

IMAGINE FRANKLIN 2035

FRANKLIN COUNTY, PA





A MESSAGE FROM THE COMMISSIONERS

We are pleased to present Imagine Franklin 2035, Franklin County's official comprehensive plan that serves as the guiding framework for the county's growth and development over the next decade and beyond.

Franklin County continues to experience tremendous growth and change. Because signs indicate that this trend will continue into the future, we face the challenge of preserving what we love about our county while developing thoughtful strategies to accommodate and anticipate the needs of our communities and residents in the years to come.

Imagine Franklin 2035 lays out a realistic action plan to achieve the vision and prioritize the goals established by local residents, businesses and other stakeholders while capitalizing on existing opportunities and community assets. Priority issues include:

- Land use and natural resources
- Housing
- Workforce and education
- Community facilities
- Strengthening our urban centers
- Human services
- Movement of people/transportation

Addressing the recommendations set forth in Imagine Franklin 2035 requires a collaborative effort by the County, local municipal officials, leaders within our economic development and human services sectors, representatives at the regional, state and federal levels, community stakeholders, and, last but certainly not least, our residents. By working together, we can utilize our strengths to address challenges in order to achieve the vision we have for Franklin County.

We invite you to review Imagine Franklin 2035 and encourage you to join us as we work together to achieve our vision of Franklin County's future.

Handwritten signature of David Keller in blue ink.

Commissioner David Keller, Chairman

Handwritten signature of John Flannery in blue ink.

Commissioner John Flannery

Handwritten signature of Robert Ziobrowski in blue ink.

Commissioner Robert Ziobrowski



County of Franklin
Resolution 2023-16

**RESOLUTION
OF THE FRANKLIN COUNTY BOARD OF COMMISSIONERS TO ADOPT
A NEW COUNTY COMPREHENSIVE PLAN IN ACCORDANCE WITH THE PENNSYLVANIA
MUNICIPALITIES PLANNING CODE**

WHEREAS, the Franklin County Planning Department has prepared a new County Comprehensive Plan in accordance with Sections 209.1 and 301 of the Pennsylvania Municipalities Planning Code, with said plan titled Imagine Franklin 2035; and

WHEREAS, the Franklin County Planning Commission at its regular meeting on July 27, 2023, recommended approval of the draft Comprehensive Plan (Imagine Franklin 2035) and referred it to the Franklin County Board of Commissioners for adoption; and

WHEREAS, the plan consists of a printed version of the full document and is complemented by an interactive, web based version that highlights the planning process, a future character area map to assist with future development and land use decisions, and a three-year implementation strategy that can be found at (compplan.franklincountypa.gov); and

WHEREAS, as part of the preparation of this new comprehensive plan, the Planning Department staff and their consultants held numerous public meetings to solicit input on Imagine Franklin 2035 and the goals for the County; worked with a steering committee with representatives from the public, non-profit, and business communities; met with many municipalities and interest groups on the plan; sent the draft plans to all municipalities and school districts within the County as well as all abutting Counties, municipalities, and school districts; and considered the comments received and incorporated appropriate revisions into the plan; and

WHEREAS, the Franklin County Board of Commissioners recognizes that it is essential for the health, safety and welfare of all County residents for Franklin County to have an up-to-date set of coordinated policies to guide the County's physical development, preserve its natural and cultural resources, and make optimum use of its financial resources; and

WHEREAS, the County Comprehensive Plan will continue to serve as a policy guide for all units of Franklin County government; and

WHEREAS, the County Comprehensive Plan will continue to present a comprehensive set of County plans, goals, and policies for the use and guidance of regional, state, and federal agencies.

NOW THEREFORE BE IT RESOLVED, that the Franklin County Planning Commission and the Franklin County Planning Department certifies that it has prepared the comprehensive plan consistent with the requirements of the planning code; and



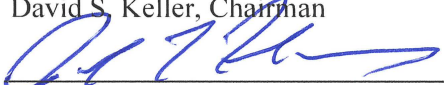
BE IT FURTHER RESOLVED, that the Franklin County Board of Commissioners adopt as official County Policy, in accordance with Section 302 of the Pennsylvania Municipalities Planning Code, a new comprehensive plan for Franklin County titled Imagine Franklin 2035 and direct the Franklin County Planning Department to transmit an accurate copy of the plan and a copy of this resolution to the appropriate County departments, municipalities, school districts, and agencies to ensure compliance with the Pennsylvania Municipalities Planning Code, and to other appropriate municipal, regional, state, and federal agencies.

Adopted this 27 day of September, 2023

Franklin County Commissioners



David S. Keller, Chairman



John T. Flannery



Robert G. Ziobrowski

Attest:



Carrie E. Gray, County Administrator



ACKNOWLEDGEMENTS

County Commissioners

David Keller, Commissioner Chairman
John Flannery, Commissioner
Robert Ziobrowski, Commissioner

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Dr. George Pomeroy, Vice-Chair
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Dr. Jack Benhart, Franklin County Planning Commission
Kip Feldman, Letterkenny Industrial Development Authority
Jeff Grove, Franklin County Agricultural Land Preservation Board
Madalyn Lander, Warren Township
Emilee Little, Greencastle Borough
Caitlin Lucas, Franklin County Conservation District
Zachary Meyers, Franklin County Farm Bureau
Michelle Moore, Fannett-Metal School District
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Chad Reichard, Washington Township
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Funding

The preparation of this plan was financed in part by the Franklin County Board of Commissioners with funding assistance provided through a Municipal Assistance Program (MAP) grant administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development (DCED).



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SECTION 1: ABOUT THE PLAN

VISION, MISSION, AND GOALS OF *IMAGINE FRANKLIN 2035*

Vision:

Franklin County will be a place that embraces an ever-changing future while respecting our history and treasuring our small towns and natural landscapes to make sure our community is welcoming, and every resident has an opportunity to prosper and thrive.

Mission:

Franklin County will strive to meet our Vision by actively pursuing the following:

- 1. Ensuring opportunities for a high quality of life where people can live healthy, fulfilled lives*
- 2. Applying a balanced approach to growth where we protect our sensitive natural resources, agricultural economy, and legacy businesses while growing sustainably to meet the needs of our future populace*
- 3. Developing innovative policies through collaborative efforts that strive to benefit all residents of the county*

Goals

Quality of Place

- 1. Create a strong sense of place within our historic urban centers by activating underutilized and vacant spaces and supporting economic vitality*
- 2. Ensure our transportation network supports our goals*

Quality of Life

- 1. Provide community facilities in concert with our approach to future growth*
- 2. Support human services that work to help people improve their lives and their livelihood*
- 3. Provide access to quality housing that meet the needs of a growing community*

Quality of Growth

- 1. Expand attainable housing options*
- 2. Strengthen opportunities to grow our workforce and educational assets*
- 3. Balance growth opportunities that provide housing and business development to support future populations with preservation of the county's scenic beauty and natural resources*



STATEMENT OF INTERRELATIONSHIPS

This plan includes a great deal of data about Franklin County, combined with a series of recommendations designed to set forth the strategy for dealing with growth and change in the county. It stresses three aspirational goals that serve to link its various components:

1. Ensuring that Quality of Place is achieved through investments within our existing Urban Centers which are defined by the county's boroughs and villages. It is anticipated that redevelopment and new development opportunities would occur first within those areas and the growth areas immediately adjacent to these centers.
2. Providing resources that create a Quality of Life for individuals and families which deals with sufficient workforce opportunities, community facilities, human services, and areas to live, work and play for residents and businesses.
3. Quality of Growth is achieved by recognizing that Franklin County is a community that is in demand, where people want to live and businesses want to locate or expand. But that growth will be in the form that is sustainable and protects our natural and scenic beauty.

The recommendations and strategies outlined in this plan were developed using an implementable planning approach that focuses on the seven areas that are most pressing for the county. Those areas include:

1. Land Use and Natural Resources
2. Housing
3. Workforce and Education

4. Community Facilities
5. Strengthening Urban Centers
6. Human Services
7. Transportation

By focusing on key areas rather than a checklist of traditional comprehensive plan elements, the county is positioned to deliver resources and support where it is needed the most and move the plan into action.

CONSISTENCY WITH THE STATE WATER PLAN

Imagine Franklin 2035 is generally consistent with the State Water Plan and the plan recognizes the following:

1. Lawful activities such as extraction of minerals impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities.
2. Commercial agriculture production is an integral part of Franklin County's economy and such activities rely on community water supply sources. Ensuring that such water supply sources are well-managed and used in a sustainable way is imperative to the county's future growth and development.



COMPREHENSIVE PLANNING PROCESS

The Pennsylvania Municipalities Planning Code requires that county comprehensive plans be updated at a minimum of every 10 years. Franklin County last updated its comprehensive plan in 2012 with the release of *Franklin Forward: The Comprehensive Plan for Franklin County, PA*. County comprehensive plans are used as a land use and growth management plan. They also establish broad goals and criteria for municipalities to use in land use regulation. Franklin County launched a four-phase process to update its comprehensive plan:

Phase One

In the summer of 2022, phase one of *Imagine Franklin 2035* began and is focused on learning from the public, steering committee, and Franklin County staff what the opportunities and challenges are in the area. Phase one also included the collection of existing conditions data to create the Franklin County Today report. The first step taken by the project team was to host focus group work sessions with key stakeholders from a variety of sectors in the county. In total, 54 individuals participated across 17 sessions with representation from agriculture, housing, local government, nonprofits, real estate

development, recreation, tourism, young professionals, business and industry, childcare, conservation, education, and finance. These focus groups provided valuable feedback on the greatest assets and areas for improvement in Franklin County.

Pop-up events at community gatherings and festivals were also held to gather feedback from the public. At these 13 pop-up events, the public had the chance to hear about the comprehensive plan update and provide initial input on

what issues and opportunities they see within the county.

The Franklin County Today report included a variety of data resources that provided a snapshot of where Franklin County is today and where it has come from since the last comprehensive plan update. Information included population, age, diversity, housing, income, employment, agricultural preservation, solar farms, land use, and transportation.

Phase Two

Phase two of *Imagine Franklin 2035* was focused on collaboration with the public to define a vision for the county and guide community values. A public survey was launched in October in which over 1,500 members of the public provided their feedback on key issues in the county that had been identified by the Steering Committee and focus groups. The survey was promoted via social media, news media, e-mail, and the Franklin County Library System. The survey results were consistent with anticipated reactions from the public.



PHASE 1: LEARN

Listen to the public to learn more about the opportunities and challenges in the community.

June through September 2022

- **Focus Groups:** Franklin County Planning Department facilitated focus groups throughout the county as an initial step in collecting public input.
- **Pop-Up Tables at Community Events and Popular Locations:** We were out and about throughout the county during the summer months. In total, there were 13 pop-up events.



