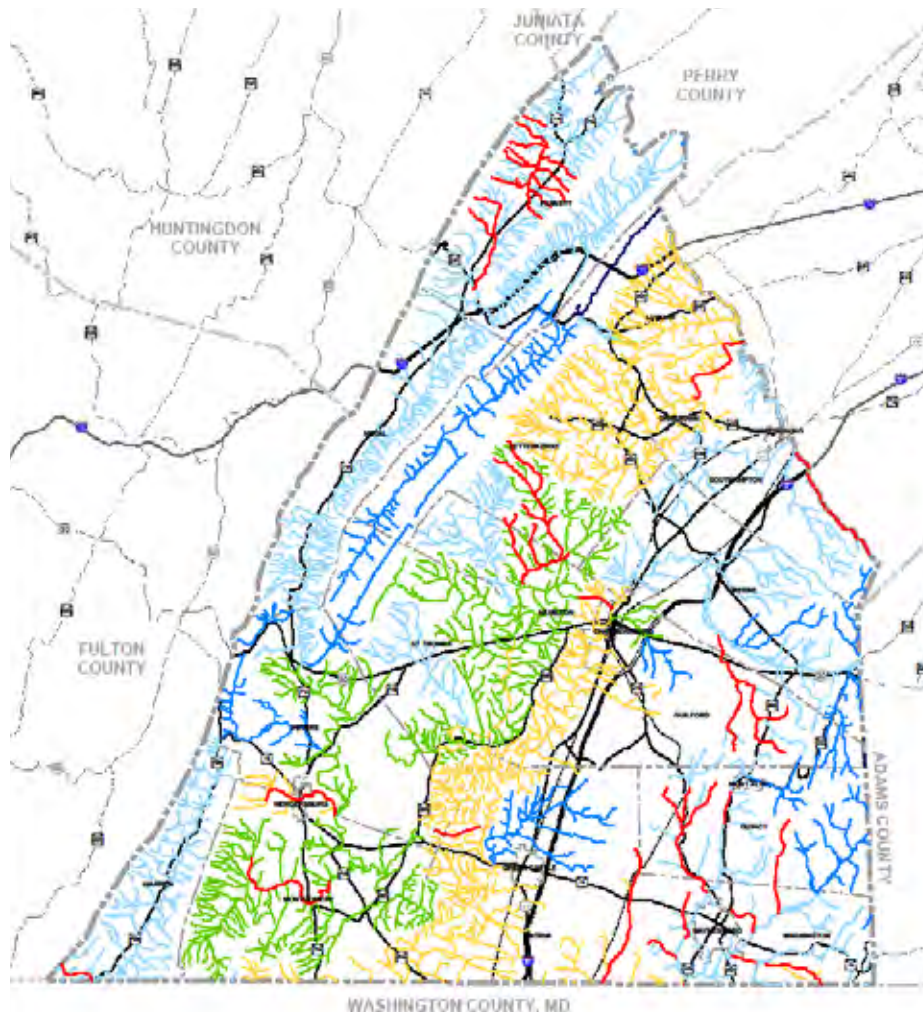
## Initial Map Analysis - Watersheds





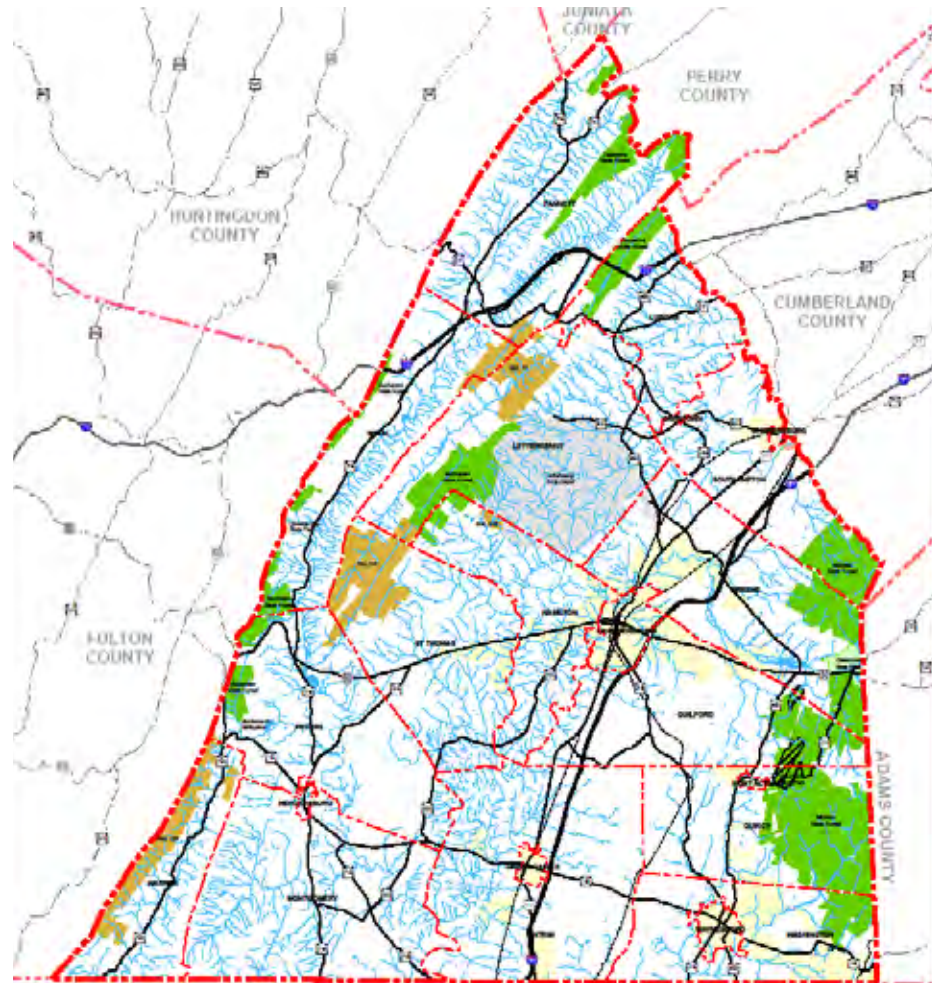
# Franklin County Comprehensive Plan

## Initial Map Analysis - Stream Quality



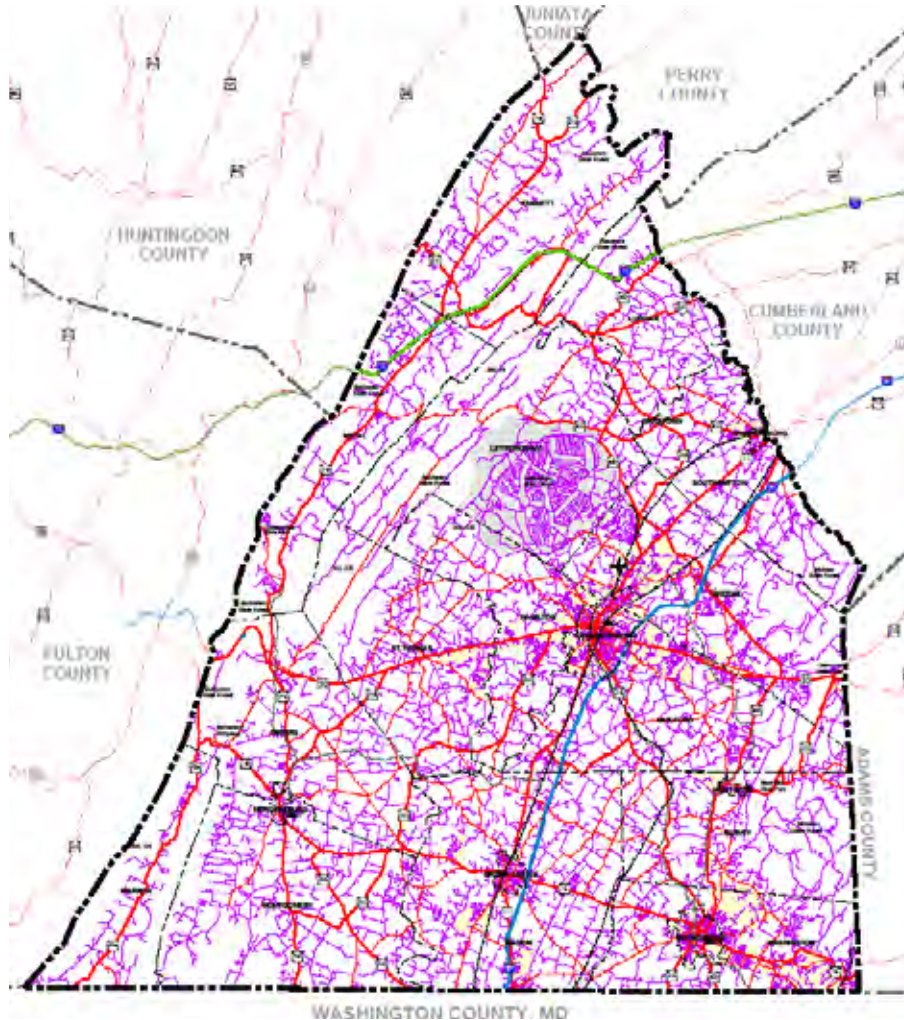
# Franklin County Comprehensive Plan

## Initial Map Analysis - Parks & Recreation



# Franklin County Comprehensive Plan

## Initial Map Analysis - Transportation



# Franklin County Comprehensive Plan

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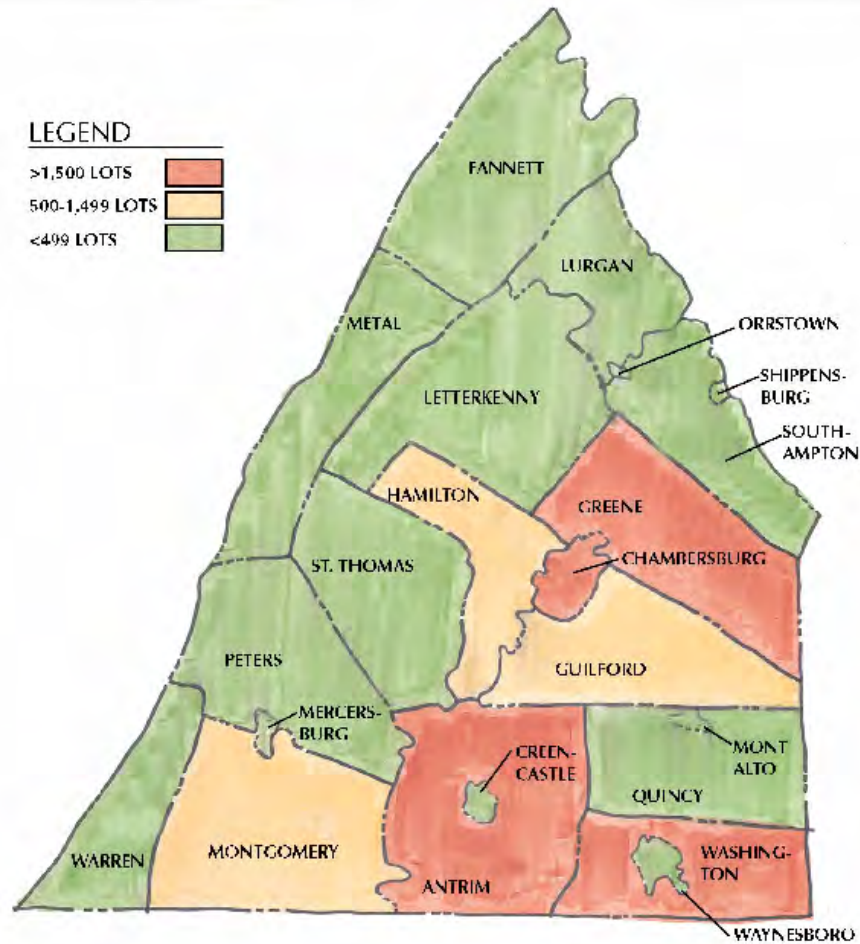
## Initial Planning Issues

