



PLANNING COMMISSION MEETING AGENDA

Monday, March 18, 2024 at 7:00pm | Borough Council Chambers

1. **Convene Meeting**
2. **Review and Approve Agenda**
3. **Review and Approval of Meeting Minutes**
 - A. January 16, 2024, Meeting Minutes
4. **Public Comment Restricted to Items on the Planning Commission Meeting Agenda**
5. **Tabled Old Business**
 - A. SLD-230001 0 Hanover Street - Requires Review Extension
 - B. SLD-230003 Library Subdivision at Lutheran Seminary
 - C. SLD-230004 340 Baltimore Street Welcome Center - Requires Review Extension
6. **New Business**
 - A. ZTA-240001 – Library Land Uses
Request to amend the zoning ordinance to allow for library land uses to be permitted in the INS-1, Institutional District. Planning Commission to provide a recommendation to Borough Council.
 - B. Regional Comprehensive Plan Discussion
 - C. 2023 Annual Report
 - D. 2023-2024 Rezoning – Lighting Fixtures and Glare
7. **Announcements**
 - A. Next Planning Commission meeting is scheduled for **Monday, April 15, 2024**, at 7:00 p.m.
8. **Additional Comments from Planning Commission Members**
9. **Public Comment**
10. **Adjourn**



PLANNING COMMISSION MEETING MINUTES

Tuesday, January 16, 2024 at 7:00pm | Borough Council Chambers

Members Present: Charles Strauss, Martin Jolin, Nicholas Redman, John Rice, Sarah Kipp

Staff Members: John Whitmore, Planning Director; Chad Clabaugh, Borough Engineer; Adam Boyer, Planning Commission Solicitor; Charles Gable, Borough Manager.

Members of the Public: Sue Cipperly, 314 N. Stratton; Shelley Knouse, 28 Chambersburg; Dorthy Puhl, Adams County Library; Mary Sue Cline, Adams County Library; Susan Whaley, Adams County Library; Stacey Rice, At Home In Adams Co.; Brandt Ensor, Adam's County Library; Brian Hodges, 137 Ridge Avenue; Richard Thrasher, Adams County Library; Sharon Monahan, 114 West Broadway; Scott English, Gettysburg Academy.

Convene Meeting: Planning Commission Solicitor Adam Boyer called to order the Monday, January 16, 2024 meeting of the Gettysburg Borough Planning Commission at 7:01 p.m., and opened reorganization proceedings.

Reorganization: Sarah Kipp made a motion to nominate Charles Strauss as the Planning Commission Chair. The motion was seconded by Martin Jolin and passed unanimously. At the direction of the Solicitor, Sarah Kipp made a motion to approve Charles Strauss as the Planning Commission Chair, seconded by John Rice, and passed unanimously. After this vote Charles Strauss chaired the remainder the meeting.

Charles Strauss asked for nominations for Vice-Chair. Sarah Kipp made a motion to nominate Nicholas Redman as Vice-Chair. The nomination was seconded by Martin Jolin and passed unanimously. Being no other nominations, Charles Strauss called for a motion to approve Nicholas Redman as Vice-Chair. John Rice made a motion to approve Nicholas Redman as Vice-Chair and was seconded by Sarah Kipp. The motion passed unanimously.

Charles Strauss asked for nominations for Secretary. John Rice made a motion to accept Sarah Kipp as the Secretary and close nominations. The motion was seconded by Martin Jolin and approved unanimously.

Review and Approve Agenda: Sarah Kipp made a motion to approve the agenda. John Rice provided a second, and the motion carried 5-0.

Review and Approve Minutes: Sarah Kipp made a motion to approve the minutes for the Monday, November 20, 2023 meeting. John Rice provided a second, and the motion carried 5-0.

Public Comment Restricted to Items on the Planning Commission Meeting Agenda: Richard Thrasher representing Adams County Library discussed ongoing negotiations between the Library and the Theological Seminary regarding the relocation of the library and approvals required for the property

transfer. The current purchase agreement requires that proper zoning be in place for the library land use, which is not possible given the peculiarity of the existing Zoning Ordinance. It was discussed that portions of the property outside of the Borough's municipal boundary do allow for a library use in the Cumberland Township and that a library is on site. The Library would like to have guidance to proceed with the purchase to allow for the library to operate on the site and that a text amendment would be greatly beneficial to those efforts.

Sue Cipperly spoke in support of the Commercial Outdoor Recreation land use requiring special exception associated with ZHB-230006 – 533 Steinwehr Avenue.

Scott English provided the following to the Planning Commission and asked that staff provide the exact wording in the minutes, as presented below:

“Scott English, 66-68 W. High St, business owner. Planning Commission meeting, January 16, 2024

Borough Re-Zoning Initiative

Used as a shining example throughout the State of Pennsylvania since 2008, Gettysburg's existing Elm Street Zoning District (currently an “overlay” district) is instrumental in keeping with sustainable, mixed-use and live/work municipal planning and must continue to exist as a defined zoning district in the Borough's revised zoning ordinance(s). Anything short of that will require additional burdens on the property owner and the Borough through the costly variance / special exception processes. When I first met with the Borough's previous planning director in 2019, she indicated on multiple occasions that she wanted to remove the underlying zoning districts and make the existing Elm Street District a stand-alone zoning district in that area, as multiple layers were confusing to both Council and the public. Unfortunately, the previous director confirmed in the November Planning Commission meeting that it was her intention to remove the Elm Street zoning district.

Gettysburg's existing Elm Street Zoning district not only follows the Borough coordinated and adopted 2019 Adams County Comprehensive Use Plan developed in partnership with both Cumberland and Straban townships, but it also reflects those areas historically mixed use over the past two hundred years. Hankey Brothers grocery store, Calvin's barber shop, the Mexican restaurant on the corner of High and Washington Streets, H&H Pontiac car dealership and on and on. Gettysburg's Elm Street existing program must remain as a distinct zoning district to facilitate a path forward through which ALL residents may participate in the future economic development and opportunities of our municipality. Data shows that many communities across the country are pursuing mixed-use zoning to encourage public transportation and pedestrian and bike travel, reducing a neighborhood's carbon footprint. By limiting car usage and street congestion, mixed-use communities can minimize air pollution and promote energy conservation. The most recent is Baltimore County, Maryland.

Elm Street zoning district must remain in the zoning ordinance, or the Elm Street program itself will be non-existent – without the Elm Street zoning district, the public / private partnership that has worked for the past 15 years to inclusively provide a path forward through equitably affordable business opportunities in an historically diverse neighborhood ceases to

exist. Removing it stifles opportunities for those that may not have the resources required to apply for zoning variances and/or special exceptions.

The Elm Street zoning district needs to be specifically designated in the ordinance and as a layer on the new zoning map. “

After Scott’s comments the Commission began discussion items on the Tabled Old Business portion of the agenda.

SLD-230001 - 0 Hanover Street: Chad Clabaugh indicated that no updates have been submitted for the 0 Hanover Street Plan to date and that an extension will be necessary in March 2024. John Rice made a motion to table the plan until the February meeting. Nick Redman provided a second and the motion carried 5-0.

SLD-230003 – Library Subdivision at Lutheran Seminary: Chad Clabaugh noted the issue at hand was a subdivision of the parcel and not the use of land. While the new draft zoning ordinance does identify library as a land use in the Institutional District, the ability for the applicant to develop the site is not guaranteed at this time, providing justification to delay the subdivision activity until such time that the Library may be able to complete all aspects of the property transfer. The Planning Commission, the Planning Director, the Borough Engineer and members of the Adams County Library discussed issues warranting the text amendment and best practice to ensure an accurate public debate.

After discussion with the Planning Commission Solicitor regarding which motions were required for this application, John Rice made a motion to accept the request to extend the subdivision review until April 16, 2024. Martin Jolin provided a second and the motion carried 5-0. Martin Jolin then made a motion to table the request to table the item until the February 2024 meeting. John Rice provided a second and the motion carried 5-0.

After tabling the item, the planning commission discussed potential text amendment scenarios to allow for the library land use, With Martin Jolin making a motion to allow libraries in the Institutional District as a permitted use as the library land-use is a permitted land-use in the neighboring Cumberland Township’s institutional district, to which portions of the property outside of the borough municipal limits is zoned, that there is already a library on the site, and that this would expedite the planning zoning process for this project. The motion was seconded by John Rice. The motion did not pass with Martin Jolin and John Rice voting aye and Charles Strauss, Sarah Kipp, and Nicholas Redman voting nay. The Chair of the Planning Commission then asked staff to bring this item to the attention of Borough Council to begin a formal text amendment process.

ZHB-230005 – 202 Carlise Street: The application was discussed by the Commission regarding the request for a special exception for a conversion apartment land-use in the RO, Residential Office zone, and variances related to a 5-foot side yard setback requirement and roofing requirements for exterior stairways. Commissioners Redman, Kipp, and Jolin voiced support for increased housing opportunities and that the apartment conversion land-use preserves the structure as opposed to new multi-family dwelling construction which may not have the same architectural features as compared to the older housing stock. Sarah Kipp made a motion to recommend approval of the special exception on those grounds, seconded by John Rice, and approved unanimously. Marin Jolin moved to recommend approval of the 5-foot side yard

setback variance as the hardship was not created by the applicant. The motion was seconded by John Rice and approved unanimously.

After discussion regarding the roof requirement for exterior stairways, no recommendation was made by the Planning Commission.

ZHB-230006 – 533 Steinwehr Avenue: John Whitmore provided a general outline of the project. Nicholas Redman noted that he was in favor of the project as the use would not negatively affect neighboring residents and provides an appropriate tourism based commercial land use, with John Rice and Sarah Kipp in agreement. Nicholas Redman made a motion to recommend approval of the special exception with John Rice providing a second. The motion passed unanimously.

2023-2024 Rezoning: John Whitmore presented timeline updates to the draft zoning ordinance. There was considerable discussion relating the ongoing zoning updates and the need for meaningful public participation and feedback. Chad Clabaugh discussed changes to the Elm Street overlay whereby current drafts of the ordinance seek to place the overlay district's land development practices and architectural design standards into traditional zones. Charles Strauss indicated a preference for another town hall style meeting and for members of the public to provide comment on the draft document once it is ready for distribution.

Sue Cipperly commented that there are other ways to incentivize development than height including LERTA and provided written comments regarding previously disseminated draft material. In particular building height, imaging issues, prior land-use decisions regarding building height, and potential parking issues and congestion related to increased building density.

Announcements:

Next Planning Commission meeting is scheduled for Tuesday, February 20, 2024, at 7:00 PM in Borough Council Chambers.

Additional Comments from Planning Commissioners: Nicholas Redman asked that staff seek information on the availability of having the alternate member position filled for the Planning Commission. Sarah Kipp indicated that she would be unable to attend the February meeting.

Public Comment: Sharon Monahan addressed the Commission regarding the prior zoning ordinance town hall and issues with the format of the meeting. In particular, there was concern regarding the productive nature of the meeting and the desire for the community to have a method to provide meaningful comment and establish better understanding of the ordinance. This was echoed by Scott English as well the need for another constructive discussion based town hall meeting.

Charles Gable addressed issues with the current LERTA and the need to coordinate with other public entities including the school district to ensure that future LERTA designations are practical and will result in redevelopment as opposed to being untenable.

Adjournment: John Rice made a motion to adjourn the meeting at 9:14 pm. Martin Jolin provided a second, and the motion carried 4-0.



DESIGNING ENVIRONMENTS

2201 North Front Street, Suite 200 :: Harrisburg, PA 17110
717.635.2835 :: www.kandwengineers.com

March 13, 2024

Gettysburg Borough
Attn: John Whitmore
59 East High Street
Gettysburg, PA 17325

Re: Preliminary/Final Subdivision Plan
Lot 1
Adams County Library System
Time Extension Request
K&W Project No. 2342.002

Dear John:

On behalf of the applicant, Adams County Library System, we hereby request / agree to a time extension for approval of the above referenced Preliminary/Final Subdivision Plan through July 15, 2024.

If you have any questions or require any additional information regarding this request, please do not hesitate to contact me.