PHASE 2: COLLABORATE

Collaborate with the public to define a Vision for the County and guiding Community Values.

October – November 2022

- **Public Survey:** Take our online survey now through November 11!
- **Open House Events:** All members of the public are invited to attend our Open Houses in October and November!



As the survey was available, five open house events were conducted. Three of the open houses were in person located in Scotland, Greencastle, and Chambersburg. Two of them were held virtually with an option to attend in the early afternoon for those with scheduling conflicts in the evenings. At the open house events, participants were given the opportunity to review the Franklin County Today findings as well as have an interactive conversation with the plan management team. Participants were also encouraged to write in additional feedback regarding the most frequently mentioned challenges in the county. Attendance at these open house

events was relatively sparse despite significant efforts to encourage attendance.



PHASE 3: ESTABLISH

Establish action steps/a road map to advance the County's Vision and Community Values.

January through April 2023

Franklin County Planning Department is working to incorporate input gathered throughout the first two phases into the draft Imagine Franklin 2035 Comprehensive Plan.

Phase Three

Phase three of *Imagine Franklin 2035* focused on developing a vision, goals, and a 3-Year Implementation Strategy complete with specific policies, programs, and plans that will help move *Imagine Franklin 2035* into action. The feedback and input received during phase two was used as the basis to identify the 7 Focus Areas which the planning staff, consultants, and the Steering

Committee used to develop the implementation strategy.

Throughout plan development, additional stakeholders were interviewed, via phone interviews, to fill in any gaps that remained. An existing land use analysis was developed to identify which municipalities have the largest capacity for future development. A

character area map (CAM) was also created to provide suggestions on future land uses.

Phase Four

Phase four encapsulates the adoption process and final viewing of the full plan and its recommendations. Once adopted, *Imagine Franklin 2035* becomes the guiding framework for how to position Franklin County to meet its vision of a county that is a place that embraces an ever-changing future while respecting its history and treasuring its small towns and natural landscapes to make sure its community is welcoming, and every resident has an opportunity to prosper and thrive.



PHASE 4: LAUNCH

Share the draft plan for public comment and final adoption.

Summer 2023

- Community Open Houses
- Formal Plan Adoption Process with Public Comment Period

Stay tuned for more information!



Steering Committee Kick-Off

A steering committee of community members representing a variety of sectors and backgrounds kicked off the plan update and continued to offer guidance throughout the development of the plan.

Focus Groups & Municipal Meetings

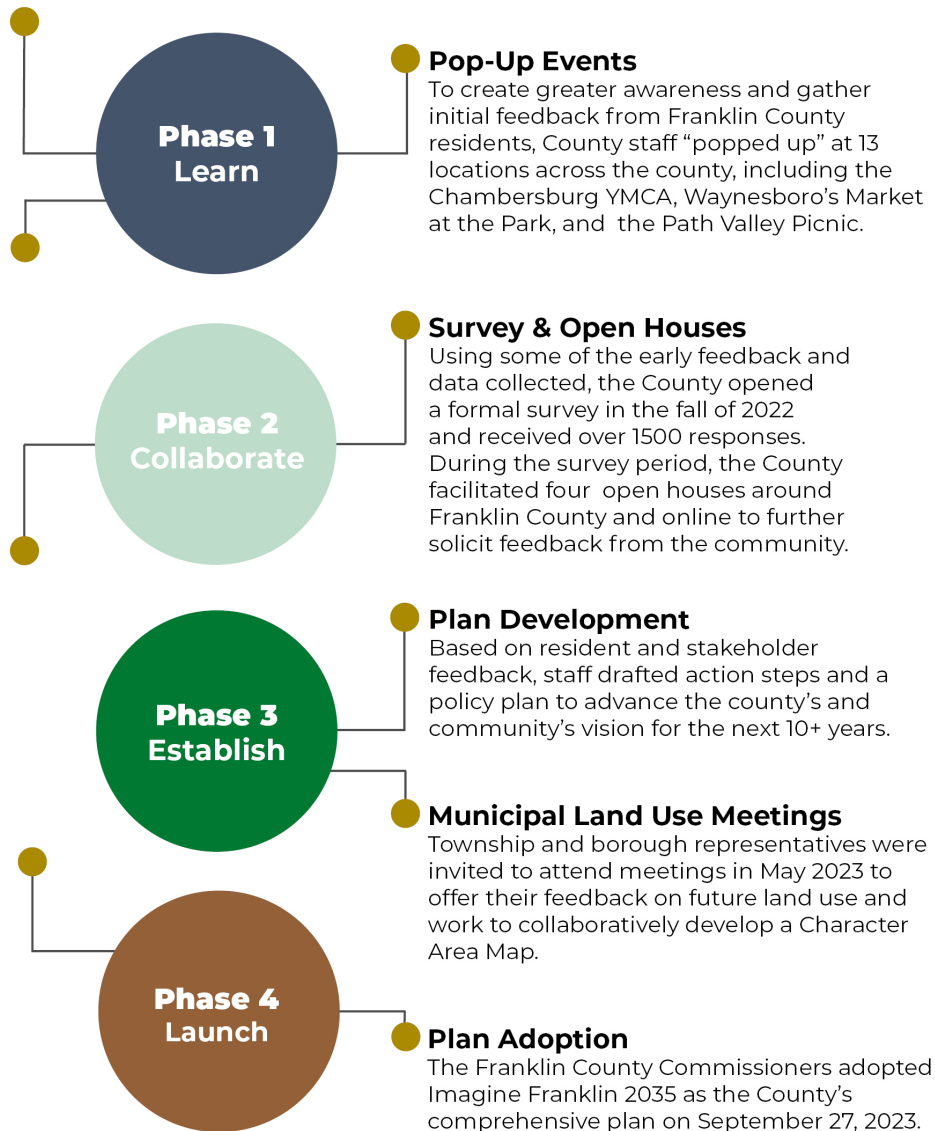
The County facilitated seven focus group meetings with various community stakeholders to receive targeted feedback on issues that are currently impacting or may soon impact the county. Township and borough representatives were also invited to a series of meetings to share the issues they see in Franklin County.

One-On-One Interviews

Key community stakeholders were invited to participate in one-on-one calls to discuss their experiences and feedback with concerns facing Franklin County communities.

Draft Plan Released

The County released a draft of Imagine Franklin 2035 on July 28, 2023 for a 45-day public comment period. The County also invited the public to review the draft at two open houses on August 8, 2023.





SECTION 2: FOCUS AREA POLICY REPORT

In December 2022, the Comprehensive Plan Steering Committee met to review the data, public input, and feedback collected during the early stages of the *Imagine Franklin 2035* planning process. A wealth of information was gathered about the county and needs of residents from a number of ways, including an online survey with over 1,500 responses, public open houses, focus groups, and state and national data sources. After reviewing all of the information collected, the committee prioritized the issues to be addressed over the life of the comprehensive plan. The priority issues and themes that emerged included:

1. Land Use & Natural Resources
2. Housing
3. Workforce & Education
4. Community Facilities
5. Strengthening Our Urban Centers
6. Human Services
7. Movement of People/Transportation (see [Franklin County Long Range Transportation Plan](#))

These issues provided the framework of the plan and guided the development of recommendations and implementation strategies. The following report provides an overview of each focus area, recommended actions, each *Imagine Franklin 2035* goal that will be addressed through its implementation, the issues and background data that led to each recommended action, and a summary of action steps needed to positively impact each focus area. Focus Area 7, Movement of People/Transportation, is addressed by the County’s Long Range Transportation Plan, which was adopted in April 2023.



**LAND USE
& NATURAL
RESOURCES**



HOUSING



**WORKFORCE
& EDUCATION**



**COMMUNITY
FACILITIES**



**STRENGTHENING
OUR URBAN
CENTERS**



**HUMAN
SERVICES**



**MOVEMENT OF
PEOPLE/
TRANSPORTATION**



LAND USE & NATURAL RESOURCES

IMAGINE FRANKLIN 2035 GOALS ADDRESSING LAND USE & NATURAL RESOURCES

Quality of Place

- *Create a strong sense of place within our historic urban centers by activating underutilized and vacant spaces and supporting economic vitality*
- *Ensure our transportation network supports our goals*

Quality of Life

- *Provide community facilities in concert with our approach to future growth*
- *Provide access to quality housing that meets the needs of a growing community*

Quality of Growth

- *Expand attainable housing options*
- *Balance growth opportunities that provide housing and business development to support future populations with preservation of the county's scenic beauty and natural resources*

ISSUE

Franklin County's goal to balance growth with its desire to protect natural resources and its agricultural economy may be challenging and will require coordination between the County and all of its municipalities to achieve those goals. Land use policies and development approvals within Pennsylvania are largely controlled by local municipalities with their own policy agendas, political ideals, and various staff capacity to administer and enforce local regulations. Under the Municipalities Planning Code, each

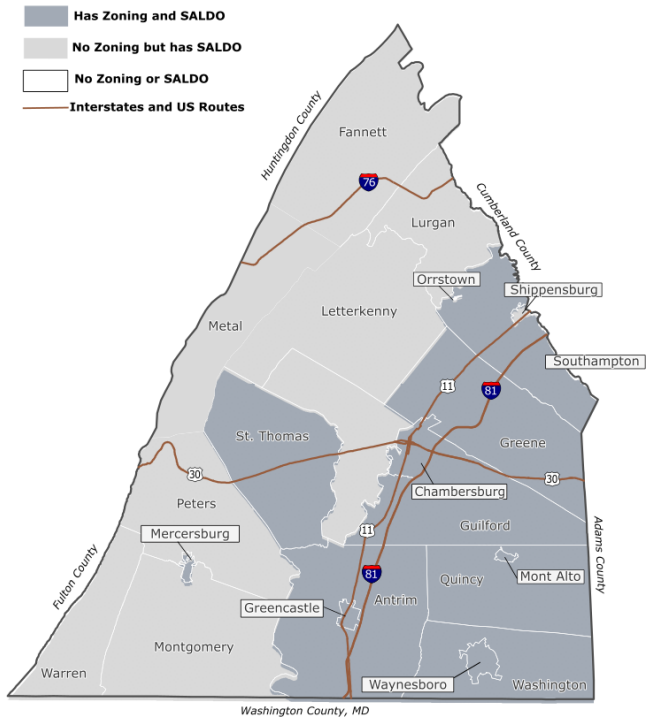
municipality that is not governed by a multi-municipal comprehensive plan and a multi-municipal zoning ordinance must provide for all legal uses within its jurisdiction, no matter if its land or transportation is suitable for such uses.