- § Maintaining the agrarian culture and industry that drives other economic success in the County.
- § Conserving both agricultural and woodland landscapes for their many values: economics, jobs, sustenance, rural solitude and recreational heritage including hiking and hunting.
- § Optimizing infrastructure locations and capital investments to service developed areas while minimizing impact of areas with sensitive natural resources.
- § Coordinating regional economic and transportation opportunities such as I-81, CSX Intermodal Center and the Letterkenny BRAC project
- § Embracing additional population growth while maintaining a high quality of life and services.



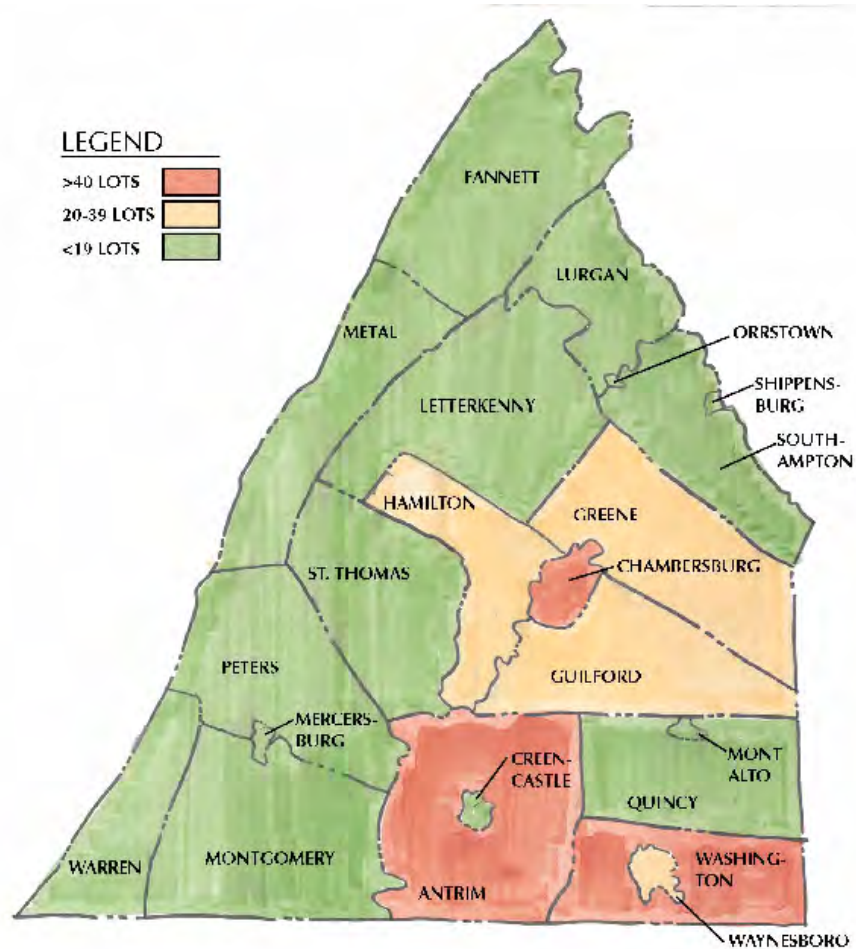
# Franklin County Comprehensive Plan

## # of New Residential Development Lots – 2005-2010



# Franklin County Comprehensive Plan

## # of New Commercial Development Lots – 2005-2010



# Franklin County Comprehensive Plan

## Projected Net Housing Unit Demand: 2020 & 2030

Figures A and B exhibit the estimated net housing unit demand for 2020 and 2030 within Franklin County. Net housing unit demand assumes that previous years' demand has not been met, i.e., 2020 net demand equals total demand from 2011 to 2020.

Figure A: County Net Housing Unit Demand, 2020

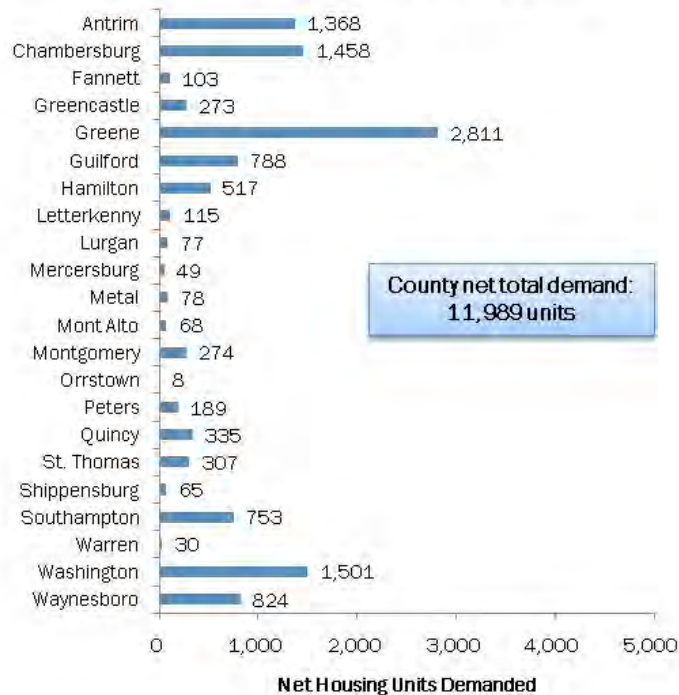
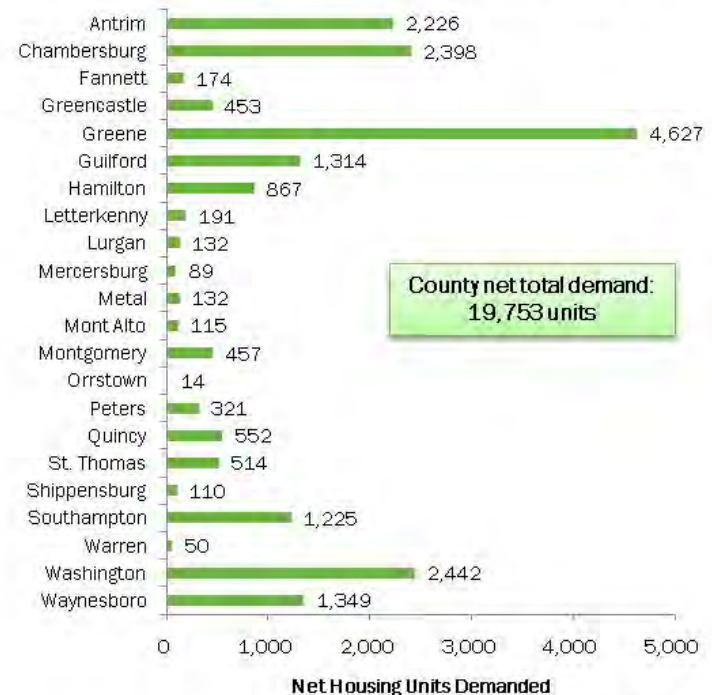