Sincerely,

K&W

Carolyn E. DuBois, ASLA
Project Manager

CC: Susan Whaley, ACLS (via e-mail)
Richard Thrasher (via e-mail)



GETTYSBURG PLANNING COMMISSION
ZTA-240001 / Library Land Uses
STAFF REPORT
PRESENTED March 18, 2024

BACKGROUND

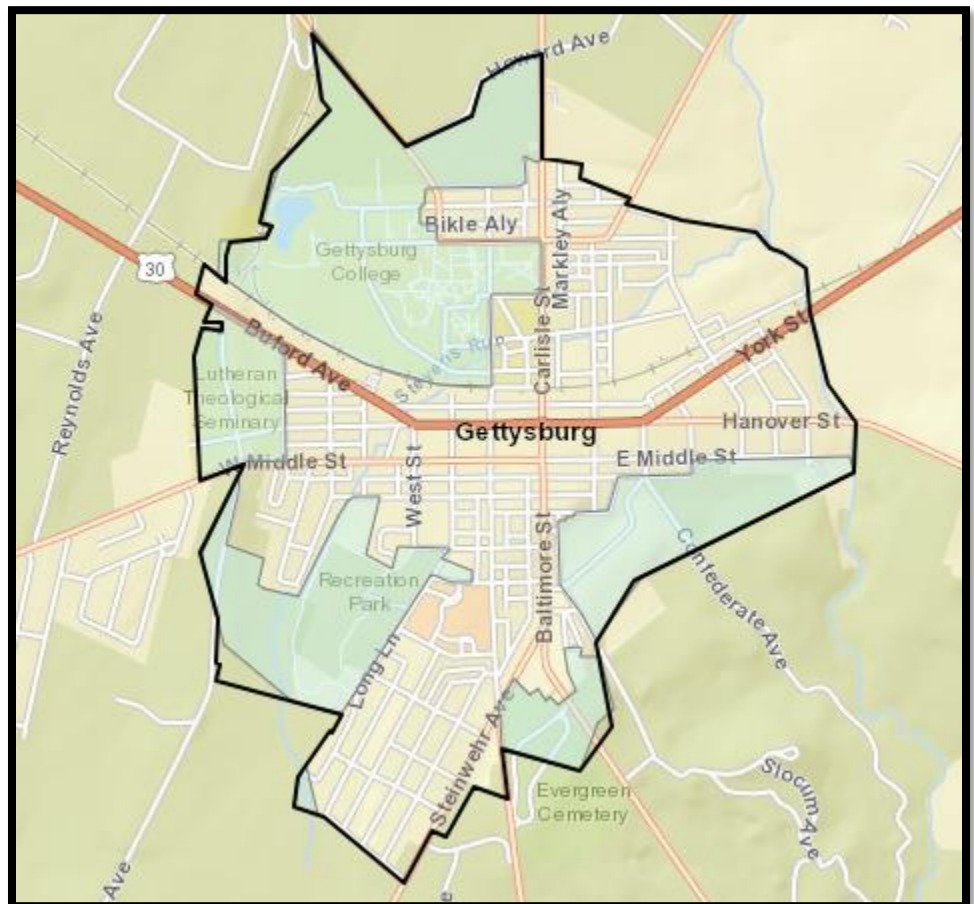
On February 12, 2024, The Gettysburg Borough Council voted to initiate a zoning ordinance text amendment to provide for library land uses to be permitted by-right in the INS-1, Institutional District. The initial request for the text amendment is sought by the Adams County Public Library in conjunction with a subdivision and land development application for construction of a library to be located in the vicinity of Seminary Ridge Road / Springs Avenue on property zoned INS-1, Institutional District.

ANALYSIS

The text amendment as proposed would add Library as a permitted use in the INS-1, Institutional District, as provided in § 27-702. A copy of the draft ordinance is provided in Addendum A of this report. The Planning Commission is asked to provide a recommendation to the Borough Council on the appropriateness of the proposed text amendment. The Planning Commission, under the Pennsylvania Municipalities Code is further directed to evaluate the proposal based on the community's development plans.

The Borough of Gettysburg Official Zoning Map provides six independent INS-1, Institutional District groupings as shown in the image to the right. These groupings can be delineated as follows:

1. Gettysburg Recreation Park
2. Lutheran Theological Seminary
3. Gettysburg College
4. Gettysburg Area School District Elementary and Middle Schools Property



5. Gettysburg National Cemetery
6. Gettysburg National Military Park

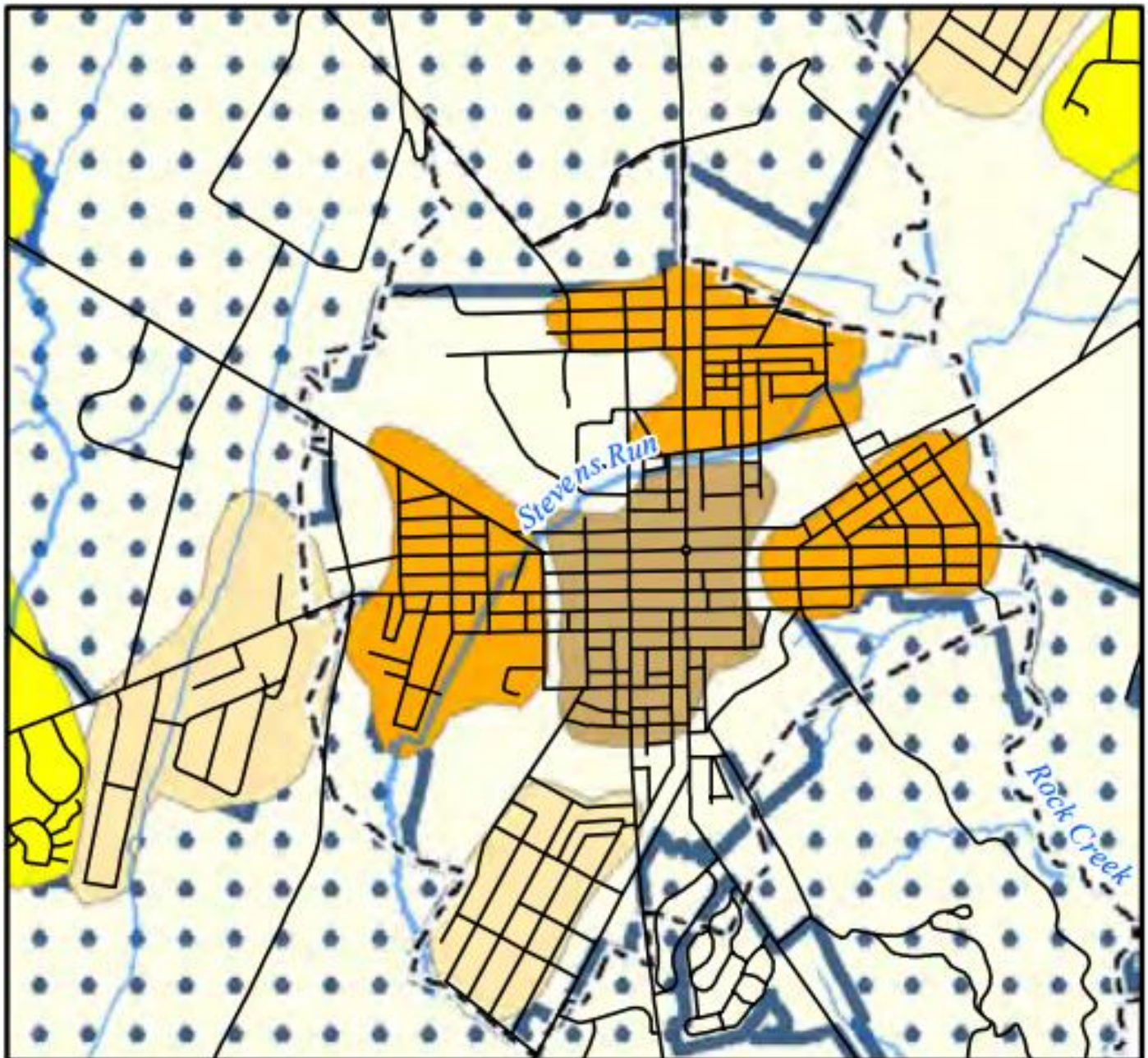
In reviewing the proposal, the Planning Commission is reminded that changes to the INS-1, Institutional District will affect all six of these groupings.



Comprehensive Plan Concurrence

A review of the zoning text amendment in relation to the Central Adams Joint Comprehensive Plan (adopted April 2019) is provided below.

Housing Character Areas

Properties identified in Housing Character Areas section of the plan (page 30) generally exclude areas zoned INS-1, Institutional District, with the exception of some slight inclusion of In-Town Neighborhood and Early Suburb areas as shown below.



-  In-Town Neighborhood
-  Early Suburb

In-Town Neighborhoods

- Older residential areas within established borough settings.
- Includes a variety of dwelling unit types (single family detached, single-family semi-detached, townhouses, conversion apartments), although perhaps less property-by-property residential “mix” than Downtown Neighborhoods.
- Larger lots than in Downtown areas, but still relatively small.
- Comparatively fewer non-residential uses compared to Downtown Neighborhoods, including very few stand-alone non-residential uses and few, if any, mix of residential and nonresidential use on the same property.
- Typically retains grid street design with alley access.
- Served by public sewer and water systems.

Examples

- Broadway
- Springs Avenue
- Hanover Street



Early Suburbs

- Older, original suburbs developed primarily in the 1950s to 1970s.
- May be located in borough or township settings.
- Typically, but not exclusively, single residence type.
- Typically retains a grid (or near grid) street layout, but more often without alley access.
- Developed as an extension of existing built areas.
- Distinguishable from In-Town Neighborhoods by a lack of alley access.
- Served by public sewer and water systems.

Examples

- Colt Park (Gettysburg)
- Woodcrest (Cumberland)
- Twin Oaks (Straban)



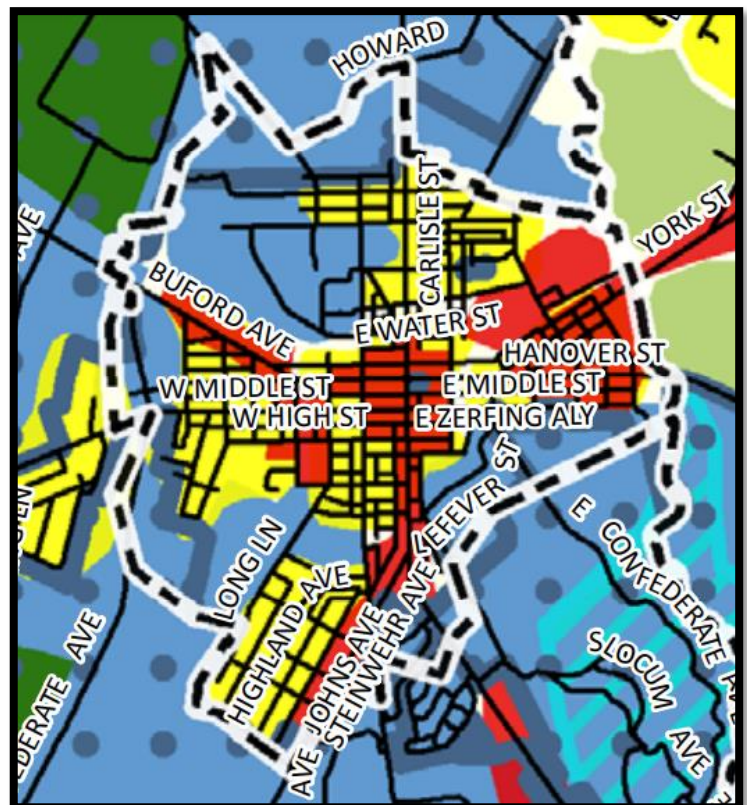
Composite Character Areas

Areas identified as INS-1, Institutional District parcels appear to be Civic Character Areas and are further identified as traditional Civic Character Areas.