Each municipality may adopt and enforce its own policies on how to best regulate the use and development of land, through a zoning ordinance and/or a subdivision and land development ordinance (SALDO). However, the lack of land use policies and the differences in regulations across municipal boundaries can create haphazard development patterns that may be inconsistent with countywide goals. Figure 1 identifies the communities in Franklin County that have zoning, SALDO or both. All but one municipality in the county has adopted a SALDO, but only 13 have adopted zoning ordinances. Although counties do not have authority to regulate land use, they can offer support to municipalities to plan and zone in a coordinated fashion that will advance countywide goals.



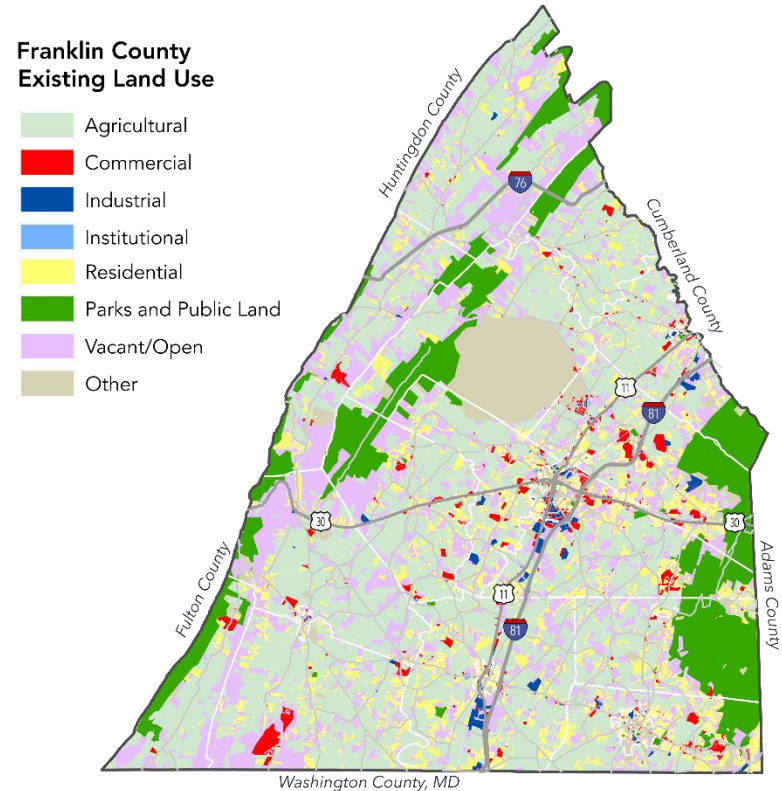


Figure 1: Communities with Zoning and/or SALDO in Franklin County



open land. Although the balance of land uses is fairly distributed throughout the county, the uses within each municipality vary greatly. The threat of losing prime agricultural land and the impact of development on sensitive natural resources is a concern when considering the future demand for housing, retail and commercial services to support new households along with those industries wanting to move into or expand within Franklin County.

Figure 2: Franklin County Existing Land Use



BACKGROUND

Franklin County features a variety of land uses across its 772 square miles. The predominant land use is agriculture and agricultural-related activities. This accounts for 44% of how all land is used within the county. Residential uses account for 13% of all land, parks and public lands are another 13% of all uses, and commercial, retail, and industrial uses consume about 16% of land within Franklin County’s borders. Another 21% of land is identified as vacant or



Change in Land Cover and Uses

The National Land Cover Database (NLCD) provides nationwide data on land cover and land cover change at a high resolution. This report provides a county-wide profile of how land cover has changed between 2001 and 2019 based on 16 land characteristics. The analysis relies on changes in satellite imagery over time. It does not detail how land is specifically being used; however, it does provide a valuable snapshot of the trends in development and preservation over the life of the study.

For Franklin County, the areas that saw the greatest change over the past 19 years were increases in the development of High, Medium and Low Intensity areas as well as a net increase in Cultivated Crops as Pasture/Hay was converted to crop production. Net losses were seen in Forests and land used for Pasture/Hay as these areas were lost to High, Medium and Low Intensity development. The losses

shown in the Open and Low Intensity Development land areas is also notable, as these areas moved into more intense development uses.

What's Being Lost

Unlike changes between natural land cover, land lost to development tends to be permanent. Figure 4 shows the types of land that changed to developed land over the past 19 years. Since 2001, development increased by 9.91 square miles and impervious surfaces increased by 4.13 square miles. Low Density and development of open space areas can impact water quality, and the loss of farmland can negatively impact the character of the community. Development that is planned for areas that are already served by utilities and roadways or is geared towards urban centers within boroughs and villages will help the county manage growth while protecting its natural resources.

Figure 3: Change in Areas of Development in Franklin County (NLCD)

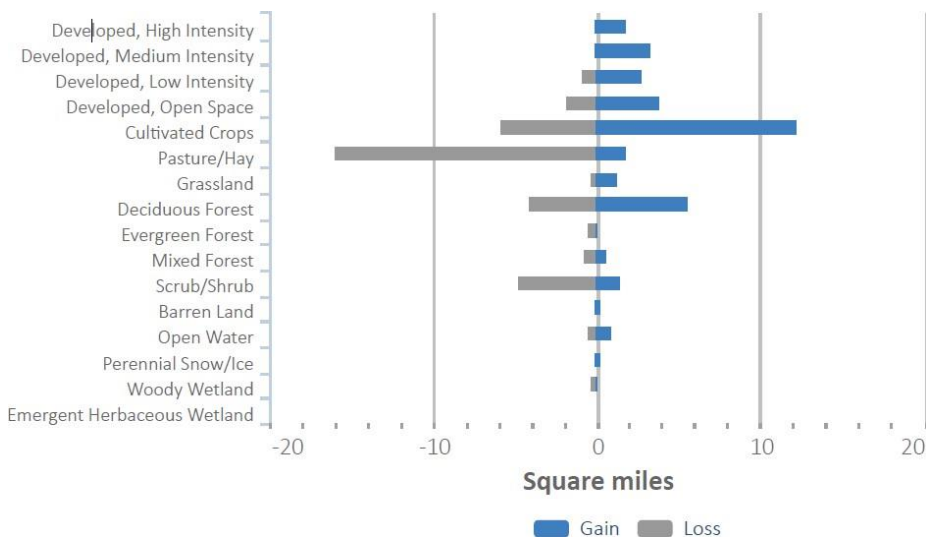
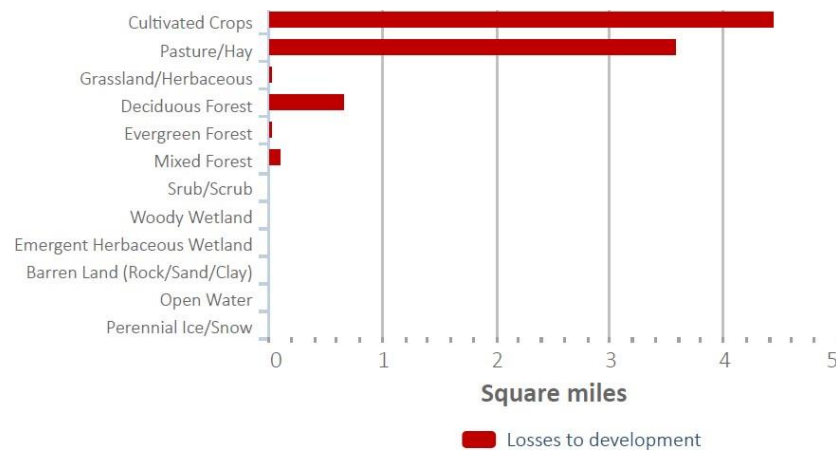


Figure 4: Land Cover Lost to Development in Franklin County (2001 – 2019 NLCD)

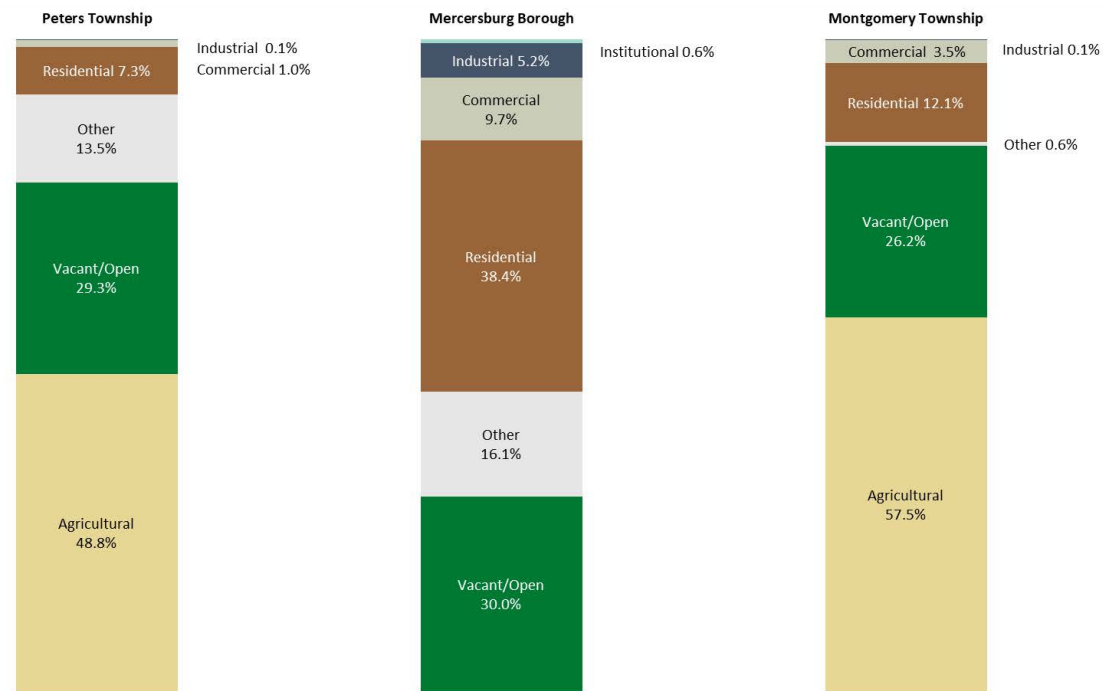




Land Uses Across Municipalities

As noted earlier, the authority to implement land use policies and regulate development is primarily vested with municipalities. Each municipality must account for and plan for every legally permitted use, regardless of whether or not it is suitable to its pattern of development or in line with the goals of its community. A borough with readily available infrastructure including roads, water, and sewer may be better suited to host higher intensity uses, housing, and necessary community services while an adjacent township may have prime farmland soils, wetlands, and forest appropriate for agricultural uses and conservation. By collaborating through multi-municipal planning and zoning, each can allocate appropriate amounts of land for future development without compromising community character. This can also help reduce unnecessary expansion of costly infrastructure needed to support sprawling development within the hinterlands of the region. Figure 5 shows the current mix of land uses within the Borough of Mercersburg and surrounding Peters and Montgomery townships. If these communities work and plan together, the vacant and open space remaining within the borough could be planned for more dense, non-residential or mixed-use development, alleviating pressure for development in the adjacent townships where the need for expansion of new and costly infrastructure, along with potentially negative impacts on rural areas, would be present.

