

XI. Implementation

The development of this Plan has been an ambitious and educational process. Goals have been deliberately set high and many specific recommendations have been made. But this is just the beginning. The Plan outlines a grand strategy, but action and dogged determination will be necessary if the Plan's goals are to be achieved. This final Chapter will provide a list of tasks that must be undertaken to optimally influence the Township's future.

This strategy will require adjustment to incorporate the Township's various municipal planning tools, including its Zoning Ordinance, Subdivision and Land Development Ordinance and other plans and ordinances. It will also rely substantially on meeting and coordinating with the School District, adjacent municipalities, and public service providers and civic organizations on various planning-related issues.

To operationalize this implementation strategy, the table on the following pages identifies the various tasks to implement, the party or parties responsible for their implementation, and the time line by which the task should initiate. Along with the task, a page number reference appears to direct local officials to the location within the Plan that lists the specific recommendations and supporting analysis. Tasks are chronologically grouped by topic as analyzed within the Plan.

Tasks recommended for immediate action are those that are urgent or can be easily undertaken now. Those that listed for short-term implementation should begin within the next two years or when opportunities arise for earlier initiation. Finally, those tasks slated for long-term implementation may require significant further analysis and additional resources in order to implement them. Ongoing tasks are also noted.

The completion of tasks should be spread out over a several-year period so as not to overwhelm local resources and manpower. If at any time, Township officials determine that certain tasks need attention sooner or beneficial opportunities arise, such tasks should initiate before other priority tasks.

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
Recommendations related to the protection of Introduction. (Chapter I)			
1. It is important for all persons involved and/or interested in the future of the Conewago Township to read and understand this Plan. Local decision-makers should keep the Plan handy when evaluating future development proposals, service adjustments or public investments.	Local staff & officials	ongoing	3

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
Recommendations related to the protection of Natural & Cultural Features. (Chapter III)			
2. Consider working with Hanover Borough Water Department to develop and implement a well-head protection plan.	Board of Supervisors	long-term & ongoing	14-18
3. Prime farm soils and soils of Statewide importance should be protected from conversion to other uses through appropriate planning and zoning.	Planning Commission & Board of Supervisors	ongoing	21
4. Incorporate environmental impact requirements within the zoning and/or subdivision and land development ordinances (SLDO) to protect soils with vulnerable characteristics.	Planning Commission & Board of Supervisors	short term & ongoing	22-23
5. Apply suitable stormwater management and erosion control practices along with riparian buffers to improve surface water quality, especially within designated watersheds of "impaired waters."	Board of Supervisors	short term & ongoing	18, 24-25
6. The Township Zoning Ordinance should be adjusted to require the reporting of waste handling techniques in rural areas associated with concentrated feeding animal operations (CAFOs) and/or other rural and home occupations.	Planning Commission & Board of Supervisors	urgent	18
7. Review the stormwater management ordinance with its engineer and make necessary revisions to incorporate the use of best management practices (BMPs).	Engineer, Planning Commission & Board of Supervisors	short-term & ongoing	18, 27-29
8. Avoid planning future development within wetlands and hydric soils.	Planning Commission & Board of Supervisors	ongoing	25-26
9. Continue to enforce the Township's effective floodplain regulations and stay current on Federal requirements to remain eligible for National Flood Insurance.	Planning Commission & Board of Supervisors	ongoing	26-27
10. Require the preparation of an Environmental Impact Assessment prior to the approval of any new developments or subdivisions within identified natural areas or habitats.	Planning Commission & Board of Supervisors	short-term & ongoing	29-31
11. Adopt forestry management regulations.	Planning Commission & Board of Supervisors	urgent	31
12. Adopt zoning and subdivision and land development standards limiting the removal of trees in sensitive areas, and encouraging the preservation of wildlife corridors.	Planning Commission & Board of Supervisors	short-term	31
13. Monitor the location of the South Branch of the Conewago Creek as it relates to a "champion" white oak tree located at the Hanover Shoe Farm and if applicable adopt protection strategies if located within the Township.	Staff, Planning Commission & Board of Supervisors	ongoing	32