Traditional Civic Character Areas are:

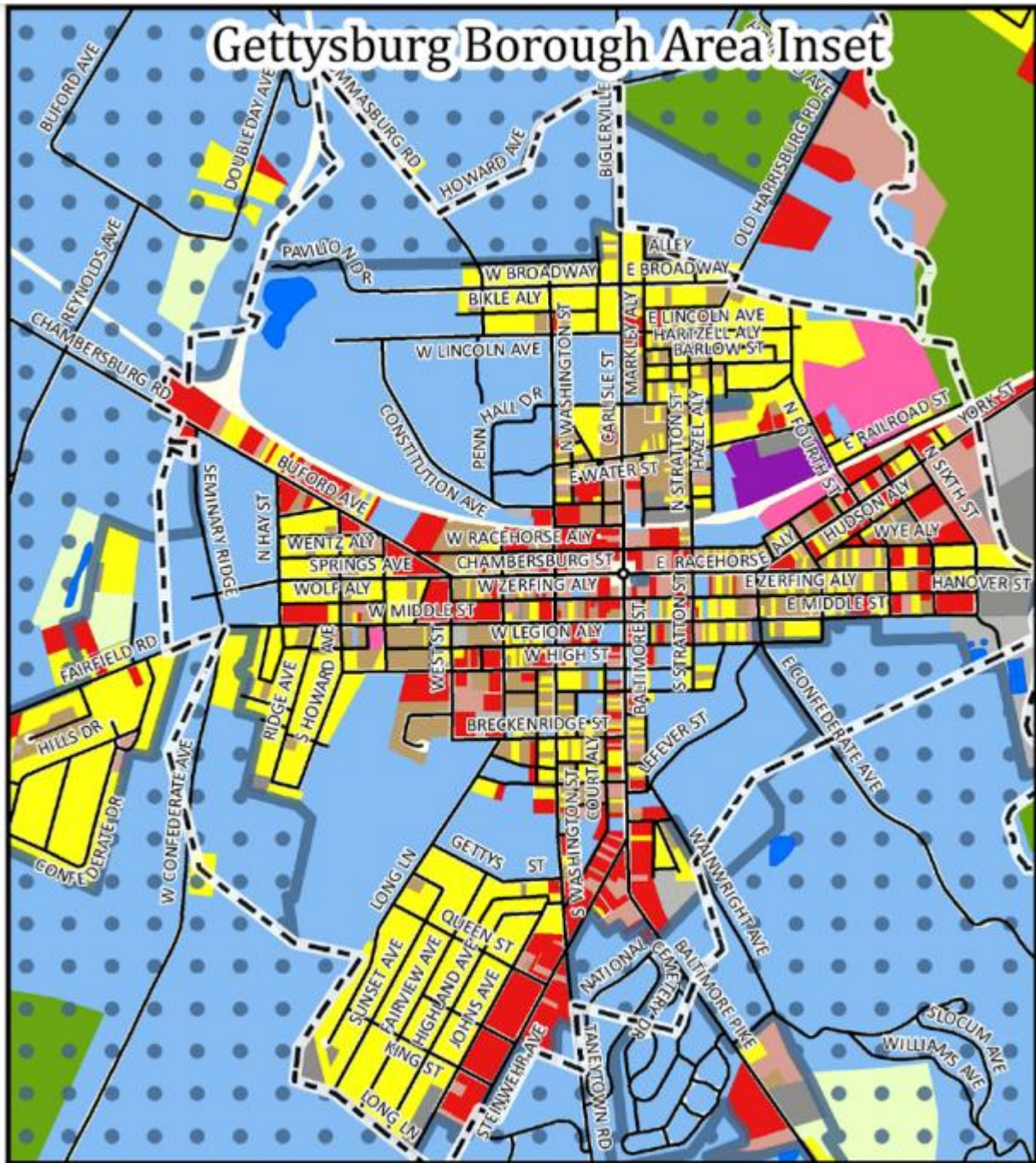
- Primarily owned by Federal or County government entities and educational institutions.
- Most of this setting includes the Gettysburg National Military Park.
- Provide the majority of educational, healthcare, recreation, or safety oriented services to the entire Region.

Examples provided in the Comprehensive Plan include Gettysburg College, Gettysburg Area School District, and Gettysburg Hospital.



Existing Land Use

The majority of lands zoned INS-1, Institutional District are identified as Institutional land uses with one property also identified as Undeveloped Land.



<p>Institutional</p>	<p>Properties owned by local, county, state, or federal government. Also, properties owned by school districts, churches, cemeteries, fire companies, libraries, and similar cultural facilities.</p>
<p>Undeveloped Land</p>	<p>Properties of any size that primarily contain no structure and for which no use is specifically defined. Such lands may be fallow lands, unbuilt lots within residential or commercial developments, or lots that may retain modest agricultural use.</p>

Civic

The Civic settings include the presence of extensive public, semi-public, governmental, and institutional uses. This category includes the Gettysburg National Military Park and Eisenhower National Historic Site, higher educational facilities, local schools, the hospital, and a personal care facility. These uses and properties should be retained.

RECOMMENDATIONS:

- CIV27.1 Encourage the retention of existing civic uses, given their importance as historic, cultural, public health, and related functions within the community.**
- CIV27.2 Allow wide flexibility with regard to accessory buildings and functions for existing civic uses to ensure that such uses may quickly adapt to community changes.**
- CIV27.3 With regard to the Gettysburg National Military Park, municipalities should maintain a close relationship with Park staff to ensure the continued viability of this significant historic and cultural resource. Coordination will ensure that potential impacts of development on the Military Park are mitigated in a manner that balances the needs of the community with the need to retain the National Military Park landscape and the ability to interpret the landscape from a historical perspective.**

RECOMMENDATION

The Planning Commission is tasked with providing a recommendation to the Gettysburg Borough Council regarding the inclusion of library land uses in the INS-1, Institutional District. In providing the recommendation, the Planning Commission is directed to review community development plans as opposed to individual requests as the change will affect the entire municipality.

Staff recommends that the Planning Commission provide a favorable recommendation to amend the zoning ordinance to include Library land uses as presented based on Central Adams Joint Comprehensive Plan recommendations CIV27.1 as the addition of library as a permitted principal use in the INS-1, Institutional District is a civic use and will encourage the retention and potential expansion of civic uses in the borough and C1.2 as the library land use promotes collaboration among municipalities and provides to design strategies for economic development through cultural activities. Further, the additional permitted land use furthers the goal of the plan to avoid agricultural land development by promoting additional land uses in the borough.

**ZTA-240001 / Library Land Uses
Staff Report
Appendix A**

ORDINANCE NO. _____

**AN ORDINANCE OF THE BOROUGH COUNCIL OF THE BOROUGH OF
GETTYSBURG, ADAMS COUNTY, PENNSYLVANIA, AMENDING THE
TEXT OF THE GETTYSBURG BOROUGH ZONING ORDINANCE,
CHAPTER 27 OF THE CODE OF ORDINANCES OF THE BOROUGH OF
GETTYSBURG, IN ORDER TO AUTHORIZE AND ESTABLISH A
LIBRARY USE AS A USE PERMITTED BY RIGHT WITHIN THE INS-1
INSTITUTIONAL-1 DISTRICT OF THE BOROUGH OF GETTYSBURG.**

The Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania, hereby enacts, adopts and ordains this ordinance, amending the text of the Gettysburg Borough Zoning Ordinance, codified as Chapter 27 of the Code of Ordinances of the Borough of Gettysburg, as follows:

**Part 7.
INS-1 INSTITUTIONAL-1 DISTRICT**

§ 27-702. Uses Permitted by Right.

SECTION 1: Chapter 27, Part 7, Section 702 of the Gettysburg Borough Zoning Ordinance (the “Zoning Ordinance”), shall be amended in order to add a “Library” use as a principal use of land and buildings to be permitted by right in the INS-1 Institutional-1 Zoning District. Upon the enactment of this ordinance, the text of the Zoning Ordinance shall be amended accordingly.

SECTION 2: All remaining provisions of Chapter 27 shall remain in full force and effect unless otherwise repealed by any other ordinance. All ordinances, or parts of ordinances, conflicting with this ordinance shall be and the same are hereby repealed insofar as the same affect this ordinance.

SECTION 3: This ordinance shall take effect upon its enactment by the Borough Council and its approval by the Mayor.

**ZTA-240001 / Library Land Uses
Staff Report
Appendix A**

THIS ORDINANCE DULY ENACTED AND ORDAINED according to law on this ____ day of _____, 2024, at a duly advertised general monthly business meeting of the Borough Council of the Borough of Gettysburg, Adams County, Pennsylvania.

BOROUGH OF GETTYSBURG

By: _____
J. Matthew Moon
President of Borough Council

ATTEST:

By: _____
Sara L. Stull, Secretary

APPROVED this ____ day of _____, 2024.

By: _____
Rita C. Frealing, Mayor

2019 Central Adams Joint Comprehensive Plan

Goals and Recommendations

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Natural Resources Element

Goal N1: Support the protection and enhancement of surface and ground water.

N1.1 Employ techniques to protect water supply sources through municipal ordinances and plans that encourage wellhead protection, groundwater recharge, and enhanced storage of water and rainfall.

- Implement GMA's Source Water Assessment and Protection Plan
- Consider the use of overlay districts or other standards in zoning ordinances to protect public water supplies.

N1.2 Protect watercourses and their corridors through the retention and establishment of riparian buffers, particularly along Marsh Creek as it is a primary source of drinking water. Retaining existing buffers or establishing new buffers is the most cost-effective method of protecting waterways from runoff, sediment pollution, streambank erosion and damage from flooding. Many scientific studies have documented the beneficial role of riparian buffers in protecting water quality. The American Water Works Association in particular, has determined that for every 10% of forest cover near surface water supplies, drinking water treatment costs are reduced by 20%. Conservation easements voluntarily placed on properties through the Land Conservancy of Adams County (LCAC) have also been influential in preserving riparian buffers.

- Municipalities should consider riparian buffer standards in ordinances.
- Encourage individual landowners to work with the Adams County Conservation District and the National Resource Conservation Service (NRCS) to participate in the Pennsylvania Conservation Resource Enhancement Program (CREP), LCAC or other statewide programs which provide reimbursements and incentives for establishing riparian forest buffers on their property.

N1.3 Educate the public on the benefits of protecting water supplies. Support the creation and promotion of informational materials such as brochures or web pages that educate the public about proactive approaches that may be taken to protect water quality.

Goal N2: Explore options for maintaining and establishing greenway corridors to protect the sensitive natural features that contribute to those corridors and reduce the risk of flooding.

N2.1 Identify and establish a system of passive and active greenways throughout the Region. The Adams County Greenways Plan recommends the preparation of local or regional greenway plans that identify the potential greenway corridors that are unique to a

region. These plans increase opportunities for recreation, promote active tourism, protect critical natural areas and significant landscapes, provide alternative forms of transportation, reduce the potential for flooding, help manage stormwater, as well as increase property values and quality of life for the residents.

N2.2 Encourage the retention of natural and vegetated systems that preserve drainage patterns, conserve riparian areas, provide opportunities for groundwater recharge, reduce the risk of flooding, allow for the movement of wildlife, and retain ecological communities of local plants and animals through ordinance standards.

Goal N3: Retain and enhance natural features within new and re-development sites.

N3.1 Ensure consistent standards between municipal ordinances to minimize or prohibit development activity in ecologically sensitive areas designated as Conservation on the Future Land Use Map, as well as wetlands, steep slopes, and forested areas.

Agricultural Element

Goal A1: Ensure that local agricultural policies are balanced and allow for all types of agriculture within the proper locations.

A1.1 Encourage intensive animal operations to locate within the lands designated as Agricultural Enterprise on the Future Land Use Map. Locate intensive agricultural uses in areas with established agricultural operations.

A1.2 Limit non-farm uses in Agricultural Enterprise areas. Limiting non-agricultural developments in the Agricultural Enterprise areas will help prevent conflict between agricultural and non-agricultural land uses. Identify agriculture as the primary land use in these areas. Guide non-farm uses to areas targeted for growth.

A1.3 Allow for complimentary accessory uses to agricultural operations. Many farms need the ability to operate complimentary businesses on their properties to remain viable and public demand for purchasing food and other goods directly from growers is increasing. Local ordinances should be responsive to these changing needs, especially within the Agricultural Enterprise and Rural Landscape land uses.

A1.4 Develop a public outreach approach to address public concerns of modern animal farming, including intensive animal operations. A disconnect has been identified between the farming community and residents as to what constitutes traditional farming, modern farming, and factory or industrial farming. Municipalities should consult with Penn State and the Pennsylvania Farm Bureau on techniques that could address public concerns. Municipalities could also consult national, state and local organizations, and action

groups to more fully identify citizen concerns and best business practices. Both farmers and non-farming residents may participate in local decision-making.

Goal A2: Enact Effective Agricultural Zoning in areas designated as Agricultural Enterprise on the Future Land Use Map.

A2.1 Consider a municipal or regional zoning ordinance that includes effective agricultural zoning.

A2.2 Coordinate similar agricultural land-use patterns along municipal borders. Consider a regional zoning ordinance that would help create a more seamless transition in land use pattern from one municipality to the other. Structure zoning to separate new development from farmland both within and across municipal boundaries.

Goal A3: Develop a Region-wide farmland protection plan.

A3.1 Investigate strategies for funding farmland preservation. The primary obstacle to farmland preservation has always been funding. There are several revenue mechanisms available to municipalities for use in farmland preservation, such as earned income tax, bond initiatives, state and federal grant funding, and tax millage dedication. Municipalities can participate in preservation efforts by designating funds and collaborating with existing preservation partners.

A3.2 Encourage farmland preservation within areas designated as Agricultural Enterprise and Rural Landscape on the Future Land Use map. The focus of farmland preservation and Agricultural Security Areas (ASAs) should be on lands outside of the Primary and Secondary Designated Growth Areas. Municipalities can establish agricultural committees or convene existing ASA Committees, to help prioritize agricultural land within their jurisdiction that is deemed important farmland to protect. Prioritization at the local level may help protect farmland while avoiding potential conflicts between the agricultural community and areas targeted for growth.

A3.3 Investigate the demand and feasibility for a Transfer of Development Rights (TDR) Program. If preservation funding is not feasible, a TDR program could generate funds to help permanently protect farmland in the Region. TDR programs put a value on the development rights of rural landowners, and those rights can be sold to developers. It is recommended that the rights of the TDR program transfer from the Agricultural Enterprise and Rural Landscape areas to the Primary and Secondary Designated Growth Areas.

Community Resource Element

Goal CR1: Ensure emergency services are sufficient to support future population growth and economic development activities.