Figure B: County Net Housing Unit Demand, 2030

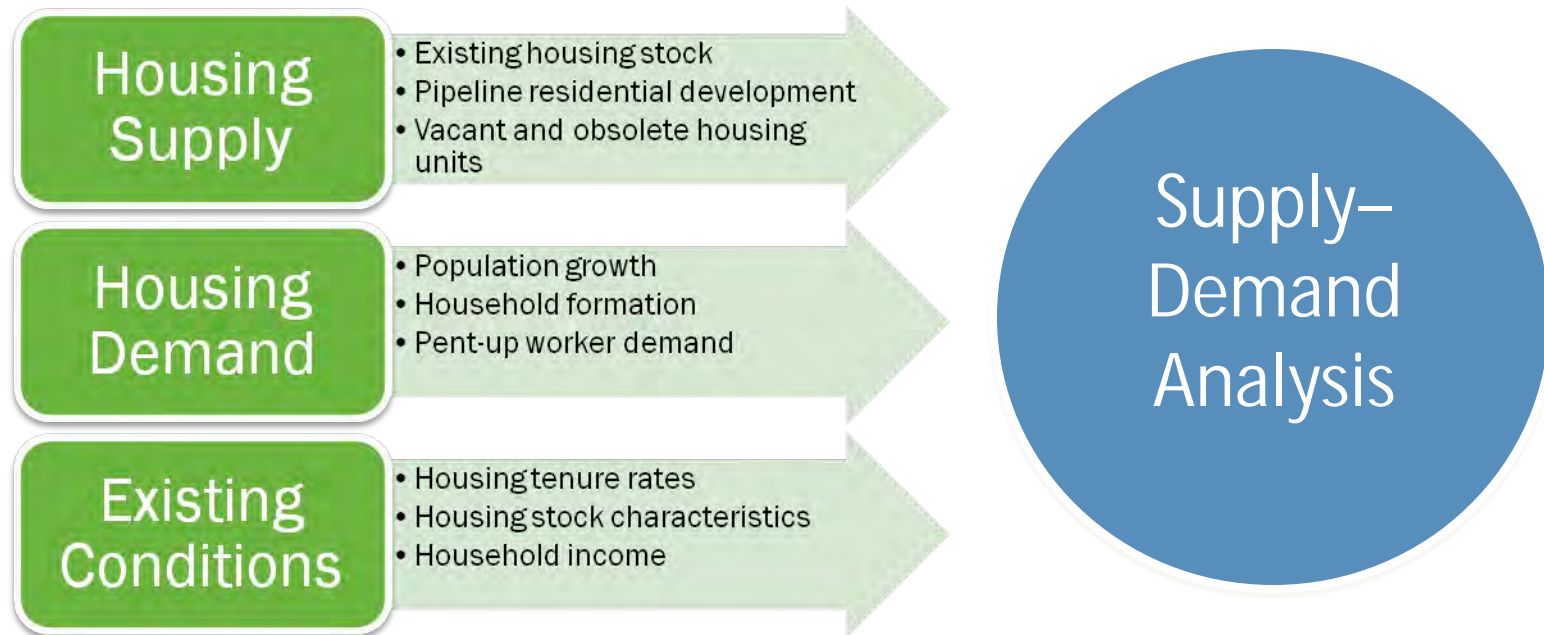


Source: US Census Bureau; ScanUS; 4ward Planning, 2010

# Franklin County Comprehensive Plan

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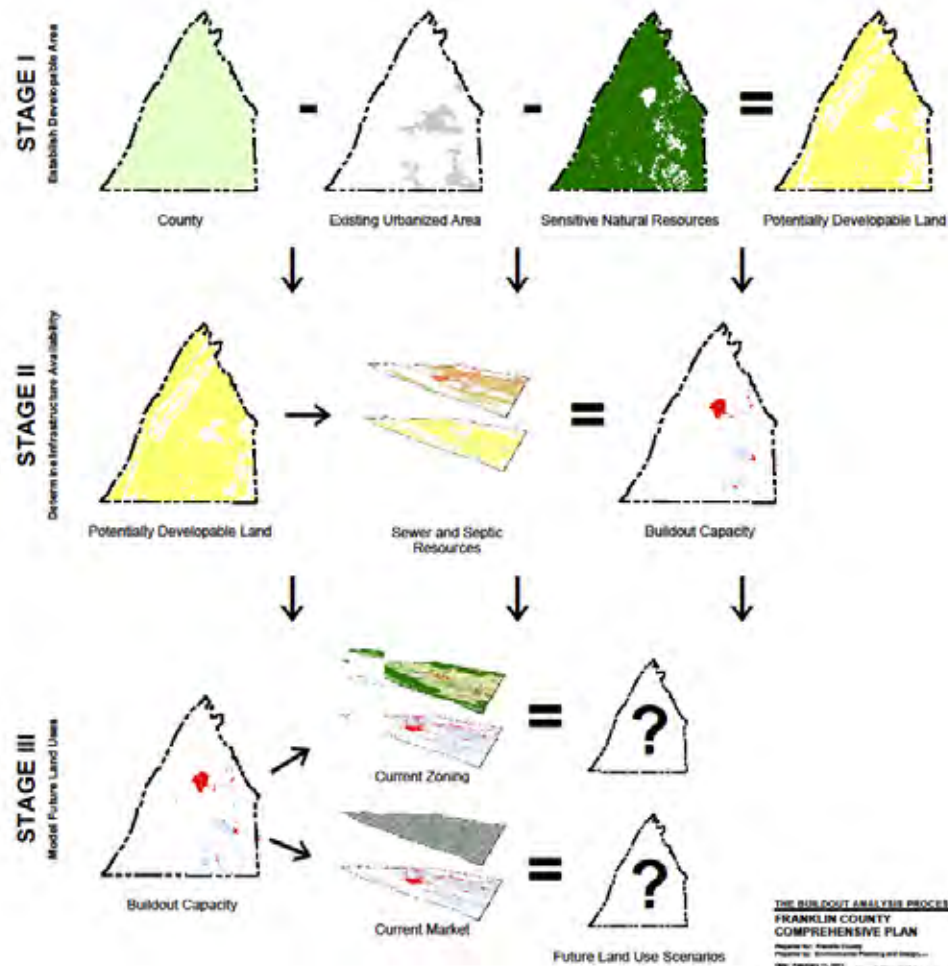
Thinking about potential residential growth . . .





# Franklin County Comprehensive Plan

## Build-out Analysis – Proposed Methodology



# Franklin County Comprehensive Plan

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## General Figures

*Constrained Land:  
about 290,000 acres*

Steep Slopes >25%

Flood Plains

Wetlands

Biological Diversity Areas

Stream Setbacks

Identified Greenway Corridors

Other



# Franklin County Comprehensive Plan

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## Important Natural Resources with Restricted Development Potential

### *No Development*

1. Steep Slopes >25%
2. Flood Plains
3. Wetlands
4. Biological Diversity Areas
5. Stream Setbacks
6. Identified Greenway Corridors
7. Other

### *Some Development*

1. Class 1 and 2 Agricultural Soils
2. Important Bird Areas
3. Woodlands
4. "EV" and "HQ" Watersheds
5. Other



# Franklin County Comprehensive Plan

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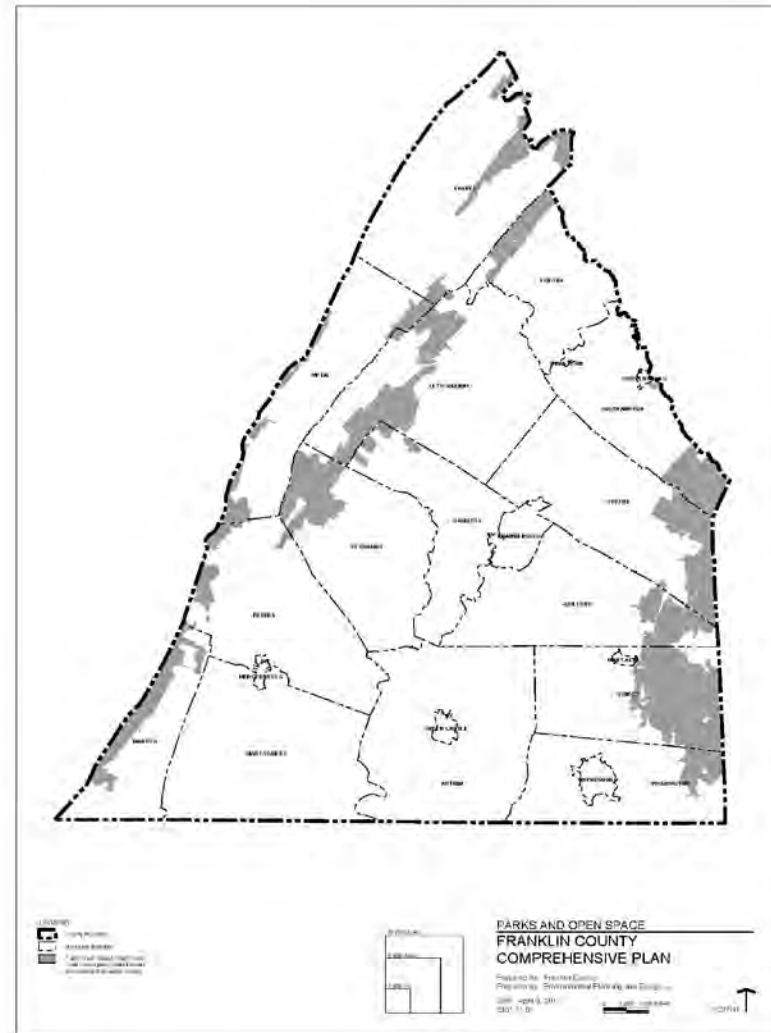
## General Figures