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
14. Consider the benefits of a local voluntary historic preservation program.	Planning Commission & Board of Supervisors	long-term	37-40
Recommendations related to Demographics. (Chapter IV)			
15. Provide for a target mix of housing types to offer greater housing diversity within the Township.	Planning Commission & Board of Supervisors	ongoing	43 & 133-134
Recommendations related to Existing Land Use. (Chapter V)			
16. Resolve zoning interpretation problems associated with hotels versus multi-family dwelling units.	Planning Commission & Board of Supervisors	ongoing	51-52
Recommendations related to the delivery of Public Facilities. (Chapter VII)			
17. Closely monitor growth within the Township so as to proactively plan for facility expansion well in advance of actual demand for space.	School District	ongoing	65
18. Improve the process of residential development review and allocate manpower and resources so as to properly respond to such applications and provide meaningful feedback to the Township.	School District	Short-term & ongoing	65
19. Revise subdivision and land development application requirements so that adequate and timely notification to the School District is assured.	Planning Commission & Board of Supervisors	short-term & ongoing	65
20. Fully cooperate with the School District and contribute resources to the entire parks and recreations system.	Planning Commission, Board of Supervisors & School District	ongoing	65
21. Acquire and develop one centralized community park with at least 80 acres by the year 2020.	Planning Commission, Board of Supervisors	short term and ongoing	66-67
22. Focus its effort on improving the Cheetah Park.	Board of Supervisors	short-term	66-67
23. Use a professional appraiser to derive fair market estimates of residential real estate for the purposes of calculating fees in lieu of mandatory parkland dedication.	Board of Supervisors	short-term	68-69
24. Update and amend its mandatory dedication standards within the SLDO.	Board of Supervisors	short-term	68-69
25. Educate landowners and developers of the importance of riparian buffers, and the Township's intent to provide for them.	Planning Commission & Board of Supervisors	ongoing	72-75

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
26. Recommend that the School District develop and regularly offer a streamside riparian buffer workshop as part of its curriculum.	Board of Supervisors	short-term & ongoing	75
27. Require the installation of riparian buffers for uses that have a potential for generation of surface water pollution as part of its zoning approval process.	Planning Commission & Board of Supervisors	short term & ongoing	75
28. Cooperate with local emergency service providers to enhance strategies for volunteer recruitment, specialized training, education of residents for their financial and manpower support, and exploration of "other" funding mechanisms.	Board of Supervisors, Municipal Officials from the neighboring municipalities & key personnel from local fire & ambulance companies	long term	76-82
Recommendations related to the delivery of Utilities. (Chapter VIII)			
29. Ensure adequate sewage treatment plant reserve capacity to serve its planned stage future growth relying upon growing greener designs that must make use of public sewers.	Board of Supervisors & Municipal Authority	ongoing	88-89
30. Continue to implement the Township's OLDS management program that requires routine pumping-out of septic tanks.	Staff	ongoing	91
31. Add a new Section to the Township Zoning Ordinance relating to the use of on-lot sewage disposal systems that should: <ul style="list-style-type: none"> • Require new uses to test for and reserve two disposal areas (primary and alternate) for sewage on the site to be approved by the SEO; • Permanently protect the reserve disposal site from disturbance until activated; • Allow the enlargement of lot size, beyond specified maximums by conditional use, to avoid an unacceptable level of nitrate-nitrogen in adjoining groundwater to be determined through the DEP sewer module review process; • Enable the use of a sewage effluent dispersal easement, by conditional use in-lieu of enlarged lot area as described above; and, • Require compliance with the Township's recommended On-lot Sewage Disposal System Management Ordinance. • Require properties with on-lot sewers to contain at least one acre to accommodate a primary and replacement disposal site and to identify and protect such alternate disposal site as part of the permit approval process. 	Planning Commission & Board of Supervisors	urgent & ongoing	91, 123
32. Ensure adequate public water supply capacity to serve its planned stage future growth relying upon growing greener designs that must make use of public water.	Board of Supervisors & Hanover Borough Water Department	ongoing	88-89