Figure 5: Existing Land Uses Comparison





Future Land Use – Character Area

The Franklin County Future Character Area Map (CAM) located on the following page is designed to help guide growth and resource preservation for Franklin County communities over the next 10 years. The map reflects six categories, four in the Growth Areas and two in the Rural Resource Areas, that are designed to promote development within areas with sufficient infrastructure to support growth while preserving areas of significant natural resources, prime farmland, and protected open space. Special Overlays identify areas within the county that are unique in their design and use of space.

Collectively these areas define Franklin County’s unique development patterns and history. Smart growth planning principles and design standards accompany each character area to cover the three themes of the county comprehensive plan: Quality of Life, Quality of Place, and Quality of Growth. Development in the respective character areas that is consistent with *Imagine Franklin 2035* will exhibit these principles and collectively benefit the environment, community, and businesses.

Among other things, development of this map has taken into consideration the following elements:

1. The adjacent land uses of neighboring municipalities and counties have been considered and the CAM is generally consistent with proposed future land use plans in contiguous areas in Adams, Cumberland, Fulton, Huntingdon, Perry, and Juniata counties in Pennsylvania and Washington and Frederick counties in Maryland.
2. Environmentally constrained areas such as steep slopes and floodplain have been incorporated, where relevant, into the Rural Resource areas of the CAM.

GROWTH AREAS

The four classifications within Growth Areas are designed to preserve existing developed areas while allowing for growth to occur in areas that have or are planned for a full array of public infrastructure.

Urban Center

Historic downtowns and boroughs that represent centers of economic activity and population density.

Suburban Center

Predominantly regional centers of economic activity containing multiple land uses of varying degrees of intensity.

Suburban

These areas are predominantly residential communities with locally oriented commercial uses and community facilities.

Rural Center

Rural, unincorporated villages with limited access to major infrastructure, such as public water or sewer and interstates.

RURAL RESOURCE AREAS

Rural Resource Areas include two character area classifications focused on conservation of natural resources and agricultural industries while supporting rural living.

Rural

Open and wooded lands with scattered villages, farms, and residential uses.

Agricultural

Large concentrations of high-quality soils and active and diverse farm operations along with related support services.



SPECIAL OVERLAY DISTRICT

Letterkenny Army Depot Overlay identifies the boundaries of this unique community asset.

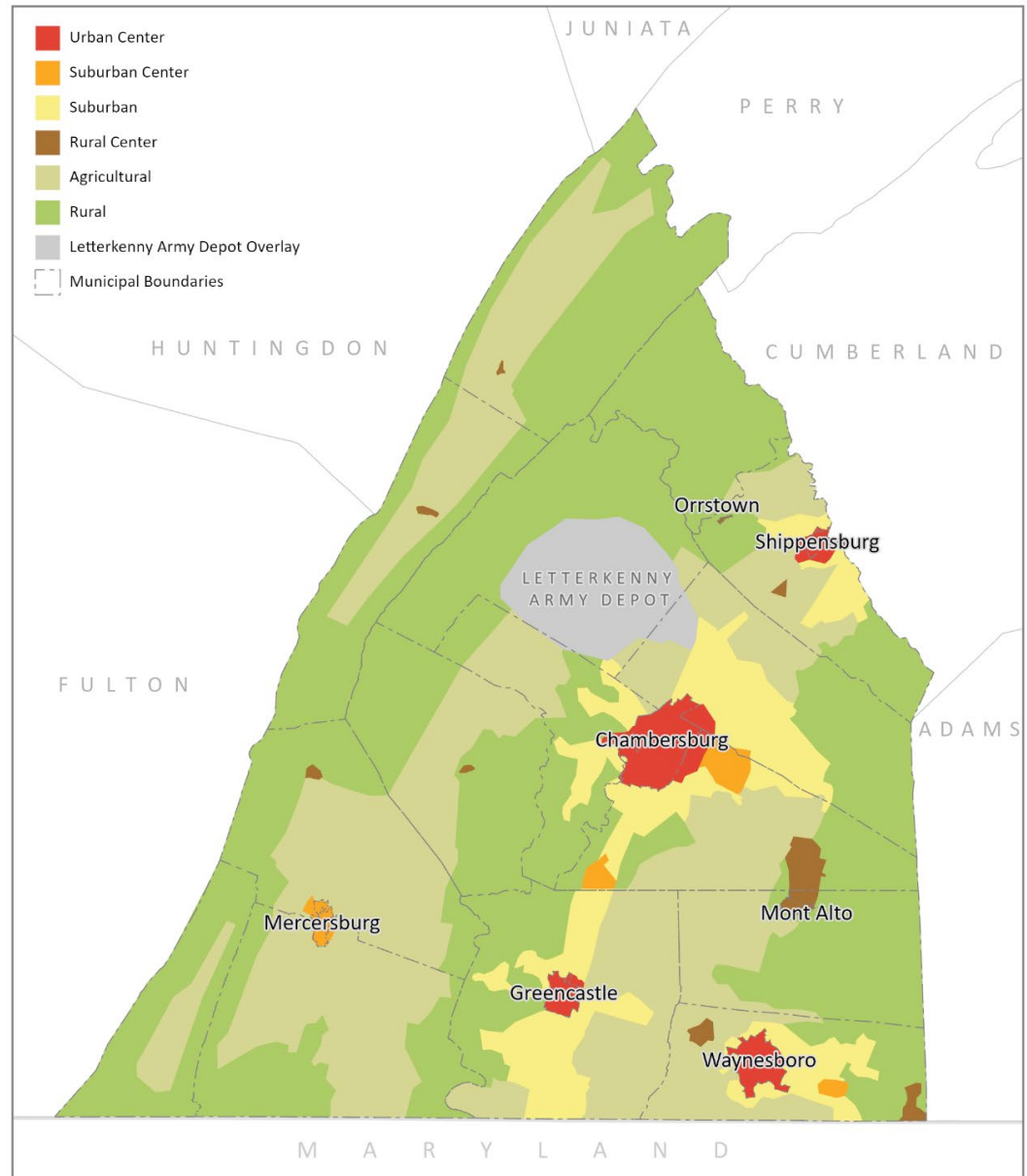
PLANNING PRINCIPLES

These represent the areas that should be considered as part of the development or investment decision making process. Consideration should be given to potential and appropriateness of growth, if preservation is a focus, existing land use patterns, and the current and legacy costs of infrastructure.

DESIGN ELEMENTS

Design elements that are anticipated for different character areas include the building Character, appropriate site amenities, and transportation that complements the current or future development patterns.

Franklin County Character Area Map (CAM)



FC GIS 7/11/2023



LAND USE & NATURAL RESOURCES ACTION PLAN

The following recommended actions are designed to help manage land use and development within Franklin County. Recommendations are provided in the form of a new or revised policy, program, or project which will be led by the County or in partnership with local municipalities. Some recommendations overlap and have a positive impact within other Focus Areas.

Recommended Action	Outcomes	Partners
Support protection of farmlands		
Continue funding for purchase of agricultural conservation easements	Additional farmland is under a preservation easement	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners
Leverage other funding resources to increase the investment in farmland preservation	Additional farmland is under a preservation easement	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners Municipal officials Franklin County Farm Bureau
Monitor the impacts of solar and the advancement of agrivoltaic technology that may allow farmers to sustain their operations	Farming and agricultural industry continuing to thrive	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners Municipal officials Franklin County Farm Bureau
Support protection of natural areas		
Create a plan that prioritizes preservation of natural areas and the linkage to parks, recreational areas, and prime farmland	A clear strategy that prioritizes regionally significant projects to protect and preserve natural areas, recreational opportunities, and open space	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Non-profit entities and conservancies
Explore opportunities to create a dedicated funding source to support priority conservation projects	Priority areas within the county are preserved for future generations	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Non-profit entities and conservancies
Support local policies that advance protection of parks, open space, and critical natural resource protection	Priority areas within the county are preserved for future generations	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Non-profit entities and conservancies



Support projects that conserve open space and promote tourism-related activities	Additional recreational opportunities are established that increase tourism	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Planning Department • PA Department of Conservation and Natural Resources • Municipal officials
Promote development patterns consistent with the county's Character Area Map		
Identify tools to promote development around established communities	Concentric growth patterns are embraced over sprawl	<ul style="list-style-type: none"> • Franklin County Planning Department • Municipal officials • Franklin County Commissioners
Support revitalization efforts within boroughs and villages	Boroughs and villages are being revitalized	<ul style="list-style-type: none"> • Franklin County Planning Department • Franklin County Commissioners • Municipal officials
Advocate for zoning policies that allow for mixed use and higher density housing development within Urban and Suburban Character Areas	New development within the Urban and Suburban Centers of the county	<ul style="list-style-type: none"> • Franklin County Planning Department • Franklin County Commissioners • Municipal officials
Support agricultural economic development through innovative agri-business operations	Business opportunities expanding for farmers that support the agricultural industries	<ul style="list-style-type: none"> • Franklin County Area Development Corporation • Franklin County Farm Bureau
Ensure Long Range Transportation Planning is aligned with planning policies of Character Areas	Transportation improvement projects and funding support the Character Area concept throughout the county	<ul style="list-style-type: none"> • Franklin County Metropolitan Planning Organization • Municipal officials • PennDOT



HOUSING

IMAGINE FRANKLIN 2035 GOALS IMPACTED BY ADDRESSING HOUSING

Quality of Life

- Provide access to quality housing that meets the needs of a growing community

Quality of Growth

- Expand attainable housing options
- Balance growth opportunities that provide housing and business development to support future populations with preservation of the county's scenic beauty and natural resources

ISSUE

Fluctuating housing prices and increases in demand to live in Franklin County will continue to strain the balance of housing within the county. Due primarily to its rural character and healthy agricultural industry, Franklin County has a lower percentage of land dedicated to attached single family and multiple family uses. Ensuring “missing-middle” housing ownership and quality rental housing options will be necessary as Franklin County continues to grow. Balancing the need for quality housing at all price points with the County’s desire to retain its rural, cultural, and scenic character will be a priority over the next 10 years.