CR1.1 Improve public education and outreach to increase volunteer service for local fire departments. A lack of volunteers has been identified by local fire departments as a primary barrier to providing adequate emergency response. Local municipalities can partner with fire departments to help establish and fund events and programming aimed at improving recruitment and retention of volunteer firefighters in the Region.

CR1.2 Consider providing tax credits to active members of volunteer fire companies and nonprofit emergency medical service agencies through a volunteer service credit program, as enabled by Act 172 Volunteer Fire Tax Credit Act. Municipalities can work with fire chiefs and EMS agency supervisors to establish service criteria for active volunteers, and offer either earned income tax credit, real estate tax credit, or both. Participating municipalities determine the maximum amount for the earned income tax credit, however the real estate tax credits are capped at 20% of the active volunteer's municipal real estate tax liability. Service criteria for tax credit should focus on fulfilling the need for emergency response, and include both minimum functional training requirements to ensure the volunteer functions as an interior firefighter, large apparatus driver or fire police officer or combination thereof, and minimum response criteria measured by quantity of responses per year.

CR1.3 Establish an emergency services task force, including representatives from fire and police departments, emergency medical providers, and municipal officials. This task force could:

- Establish analytical metrics to determine the appropriate levels of service to meet community needs for police, fire protection, and emergency services. Such metrics may include demographic information, crime statistics, 911 call totals, accident-prone areas, housing-stock characteristics, and review and evaluation of the 2013 study Financing Fire Services for Adams County, PA.
- Evaluate regional maintenance and equipment upgrade priorities for emergency management operations.
- Identify potential safety, security, and community design improvements, such as increased lighting, which may help reduce crime in areas with higher reported incidents.
- Communicate to municipalities the level of financial support needed for sufficient emergency services coverage.
- Work with Adams County Department of Emergency Services, local residents, and local fire departments to determine the best ways to improve emergency response times in the area.

CR1.4 Explore ways to address fire protection coverage in the Hunterstown area. Consult with local and neighboring fire departments, as well as residents within this area, to discuss, monitor, and address ways to adequately cover this portion of Central Adams

County in the future. Currently, the Hunterstown area is greater than 5 miles from all neighboring fire departments, which may create challenges in responding to an emergency effectively. This is of particular importance if development occurs in the Secondary Designated Growth Area near Hunterstown.

CR1.5 Maintain and evaluate fire-training services at the Adams County Emergency Services Training Center to accommodate best practices for emergency response. To best meet the needs of the local community, emergency responders should have the most up-to-date training possible with opportunities to review and discuss various scenarios within their line of work. Efforts to maintain and expand as needed should continue to ensure all avenues are explored to maximize training opportunities for local fire and emergency responders.

Goal CR2: Pursue regionalization of community services.

CR2.1 Revisit the Southern Adams County Regional Police Study to determine if a regional police department is viable. The Southern Adams County Regional Police Study recommended a regional ADAMS COUNTY, PENNSYLVANIA | 76 04 Plan Elements police department to cover Cumberland Township and Gettysburg Borough. Those municipalities, along with their police departments, could revisit this study to determine if regionalization of police services is a viable option for the region. In addition, the option for Straban Township to join the regional police coverage should be available.

CR2.2 Consider a regional fire department in conjunction with other new community facilities to serve new development.

CR2.3 Identify areas where social service organizations could work together and reduce duplication of services. Opportunities exist among social service groups, governmental entities, churches, and other agencies to work together to collectively meet the needs of residents and families within the community. This collaboration could lead to less competition for funds between local organizations.

CR2.4 Continue to participate in the multiple-municipal waste collection and recycling contracting process. The municipalities should continue working to enhance the commercial/ residential reporting system in an effort to ensure the collection process meets the State-established recycling rate of 35%. Cooperation from the County and recycling agencies, should also be undertaken to find an equitable plan for recycling of electronic devices until a statewide solution is available.

CR2.5 Plan and identify a location for a centralized yard-waste management site.

Goal CR3: Encourage local educational institutions to participate in regional planning and economic development policy discussions and implementation.

CR3.1 Regularly engage local school districts to discuss the impacts of municipal land use policies on their long-term fiscal and operational sustainability. The biggest concern facing public schools is funding. The inclusion of local school districts into discussions with municipalities and economic development agencies could play a role in boosting the local tax base, while providing a dialogue for best practices to meet the fiscal needs of the community at large.

CR3.2 Support further research into the feasibility of expanding the Tech Prep programs at Gettysburg High School. Opportunities exist to expand the program options of the Tech Prep program at Gettysburg High School. Municipal support and input to encourage open discussions between residents and school districts within Adams County will provide an avenue to explore program expansion.

CR3.3 Support HACC and assist when possible in promotion of their programs and educational opportunities.

CR3.4 Support a continued partnership between Gettysburg Area School District and HACC to develop more opportunities for student learning and internships. Support workforce development and continuing education opportunities through this partnership with the goal of expanding the available workforce for the primary industry sectors in both Central Adams, and Adams County as a whole.

Goal CR4: Promote coordination between regional social service organizations to ensure coverage for all neighborhoods and to meet community needs.

CR4.1 Work with social services groups to diversify funding sources beyond the Commonwealth. Municipalities should be open to a dialog with social service groups to address funding issues related to housing and other programs assisting residents in need.

CR4.2 Seek to coordinate municipal efforts with other governmental institutions to find ways of providing more affordable housing. Planning efforts to address avenues for providing a mix of housing options should take place between municipalities, Adams County, local housing organizations, and economic development agencies.

CR4.3 Work with local employers, County government, and public transit to provide efficient and effective transportation for all residents, while increasing special needs accommodations with public transit, job attainment, and skills training.

Utilities Element

Goal U1: Ensure safe and adequate public water and sewer service by maintaining and enhancing infrastructure, increasing coordination between providers and municipalities, and protecting and diversifying water sources.

U1.1 Require any new, infill, or redevelopment within Primary Designated Growth Areas to connect to public water and sewer service. New development in the Region should be directed to the Primary Designated Growth Area where connections to public water and sewer systems are more readily available. Service extensions beyond those areas should be avoided. • The Cumberland Township and Straban Township Act 537 plans should be updated to ensure consistency between the Future Land Use Plan and future utility services areas. This can be done individually or jointly to further guide future development into the Designated Growth Areas.

U1.2 The provision of community-serving water and sewer service should be addressed before any new development occurs in the Secondary Growth Areas. In order to develop the Secondary Growth Areas, community water and sewer service should be provided to the area before any new, larger-scale development occurs. Municipalities could consider a policy of meeting with developers and service providers in the early stages of the approval process for development projects proposed in these areas to facilitate successful investment in the provision of future infrastructure.

U1.3 Water supplier should evaluate alternatives, at least biannually, to meet emergency contingency needs and provide the municipalities with such a report. Water supply planning is increasingly focused on system redundancy and emergency interconnectivity to ensure an adequate supply of drinking water in the event of system disruption. Water supply systems should have adequate storage capability and alternate water supplies to meet needs if parts of their system are compromised, or in times of extended drought. State regulatory agencies are also moving in the direction of requiring water supply systems to maintain and exercise these alternative systems to make sure they meet system needs, regulatory standards, and mitigate interruptions to the water supply.

An event that compromised the water supply happened in Adams County when the New Oxford Municipal Authority (NOMA) surface water supply from the South Branch of the Conewago Creek was disrupted by contamination from the Miller Chemical fire in Hanover. NOMA had completed an interconnect to the York Water Company several years before. That interconnection helped maintain drinking water to the community for a period of two months until the South Branch system was back in service.

U1.4 Explore the formation of a regional municipal authority to encourage centralization of wastewater collection and treatment as well as provide public water and management of the stormwater system. Municipalities should work with public utility providers to identify opportunities for collaboration or consolidation to provide cost effective and consistent

services. Considerations should be given to establishing a regional municipal authority for provision of public utility services.

- Responsibilities of a regional municipal authority could include: developing fee schedules, reimbursement policies, and cooperative funding mechanisms. The governing board of such an authority should include representation from all municipalities within its service area.
- A joint feasibility study could be conducted to determine the costs and benefits of moving toward a regionalized municipal authority.

U1.5 Recommend public utility suppliers adopt a 10-Year Water Supply Facilities Work Plan and a 5-Year Capital Improvement Plan. A 10-Year Water Supply Facilities Work Plan could be developed to increase coordination between land use and future water supply planning in order to provide sufficient capacity and remain ahead of demand. This plan would identify alternative and traditional water supply projects, as well as conservation and reuse options to provide a reliable supply of water to existing and new development. A 5-Year Capital Improvement Plan could also be developed, which identifies planned utility projects and expenses under consideration over a 5-year period, provide a schedule to implement the improvements contained in the Facilities Work Plan, and lay out options for financing.

Goal U2: Protect groundwater resources, while conserving and maintaining safe and sufficient supplies of drinking water.

U2.1 Employ techniques to protect water supply sources through municipal ordinances and plans that safeguard water resources, encourage wellhead protection and groundwater recharge, and enhance storage of water and rainfall.

- Implement GMA's Source Water Assessment and Protection Plan.
- Consider the use of overlay districts or other standards in zoning ordinances to protect public water supplies.
- Municipal subdivision and land development ordinances should contain requirements for water resource impact studies to help determine water supply availability and sustainability for proposed uses and any potential impacts on nearby existing uses. These requirements should be targeted towards non-residential wells, such as industrial, commercial, institutional, and larger agricultural activities.
- Malfunctioning on-lot sewage disposal systems can pose a threat to public health and the environment, often discharging directly to groundwater and may pollute private and public drinking water supplies. Cumberland Township should consider revising their Act 537 Plan to include a sewage management program, similar to the program that has been in place in Straban Township, to provide for the inspection, pumping, maintenance and repair of all on-lot systems.

U2.2 Protect watercourses and their corridors through establishment of riparian buffers, with particular emphasis on Marsh Creek as a primary source of drinking water for the Central Adams Region.

U2.3 Assist GMA, the Conservation District, and other organizations by promoting education and awareness in support of water conservation. Municipalities could work with GMA, the Conservation District, and other organizations to disseminate informational materials to educate residents and businesses about inefficient water uses. These efforts could also include education on tools such as water-saving devices and technologies aimed at increasing efficiency and reducing consumption at the user level. Public service providers should also investigate the reuse of treated wastewater as a possible source of non-potable water for commercial or industrial applications. This could be beneficial during seasonal fluctuations in surface water capacity or during periods of prolonged drought.

U2.4 Investigate innovative water conservation and reuse measures. Water conservation efforts should be an essential strategy to help suppliers meet the Region's future water needs. GMA should continue to explore and enhance their current water leakage reduction program with a goal of 10% - 15% loss, as recommended by the American Water Works Association. The benefits of a targeted leak and detection repair program include conserving water supplies by making more efficient use of existing supplies, delaying expansions, and reducing the risk of contamination.

Goal U3: Manage stormwater effectively to protect the safety and welfare of residents, reduce the risk of property damage from flooding, and improve the quality of the Chesapeake Bay.

U3.1 Evaluate stormwater management techniques and locations that would provide the most benefit to the Region.

- The Region is limited by soils and geography that may not allow for infiltration of stormwater in all areas. Analyze BMPs that would work best with the soils in the Region.
- Identify locations that may be suitable to retrofit stormwater measures in developed areas. This will help reduce the instances and intensity of flooding and address existing stormwater management problems, especially within Gettysburg Borough.
- Re-evaluate and prioritize flood prone locations identified in the Adams County Stormwater Management Plan (2011). Consider correcting existing problem locations, especially if the problem is located on a roadway scheduled for improvement.

U3.2 Employ ordinance standards and best management practices (BMP's) that allow for the storage of rainfall, promote infiltration, reduce runoff, and preserve natural drainage systems.

- Subdivision and Land Development Ordinance techniques for new development may include, but are not limited to: reducing residential street widths, minimizing cul-de-sacs, incorporating reduced parking requirements, limiting the imperviousness of parking lots and alleys, and maintaining and re-establishing natural features.
- Ordinances may also be amended to incorporate green infrastructure methods of stormwater management that emphasize the recharge of groundwater supplies through enhanced soil amendment to increase infiltration rates, and encourage the use of passive parklands to slow down the flow of floodwaters.

U3.3 Consider collaborative efforts to satisfy MS4 responsibilities and the municipal stormwater management program requirements. MS4 permittees should consider working together to pool resources in order to achieve regulatory compliance and meet permit requirements in a more cost-effective and less labor-intensive manner. This effort could possibly result in the Gettysburg Municipal Authority serving as the conduit for stormwater management efforts.

Goal U4: Ensure the Region has access to the most efficient, cost-effective, and aesthetic telecommunications services to support residents, businesses, and promote economic growth.

U4.1 Support the expansion of broadband, including high speed internet and fiber optic access, to public buildings, businesses, and residences. Municipalities in the Region could consider facilitating additional hubs of free Wi-Fi access, in and around downtown Gettysburg. Many shops and restaurants are now offering such free internet services for their customers, which adds to the potential for uninterrupted connection between hubs.