*Unconstrained Land:  
about 210,000 acres*



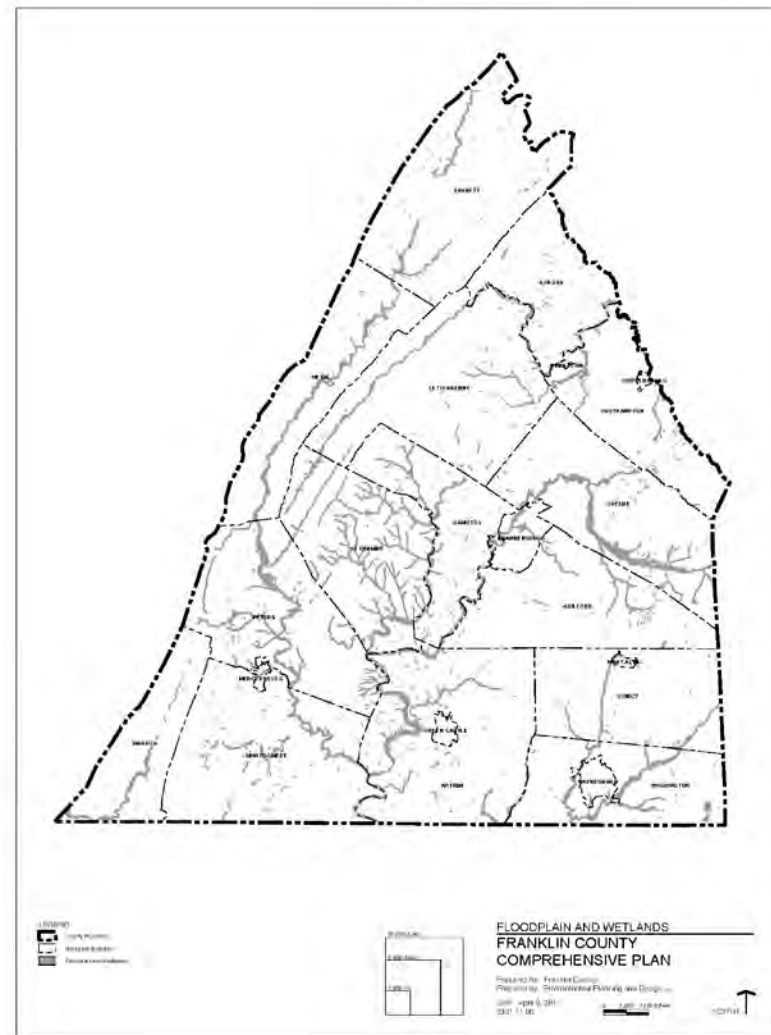
# Franklin County Comprehensive Plan

## Parks and Open Space



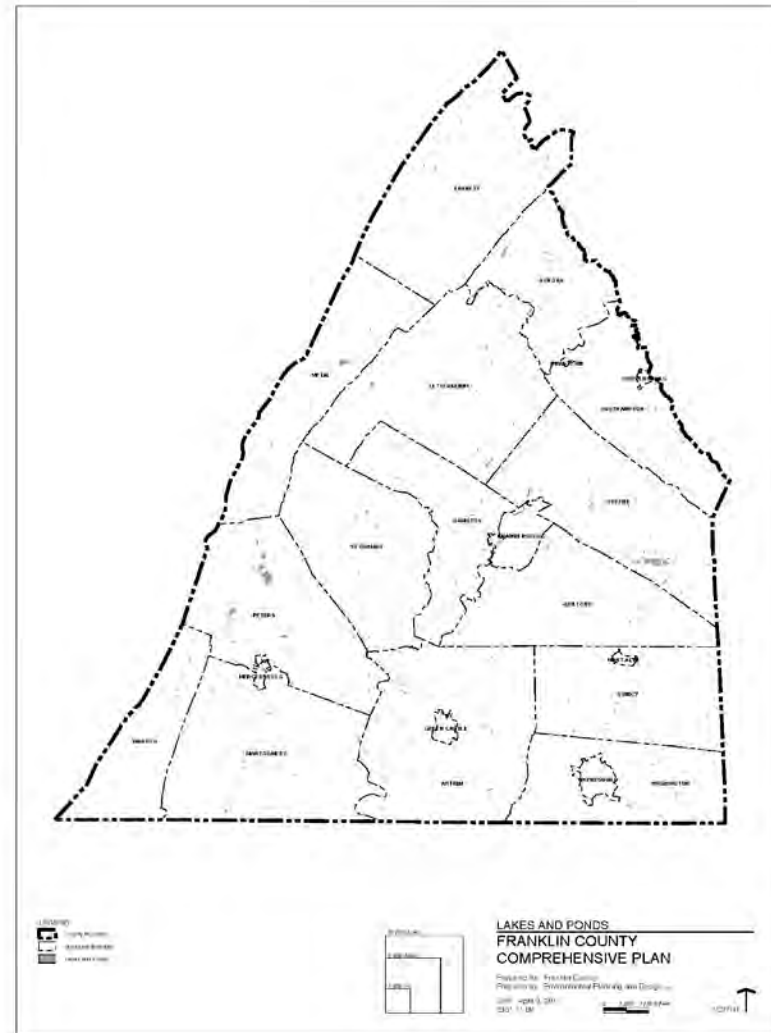
# Franklin County Comprehensive Plan

## Floodplain and Wetlands



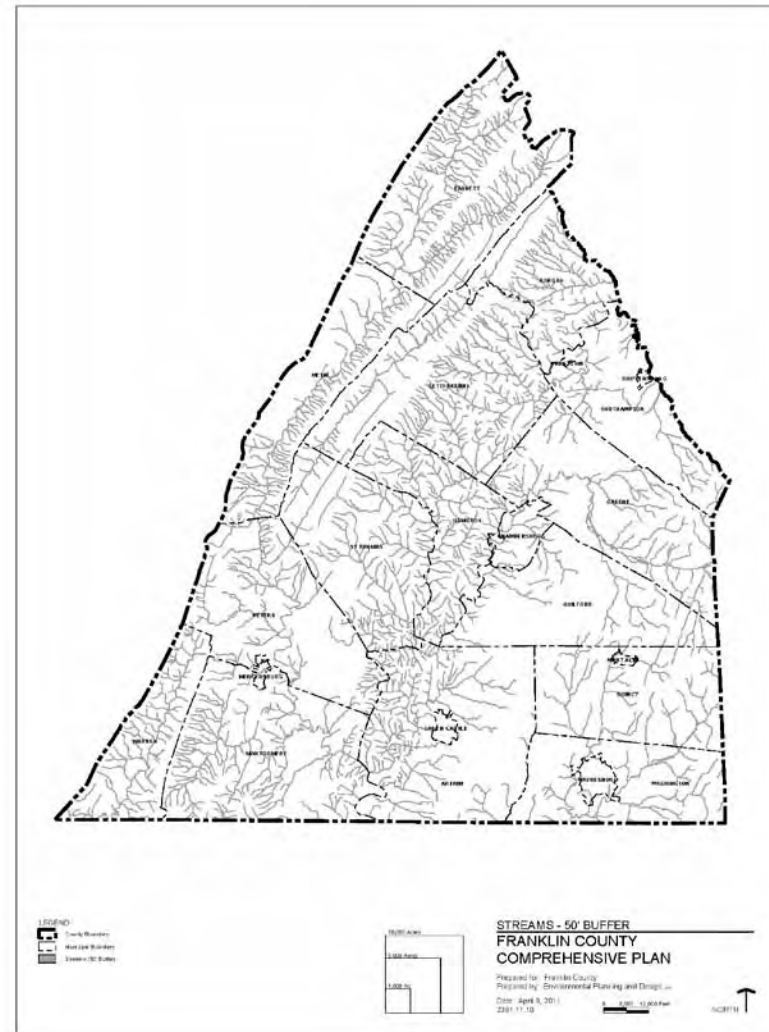
# Franklin County Comprehensive Plan

## Lakes and Ponds



# Franklin County Comprehensive Plan

## Streams (50' Buffer)

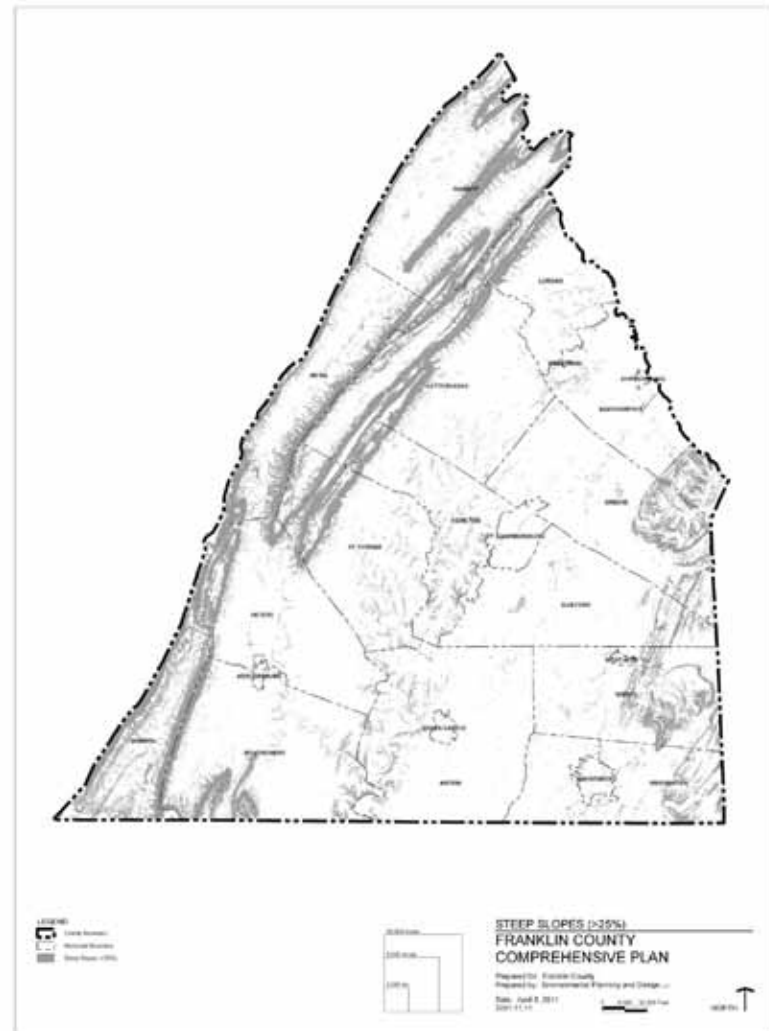




# Franklin County Comprehensive Plan

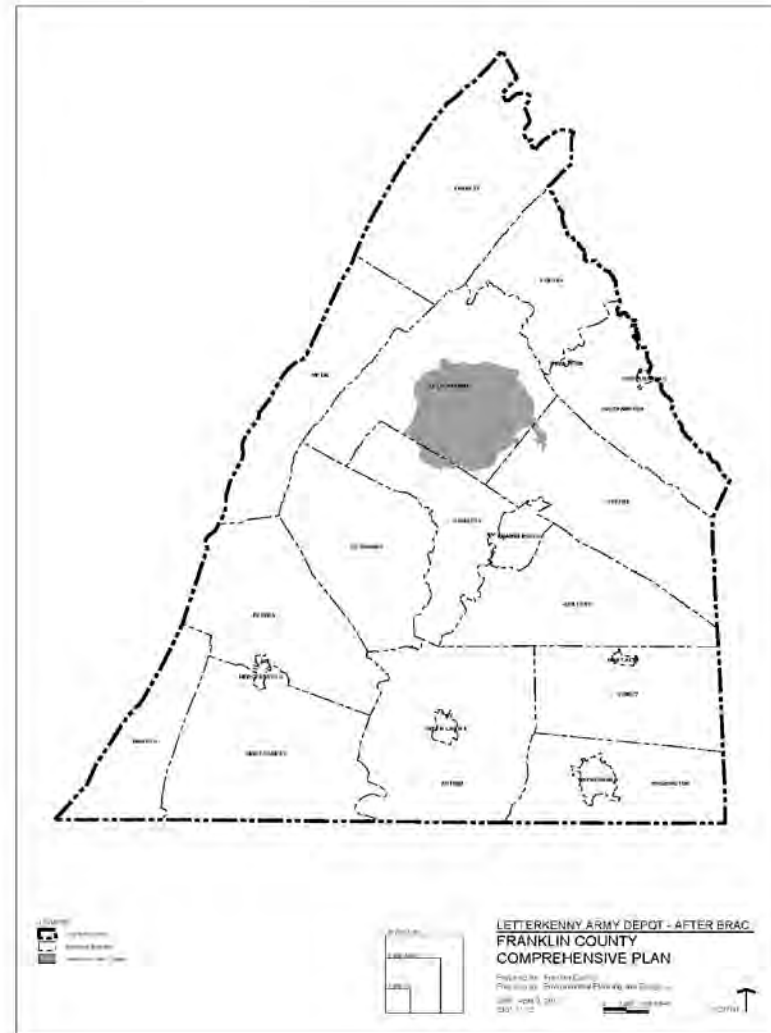
## Steep Slopes

(Greater than 25%)