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
33. Continue to cooperate with the Adams County Solid Waste Authority and participate in the voluntary curbside recycling program.	Board of Supervisors	ongoing	98-100
34. Make use of PA One-Call system with respect to use and developments proposed along the Township's overhead and underground utility rights-of-way.	Residents & developers	ongoing	100
Recommendations related to the delivery of Transportation (Chapter IX)			
35. Act with patience to get State-owned roadway design deficiencies corrected with priority given to roads with higher traffic volumes.	Board of Supervisors & road foreman	ongoing	108
36. Require new developments to improve adjoining road frontages in compliance with required design standards.	Board of Supervisors & road foreman	ongoing	108-109
37. Reduce and discourage the number of driveway cuts along the Township's arterial collector roads.	Board of Supervisors	ongoing	109
38. Encourage joint access with shared parking and loading among adjoining uses.	Board of Supervisors	urgent & ongoing	109
39. Target new and "connected" neighborhoods for local streetscapes that feature grid patterns, pedestrian friendly design, on-street parking, sidewalks and shade trees.	Planning Commission, Board of Supervisors & road foreman	ongoing	109-110 & 117
40. Improve pedestrian linkages between neighborhoods and key locations and activity centers with collector sidewalks.	Planning Commission, Board of Supervisors	long term & ongoing	110 & 117
41. Consider a campaign of road-take back and resurfacing with a gravel surface as a means of improving compatibility and safety while avoiding an inducement to community growth.	Board of Supervisors & road foreman	long term & ongoing	110-111
42. Extend Ram Drive to connect with Mount Pleasant Road.	Planning Commission, Board of Supervisors	long term	115
43. Oversee completion of various local road projects.	Board of Supervisors & road foreman	short term	115-116
44. Partner with the York County Rail Trail Authority and Health Adams County Bicycle / Pedestrian Corporation in seeking a State grant for trail acquisition and design for the Historic Railroad Trolley Trail.	Planning Commission, Board of Supervisors	long term	116 & 117
45. Monitor and scrutinize the County & State's efforts to improve east-west traffic flow from Carlisle Pike through Conewago.	Planning Commission, Board of Supervisors	ongoing	114
46. Continue to apply the Airport Clear Zone for the Hanover Airport to confine local aviation-based uses and regulate structural height.	Planning Commission & Board of Supervisors	short term	118 & 119

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
Recommendations related to Future Land Use. (Chapter X)			
47. Adjust the zoning boundaries of the Official Zoning Map in accordance with those depicted on the Future Land Use Map of this Plan.	Planning Commission & Board of Supervisors	short term	120
48. Commit to updating the Comprehensive Plan by the year 2020.	Planning Commission & Board of Supervisors	long-term	120
<p>49. Create a new Agricultural Zone as depicted on the Future Land Use Map to:</p> <ul style="list-style-type: none"> • Protect and preserves prime agricultural soils in compliance with Section 604 of the Municipalities Planning Code; • Applies a “hands-off” and “by-right” regulatory approach to typical farming and rural uses; • Employs a fixed ratio residential density approach with a maximum permitted lot area with siting standards for future dwelling units proposed that protect sunlight easements/equipment turning radii onto adjoining farms and locate homes so as to minimize land use conflict; • Incorporates flexible residential siting standards to “fit” proposed dwellings in areas most suitable (e.g. flag lots & joint use driveways); • Provides for the possible use of conservation design with community systems; • Includes liberal accessory use regulations that specifically include farm occupations, roadside stands and other rural pursuits, provided that these uses have little impact and that adequate provision is made for the safe disposal of wastes; • Uses separate provisions of concentrated animal feeding operations (CAFOs) that ensure proper siting, operation and disposal of wastes; • Specifically authorizes pre-existing homes as permitted uses; • Includes an Agricultural Nuisance Disclaimer that informs prospective residents of the potential impacts associated with normal farming practices that are protected under the PA Right to Farm Law and the PA Agricultural Security Law and Agriculture Communities and Rural Environment (ACRE), PA Act 38 of 2005; • Require alternate OLDs protection and maintenance and the possible use of conservation design with community systems; • Siting of certain large-scale land uses separated from residential areas; • Identification of the Agricultural Zone as a sending area for transferable development rights (TDRs); and, • A riparian buffer requirement to protect surface water quality. 	Staff, Planning Commission & Board of Supervisors	short term	121-129

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
50. Revise the current SLDO or the Zoning Ordinance to require the preparation of an environmental impact report as a prerequisite to subdivision of new lots.	Staff, Planning Commission & Board of Supervisors	short term	129
51. Revise the zoning ordinance to permit forestry uses by right in every Zone subject to suitable management regulations.	Staff, Planning Commission & Board of Supervisors	urgent	129-131
52. Revise the zoning ordinance to require riparian buffers, where applicable subject to suitable management regulations.	Staff, Planning Commission & Board of Supervisors	short term	130 & 132
53. Create a new Suburban Residential Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • permits single family detached dwellings; • requires utility in-fill design in areas not served by public sewer and water; • has a base density that can accept TDRs from the Agricultural Zone; • considers the use of a capped utility ordinance; • offers the use of Traditional Neighborhood Design (TND) as a development option; and, • provides for mobile home parks as a conditional use. 	Staff, Planning Commission & Board of Supervisors	short term	136-198
54. Develop a TND ordinance and then sponsor a series of workshops to promote its use and understanding.	Staff, Planning Commission & Board of Supervisors	short term	137-140
55. Create a new Village Residential Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> ▪ permits a target mixture of housing types (e.g. detached, duplex and conversion units); • reflects existing design standards; • permits varied setbacks between existing uses based upon prevailing setbacks; • promotes traditional village styles; • buffers adjoining important natural features, • strengthens accessory use requirements, • reflects historic character, and, • features community and civic uses. 	Staff, Planning Commission & Board of Supervisors	short term	140-142