Access to high speed internet also helps to attract new businesses. Fiber optic cable is currently one of the fastest options for high-speed internet, but areas served by fiber are limited. According to providers, 60-80% of a fiber optic network's capital costs are in opening a trench or in burying conduit.

- Municipalities should consider “dig-once” policies that encourage municipal placement of conduit when a trench is open to eliminate some of the capital costs associated with network deployment. Conduit can be placed when other work is being performed in rights of way, such as sidewalk improvements, road construction projects and utility line replacements. Conduit and fiber can be installed together, or conduit alone can be placed, leaving future providers the ability to run their preferred fiber technology when extending service.
- Municipalities could also consider establishing requirements for developers to install underground conduit when building roads and installing utility lines as part of new subdivision construction. Conduit for broadband fiber optic cable should join the list of other required infrastructure such as water, sewer and stormwater.

U4.2 Mitigate the visual impact of new telecommunications monopoles or towers by working with providers to support the co-location of new facilities whenever feasible to accommodate additional carriers, minimize the proliferation of monopoles and towers, and ensure the coordination of various systems. The passage of the Wireless Broadband Collocation Act, Act 191 of 2012, streamlines the state’s review process for co-location and modification of wireless facilities to existing wireless infrastructure and other vertical support structures.

- Municipalities should ensure consistent standards are in place, such as “one-touch, make-ready” pole attachment policies that encourage shared use of existing towers, buildings, and structures within the Region, especially concerning historic resources and the visual impacts of telecommunications infrastructure.
- Ordinance standards should encourage that equipment be located underground or visually screened.
- Municipalities should also work with the National Park Service and the State Historic Preservation Office to explore mitigation measures that contribute to the least intrusion possible and preserve the visual character of the landscape.

U4.3 Investigate the relocation of existing above ground utilities underground along select corridors. Continue to explore partnerships and prioritize undergrounding of overhead utilities on scenic and historic districts and gateways, similar to work completed on Mummasburg and Emmitsburg Road corridors. Focus on the corridors along:

- Baltimore Pike
- Hanover Road
- Route 394
- Old Harrisburg Road
- Route 30 West

Housing Element

Goal H1: Ensure that quality housing is available for all segments of the Region’s population.

H1.1 Review demographic trends, particularly with regard to age, household type, and income, to ensure that housing implementation efforts reflect demographic conditions. The municipalities should review demographic patterns periodically, starting in 2020, to confirm changes which could require adjustments to housing policy.

H1.2 Accommodate at least 75% to 80% of new housing demand within Designated Growth Areas. The Designated Growth Areas, Future Land Use Plan, and the Utilities element are closely coordinated to ensure that sufficient land area is available to accommodate the majority of population growth within the designated areas. The Primary DGA includes sufficient land area to easily accommodate the projected population and

housing unit increase. The Future Land Use Plan also establishes recommended residential density targets within the residential and mixed use areas. New housing should be specifically targeted to the Suburban Residential, Neighborhood Mixed Use, and Mixed Use areas of the Future Land Use Plan. Housing demand may also be accommodated within the Secondary DGAs, provided that the conditions for their development are achieved.

- Municipalities should establish zoning and related regulations designed to achieve target densities for new residential development and coordinate the recommendations of the Utilities Plan to ensure that utility service is available.

H1.3 Ensure that all residential development of a density requiring public or community-serving infrastructure locates within Designated Growth Areas. The Future Land Use Plan recommends residential development density targets of up to 12 dwelling units per acre, depending on the specific Land Use Classification. These recommended densities allow for the development of infrastructure at a per-unit cost that encourages dwelling unit types other than single-family detached to be considered.

Goal H2: Ensure that a full range of dwelling types are provided within the region.

H2.1 Amend or adopt municipal zoning ordinances to ensure that all dwelling unit types are permitted in a manner that reflects current and future housing demand. Municipalities are statutorily and ethically required to provide opportunity for the development of all dwelling unit types. Dwelling units other than large, single-family detached will need to be accepted within the community to meet the housing needs, given future demographic patterns.

- Perform an analysis to confirm that sufficient flexibility is provided to encourage a wide range of dwelling unit type choice.

H2.2 Evaluate zoning districts to ensure that sufficient land area is available to accommodate anticipated demand for all dwelling unit types. Limiting the size of zoning districts that can accommodate a variety of dwelling unit types unnecessarily constrains the market for such uses, which may have an adverse impact on housing choice.

- Perform an analysis to confirm that sufficient land is available to allow for competition in providing for all housing types. This analysis should be periodically revisited (for example, every five years).

H2.3 Consider application of the shared land use provisions of the Pennsylvania Municipalities Planning Code (MPC) to strategically allocate dwelling unit types to those locations best suited to accommodate them. Once a Joint Comprehensive Plan is implemented, the partner municipalities may share the land use burden over the entire planning area. This could allow the municipalities to determine the most suitable locations

for all forms of housing without having to absolutely accommodate every possible residential type within each municipality.

- The municipalities should consider sponsoring an annual or bi-annual forum to bring municipal officials together with prospective developers and real estate professionals to discuss affordable housing and dwelling unit type needs.
- The municipalities should encourage private residential developers to propose projects designed and marketed to housing market segments characteristic of the region's current population. While municipalities may not be able to restrict residential developers from marketing to populations outside the planning area, the goal of addressing housing needs within the Region should be clearly expressed.

Goal H3: Ensure that affordable housing opportunities are provided.

H3.1 Work with the private residential development sector to ensure that new developments include dwelling unit types and price points that are affordable for the Region's residents.

H3.2 Consider ordinance standards and related techniques designed to integrate affordable housing as a required component of large residential developments. Unlike some states, the Commonwealth of Pennsylvania has not established statutory requirements that mandate a minimum percentage of new dwelling units in a development be designated as "affordable housing" units. Nevertheless, the municipalities could consider applying zoning ordinance standards that encourage the provision of affordable housing. Techniques that could be considered include:

- **Density Bonuses:** Residential density bonuses could be integrated into municipal zoning ordinances to allow higher project densities for projects that meet affordable housing criteria.
- **Permitted By-Right:** Residential projects meeting affordable housing criteria could be permitted as a matter of right while projects that do not meet such goals could require special exception or conditional use approval.

H3.3 Review technical development standards to potentially reduce the fixed cost of development. The municipalities should review their subdivision and land development ordinances, technical specifications documents, and related requirements to evaluate whether amendments can be made to reduce per unit development costs. Reducing, for example, street width, curve radii standards, parking requirements, and parking aisle widths could result in lower infrastructure costs, which in turn could help lower price points for proposed housing units.

H3.4 Work with non-profit housing providers to increase the supply of affordable housing units (owner and rental occupied) for low to moderate income households. The municipalities should work closely with the Adams County Housing Authority, Habitat for Humanity, and other non-profit providers to promote the development of affordable housing projects.

Goal H4: Establish concerted and ongoing programming to ensure the maintenance of the existing housing stock.

H4.1 Consider enhanced application and enforcement of property maintenance codes for all housing stock. Ensuring that existing housing meets minimum public health and safety standards would contribute to retaining the housing stock.

- The municipalities should consider adopting and consistently applying the International Property Maintenance Code.

H4.2 Enhance existing programming and establish additional programming to assist with maintenance of housing stock for low to moderate income households or other households with specialized housing needs. Common home maintenance activities are often difficult for low to moderate households to afford. In addition, the cost of housing retrofit to accommodate persons with special needs or disabilities may preclude some persons from being able to access housing. Dedicated programming to assist qualified community members with such costs can help such households retain or access quality housing.

- The municipalities should consider partnering with County government and/or local non-profit organizations to develop a housing maintenance program.

H4.3 Encourage and support infrastructure maintenance and upgrades needed to sustain and improve the quality of existing residential neighborhoods. The quality of a neighborhood is affected by the quality of the infrastructure serving the area.

- The municipalities should prioritize municipal infrastructure capital improvements like roads, sewer and water service systems, etc., within residential neighborhoods and mixed use neighborhoods. Where neighborhood infrastructure is managed by outside entities (for example, electric service, cable/ broadband service, etc.), municipal officials should maintain frequent communication with such entities to identify needed maintenance and upgrades and to assess partnership opportunities to address infrastructure needs concurrently.

Goal H5: Ensure that new housing development is located and includes specific design characteristics so that it may be properly integrated into the broader regional community

H5.1 Enhance connectivity within residential developments and to adjoining development through the provision of street, sidewalk, transit, bicycle trail, and related mobility connections.

- **Streets:** All residential developments should be designed to enable and encourage street connections to adjoining existing developments and any new developments proposed in the future. Municipal subdivision and land development ordinances should be amended to require such street connectivity.
- **Sidewalks:** All residential and mixed use developments should accommodate pedestrian movements, whether by sidewalk or by a comparable pedestrian pathway. Municipal subdivision and land development ordinances should be amended to include pedestrian accommodation in all instances. Mobility standards (for example, crosswalk design and length) should meet and/or exceed Americans With Disabilities (ADA) requirements.
- **Bicycle Access:** All residential developments should be designed to enable and encourage movements of residents by bicycle to adjacent neighborhoods, nearby businesses, public places, and other similar trails.
- **Transit:** Residential developments marketed to demographic groups who may benefit from access to transit services should be targeted to locations where transit service exists or will exist in the future. Municipalities should encourage close coordination between developers and transit systems to align residential development location with transit service availability. Density bonus could be incorporated into municipal zoning ordinance that allow higher residential development density at locations adjacent to or in close proximity to transit routes.

H5.2 Promote, through the application of zoning ordinance and related standards, the placement of new residential development in locations that are served or will be served efficiently by community facilities such as parks and recreation, transportation, emergency and police services, and related community amenities. The municipalities should amend local zoning ordinances to encourage, through density provisions and other measures, the location of new residential development in close proximity to existing or proposed services. Community livability is increased when residents have convenient access to recreation facilities and related municipal services.

H5.3 Consider residential design standards that encourage and enhance a sense of community. Municipal zoning ordinances and related land use standards should be amended to encourage the most attractive residential and mixed-use developments possible. The municipalities should consider updates to a wide variety of zoning ordinance and subdivision and land development ordinance standards to achieve desirable residential and mixed-use development layouts.

- **Architectural Design and Site Layout:** Designs that are designed around personal automobile accommodation (for example, front loaded townhouses) should be discouraged.
- **Building Placement:** Residential and mixed use buildings should be located close to the front property line, particularly in locations within or immediately surrounding Gettysburg Borough. Excessively deep front yards can discourage resident interaction and should be avoided.
- **Street Design:** Residential streets should be narrow to promote slow vehicle travel speeds.

- **Street Layout:** Street and pedestrian connectivity between developments should be required to promote connected neighborhoods and to support broader goals of the Transportation Plan. Municipal subdivision and land development ordinances should be amended to ensure that suitable locations are retained to provide for connections between neighborhoods.
- **Recreation Lands and Open Space:** Recreation and open space should be central design elements around which the balance of the development is designed. Layouts that result in recreation lands and open space being located in residual land (for example, behind a row of residential lots) should be avoided. Recreation areas that are centrally located, that form a focal point of the community should be encouraged.

Recreation Element

Goal R1: Provide recreation opportunities to residents and visitors.

R1.1 Create new parks, facilities, and trails located near population centers to address needed recreation.

- Prioritize investment in new and/or expanded recreation sites in close proximity to existing population centers in the Region.
- Ensure that land dedicated to, or fees collected by, municipalities for recreation purposes are appropriate to meet the needs of current and future populations.
- Identify possible partners, like Healthy Adams Bicycle/ Pedestrian, Inc. (HABPI), to help support parks and fund trail development.

R1.2 Identify and establish a Regional system of multi-use trail and greenway connections to link communities with Gettysburg Borough, schools, and other destinations. Providing a system of trail connections throughout the Region will increase opportunities for exercise, reduce vehicle trips, enhance quality of life, and offer a positive economic impact.

- Identify a system of passive and active greenways in a local or regional greenway plan, as recommended by the Adams County Greenways Plan.
- Continue to develop the Gettysburg Area Trail System by funding and constructing the Gettysburg Inner Loop and North Gettysburg Trail.
- New development should be encouraged to make connections to parks and/ or trails to encourage use by the new residents.
- If land is dedicated for recreation, municipalities should ensure that it connects to the Regional trail system, wherever possible.
- Identify and prioritize locations where linkages could be provided to connect existing residential developments.

R1.3 Maintain park and trail facilities so they are clean and safe.

- Review maintenance procedures and assess equipment regularly in regard to efficiency and operational costs. Develop maintenance practices that are sustainable and cost effective.
- Identify public and private partnership opportunities to assist in recreational facilities projects, maintenance and operations.
- Prior to construction, identify the party(s) responsible for the maintenance (such as mowing) of each new park, trail, or recreation site and the timeframe in which the work is to be completed.

Goal R2: Identify and offer preferred forms of recreation and programs that meet the needs of the Region.