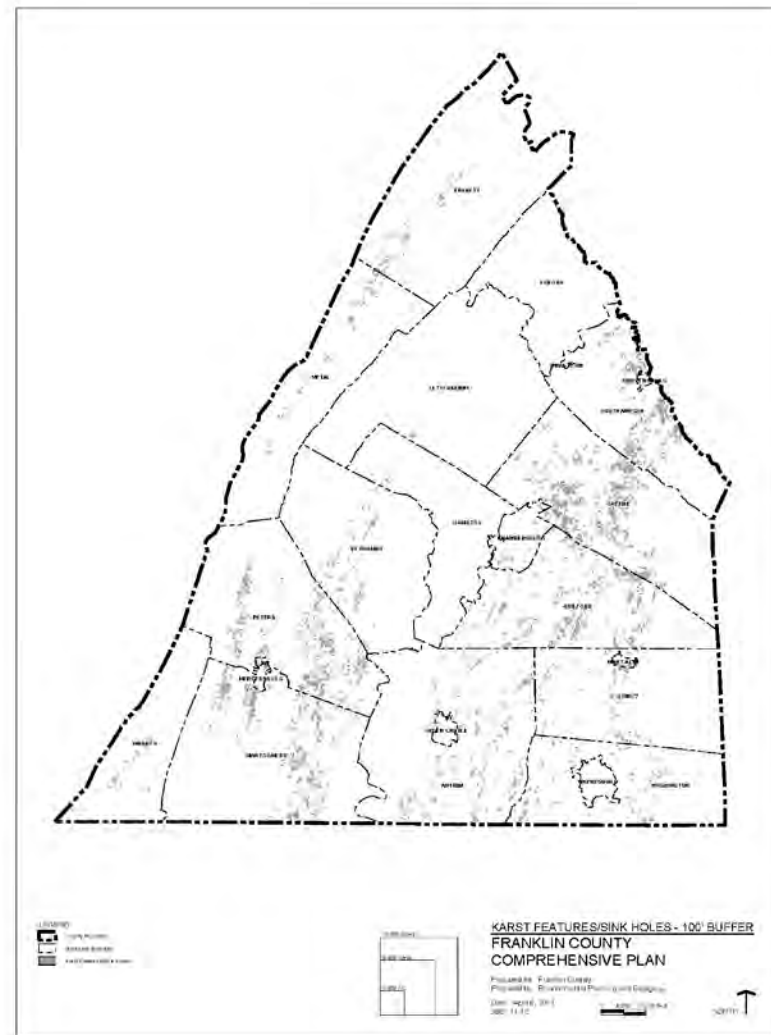
# Franklin County Comprehensive Plan

Letterkenny Army Depot  
Federal Lands After BRAC



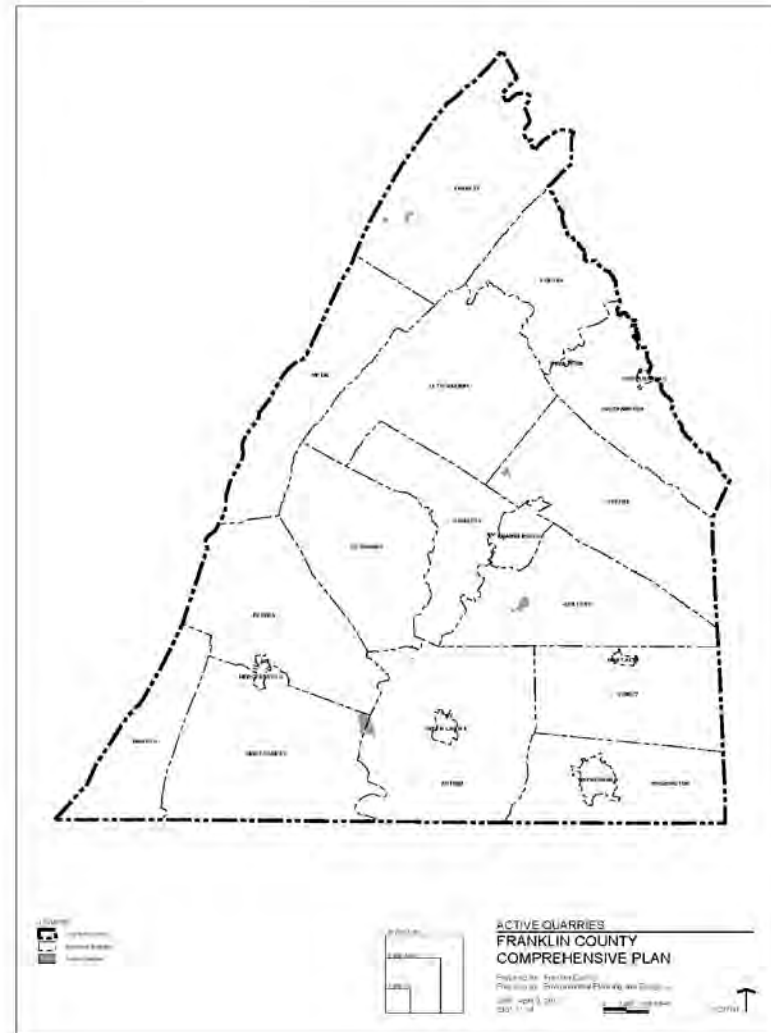
# Franklin County Comprehensive Plan

## Karst Features / Sink Holes (100' Buffer)



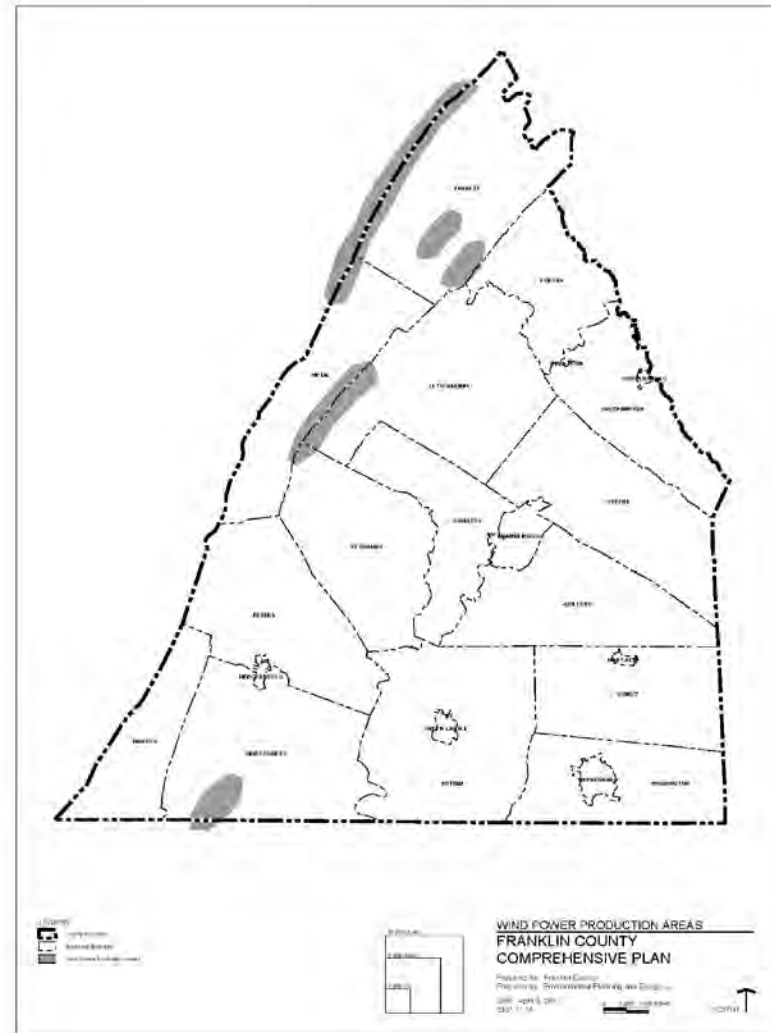
# Franklin County Comprehensive Plan

## Active Quarries



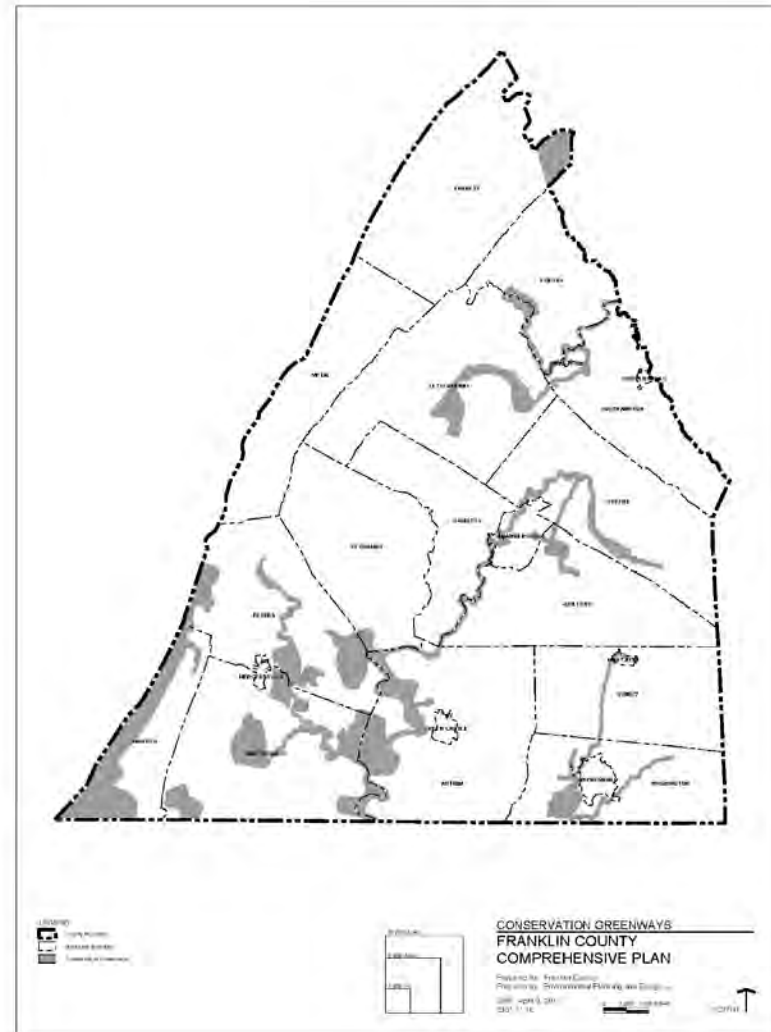
# Franklin County Comprehensive Plan

## Potential Wind Power Production Areas



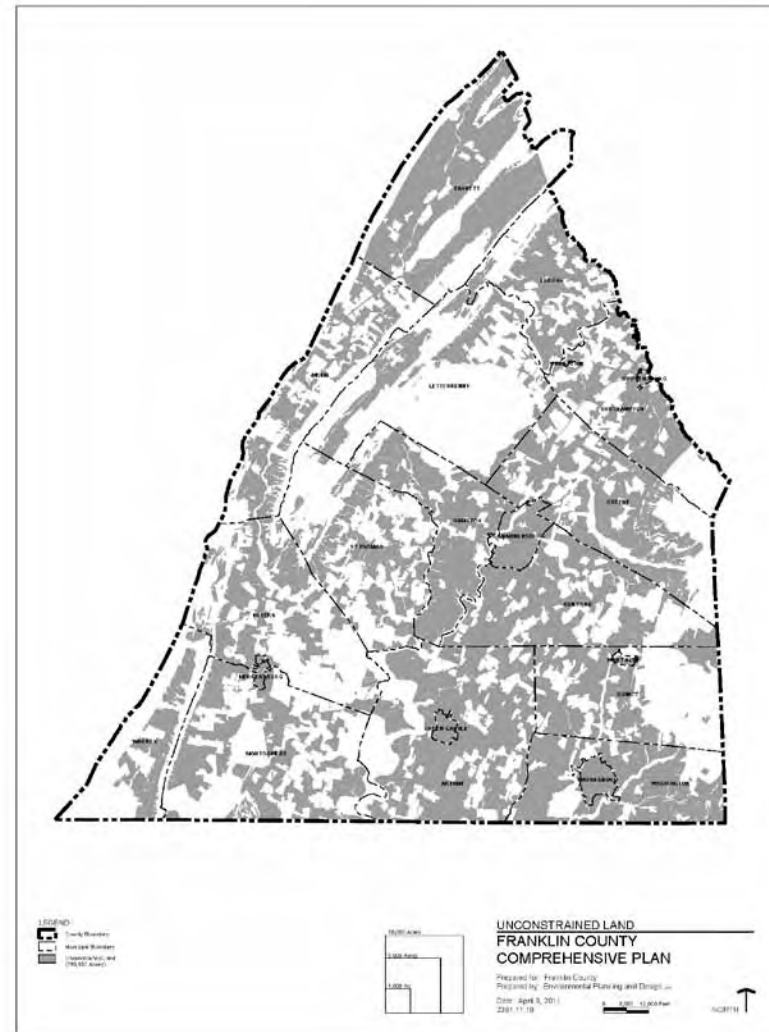
# Franklin County Comprehensive Plan

## Conservation Greenways



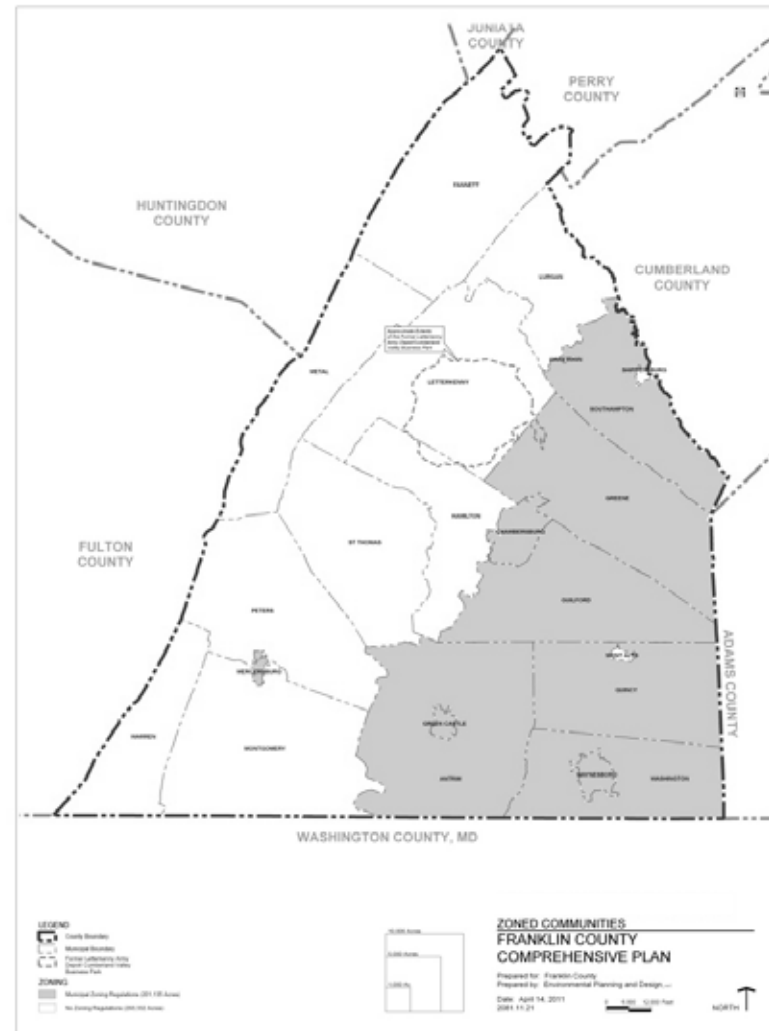
# Franklin County Comprehensive Plan

## Unconstrained Land



# Franklin County Comprehensive Plan

## Zoned Communities





# Franklin County Comprehensive Plan

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Question #1:

Which stakeholders/organizations/key persons do you see as being instrumental in helping to implement ideas/recommendations of the Plan?



# Franklin County Comprehensive Plan

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Question #2:

What makes living and/or working in Franklin County desirable?



# Franklin County Comprehensive Plan

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Question #3:

If you were to describe Franklin County in three words/characteristics what would they be?



# Franklin County Comprehensive Plan

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Question #4:

What resources are most important  
to protect?



# Franklin County Comprehensive Plan

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Question #5:

How do you think resources can  
best be protected?



# Franklin County Comprehensive Plan

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Question #6:

What three questions would you like the  
Comprehensive Plan to answer?





## Public Meeting

June 9, 2011

# Agenda/Outcomes of Meeting

Welcome

Key Facts

Emerging Considerations

Closing Remarks



# Franklin County Comprehensive Plan

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## What does the Comprehensive Plan address?

- Land Use
- Natural Resources
- Housing
- Community Facilities and Services
- Economic Development
- Historic Resources and Preservation
- Transportation
- Actions for Implementation



# Franklin County Comprehensive Plan

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## Key Facts

- Total County land: approx. 500,000 acres
- 12% of the County's total area is considered park and/or open space
- Roughly 13% of the County's total area is undevelopable due to steep slopes
- Roughly 42% of Franklin County is considered "constrained" land  
Steep slopes, flood plains, wetlands, biological diversity areas, stream setbacks, greenway corridors, etc.
- 15.7% population growth in the past 10 years



# Franklin County Comprehensive Plan

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## Evolving Considerations

- § Maintaining the agrarian culture and industry that drives other economic success in the County.
- § Embracing additional population growth while maintaining a high quality of life and services.