BACKGROUND

Housing for existing and future residents is becoming a key issue as the community continues to be an attractive place to live, raise a family, and retire. As demand to live in the county continues, ensuring that a balance of quality housing for all levels of households

will be critical. To help understand the housing needs over the next 10 years and assess policies and programs needed to address housing issues, Franklin County partnered with the Shippensburg University Center for Land Use and Sustainability to develop a housing assessment for Franklin County in June 2022. Many of the report’s key recommendations are carried forward and incorporated in *Imagine Franklin 2035*.

To supplement the *Housing Assessment* findings, the County utilized a series of community engagement opportunities to further vet the issues most important to residents as part of this planning process. An online survey and input from the Steering Committee provided valuable feedback on housing priorities that is summarized within this section.

Figure 6: Current Housing Opportunities in Franklin County





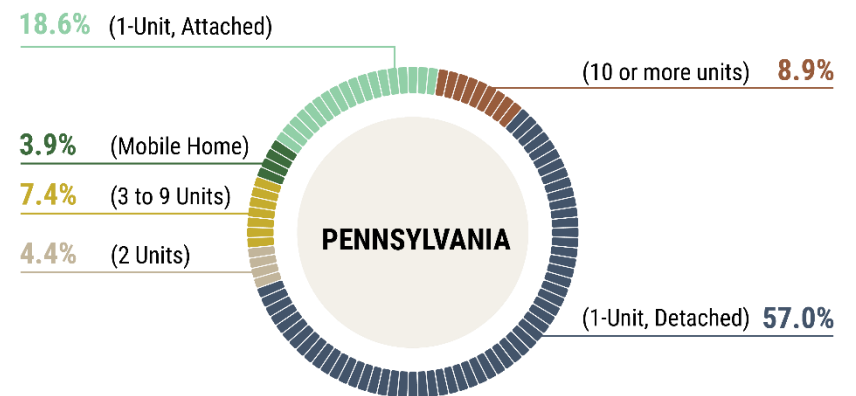
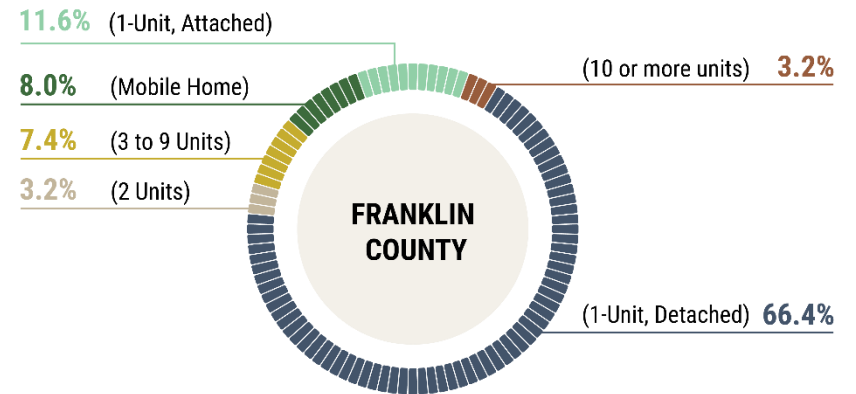
Housing Supply

According to the U.S. 2020 Census, Franklin County’s homeownership rate exceeds the statewide average with 71.2% owner-occupied homes compared with 68.9% in Pennsylvania. The county also has more detached single-family dwellings as a percentage of its total housing units than the statewide average, 66.4% compared to 57%. There are also fewer options when it comes to multi-family housing within Franklin County compared to the state (Figure 8).

Figure 7: Franklin County Housing Authority



Figure 8: Franklin County Housing Units





Median Sales and Rental Price

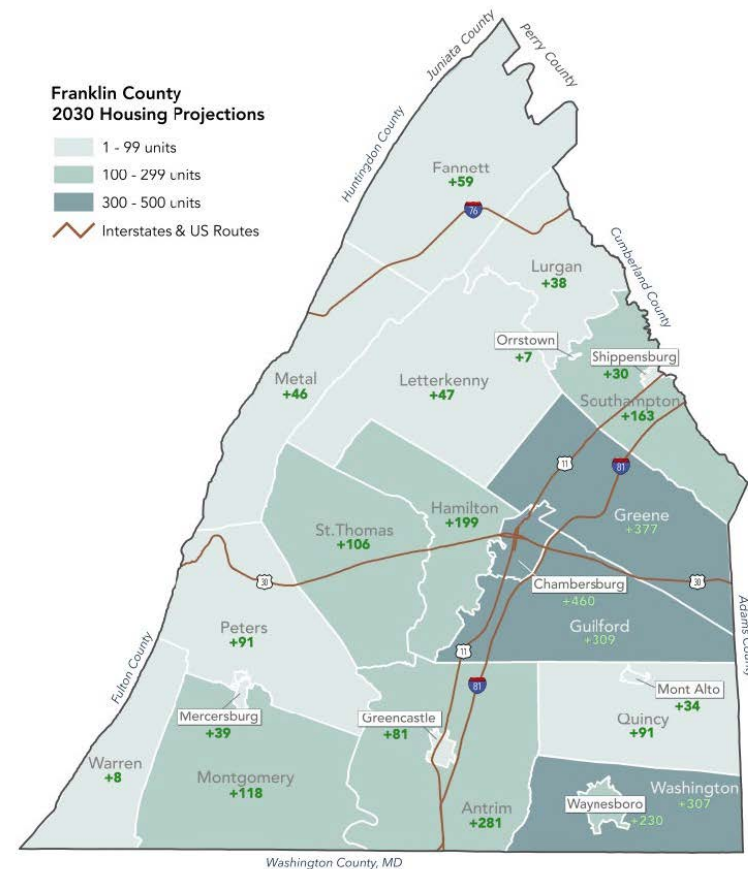
The median sales price for Franklin County homes **increased 29%** between 2015 and 2020, from \$149,900 to \$193,450. Market demand has increased as well, illustrated by the total number of days on the market (135 days in 2015 compared to 57 days by 2020).

The **median gross monthly rent was \$905** in 2020, up from \$809 in 2015. In 2019, 22.8% of all Franklin County households were housing cost-burdened, including 15.3% of owner-occupied households and 44.9% of renter households. Households are considered cost burdened if they pay more than 30% of their income on housing. (U.S. Census 2019 ACS 5-Year Estimates; Harvard University’s Joint Center for Housing Studies)

Housing Projections

Franklin County’s 2022 *Housing Assessment* identified the need for 3,122 new housing units by 2030 (Figure 9). However, this figure was based on population projections and did not consider development constraints, such as land availability or zoning.

Figure 9: Franklin County Projected Need for New Housing by 2030



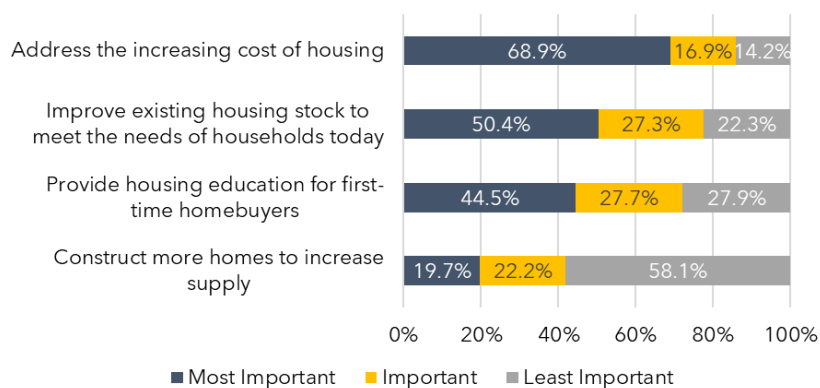
Sources: 2020 ACS 5-Year Estimates and the Shippensburg University Center for Land Use and Sustainability



Survey Results

During a six-week period in the fall of 2022, over 1,500 county residents completed an online survey to submit feedback directly related to pressing housing issues, which also allowed the County to gain an understanding of what residents wanted for their community. The following responses related to housing issues were collected.

*Survey Question: How important are the following actions to improve housing in Franklin County? **

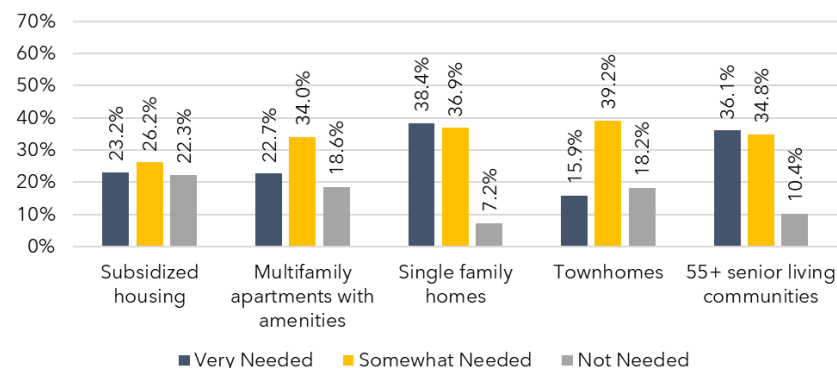


Community members have a strong desire to address the increasing cost of housing, improve the available housing stock, provide housing education for first-time homebuyers, and to increase housing options throughout Franklin County. Respondents noted the biggest issues with housing in the county are overall affordability and the need for more senior housing.

Survey Question: What is the biggest issue with housing in Franklin County?

Answers were solicited using an open comment format. Of the issues identified by respondents, affordability, senior housing, and quality were common themes.

Survey Question: What types of housing are needed in Franklin County?



Respondents stated there is a countywide need for all types of housing, including subsidized housing, multi-family, senior, and single-family homes. These responses indicate the need for housing policies and programs that address the full spectrum of housing options throughout the county. Reasonably priced, senior, and “missing-middle” housing planned for areas that are suitable for development will be necessary to help the county keep pace with population growth over the next 10 years.



HOUSING ACTION PLAN

The following are recommended actions to address gaps in housing. Recommendations are provided in the form of a new or revised policy, program, or project which will be led by the County or in some cases community housing partners.