R2.1 Explore emerging trends when planning for new facilities. This will help ensure that new parks or equipment meet the needs of the community and are well utilized. Facilities like natural playscapes, spray parks, and amenities for seniors may be popular, but other forms of recreation may evolve as the Region experiences demographic and cultural changes.

- Several resources available to identify emerging trends in outdoor recreation include: the Parks and Recreation National Database Annual Report by the National Parks and Recreation Association (NPRA), and the Worldwide Survey of Fitness Trends by the American College of Sports Medicine.
- Pursue multiple-use and shared-use sites as a cost-effective way of maximizing recreation opportunities and reducing deficits in facilities.

R2.2 Coordinate programs and activities between Gettysburg Area Recreation Authority (GARA) and Straban Township Recreation Board. Coordination between the agencies that provide recreation in the Region will benefit all partners by reducing duplication and consolidating limited resources.

R2.3 Engage the community on an ongoing basis so recreation programming can be better tailored to meet the needs of the residents.

- Recreation providers could hold periodic public meetings to solicit information on possible recreation programming opportunities and facility operations.
- Create a suggestion box, email, or web survey to gather input from residents on what activities, safety issues, or upgrades would make the facilities more usable.

Goal R3: Enhance recreation facilities, connections, and activities as an economic development tool.

R3.1 Develop and promote new active recreation facilities for youth sporting events and programs, and other youth-oriented projects as a way to attract a younger tourism demographic to the region. Identify new types of recreational opportunities that can be

developed to accommodate local youth, as well as families visiting the Region. Such new facilities, if properly located, would help address the deficit in recreation facilities in the Region. Further, events held at these sites would help diversify the tourism industry by attracting a new generation of visitors.

R3.2 Work with the National Park Service to increase connectivity of their designated bike and walking routes to routes outside of the park boundary. The National Park Service is developing a Comprehensive Trails Plan for the Gettysburg National Military Park and Eisenhower National Historic Site to broaden the ability of multi-modal experiences available to park visitors. Once this Plan is complete, connections to proposed trails should be investigated to provide links into Gettysburg.

R3.3 Promote recreational activities, like bicycle tourism, as an economic development tool to attract a new generation of tourists.

- Work with organizations, like Destination Gettysburg, that market and promote tourism to enhance recreation activities and economic opportunities.
- Support the development of regional trail system concepts, like the Grand History Trail and the Gettysburg to Hanover Trail, to bring additional visitors through Central Adams.
- Support the recommendations of the Adams County Bicycle and Pedestrian Plan, when adopted.

Transportation Element

Goal T1: Reduce congestion in and approaching Gettysburg.

T1.1 Connect the Spokes. A series of new road connections between the existing “spokes” around Gettysburg should be pursued in place of a full scale bypass as a way to expand the road network and provide alternative routes around congested areas. In particular, providing new connections between the Route 30 commercial areas and lower volume arterial roads would help reduce local, resident generated trips on Route 30, thereby alleviating some congestion pressures on Downtown Gettysburg.

The following connections to Route 30 should be considered:

- US 30 East/Camp Letterman Drive to PA 116
- US 30 East/Hunterstown Road to Old Harrisburg Road (Business Route 15)

In addition to these proposed connections, the completion of Camp Letterman Drive in Straban Township should continue to be pursued. When completed, this connection will serve as a reverse access road through the Route 30 commercial corridor in Straban Township. When combined with the recommended connections between Route 30 and PA 116 and Business Route 15, this new road network will allow full traffic movements into

and out of the Route 30 commercial corridor without needing to travel on Route 30. Improvements and connections to Camp Letterman Drive should include:

- Completion of Camp Letterman Dr. via alignment with US 30/Hunterstown Rd
- Natural Springs Road to Camp Letterman Drive
- Village Green Drive to Camp Letterman Drive
- Infrastructure for safe walking and bicycling

T1.2 Modernize Travel Demand Management Systems. In addition to new roadway connections, Travel Demand Management (TDM) strategies are an important component of managing congestion along a single road corridor or within a larger region. Adaptive traffic signal control systems are increasingly an important part of TDM strategies, especially in urban settings and congested commercial corridors. Adaptive signal systems work by changing the traffic signal timing based on actual traffic demand using hardware and software.

The existing system that coordinates traffic signals in the Central Adams region was implemented in 2007. However, it is now technologically outdated and does not offer the ability of on-demand signal timing changes. In order to better manage traffic flow on the existing road network, this system should be upgraded to a new adaptive traffic signal control system that covers all traffic signals throughout the Region. An adaptive traffic signal control system that can alter traffic signal timing on-demand, combined with targeted new road connections, would help to better distribute traffic flow throughout the region by reducing congestion and traffic delays.

T1.3 Advocate for a new interchange on US Route 15 at Hunterstown Road. Absent a Route 30 Bypass or additional connections between existing “spoke” roads, a new interchange on U.S. Route 15 at Hunterstown Road would build on the existing use of Shealer and Boyds School Roads as an alternative route around Gettysburg.

Additionally, once the available land along the Route 30 corridor in Straban Township is built out, future development is likely to expand north along U.S. Route 15 from the Route 30 Interchange. This setting has been targeted for development in the past, although the projects ultimately fell through. Once the Route 30 corridor sees full build-out, development is likely to expand north into this setting. An interchange at Hunterstown Road would then become necessary to relieve pressure on Route 30 between Shealer Road and Cavalry Field Road.

Such a connection should be considered a very long-term idea. Support will be necessary from both Penn DOT and local officials. Further, the benefits of this additional connection will need to be weighed against the potential impacts to local roads in the region, such as Smith Road and Shealer Road.

Goal T2: Encourage Expansion of Transit Service

T2.1 Expand the existing Express Bus to Harrisburg to include connections to Frederick, Maryland (with possible stops in the Emmitsburg/Fairfield area) and York, Pennsylvania focused on connections related to areas with concentrations of employment.

Transit service in the Central Adams region is comprised of three segments, fixed daily routes inside the region, Express Bus service between Gettysburg and Harrisburg and paratransit service that extends beyond Central Adams on demand. This combination generally serves the needs of the community during the tourist season as well as the Harrisburg oriented portion of the workforce. However, additional connections are needed to connect the Central Adams region with the full range of productive places that the community accesses.

Hanover and York, Pennsylvania and Frederick, Maryland are the top employment destinations for workers living in the Central Adams region. Additional transit service between Gettysburg and these locations would likely see ridership numbers similar to the existing Express Bus service to Harrisburg. Additionally, a transit connection between Gettysburg and Frederick, Maryland, if timed appropriately with existing transit and train services in Frederick, would create new avenues for tourists to visit the Central Adams region. Connections with these areas would reduce vehicle trips and congestion during AM and PM peak hours.

Establishing these connections, particularly the ones between the Central Adams region and Hanover, York and other places within Adams County have implementation challenges to overcome. Specifically, the settings in between these areas are characterized by lower population densities, less walkability and lengthy gaps between destinations. Resolving these issues will be key to successfully implementing these goals.

T2.2 Provide new transit connections to outer areas of Adams County focused primarily on employment-related trips with connections for shopping and medical needs as well including area such as Hanover, New Oxford, McSherrystown, Littlestown, Biglerville and Fairfield.

T2.3 Increase the frequency on existing transit routes in Central Adams County with shorter route cycles to better serve local employment related transit needs. Specific feedback identified better coordination between hours of operation for businesses along current and future employment focused transit routes as a significant improvement needed on the existing transit network. Ensuring that current and future transit route deliver workers to their work locations with sufficient time to enter and “clock-in” would increase ridership and reduce employment-related vehicular trips.

T2.4 Improve wayfinding and marketing through additional signage and increased visibility at existing transit stops so potential riders can find stops more easily. Greater efforts are needed to build brand awareness of transit services and opportunities in the Central Adams region. Additional wayfinding markers and increased marketing efforts on the

overall transit system are two specific items identified by the community that would help increase transit ridership. The municipalities and groups involved in marketing within Central Adams should incorporate transit availability and stops in their mapped marketing materials.

Goal T3: Expand/ improve bicycle and pedestrian infrastructure.

T3.1 Expand the system of trail networks in the Central Adams region to connect Gettysburg with the residential, commercial and institutional uses in the surrounding region. Existing bicycle and pedestrian infrastructure in the Central Adams region consists mainly of sidewalks in Gettysburg Borough and select residential neighborhoods in Cumberland and Straban Townships, National Park Service owned roads and pathways around the Gettysburg National Military Park, and individual segments of the North Gettysburg Trail and Gettysburg Inner Loop Trail systems. However, many older developments, as well as newer retail and employment uses, immediately surrounding Gettysburg are not connected to each other or Downtown. Establishing links between these areas will enhance connectivity, increase opportunities for health and wellness activity, reduce congestion through use of non-motorized transportation, and increase customer traffic to local businesses.

New connections should include:

- New pedestrian connections north of Gettysburg along Business Route 15, PA 34 (Biglerville Road), Table Rock Road, Shealer Road, and Boyds School Road. These connections should be developed primarily as off-road pedestrian facilities (i.e. sidewalks). Specific sites to connect to this network include the Adams County Human Services Building, SpiriTrust, James Getty Elementary, St. Francis School, Rosewood, Patriots Choice, Misty Ridge, and the former Schindler Elevator site.
- Additional off-road pedestrian connections along US 30, PA 116, Herr's Ridge Road and Baltimore Pike to connect with residential, commercial and institutional uses east, south and west of Gettysburg.
- Extension of the existing portions of the Gettysburg Inner Loop Trail to connect proposed trail networks in Cumberland and Straban Townships with the center of downtown Gettysburg to provide greater and more convenient access to businesses.
- On-road bicycle lanes along all of these routes provided sufficient roadway lane width, shoulder width and right-of-way area already exist to accommodate the new lanes.

Goal T4: Explore new opportunities for parking in downtown Gettysburg.

T4.1 Prepare a Downtown Parking Master Plan. A comprehensive Parking Master Plan for Gettysburg should be prepared. This document should inventory the existing on-street and off-street parking facilities, evaluate parking utilization rates in different areas of the

Borough, and identify both physical parking improvements and/or additions as well as fiscal policy recommendations.

Potential items for further research should include:

- Greater utilization of interior spaces of street blocks surrounding the Square for centralized parking areas.
- Conversion of Borough-owned lots into parking garages.
- Pricing and demand management strategies to balance on- and off-street parking.
- Alternative transportation modes and/or facilities that could reduce demand for parking.
- Marketing and promotion strategies for public parking areas.
- Viability of a “fee-in-lieu of parking” option for development in the Downtown Core area.
- Impact of parking on Borough finances.
- Adequate bicycle parking in downtown areas.
- Provide priority parking to low emission/compact vehicles.

T4.2 Enact regulations and design guidelines for off-street parking. In a built-up setting like Gettysburg Borough, parking regulations need to be sized appropriately. This includes ensuring that the number of required off-street spaces is appropriate for a Borough setting. Additionally, the Borough should encourage parking for new buildings/ uses to be located underneath the structure (such as the Kennies’ store downtown), rather than in surface parking lots. This would maximize the limited land base within the Borough while still providing the on-site parking needed by business. Such a design could be bundled with requirements to “wrap” active uses on the first floor to maintain the visual fabric of the street.

Goal T5: Maintenance and Safety Priorities

Prioritize maintenance on municipal roads that serve regional traffic patterns. The number of vehicle trips generated by local residents and businesses combined with the trips generated by millions of annual visitors to the Central Adams region places enormous strain on the unique “Hub and Spoke” road network that radiates outwards from Gettysburg through the Central Adams region. Visitor traffic is largely confined to the primary, largely state-owned road network. However, the municipal road network carries the bulk of local, resident and business generated trips. Often, these municipal roads serve as de facto bypasses around known chokepoints on the primary road network. Many, like Shealer/Boyds School Roads for example, carry several thousand trips daily. Since these roads play a vital role in the vibrancy and livability of the community for local residents and businesses, they should be afforded a higher priority in municipal road maintenance efforts.