- § Optimizing infrastructure locations and capital investments to service developed areas while minimizing impact of areas with sensitive natural resources.
- § Coordinating regional economic and transportation opportunities such as I-81, CSX Intermodal Center and the Letterkenny BRAC project.
- § Conserving both agricultural and woodland landscapes for their many values: economics, jobs, sustenance, rural solitude and recreational heritage including hiking and hunting.



# Franklin County Comprehensive Plan

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## Land Use Patterns

§ *Downtowns: Relevancy and Revitalization*

§ *Residential vs. Non-residential Development Patterns*

§ *Importance of Agricultural: Culture and Industry*



# Franklin County Comprehensive Plan

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## Socio-Economic Considerations

§ *General Current Economic Development Trends and Long-term Recovery*

§ *Increasing senior population and associated businesses*

§ *Young Adult Exodus vs. Returning Residents (later in life)*

§ *Keeping pace with school and health care needs of expanding population*

# Franklin County Comprehensive Plan

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## Infrastructure

- § *Sewer/Water as Growth Management Tools*
- § *Sewer / Water presence = Economic Development*
- § *Role of municipalities, COG and/or County in larger scale infrastructure coordination*
- § *Capacity and Treatment Needs for Commercial and Residential*

# Franklin County Comprehensive Plan

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## Natural Resources

- § *Abundance of sensitive resources/undisturbed environment*
- § *Development impacts on water resources and supply*
- § *Physical and policy threats to loss of farmland*
- § *Opportunities for utilizing natural resources for alternative energy*





# Steering Committee Meeting

October 14, 2011



# Franklin County Comprehensive Plan

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## *County-wide Goals*

Goal 1: Facilitate discussions and efforts aimed at strengthening dialogue between local, County and State governments

Goal 2: Encourage that future development and growth aligns with existing patterns areas where transportation and infrastructure expansion are invested

Goal 3: Promote conservation of quality farmland, prime agricultural soils and the livability of communities embedded in rural landscapes

Goal 4: Continue funding of agriculture preservation initiatives

Goal 5: Emphasize revitalization of core communities

Goal 6: Continue cooperation with the Franklin County Area Development Corporation to implement a comprehensive county-wide economic development strategy

Goal 7: Foster a quality of life attractive to a plentiful, skilled work force

Goal 8: Encourage home ownership

Goal 9: Enhance pedestrian-bicycle connectivity

Goal 10: Cultivate cooperative efforts between municipal authorities to implement infrastructure improvements and optimize service areas

Goal 11: Support preservation of established culture, sensitive natural resources and scenic views

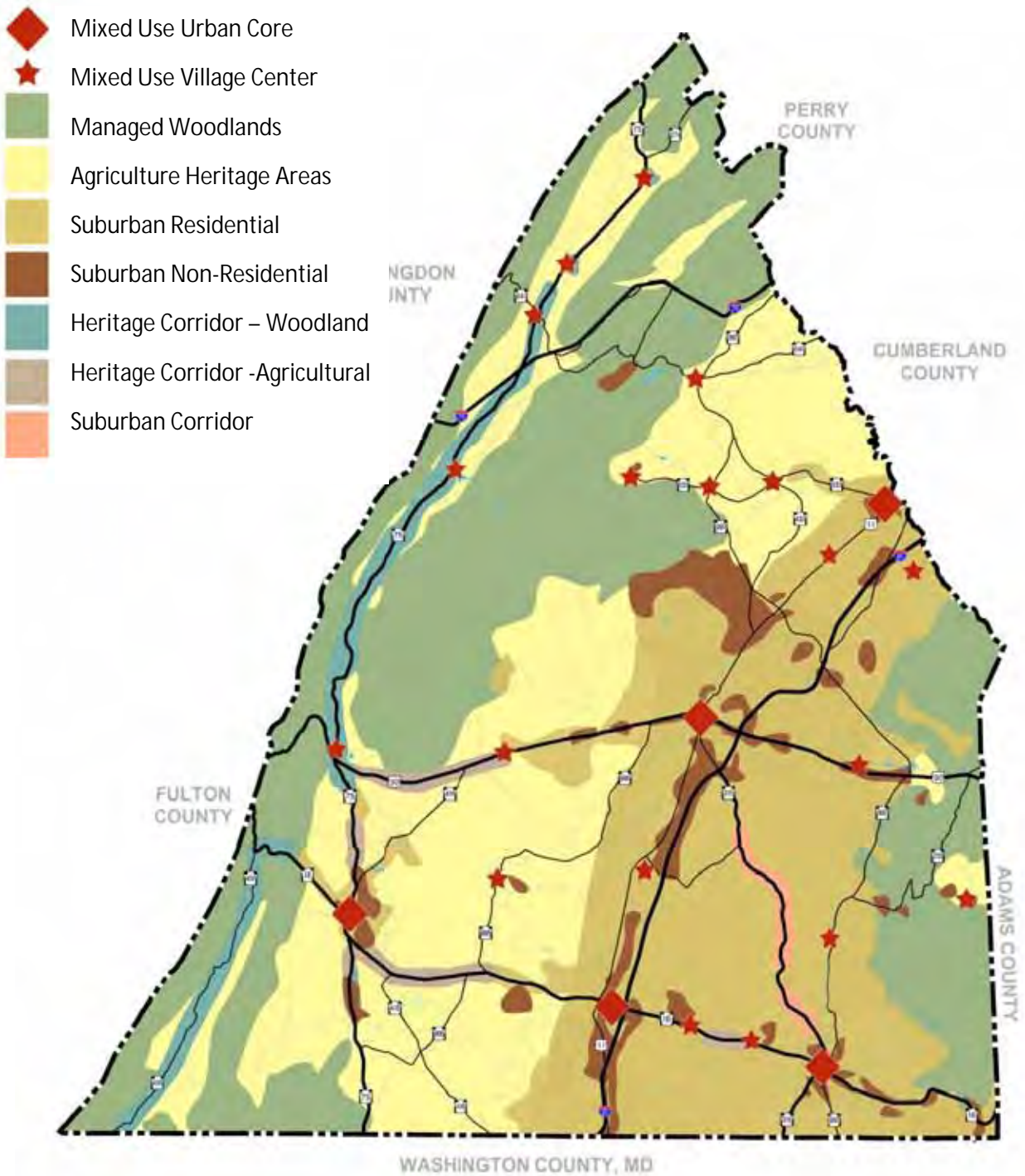
Goal 12: Nurture civic engagement and volunteerism