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
56. Create a new Multi-Family Residential Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> ▪ permits a target mixture of housing types (e.g. detached, duplex townhouses and multi-family dwellings); • reflects high-density design standards; • has a base density that can accept TDRs from the Agricultural Zone; • promotes TND developments; • buffers adjoining important natural features, • offer ready pedestrian access; • provides for efficient parking and/or joint use driveways • strengthens accessory use requirements, • reflects historic character, and, • features community and civic uses. 	Staff, Planning Commission & Board of Supervisors	short term	142-144
57. Create a new Mixed Use Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • Permits and protects existing residences; • Allows for limited businesses that can be designed and conducted compatibly with adjoining homes by special exception or conditional use; • Deliberately discourages the razing of existing buildings but rather promotes adaptive reuse; • Strictly regulates lot coverage, landscaping, screening, outdoor storage and pedestrian access; • Limit sign sizes and orientation; • Promote shared use of access drives, and off-street parking and loading spaces; and, • Promotes historic character and preservation. 	Staff, Planning Commission & Board of Supervisors	short term	145-146
58. Create a new Village Commercial Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • Limits types and sizes of uses that are pedestrian-friendly and reflect a local orientation; • Encourage the development of second-story apartments and multi-shop arcades; • Limit sign sizes and orientations; • Promote shared use of access drives, and off-street parking and loading spaces with particular emphasis on common facilities located in the rear yard; • Generally prohibits outdoor storage; • Limits access drives and drive-thru lanes to facilitate pedestrian convenience and safety. 	Staff, Planning Commission & Board of Supervisors	short term	146-149
59. Advertise their willingness to promote revitalization of areas within the VC Zone and challenge local business owners to energize local groups and associations to target the needs of daily commuters and conduct regular and special events.	Staff, Planning Commission & Board of Supervisors	ongoing	148-149
60. Consider a street beautification project that would provide for uniform and ADA-compliant sidewalk designs, street and directional signs, historic lighting fixtures, standard benches, tree grates and trash receptacles.	Staff, Planning Commission & Board of Supervisors	long term	148

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
61. Create a new Highway Commercial Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • Provides for a wide range of permitted commercial sales and service uses; • Require special exception or conditional use approval for specific uses that pose potential impacts; • Encourage small scale-shopping centers with shared access drives, signage, stormwater management and off-street parking and loading spaces; • Consider mandatory multi-story buildings and parking garages for uses above a local size threshold. • Include lot coverage standards to manage overall development intensity and could offer a slight lot coverage density bonus for the use of TDRs from the Agricultural Zone. 	Staff, Planning Commission & Board of Supervisors	short term	149-153
62. Strengthen the Township screening and landscaping requirements with the potential use of interior rain gardens.	Staff, Planning Commission & Board of Supervisors	short term	149-150
63. Strengthen the Township's general regulations governing impacts and operations.	Staff, Planning Commission & Board of Supervisors	short term	150
64. Strengthen the Township sign requirements with particular emphasis on dynamic message displays.	Staff, Planning Commission & Board of Supervisors	short term	152
65. Create a new Industrial Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • Provides for a wide range of permitted industrial manufacturing, warehousing, wholesaling, processing, packaging and assembly uses; • Permit small scale light industries by right; • Require conditional use approval for larger and heavier industries; • Encourage shared access drives, signage, stormwater management and off-street parking and loading spaces; • Effectively manage outdoor activities and impacts; • Include lot coverage standards to manage overall development intensity and could offer a slight lot coverage density bonus for the use of TDRs from the Agricultural Zone. • Require compliance with applicable Federal and State operational standards. 	Staff, Planning Commission & Board of Supervisors	short term	153-155
66. Retrofit various existing industries with screening of outdoor storage from adjoining roads and residences over time.	Staff, Planning Commission & Board of Supervisors	Ongoing	153-154