- Shealer/Boyds School Rd
- Herr’s Ridge Road

- Old Mill Road
- Camp Letterman Drive
- Granite Station Road
- Washington Street
- Stratton Street
- 4th Street
- Broadway
- W. Lincoln Avenue
- Water Street
- E. Middle Street
- Lefever Street
- Constitution Avenue
- Long Lane
- Racehorse Alley
- Zerfing Alley
- Legion Alley
- Schoolhouse Alley
- Wall Alley

T5.2 Address safety issues at key intersections and road corridors. The combination of vehicle trips generate by residents, businesses, and visitors places enormous strain on the unique road network in the Region. This “hub and spoke” pattern also places strain on the roads comprising the “spokes” as well as the intersections along these “spokes” that serve as the “hubs”. These corridors and intersections will need to be closely monitored for changing traffic volumes, travel patterns, and/or accident rates that could indicate growing congestion or safety concerns:

- US Route 15 Interchanges - at US 30, PA 116, PA 134, PA 394
- US Route 30
 - Belmont Road to Reynolds Ave
 - Springs Avenue to N. 4th Street
 - Rock Creek to US Route 15
 - US Route 15 to New Chester Rd
- Route 34/Carlisle Street
 - Gettysburg Square to Broadway
 - Table Rock Rd to Herra Ridge Rd
- Route 116
 - Reynolds Ave to Baltimore Street
 - Rock Creek to Hoffman Road
- PA 134
 - Emmitsburg Road to US Route 15
- Route 394
 - Old Harrisburg Road to Coleman Rd
 - Old Harrisburg Road
 - New Chester Road to Conewago Road
- Baltimore Pike

- Steinwehr Avenue to US Route 15
- Business Route 15/Old Harrisburg Road
 - Long Lane to PA 134
 - HACC Entrance Drive
- Centennial Road - US Route 30 to Straban Township Line
- Hunterstown Road
 - US Route 30 to Shealer Road
 - Smith Road to PA 394
- Mummasburg Road and Herra Ridge Road
- Oxford Road - PA 394 to New Oxford
- Shealer/Boyds School Road
 - US Route 30 to PA 394
 - Old Harrisburg Road
 - Table Rock Road

- Where the National Park Service has monuments located along state roads, it is recommended that safe off-road parking is provided to declutter the streets of parked cars and provide safe vehicle egress. Examples include, but may not be limited to:
 - First Shot House on Route 30
 - Baltimore Pike, across from the Visitor's Center
 - Ridge/ Barlow Road area off of Emmitsburg Road

Once identified, improvements to these corridors and intersections should be pursued through all possible means, including:

- Transportation Improvement Program (TIP) projects
- Act 209 Capital Improvement Program (CIP) Fees
- Development-related improvements
-

Goal T6: Retain Air Service at Gettysburg Regional Airport (GRA)

T6.1 Work with the Susquehanna Area Regional Airport Authority (SARAA) to maintain and expand the existing level of air service. Moving forward, the Central Adams region will need to work closely with SARAA on ways to maintain the existing level of service at the GRA. Assisting SARAA with items such as upgraded runways, additional taxiways and other support facilities such as hangers and the return of fuel sales should be considered. Maintaining these capabilities are important steps needed to ensure the GRA is retained in the future. This is particularly important given the difficult history of airport site selection in Adams County. Reestablishing a new airport in the region could prove exceedingly difficult.

T6.2 Maintain an Airport Hazard Area Overlay District in all future zoning ordinances. The Pennsylvania Department of Transportation, Bureau of Aviation requires all municipalities containing a general service airport to maintain an Airport Hazard Area Overlay District in

their zoning ordinances. Cumberland Township will need to maintain such a District in all future zoning ordinances.

Goal T7: Access Management

T7.1 Promote street network design in future development that focuses on pedestrian and bicycle infrastructure, connectivity, and reduced maintenance costs. As was common practice in many areas, street networks in older developments in the Central Adams region are characterized by wide, car dominated streets, cul-de-sacs and an absence of pedestrian facilities. Many also contain a large number of culverts and other drainage facilities that direct stormwater runoff through man-made channels. Over time, this pattern has created congestion from a lack of connectivity and excessive maintenance costs for snow removal and annual maintenance.

In order to address these issues municipalities should consider incorporating the following policy recommendations that promote a pedestrian-based environment instead of a car-based one in future planning efforts:

- Narrower street widths.
- Full pedestrian facilities.
- Designated bike lanes.
- Eliminate use of cul-de-sacs in favor of full through streets, a grid-network for example.
- Require street connections between adjacent developments.
- Implement traffic calming measures into neighborhood street designs.

T7.2 Limit new, full-movement access points onto U.S. Route 30. As described in Goal T1, decisions regarding the future of U.S. Route 30 should be made under the assumption that a bypass of Gettysburg will not be built. Therefore, in addition to the new road connections proposed in T1.1 and the upgraded ITS network proposed in T1.2 both Cumberland Township and Straban Township should pursue access management techniques that reduce turning movements onto Route 30. Limiting such movements will help to better manage the flow of traffic in and around the Central Adams region.

T7.3 Encourage reverse frontage and shared access points for non-residential development. As part of implementing T7.2, encourage additional means of access to development along Route 30, as well as other major corridors. The primary recommended method for doing so is to require vehicular and pedestrian interconnections between adjacent commercial and employment uses along these corridors. The ability to travel between adjacent developments, particularly in the Route 30 commercial corridor, using reverse frontage roads and shared access points would help accomplish this goal.

Some examples of such connections include:

- Village Green Drive to Natural Springs Road

- Giant Shopping Plaza to Peebles Plaza

Economic Development Element

Goal ED1: Promote collaboration across the community.

ED1.1 Strengthen cooperation between regional EDOs, Realtors, and municipal officials to attract, retain and expand business opportunities in the Region. Regional EDO's, such as Adams Economic Alliance, Gettysburg-Adams Chamber of Commerce, Destination Gettysburg, Advantage Adams, and Main Street Gettysburg, along with local Realtors and municipal officials should increase the level of cooperation and marketing efforts to attract, retain and expand business opportunities in the Region. These efforts could take many forms. Municipal officials are often the first line of approach for businesses seeking to build new or expand an existing site. Regional EDO's should ensure municipal officials have information about programs or marketing tools that can assist those businesses in their building or expansion process, and work together to establish target goals and identify available resources.

Officials in EDO's also have a wealth of information on the location and infrastructure needs of the business community. EDO's should ensure that this information is shared regularly with municipal officials so regulations and infrastructure investment priorities can match the needs of the business community.

ED1.2 Develop and implement a Strategic Business Development Plan for the Region. Municipal officials and regional EDO's should collaborate to develop a regional Strategic Business Plan to market the Region to attract a diverse range of new business and employment opportunities that seek to expand the local economy beyond the agriculture and tourism sectors.

ED1.3 Identify gaps in workforce skills in the Region. One surprising response during the public involvement process was feedback from the business community that it was having a difficult time finding employees. Common complaints ranged from a lack of qualified applicants to a lack of work ethic in applicants. Having a skilled workforce is a key component to any economic development growth.

In order to ensure that such a supply exists in the Region, a working group of education providers and business interests should be formed or, if one exists, maintained with a goal of identifying gaps in workforce skills and developing training opportunities to address those gaps. While such a process may be outside the normal range of issues that municipal officials deal with, they should become involved in the discussions as issues may arise that could be effectuated through municipal policy decisions.

ED1.4 Increase marketing efforts from businesses towards local residents. A common theme throughout the public involvement process was that businesses and municipal officials in the Region focus and market towards tourists instead of local residents,

particularly in downtown Gettysburg. Many also indicated that businesses are not open when people who work full time can visit them and that variety in shopping options is lacking for non-tourists.

“It seems like Gettysburg is increasingly catering to tourists. While this isn’t a bad thing, sometimes amenities for local residents take a backseat to seasonal businesses.”

This is a very concerning issue that the Region will need to address in order to meet its overall economic development goals. Municipal officials and the regional EDO’s should work with the business community to identify barriers to marketing towards local residents and find ways that all parties can assist in marketing existing and future businesses to local residents.

ED1.5 Expand business development and marketing assistance programs to help grow existing businesses. The regional EDO’s have information and opportunities available to assist existing businesses in grow and improve their operations. In particular, the regional EDO’s should ensure that municipal officials are aware of and have access to information on these tools and opportunities so they can provide them to businesses that approach them during an expansion or other development related process.

Goal ED2: Incentives for Development

ED2.1 Reserve development-related financial incentives for projects in Designated Growth Areas. There are State, Federal, and other funding resources available to developers and municipalities seeking to encourage development or redevelopment. These programs change frequently and are too lengthy to include, but more information may be found on the Funding Resources page of the Adams County Office of Planning & Development website or by contacting the Adams Economic Alliance. Tools municipalities can implement without outside funding sources include TIF, LERTA, and Business Improvement Districts. In Central Adams, financial incentives should be reserved for projects that involve a very specific type of location or project. These incentives could be used in projects that:

- Redevelop existing buildings, brownfields and superfund sites, and vacant or underperforming lots for infill development.
- Extend, expand, or repair infrastructure such as sewer and water lines, road networks, power service, or telecommunications lines.

Limiting the use of incentives to locations within the Designated Growth Areas and to projects that address infrastructure needs and/or reuse of existing sites and buildings will ensure that they are used for projects that offer the greatest balance between return on investment and the Future Land Use Plan.

ED2.2 Determine the appropriate types of development-related financial incentives for each municipality. Beyond limiting the use of financial incentives to the locations and type of projects listed in ED2.1, each municipality should establish its own set of criteria for

each type of incentive. This could include limiting the type of incentive it would consider or specific financial criteria. Each municipality should establish a formal policy on financial incentives that clearly lays out its policies on financial incentives. This will ensure that any potential developers seeking to use one will have a clear picture of the municipality's position before getting to far into the development process.

ED2.3 Establish appropriate criteria for blight within each municipality.

A designation of blight is a requirement for any site that seeks to use certain development related financial incentives. Each municipality should establish a very specific definition of blight as part of its policy statement on the use of financial incentives. ED2.1 is specific on the type of sites that should be considered for the use of development related financial incentives. This same list also defines the type of locations that should be given the most consideration for designations of blight.

However, while many would easily identify a brownfield site or a superfund site or an old, abandoned building as blighted, the Urban Redevelopment Law also allows underutilized land to be considered blighted as well. This means that any undeveloped, greenfield site within the Region's Designated Growth Areas could be considered blighted and, therefore, eligible for financial incentives. While each municipality should establish its own priorities in this regard, greenfield sites in the Region should not be designated as blighted areas and development related financial incentives should not be used on them.

Goal ED3: Diversify the Economy

ED3.1 Build on Adams County's agricultural heritage and assets. The most sustainable way to generate economic growth in a community is to leverage its existing strengths. Adams County as a whole has a wealth of agricultural assets that could be used in attracting new companies and visitors. Municipalities and EDO's should prioritize promotion of the area's existing agricultural assets as a means to attract agricultural related manufacturing, research and development, and technology-based businesses and employment opportunities to the Region. By focusing business attraction efforts on a sector that already enjoys broad support throughout the community, the community is more likely to be supportive of the new growth and development that results.

The Region should grow and promote events that showcase Adams County's agricultural resources and products through retail venues, farmers markets, restaurants, etc. within the Region. Gettysburg Borough, which already has high levels of visitation each year, is a prime location for some of these events. Properly marketed, this would also assist in drawing local residents into the Downtown Core and help grow the Borough's economy.

ED3.2 Expand the tourism sector by developing new facilities and events that broaden the spectrum of visitors to the Region. Analysis of demographic data collected by tourism venues and marketing organizations indicate that the visitors that are coming to the region are aging and not being replaced by a younger generation of tourists. In an area where the tourism sector accounts for 20% of the jobs and a significantly higher percentage of the Region's GDP, this is a significant challenge to overcome. Organizations like the National

Park Service and Destination Gettysburg have made great strides in adjusting marketing efforts towards a younger audience; these efforts should be continued and expanded. Efforts should be made to attract events and businesses that will attract a new, younger generation of tourists. Opportunities like trails for bicycling and walking, active-recreation based tourism, and youth sporting events would help promote the Region as a destination for health and active recreation. The Region's agricultural heritage and fresh local food production could promote the Region as a destination for agri-tourism and culinary tourism, in addition to craft beverage based tourism.

ED3.3 Focus business attraction efforts on employment sectors that diversify the Region's tax base. Focus business attraction efforts on employment sectors that diversify the existing manufacturing sector and add professional office-related employment opportunities, particularly those in employment sectors under-represented in the Region.

Goal ED4: Focus on Core Areas of the Region

ED4.1 Direct economic development efforts into the following core areas:

- Gettysburg Borough
 - Downtown Core
 - Water Street/CSX Corridor
 - N. 4th Street Corridor
 - Chambersburg Street Gateway
 - Steinwehr Avenue / Baltimore Street Corridors
- Cumberland Township
 - Emmitsburg Rd/Greenmount
 - U.S. Route 30 West/Airport
 - Biglerville Road Corridor
 - Fairfield Road Corridor
- Straban Township
 - U.S. Route 30 East
 - U.S. 15/394 Interchange
 - U.S. 15/30 Interchange
 - Hunterstown

ED4.2 Promote redevelopment and infill sites within the Region over development on new greenfield areas. Redevelopment, infill, and brownfield sites should receive priority for the use of development related financial incentives. This should be done using a number of tools.

- Municipalities should apply development standards in the Downtown Core, Mixed Use, and Industrial areas that encourage mixed use infill of underutilized spaces at higher density levels. Within Gettysburg Borough, this could include additional development along alleys and surface parking lots to maximize use of the Borough's limited space.
- Gettysburg should perform a study distinguishing areas appropriate for redevelopment, infill development, adaptive reuse, and preservation. Financial

incentives should be focused to promote each within the respective areas identified in the study.