Recommended Action	Outcomes	Partners
Create a Local Housing Best Practices Toolkit to assist municipalities and developers in planning and zoning for attainable housing		
Promote mixed-use zoning along with design standards within urban centers and where new commercial corridors are planned to ensure that uses are at a compatible scale	<ul style="list-style-type: none"> Residents are supporting more housing options Municipalities are updating their zoning and SALDO to support mixed-use development 	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Planning Department Municipal officials
Provide model zoning language that helps address non-traditional types of land uses such as accessory dwelling units (mother-in-law suites), inclusionary zoning standards, and short-term rentals	Increase housing options throughout the county	<ul style="list-style-type: none"> Franklin County Planning Department Housing developers Non-profit developers Municipal officials
Encourage replacing site design standards that create barriers to attainable housing such as parking minimums for senior housing, suburban-style building setback in urban areas, and low density in developable areas	Flexible development standards added to local ordinances	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Franklin County Housing Authority
Conduct a public outreach strategy to inform community members and municipalities on the overall economic benefits of planning for and incentivizing attainable housing models	Home prices and rental rates are attainable to more families	<ul style="list-style-type: none"> Franklin County Housing Authority Non-profit housing agencies County residents
Develop a Franklin County housing finance guide to help smaller housing developers understand funding available in Franklin County	Smaller scale and scattered site housing development is increasing	<ul style="list-style-type: none"> Pennsylvania Housing Finance Agency Franklin County Area Development Corporation
Provide direct assistance to municipalities through low- or no-cost auditing of local land use policies, including zoning and SALDO	Zoning ordinances and SALDOs are updated to promote housing opportunities	<ul style="list-style-type: none"> Municipal officials Zoning officers Borough and township associations
Expand tools and resources that will support the goals of <i>Imagine Franklin 2035</i> , particularly in instances where Urban Centers are impacted.		



Consider adoption of Act 152 of 2016, which would allow the County to create a Demolition Fund to provide funding for removal of blighted properties that can be used for redevelopment projects. This would be particularly helpful within boroughs and villages.	Redevelopment opportunities are expanded within urban centers	<ul style="list-style-type: none"> Franklin County Area Development Corporation Franklin County Housing Authority Franklin County Commissioners
Promote the Neighborhood Assistance Program (NAP) and Neighborhood Partnership Program (NPP) throughout the county as a way to bring in resources to address community issues, including housing	More funding is being generated for community development initiatives	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Planning Department PA Department of Community & Economic Development
Promote the use of Local Economic Revitalization Tax Assistance (LERTA) in areas for preferred redevelopment	Redevelopment in aging commercial and residential areas	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials Franklin County school districts
Host coordination meetings and legislative briefings with municipalities/boroughs to address needs and concerns of the county	Greater collaboration among local government and legislative policy is advancing	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials
Work with local legislators to advance housing finance to assist with funding the gap between Pennsylvania Housing Finance Agency's PA Housing Affordability and Rehabilitation Enhancement (PHARE) Fund and Community Revitalization Fund Program (CRFP) for smaller projects consisting of 9-15 units	More housing stock is being added to meet the needs of Franklin County's population at all levels	<ul style="list-style-type: none"> Franklin County Commissioners Pennsylvania Housing Finance Agency Franklin County Housing Authority
Promote multi-municipal and regional planning and zoning that supports a fair, coordinated distribution of housing choices across the county		
Provide planning support for municipalities to prepare multi-municipal plans with the goal of balanced distribution of land uses, including housing types	Multi-municipal cooperation is increasing	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials
Offer technical support, such as grant writing assistance or administrative support, and assist with Request for Proposals (RFP) development	<ul style="list-style-type: none"> Multi-municipal zoning is being implemented More municipalities are receiving grants to assist with planning efforts 	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials



WORKFORCE & EDUCATION

IMAGINE FRANKLIN 2035 GOALS IMPACTED BY ADDRESSING WORKFORCE AND EDUCATIONS

Quality of Growth

- *Strengthen opportunities to grow our workforce and educational assets*

ISSUE

Workforce shortages across Franklin County limit employers' ability to fill open jobs, both now and into the future. While the county has a focused, engaged network of professionals actively addressing workforce and education barriers, more can be done to support those efforts. Barriers limit the future earning potential of both employees and employers. Additional strategies benefiting employees and employers will ensure the county has the trained workforce required to sustain its high quality of life in the future.

BACKGROUND

Workforce Shortages

Workforce shortages exist throughout the country. Whether healthcare, manufacturing, warehousing, agriculture, or emergency services, public and private employers face challenges retaining and attracting new employees. Nationally, this trend is driven by three demographic factors, each of which has been exacerbated by the COVID-19 pandemic (Demographic Drought, Emsi, 2021).

- **Departure of Older Workers** – Baby Boomers born between 1946 and 1964 are the largest demographic group in the nation's history and are continuing to retire in significant numbers. On average 2,000,000 leave the workforce each year. The departure of this large group of workers leaves

employers with gaps in key positions as well as experience. With life expectancy increasing, retired Baby Boomers will be dependent upon younger generations for support for a longer period of time.

- **Record-Low Labor Force Participation Rate** – While an older generation continues to retire, younger generations are not fully participating in the workforce. An increasing number of people of prime working age, between 25 and 54, have voluntarily opted out of the workforce. Many factors influence low workforce participation, but in recent years the COVID-19 pandemic has had a substantial impact on a person's ability to work. For younger families not participating in the workforce, lack of childcare is often a barrier.
- **Low Birth Rates** – The nation's birth rate began declining in the 1970s and reached a 35-year low in 2019. Lower birth rates mean that over the next few decades the future workforce available to fill jobs will continue to decrease, further impacting workforce shortages.

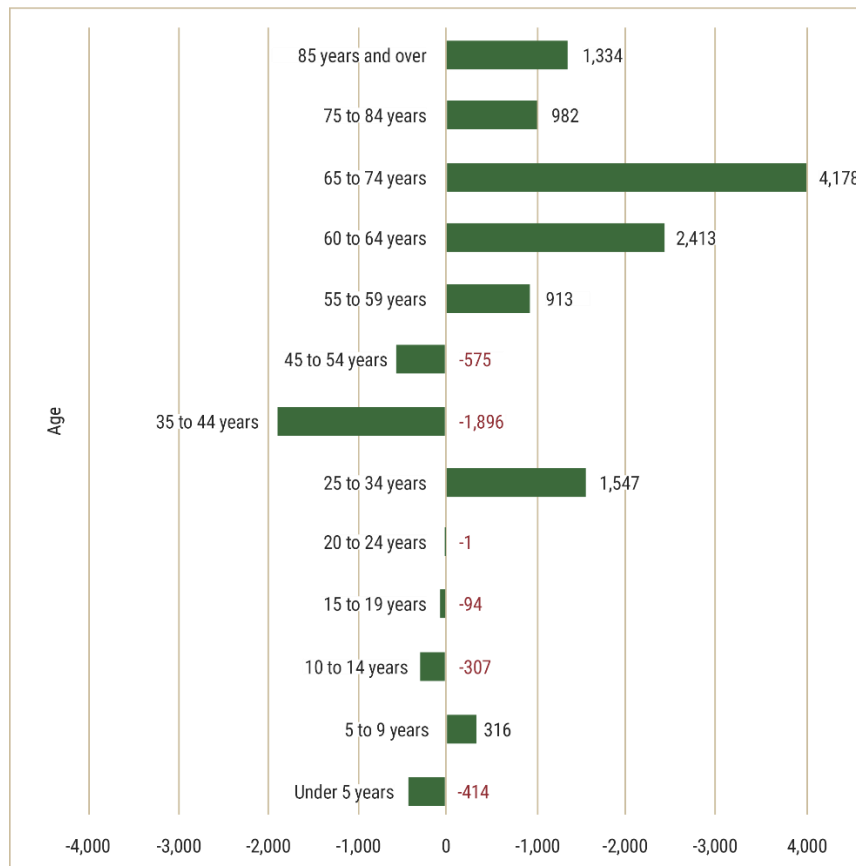
Workforce Shortages Impact to Franklin County

In general, Franklin County is experiencing the same workforce trends as the nation as a whole. The county's population continues to age in place. In 2020 there were 9,820 more people aged 55+ in Franklin County than in 2010. The county has 1,424 fewer people under 54 years old than it did in 2010. While there were gains in a few age groups, the county has fewer children, teenagers, and prime working-age adults.



Figure 10: Franklin County Net Change in Population by Age, 2010 - 2020

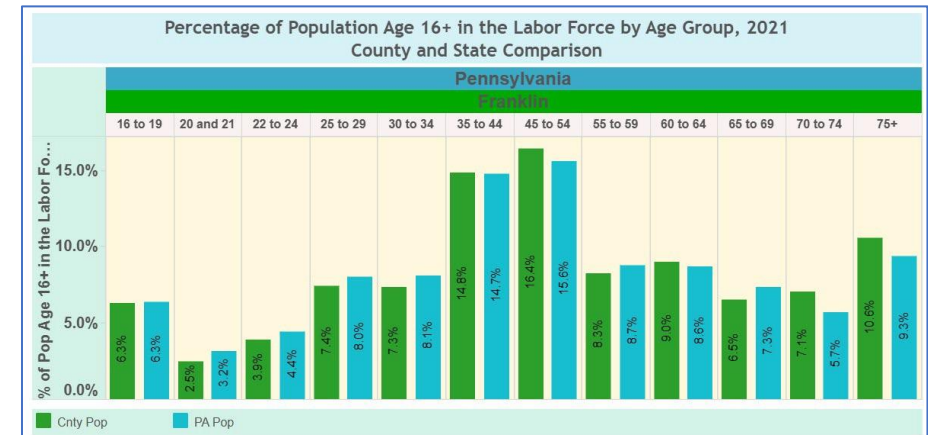
FRANKLIN COUNTY NET CHANGE IN POPULATION BY AGE, 2010-2020



Source: 2020 ACS 5-Year Estimates

The county’s labor force participation by age group – those people in the workforce for each age range – mirrors that of Pennsylvania. Labor force participation is high for each age group and the participation of Franklin County’s workers aged 16 to 29 exceeds that of the state.