Recommended task:	Responsible Parties	Time-frame	Plan reference (pgs)
67. Create a new Quarry Zone as depicted on the Future Land Use Map that: <ul style="list-style-type: none"> • Acknowledges the existing Hanover Quarry; • Permits rural uses, public uses and utilities and parks by right that can accommodate reclamation; and, • Require conditional use approval for quarries, mines and related processing or recycling plants subject to strict specific criteria that require compliance with PA State law and mitigate adverse impact on adjoining properties; 	Staff, Planning Commission & Board of Supervisors	short term	155-156
68. Permit public and private parks and other public uses within their respective zones as they occur throughout the Township and are depicted on the Future Land Use Map.	Planning Commission & Board of Supervisors	ongoing	156
Recommendations related to Implementation (Chapter XI)			
69. Conduct a formal review of the Plan at least every ten years in accordance with the Municipalities Planning Code.	Planning Commission & Board of Supervisors	ongoing	166
70. Evaluate the Plan's effectiveness and performance against the current "issues of the day" to determine if adjustments or updates are warranted.	Planning Commission	annually	166
71. Monitor the planning programs of nearby communities for the possibility of undertaking a future Regional comprehensive planning process.	Planning Commission & Board of Supervisors	ongoing	167

The preceding table plots an ambitious list of recommended activities. These tasks are vital if the Township is to optimally manage its growth and development and to plan and implement its "vision" for the future. The completion of many of these tasks should result in an improved quality of life within the Township.

Municipal officials are responsible to monitor and evaluate the implementation strategy aimed at achieving the locally-expressed objectives and resultant recommendations set forth in this Plan. ***It is recommended that the Township Planning Commission schedule a regular evaluation of the Plan's effectiveness and performance against the current "issues of the day" on an annual basis to determine if adjustments or updates are warranted. Also the Municipalities Planning Code now requires municipalities to formally review their plans at least once every ten years to determine consistency between local plans, ordinances and County plans; therefore, it is likely that the status of this Plan will be under greater scrutiny than in the past.***

One of the most important advancements in community planning to occur within the recent past involves the Regional allocation of land use. The PA Municipalities Planning Code (MPC) has two applicable sections that enable this technique:

1. Section 811-A. of the MPC specifically authorizes a Regional allocation of land use when a Regional plan is adopted and implemented through a joint zoning ordinance of the participating municipalities. It states:

“Area of Jurisdiction for Challenges. *In any challenge to the validity of the joint municipal zoning ordinance, the court shall consider the validity of the ordinance as it applies to the entire area of its jurisdiction as enacted and shall not limit its consideration to any single constituent municipality.”*

2. Section 916.1(h) of the MPC specifically authorizes a Regional allocation of land use when a Regional plan is adopted and individual zoning ordinances generally implement the Plan. It states:

“Where municipalities have adopted a multi-municipal comprehensive plan pursuant to Article XI but have not adopted a joint municipal ordinance pursuant to Article VIII-A and all municipalities participating in the multi-municipal comprehensive plan have adopted and are administering zoning ordinances generally consistent with the provisions of the multi-municipal comprehensive plan, and a challenge is brought to the validity of a zoning ordinance of a participating municipality involving a proposed use, then the zoning hearing board or governing body, as the case may be, shall consider the availability of uses under zoning ordinances within the municipalities participating in the multi-municipal comprehensive plan within a reasonable geographic area and shall not limit its consideration to the application of the zoning ordinance on the municipality whose zoning ordinance is being challenged.”

While this Comprehensive Plan has been accomplished separately, ***local officials should monitor the planning programs of nearby communities for the possibility of undertaking a future Regional comprehensive planning process.*** This could enable a Regional allocation of all land uses, rather than requiring the Township to provide for all land uses, as is the case in this Plan.

Cooperation among all administrative bodies and levels of government is an essential component to a streamlined and successful implementation strategy. The continued use of public participation is also a very important duty of municipal officials. If, for some reason, the recommendations of this Plan do not appear to address the, then, current conditions, municipal officials should not hesitate to amend portions of this Plan or any other policy to rectify those deficiencies.

This Plan holds a wealth of information that can be easily accessed and understood. Its implementation will help residents, businesses and visitors know the Plan is vital, and that the future of the Township is deliberate, and the result of considerable analysis and public scrutiny.