- Municipalities should also work closely with regional economic development partners to market properties in areas identified for infill and redevelopment. Often, the biggest barrier to bringing a new business into a Region is the lack of readily available sites. Since municipal officials often have closer relationships with property owners, they are in a prime position to coordinate efforts between the Region's economic development partners and willing property owners.

ED4.3 Prioritize the form, function, and aesthetics in all future development. Central Adams is home to an internationally recognized destination. With that recognition comes a pressure to ensure that Gettysburg remains vital and preserved for future generations. Focus should be placed on the form, function, and aesthetics of development. This will ensure that new development is done in a way that respects and compliments the Region's history. Implementation of these standards should come through municipal ordinances by including requirements for landscaping, building orientation, architecture, etc.

- In Cumberland and Straban Township this may require adding site design standards with a greater level of detail, including specific graphical examples.
- Gettysburg Borough should consider moving its zoning ordinance away from a traditional Euclidian-style ordinance and implement a Form-Based Zoning Code which would help prioritize form, function and aesthetics rather than specific land uses.

ED4.4 Identify necessary community infrastructure that supports businesses in the core areas of the region. One consistent area for improvement identified during the public involvement portion of the plan was a lack of infrastructure and amenities for customers and visitors that help support the business community. Lack of adequately defined parking areas, poor lighting, a limited number of restrooms, and a lack of bicycle accommodations in downtown Gettysburg were the most commonly identified needs. Addressing these needs would help encourage more customers to frequent downtown establishments in Gettysburg Borough. Interestingly these needs were raised equally by residents and visitors, indicating that these are issues with broad support for investment in the future. Since these types of infrastructure projects can become time consuming and costly, municipalities should partner with their regional economic development partners as well as other community organizations to assist in addressing these needs.

ED4.5 Enhance Business Improvement Districts in Gettysburg Borough. The Steinwehr Avenue Business Improvement District (BID) has been very successful since its inception in 2010. Gettysburg Borough should continue to support this BID and encourage other areas within the Borough to explore whether a BID would help revitalize other core areas of Gettysburg.

Heritage Element

Goal HR1: Ensure that development complements the character and scale of the traditional building patterns and rural landscapes of the Region.

HR1.1 Promote context-sensitive design, especially on sites located in transition areas or within view of historic resources and landscapes, such as the Gettysburg National Military Park. Assure that zoning ordinance design standards related to size, scale, orientation, and materials for new construction are not in conflict with the historic fabric of the Region.

HR1.2 Preserve and enhance entrance corridors and roads that promote the rural, natural, or historic character of the region through context-sensitive design for new development, and streetscape, lighting, and signage enhancements where appropriate.

Historic corridors in the Region include Old Harrisburg Road, Route 30 West, Emmitsburg Road, and Taneytown Road. Scenic corridors include Baltimore Pike, Hanover Road, Mummasburg Road, and Route 394. Development along these corridors should be held to strict standards regarding context-sensitive design elements. Corridor improvements in more developed areas should include increased lighting, buried utilities, streetscaping, landmark signage, and bicycle and pedestrian connectivity improvements.

HR1.3 Support or facilitate the efforts of owners to continue using their historic properties or to adapt them for a new use. It is important to acknowledge the hard work and creativity of local property owners and organizations, as their work demonstrates the positive impact and increased economic benefits that property improvements can have on their neighborhoods.

- Establish a framework to formally recognize individuals, organizations, and projects that are consistent with and help further the Region’s preservation goals and objectives.
- Explore ordinance updates to encourage upgrades and new use of existing buildings, including agricultural buildings.
- Provide incentives such as reduced permit fees for rehabilitation or restoration efforts, a façade grant program, low-interest loan program, conservation easements, or allow property owners to utilize tax abatement incentive programs such as Local Economic Revitalization Tax Assistance (LERTA) for certain improvements to deteriorated or underutilized buildings.

Goal HR2: Identify, celebrate & promote the diverse heritage resources as a basis for retaining and enhancing strong community character.

HR2.1 Establish local criteria for recognizing or designating historic properties, in addition to using the National Register process. Local preservation groups identified the need for a comprehensive inventory of historic resources, the first step of which is to determine what criteria the local community feel are important in representing the history of the Region.

This may include landscapes, buildings, and sites that do not meet the criteria for the National Register, but are an integral component in the interpretation of local history nonetheless. The Pennsylvania State Historic Preservation Office is an essential resource for guidance on inventory efforts.

HR2.2 Collaborate with local preservation organizations, Adams County, and the State Historic Preservation Office, in order to utilize new technology to create a comprehensive regional inventory of historic resources that includes all historic themes in the Region. An inventory will help regional governments and organizations take a proactive approach to the preservation of these resources, rather than a reactive approach when a resource is threatened by development or demolition.

HR2.3 Pursue National Register nomination for eligible historic resources, especially sites that exemplify the diversity of the Region's heritage, to provide access to funding for restoration, preservation, and interpretation of those resources. Preservation efforts should encompass all historic themes and highlight the diversity of historic resources in Central Adams. Listing resources provides more oversight in guiding rehabilitation, redevelopment, and demolition. It can also increase funding options for property improvements.

HR2.4 Increase communication and collaboration between local governments and organizations involved in the preservation, interpretation, and promotion of heritage resources. Consistent communication will promote not only coordination and consensus, but also improve the effectiveness in the conservation and preservation of heritage resources, while reducing conflict between preservation and development goals.

Goal HR3: Integrate the preservation of historic resources with the economic development goals of the Borough, Townships, and rural working landscapes.

HR3.1 Fully utilize state and federal funding and tax programs, as well as the Main Street program to restore and enhance historic resources and streetscapes.

HR3.2 Encourage and support marketing initiatives by organizations such as Destination Gettysburg and Celebrate Gettysburg to promote heritage tourism and historic corridor auto tours in the region. Additional organizations that promote interpretation, education, preservation, and recreational programming within the region include the Lincoln Highway Heritage Corridor marketing and planning teams, the Journey Through Hallowed Ground Partnership, and the South Mountain Partnership.

Culture Element

Goal C1: Develop and promote policy initiatives that strengthen the creative sector as a resource for community identity, livability, and economic development.

C1.1 Ensure that local ordinances accommodate the use of live-work, studio or rehearsal spaces and accessory buildings.

C1.2 Promote collaboration among municipalities and providers to design strategies for economic development through cultural activities. Gettysburg hosts many arts and culture events. Local economic development efforts should continue to recognize the significant contributions of the creative sector to the local economy.

C1.3 Treat activities and events as necessary for promoting economic development within the region and increasing quality of life for residents, rather than an immediate revenue source. Municipalities should take a long-term view on income generation from events, and consider the increased revenues from visitation, parking, dining, and sales at local businesses when considering event regulations, permitting and price structures for local events.

Goal C2: Improve local participation in existing cultural activities and events.

C2.1 Work with local organizations to increase diversity in events and activities. Public survey results for this plan identified a need for stronger embracing of racial and cultural diversity. There is a lack of diversity in the attendance at events and activities, which could be a result of a lack of communication and promotion to local minority populations, or a lack of events that appeal to those populations. To increase inclusiveness, boards and committees of local organizations should strive to be representative of the local community, 16% of which consists of minority residents.

C2.2 Increase activities for teens and young adults by supporting programs that accommodate the ways in which young people learn about and engage in activities, including promotion, content, scheduling, and cost.

C2.3 Establish strong links between local colleges and the community to provide greater opportunities for residents to participate in campus-oriented cultural activities, and to bring students into the community's cultural life.

Goal C3: Encourage an alliance among those providing cultural offerings and those involved in the creative sector to determine ways to partner with each other to accomplish common goals.

C3.1 Cultivate an alliance with a broad membership that reflects the region's overall make up socially and culturally by fostering collaborations between organizations representing different groups and disciplines, or organizations serving different social functions such as: churches, museums, community centers, public and private schools, local colleges, etc.

There is strong local interest in the arts and other cultural offerings, yet many residents and organizations feel disconnected from each other. Close collaboration between organizations and municipalities can help raise the profile of local cultural activities, create community connections, contribute to revitalization and placemaking efforts, and strengthen the creative economy.

Creating an alliance could help local groups and organizations reach their goals more efficiently, while reducing competition for limited funding resources. Groups could explore opportunities for shared staff, contractual resources, and volunteer staff.

C3.2 Maximize joint marketing opportunities to increase and diversify participation in cultural activity, and increase earned income for providers. Work with Destination Gettysburg and active neighborhood groups to support, develop, and promote a consistent brand message with complementary themes, concepts and graphics. Marketing, placemaking, and wayfinding development should be consistent with the established brand identity of the Region.

2023 PLANNING ANNUAL REPORT

PLANNING COMMISSION

The following Borough residents served on the Planning Commission in 2023.

MEMBER	OFFICE	TERM EXPIRES
Charles Strauss	Chair	January 2025
Nicholas Redman	Vice-Chair	January 2026
Martin Jolin	Secretary	January 2028
Sarah Kipp		January 2027
John Rice		January 2025

2023 Summary

Below is a summary of activity of the Gettysburg Borough Planning Commission and Planning Department.

- Reviewed 4 subdivision and land development applications.
- Provided recommendations for 3 hearing requests before the Zoning Hearing Board
- Provided 1 recommendation for zoning text revisions.
- Provided 1 recommendation for zoning map revisions.

Subdivision and Land Development Applications

The Planning Commission approved the following subdivision and land development applications in 2023.

- SLD-230001- 0 Hanover Street
- 28 live-work townhouse units. Live-work units are defined by the zoning ordinance as “a vertically mixed-use building involving a commercial use or uses, such as a shop, studio, office, or other place of business, on the ground floor in combination with a dwelling unit or units located above such place of business. A person or persons other than the proprietor of the business may occupy a live-work unit.”
- SLD-230002- 687 York Street
Minor subdivision plan involving K&W Tire and Schmuck’s Lumber properties.
- SLD-230003- 448-470 Springs Avenue
Subdivision of seminary property to allow for the establishment of a public library.
- SLD-230004- 340 Baltimore Street
Land development plans related to the proposed municipal Welcome Center to be located at 340 Baltimore Street.

Recommendations to Borough Council

The Planning Commission made the following recommendations to Borough Council.

- Zoning Map Amendment – 49 Parcels from TC to R-1
Planning Commission recommended approval of the application for a Zoning Map Amendment to change forty-nine (49) parcels from TC, Tourism Commercial District to R-1, Low Density Residential District.

Zoning Hearing Board Recommendations

The Planning Commission made the following recommendations to the Zoning Hearing Board. Additional applications received in December were acted upon in early 2024.

- ZHB-230001 – 322 Baltimore Street
Planning Commission recommended denial of the Variance application for a vacation rental use as the proposal does not demonstrate necessary hardship requirements per the Pennsylvania Municipalities Planning Code.
- ZHB-230002 – 103 Carlisle Street, 102 & 108 North Stratton Street
Planning Commission recommended approvals of one special exception application related to building height based on the requirements provided by the Codified Ordinances of the Borough of Gettysburg; one variance for building step backs as the proposal meets the intent of the step back provisions in the Zoning Ordinance and provides a greenspace buffer; and one variance related to minimum height requirements as the streetscape portions along Stratton Street are not uniform and the variance would not create visual issue.
- ZHB-230004 – 322 Baltimore Street
Planning Commission recommended denial of the Variance application for a vacation rental use as prior vacation rental variances were denied and the request does not preserve housing options consistent with Ordinance No. 1481.21.

PERMITS, LICENSES, AND REVIEWS

The Planning Department processed 1,956 permits and licenses in 2023, including 347 Land Use and Non-UCC Building Permit applications, representing more than **\$15.9 million** in new construction and improvements, compared with \$7.8 million in 2021. Below is a summary of all permit and license applications processed by Planning in 2023.

PERMITS & LICENSE APPLICATIONS	TOTAL SUBMITTED 2023	*PERMIT FEES COLLECTED	TOTAL SUBMITTED 2022
Amusement Device	17	\$3,800	14
Amusement License	48	\$2,400	48
Banner	8	\$200	12
Non-UCC Building	83	\$2,443	67
Carriage Licenses	5	\$1,900	4
Demolition	1	\$25	4
Special Events	36	\$1,020	45
Fence	17	\$186	21
Fire Prevention	8	\$200	2
Guided Walking Tour	30	\$6,475	16
HOP	33	\$6,160	27
Land Use	347	\$17,829	275
Outdoor Dining	94	\$17,031	15
Recycling	102	\$3,393	19
RRUO License	766	\$55,136	983
RRUO Inspection Fee	185	\$29,160	650
Sign	76	\$1,050	36
SLD Plans	4	\$4,000	4
Solicitation License	8	\$216	4
Transient Retail Permits	46	\$7,695	45
Yard Sale	34	\$340	58
Zoning Certification	2	\$76	7
Zoning Hearing App.	6	\$6,000	3
Zoning Text Amendment	0	\$0	1
TOTAL	1,956	\$166, 735	2,110

*Does not include reimbursements for cost of services for Special Events, etc.