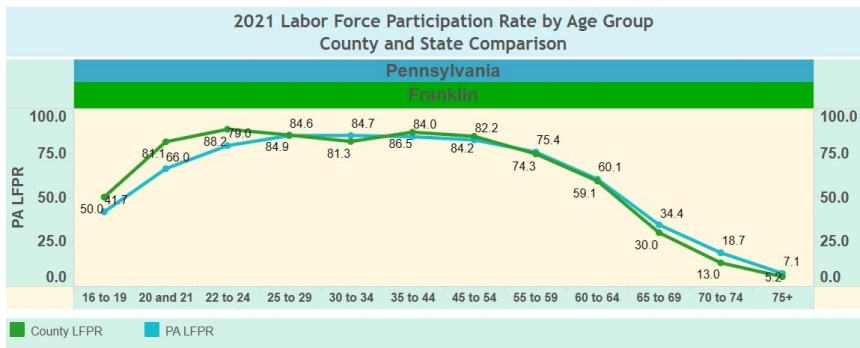
Figure 11: Franklin County Percent Population in the Labor Force by Age Group, 2021



Source: Pennsylvania Department of Labor and Industry, Center for Workforce Information & Analysis, County Statistics Dashboard. <https://www.workstats.dli.pa.gov/dashboards/Pages/County-Stats.aspx>



Figure 12: Franklin County Labor Force Participation by Age Group, 2021



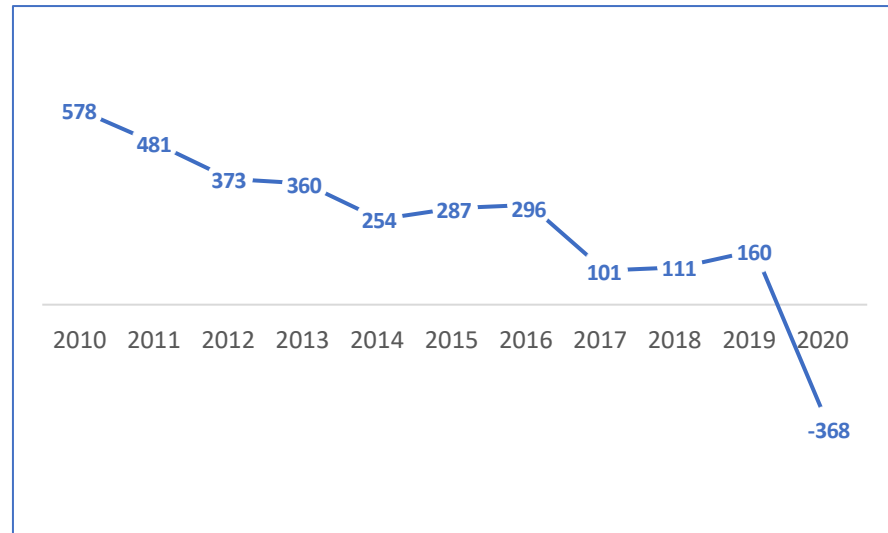
Source: Pennsylvania Department of Labor and Industry, Center for Workforce Information & Analysis, County Statistics Dashboard. <https://www.workstats.dli.pa.gov/dashboards/Pages/County-Stats.aspx>.

Like the nation, Franklin County's birth rate is trending downward. Between 2010 and 2020, while the rate of natural increase (births minus deaths) was positive with 2,633 more births than deaths, the number is falling. Natural increase was 578 in 2010, dropping to 160 in 2019 and negative in 2020, likely due to the COVID-19 pandemic.

Figure 13: Warehouses in Franklin County



Figure 14: Franklin County's Declining Natural Increase



Source: PA Department of Health, Division of Health Informatics, Births and Deaths by County, Annual 2010 to 2020.

While 30% of Franklin County's population increase between 2010 and 2020 was due to natural increase, the remainder was due to migration. Migration to Franklin County was primarily from other Pennsylvania counties and other states. Younger age groups, between 5 and 29 years, represented more than 45% of the migration into Franklin County.



Figure 15: Franklin County In Migration by Age Group

Age Group (years)	2010	2010 % Total	2020	2020 % Total
1 to 4 yrs.	479	7%	383	6%
5 to 17	1,040	15%	1,031	17%
18 & 19	672	10%	479	8%
20 to 24	1,043	15%	630	10%
25 to 29	962	14%	671	11%
30 to 34	506	8%	531	9%
35 to 39	329	5%	409	7%
40 to 44	322	5%	352	6%
45 to 49	420	6%	157	3%
50 to 54	264	4%	325	5%
55 to 59	206	3%	355	6%
60 to 64	247	4%	263	4%
65 to 69	117	2%	202	3%
70 to 74	27	0%	110	2%
75 years +	112	2%	335	5%
Total	6,746	100%	6,233	100%

Source: U.S. Census ACS 5-Year Estimates. Table B07001 Geographical Mobility (2010 and 2020).

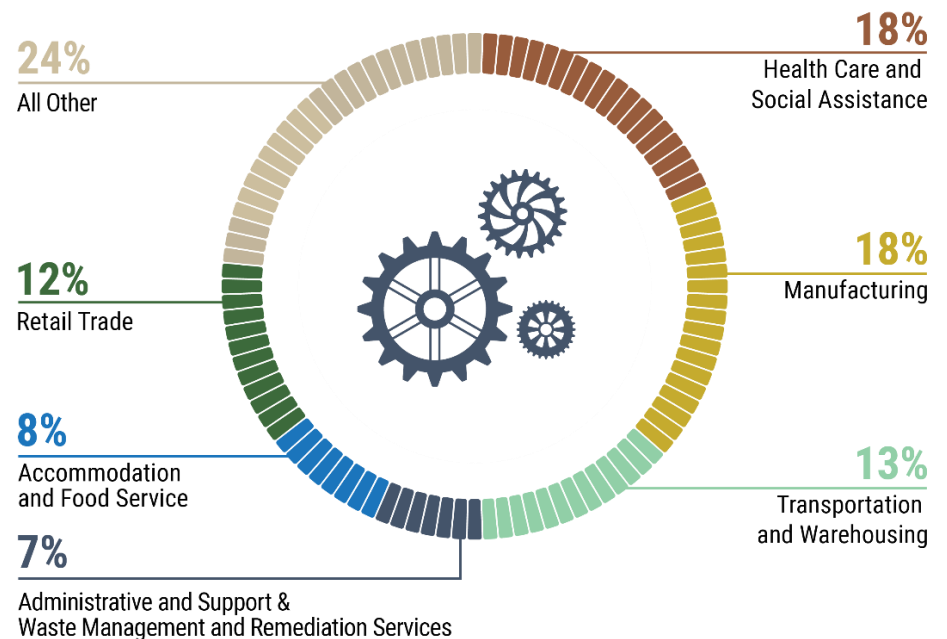
While the number of people moving into the county is not a significant portion of total population, efforts to retain these citizens with housing and job opportunities will ensure they continue to live in the county and contribute to the county’s growth. The portion of the county’s migration from abroad is small but does impact the level of community services required, depending on the country of origin. Franklin County’s workforce is composed of mostly existing residents and/or new residents moving into the county through migration. Strategies to retain and train both are critical.

Workforce Shortage Impact to Employers

Franklin County has a diverse employment base led by health care, manufacturing, and transportation and warehouse employers.

Figure 16: Franklin County Employment by Industry

FRANKLIN COUNTY INDUSTRIES BY TOTAL EMPLOYMENT, 2020



Source: PA Work Stats

All industries in Franklin County are under pressure to find new workers. According to job posting information published by the Pennsylvania Center for Workforce Information & Analysis (CWIA), health care workers are the most sought after by employers in the south central workforce development region (PA CWIA, January 2023). Finding trained, credentialed health care workers is a



nationwide need and one which has been even more critical since the COVID-19 pandemic.

Transportation and warehousing workers are also needed to keep pace with the substantial growth of the logistics industry. Franklin County's prime location within the Mid-Atlantic region, access via Interstate 81, and two intermodal facilities are driving more warehouse construction. With 13 million square feet under construction or planned in Franklin County and an estimated 500 jobs per million square feet, an estimated 6,500 new warehouse workers will be needed in the county over the next few years, according to the Franklin County Area Development Corporation (FCADC, March 2023).

Franklin County's Workforce Barriers

According to the county's workforce partners, there are several barriers that hinder employers in filling open positions. Understanding the priorities and concerns of potential employees who are not currently working and addressing those priorities and concerns will improve the ability of Franklin County employers to hire, retain, and grow. Each of these barriers was noted as an issue during the stakeholder and public outreach conducted for the comprehensive plan.

- **Housing** – When new workers find a job in Franklin County, they increasingly need to travel greater distances to work because there are not enough housing choices. If housing is available, it is not affordable for some employees. Due to lack of housing and/or a lack of housing within the employee's means, some residents reported a one-way commute time of over an hour. This is documented by an increase in the amount of time it takes Franklin County employees to travel to work, according to the U.S. Census. The average travel time to work was 23.3 minutes in 2010 and increased to 24.7 minutes in 2020 (U.S. Census ACS 5-Year Estimates, 2010, 2020). Additionally, housing is often

a barrier for foreign-born workers employed by county farmers. In addition, constraints associated with work visas are burdensome for some workers and farmers.

- **Childcare** – Families raising children often struggle with finding affordable daycare that is conveniently located to work or home. Even if affordable, conveniently located daycare is available, the daycare's operating hours sometimes do not fit with work schedules. Some families are getting by on one income, with a family member staying out of the workforce because the cost of childcare is too expensive or not available. Addressing childcare constraints will help pull people back into the workforce.
- **Job Training and Education** – Both the cost of job training for students and limited availability of instructors to teach training courses are trends occurring in Franklin County. The healthcare industry is particularly impacted by a lack of educators as well as clinical space for hands-on training. While scholarships and funding are available, educational dollars are limited: some prospective students do not have the financial resources available to meet tuition costs. In addition, maintaining modern, up-to-date training facilities and increasing the amount of training space available to meet current and future training needs is also required to address the county's job training and education barriers.
- **Transportation** – Many workers lack transportation to get to and from work. Some families rely on one vehicle, and a few have no vehicle. In general, Franklin County workers are better off than Pennsylvania workers. Only 2.1% of Franklin County workers did not have access to a vehicle compared to 5.0% of all Pennsylvania workers (U.S. Census ACS 5-Year Estimates, 2020). Addressing the barriers impacting how employees get to and from work will ensure that employees



receive paychecks and employers meet their operational goals, whether the employer is in the private or public sector.

Franklin County Workforce and Education Network

Franklin County has an existing, well-defined network of partners continually working together to address the workforce and education barriers noted above. The network provides programs and services, identifies barriers, and develops solutions for employers, employees, and students. The benefit of the county’s workforce and education network is that an existing/prospective employer, worker, or student can contact any one of the partners in the county’s network for assistance – there is no wrong door to finding assistance in Franklin County. If the contacted partner does not provide services needed, the partner will forward the request along to the appropriate colleague who can. The partners work to address new challenges or barriers.

Figure 17: Shippensburg University - Photo by Steve Delaney



Figure 18: Franklin County Workforce & Education Network

<p><u>Adult Job Matching & Referrals</u> PA CareerLink® Franklin County</p>	<p><u>Post-Secondary Education/Workforce Training</u> Franklin County Career & Technology Center</p>
<p><u>Business Expansion/Attraction</u> Franklin County Area Development Corporation (FCADC) Chambersburg Area Development Corporation (CADC)</p>	<p>Triangle Tech SCPa Works PA CareerLink® Franklin County Penn State Mont Alto Shippensburg University Wilson College</p>
<p><u>Community-Based Support</u> AHEDD United Way of Franklin County Occupational Services, Inc. (OSI) Keystone Human Services LIU 12 Franklin County Adult Learning Center</p>	<p><u>Secondary Education</u> <u>Franklin County Career & Technology Center</u> Triangle Tech Chambersburg Area School District Fannett-Metal School District Greencastle-Antrim School District</p>
<p><u>Early Childhood Education</u> United Way of Franklin County First Start Partnerships for Children and Families South Central Community Action Programs (SCCAP)</p>	<p>Shippensburg Area School District Tuscarora Area School District Waynesboro Area School District</p>
<p><u>English as a Second Language (ESL)</u> Agape Ministries at King Street Community Center First Start Partnerships for Children and Families Franklin County Literacy Council PA CareerLink® Franklin County</p>	



Addressing workforce shortages requires understanding what the county's employers need to remain competitive. This often means developing new programs to fill training gaps. The following are recent examples of the county's workforce and education network implementing solutions to address workforce needs.