Goal 13: Encourage tourism-oriented initiatives

Goal 14: Continue to develop and implement fiscally responsible budgets which balance needed public services

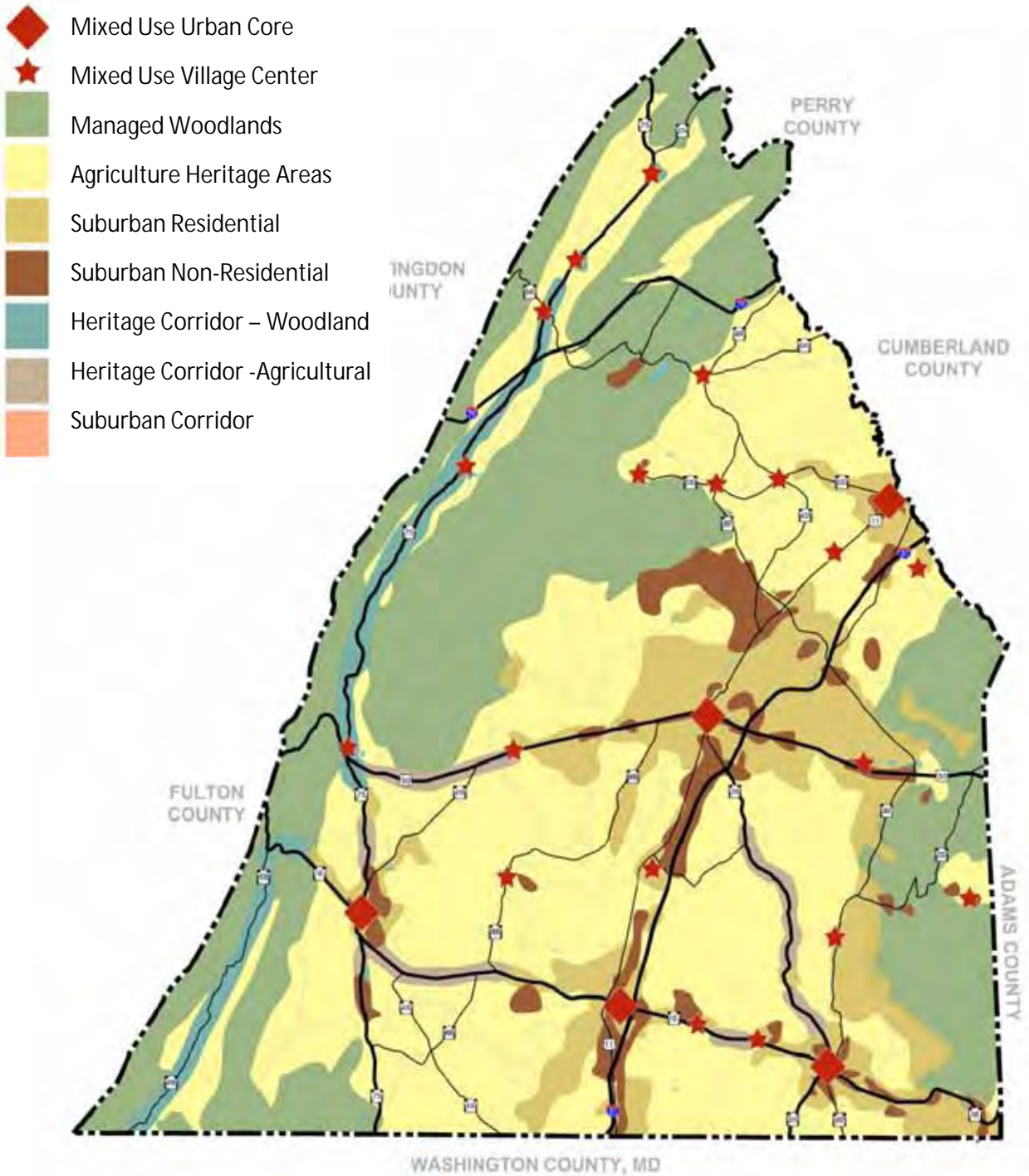


# Franklin County Comprehensive Plan



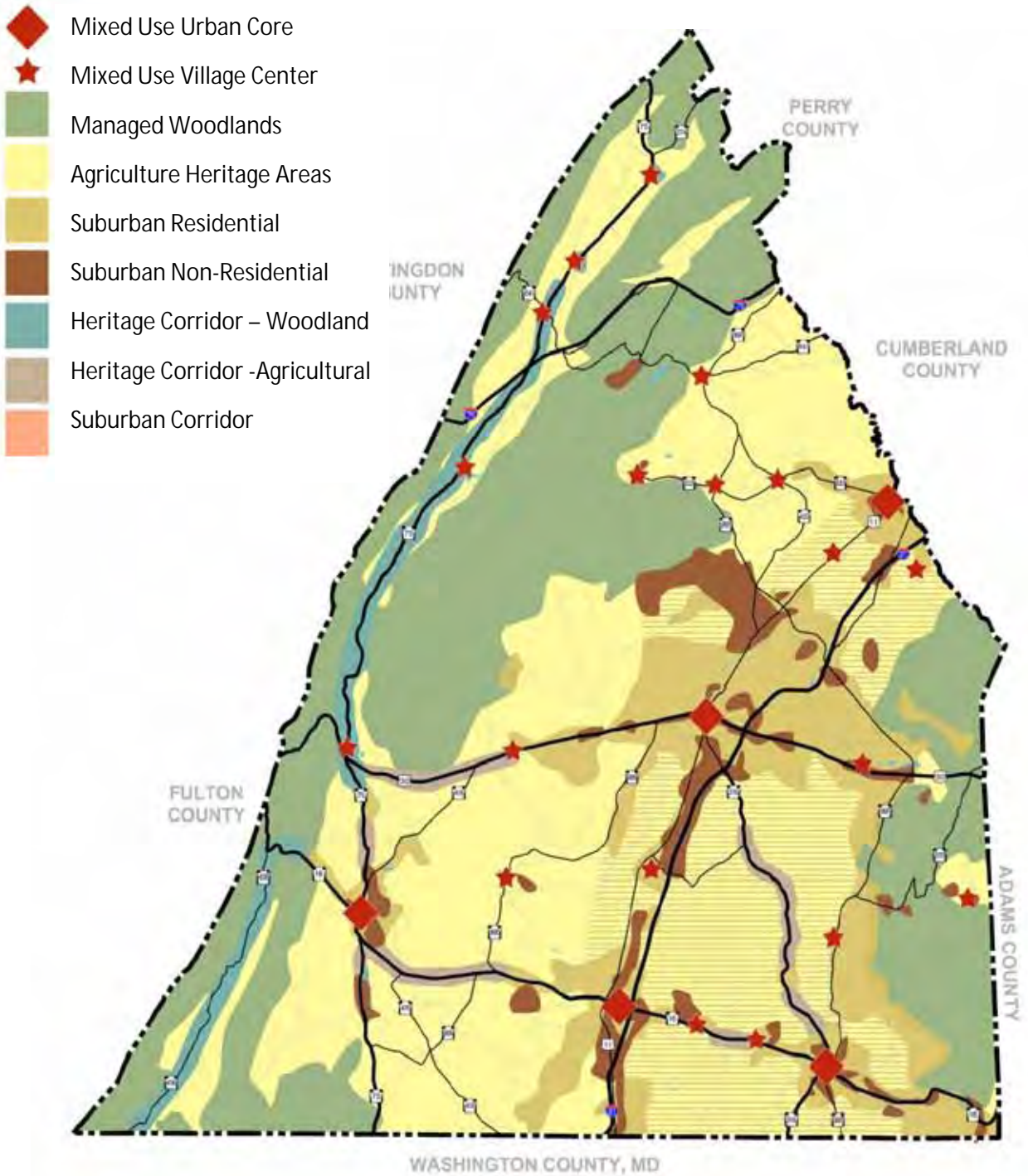
## *Future Land Use and Housing – Option A*

# Franklin County Comprehensive Plan



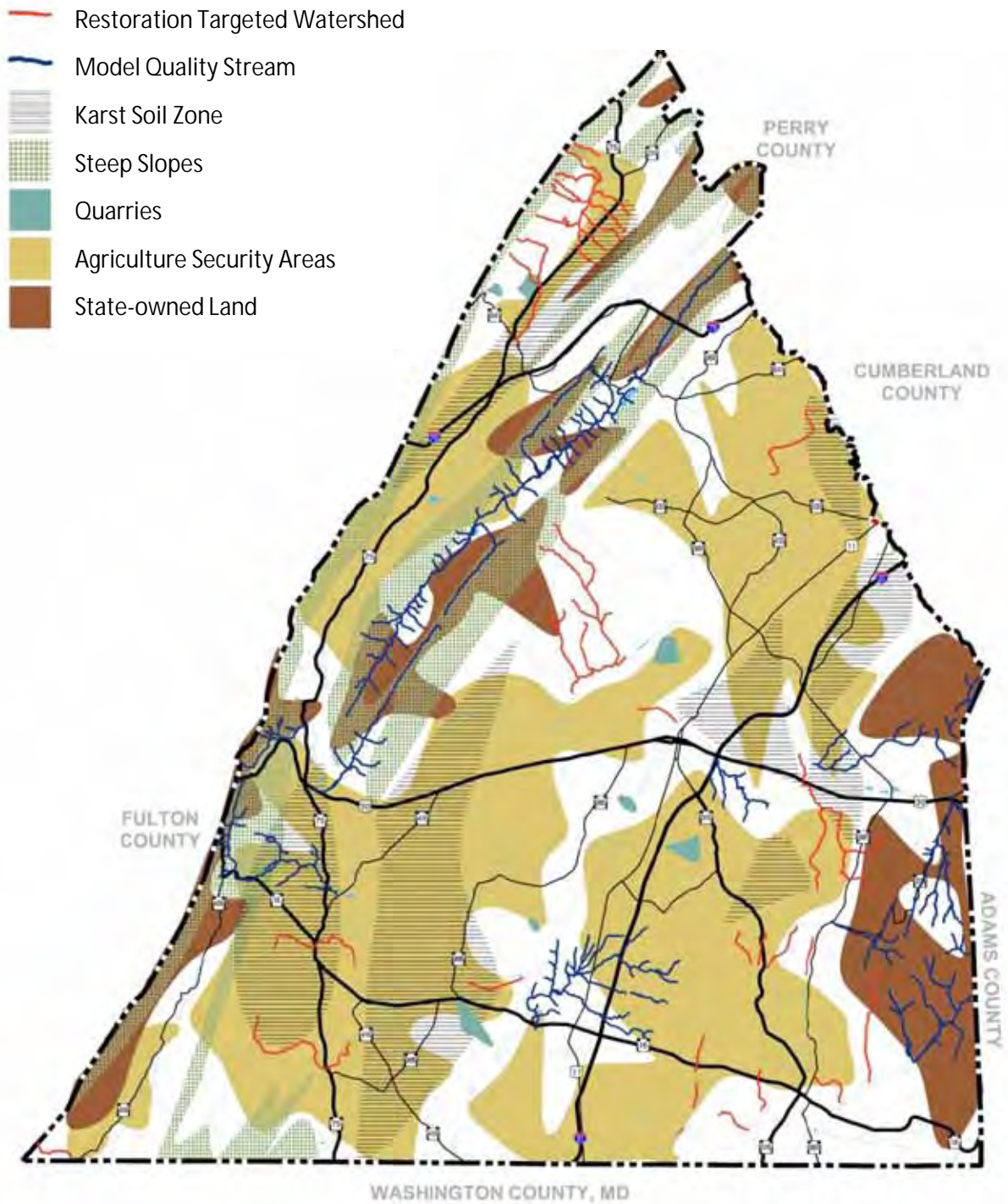
*Future Land Use and Housing – Option B*

# Franklin County Comprehensive Plan



*Future Land Use and Housing – Option C*

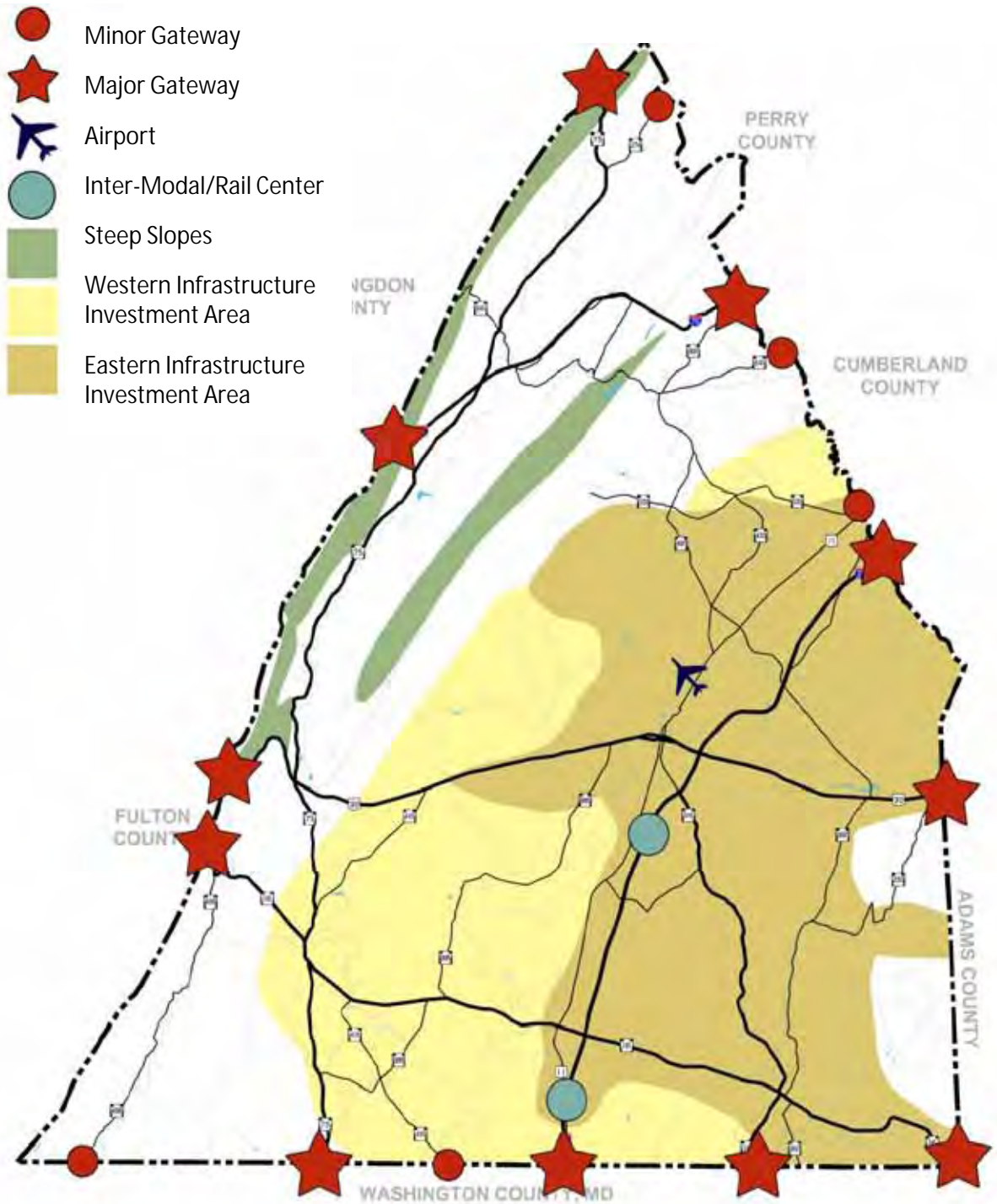
# Franklin County Comprehensive Plan



## Resource Management

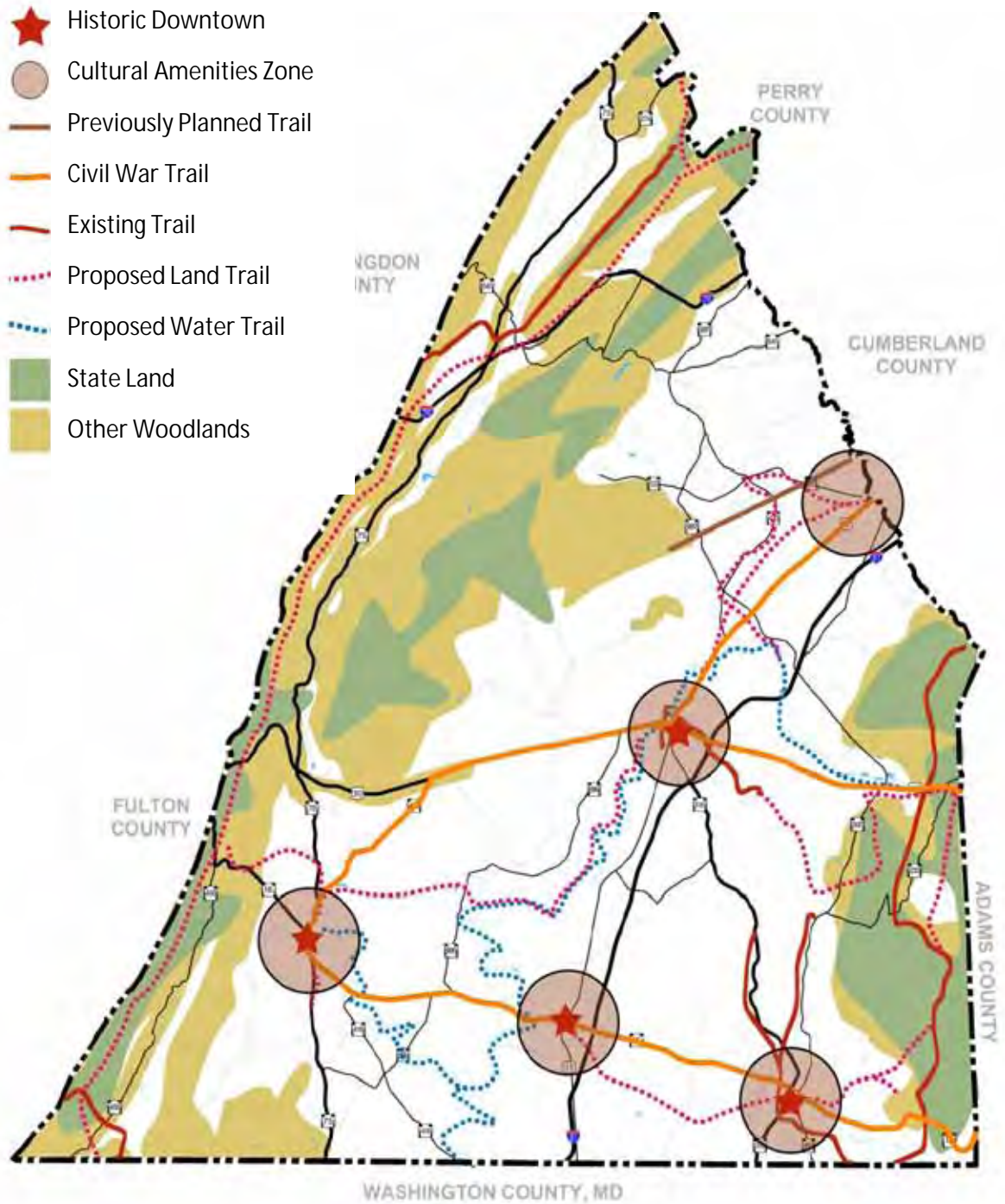


# Franklin County Comprehensive Plan



## *Infrastructure and Transportation*

# Franklin County Comprehensive Plan



## Amenities



# Franklin County Comprehensive Plan

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## *Mission and Vision*

- *County's existing Mission Statement:* To enrich social, economic, and environmental vitality, Franklin County will provide services which are responsive to the health, safety, and general welfare needs of County residents. The County government is dedicated to providing these services through the efficient and effective use of the County's available resources in an honest, open, and caring manner.
- *1999 Overall Goal:* Promote growth and development in a manner that maintains the high quality of life for the residents of Franklin County. Particular emphasis is needed to conserve the most important natural, scenic, agricultural and historic features of Franklin County.



## *Synergies*

- *Partnerships that are working:*
  
- *Partnerships that could be strengthened:*
  
  
- *Partnerships that could be forged:*

# Franklin County Comprehensive Plan

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*Central Theme of Proposed Mission and Vision:  
Build/Reinforce Partnerships and Raise the Bar*

- *Mission Statement:* .

- *Vision Statement:*