- Healthcare – Several county-level programs are designed to meet the increasing need for health care workers:
 - In 2022, Penn State Mont Alto opened a \$13 million Allied Health building for educating nurses and occupational and physical therapy assistants.
 - Wilson College bachelor's degree nursing program, in place for 10 years, currently has 100 students enrolled. Wilson College is also developing a graduate program in speech language pathology and two doctorate programs in occupational therapy and physical therapy.
 - In 2020, Franklin County Career and Technology Center (FCCTC) completed a new allied health training facility, providing space to train certified nursing assistants (CNAs) and licensed practical nurses (LPNs).
 - WellSpan Health, in partnership with Wilson College and FCCTC, will establish a surgical technologist program in 2024 to address a critical shortage at WellSpan Chambersburg.
- Logistics/Warehousing – Responding to local employer needs, Wilson College developed a four-year degree program in supply chain management.
- Unemployed and Under-Employed – The Stepping Forward Works program, developed by United Way, connects the unemployed and under-employed to high-priority occupations through industry-certified training, essential skills development, and job search assistance.
- Online Learning for Full-Time Employees – Shippensburg University, Wilson College, and Penn State Mont Alto developed online learning opportunities to meet the needs of full-time employees working towards associate and bachelor's degrees. Wilson College Online provides asynchronous learning for nine bachelor's degree programs.
- Customized Workforce Training – Shippensburg University's Office of Workforce Development (OWD) provides customized, professional workforce development programs meeting employer needs. Working with the Workforce and Economic Development Network of Pennsylvania (WEDnetPA), Commonwealth training funds can be accessed to improve worker skills and productivity.



WORKFORCE & EDUCATION ACTION PLAN

While Franklin County’s workforce and education network actively addresses barriers, other opportunities exist. The following recommended actions address barriers identified by the network.

Recommended Action	Outcomes	Partners
Improve the delivery of workforce training and worker availability by addressing regulatory, licensing, and funding burdens that create obstacles for businesses, employees, schools, and students.		
Work with state and federal legislators to address regulatory and financial obstacles faced by technical schools, such as Franklin County Career & Technology Center (FCCTC) and Triangle Tech, and students pursuing certifications through their programs	Continue to deliver high-quality career and technical training now and in the future	<ul style="list-style-type: none"> • Franklin County Commissioners • Federal and state legislative delegation • Franklin County Career & Technology Center • Triangle Tech • PA Department of State • PA Department of Health • SCPa Works
Assess state legislation regarding cyber education to minimize the impact of private cyber schools on school district funding	Increase the amount of school district funding available for traditional public education	<ul style="list-style-type: none"> • Franklin County Commissioners • State legislative delegation • Franklin County school districts
Address employment barriers associated with the U.S. Department of Homeland Security, U.S. Citizenship and Immigration Services H-2A Temporary Agricultural Workers program through collaboration with legislators	Workers are available throughout the year to meet the production needs of Franklin County farms	<ul style="list-style-type: none"> • Franklin County Commissioners • Federal and state legislative delegation • Franklin County agriculture employers
Attract and retain employees by developing agile organizations as well as private and public sector employers that balance the needs of different types of workers and employers to find common ground and maximize positive outcomes for both.		
<i>Younger Generations & Retirees</i> – Support work-life balance solutions to meet the preferences of younger generations and employees, such as flexible work schedules, remote work opportunities, and part-time work	Increase Franklin County’s labor participation rate and meet employer needs	<ul style="list-style-type: none"> • Franklin County employers • SCPa Works • Franklin County Area Development Corporation • Chambersburg Area Development Corporation



		<ul style="list-style-type: none"> • Shippensburg University Small Business Development Center
<p><i>Citizens Re-Entering the Workforce</i> – Address training and workplace barriers impacting citizens who are re-entering the workforce after a long absence or who were formerly in the criminal justice system</p>	<p>Increase Franklin County’s labor participation rate and meet employer needs</p>	<ul style="list-style-type: none"> • Franklin County employers • SCPa Works • Franklin County Area Development Corporation • Chambersburg Area Development Corporation • Shippensburg University Small Business Development Center
<p><i>Succession Planning</i> – As older workers (age 55+) are nearing retirement, ensure that skill sets and institutional knowledge are cataloged by employers and passed on to younger employees</p>	<p>Improve business continuity, reducing economic disruption</p>	<ul style="list-style-type: none"> • Franklin County employers • SCPa Works • Franklin County Area Development Corporation • Chambersburg Area Development Corporation • Shippensburg University Small Business Development Center
<p>Confront the childcare and transportation barriers that hinder workforce participation of working families, low-income citizens, and citizens with disabilities.</p>		
<p>Develop an employer-supported initiative to create long-term solutions that address childcare and transportation</p>	<p>Permanently improve access to affordable, convenient childcare and transportation for Franklin County residents</p>	<ul style="list-style-type: none"> • Franklin County employers • SCPa Works • Franklin County Area Development Corporation • Franklin County Metropolitan Planning Organization • PA Department of Community & Economic Development • PA Department of Labor & Industry



		<ul style="list-style-type: none"> • PA Department of Human Services
Provide housing options to meet the needs of Franklin County's current and future workforce.		
<p>Develop a municipal- and employer-supported initiative to work with housing developers to increase housing at strategic locations in Franklin County</p>	<p>Provide housing to meet the needs of citizens of all income levels and the short-term housing needs of foreign-born workers</p>	<ul style="list-style-type: none"> • Municipal officials • Franklin County employers • Franklin County Housing Authority • Luminest Community Development • Pennsylvania Housing Finance Agency • Pen-Mar Regional Association of Realtors



COMMUNITY FACILITIES

IMAGINE FRANKLIN 2035 GOALS IMPACTED BY ADDRESSING COMMUNITY FACILITIES

Quality of Place

- Create a strong sense of place within our historic urban centers by activating underutilized and vacant spaces and supporting economic vitality

Quality of Life

- Provide community facilities in concert with our approach to future growth

Quality of Growth

- Strengthen opportunities to grow our workforce and educational assets
- Balance growth opportunities that provide housing and business development to support future populations with preservation of the county's scenic beauty and natural resources

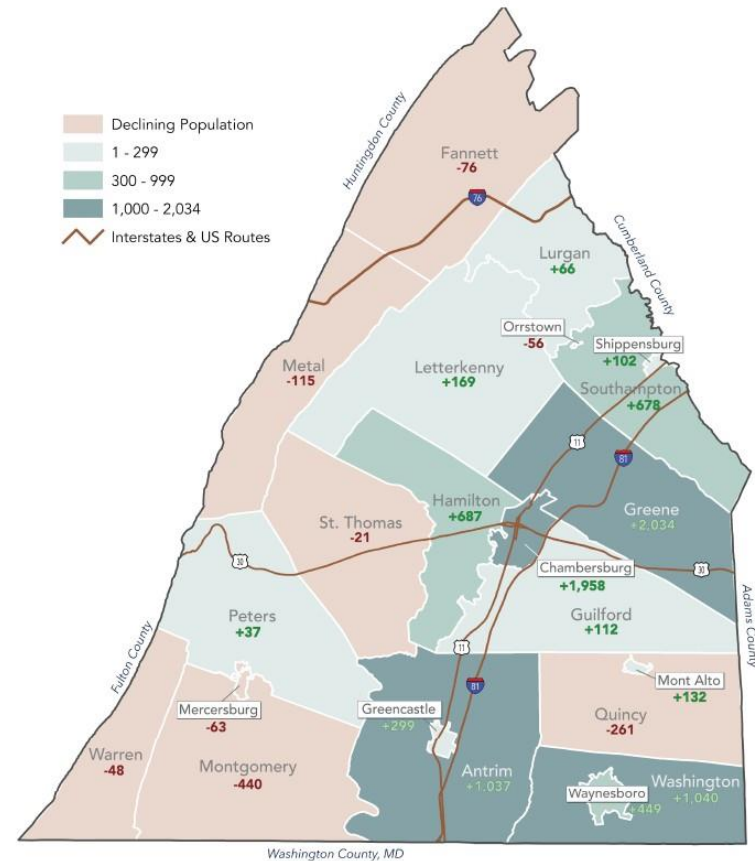
ISSUE

The population of Franklin County increased over the last few decades. Although most rural counties experienced population loss, Franklin County and its neighboring counties grew in population. Franklin County's growth includes increases in the populations of the Borough of Chambersburg and surrounding municipalities.

Demand for community services increases with the county's population. New and expanding households need basic services such as water, sewer, public safety, transportation, recreational opportunities, broadband and similar services. The County, municipalities and utility agencies must be prepared to meet those demands through proper planning and extension of services to areas deemed appropriate for growth.

Figure 19: Franklin County Population Growth Projections, 2020-2030

FRANKLIN COUNTY POPULATION GROWTH PROJECTIONS, 2020-2030





BACKGROUND

There are 22 municipalities within Franklin County and each local government, municipal authority, and the County all have specific roles and responsibilities to provide needed services. The Franklin County Board of Commissioners has specific duties to administer or support voter services, human services, judicial services, emergency services, and correctional services. In addition, the commissioners are responsible for the planning and coordination of transportation, including county-owned bridges, and land use as well as associated planning areas. Municipalities have a more direct impact on land development driven by zoning and subdivision regulations, while local authorities are organized to manage water and sewer service areas. All of these entities need to collaborate in order to ensure that growth and development are occurring at a rate where local capacity is able to support new households and in areas most suitable for new development or redevelopment of historic communities.



Figure 20: Emergency Services - Photo by Jennifer Courtney

Figure 21: Franklin County Government At-A-Glance



FRANKLIN COUNTY GOVERNMENT AT-A-GLANCE

The elected Board of Commissioners serves as the governing body of Franklin County and is vested with policy-making authority to provide certain local services and facilities on a county-wide basis.

The Board of Commissioners is charged with overseeing the following public services:



LAND USE PLANNING
Through the Comprehensive Plan (this initiative), the County sets the vision and policy direction for how land in Franklin County is developed over time.



HUMAN SERVICES
The County oversees the delivery of critical human services, including programs and services for seniors, children and youth, mental health/intellectual & developmental disabilities/early intervention, drug and alcohol treatment, and veterans' services such as assistance with benefits and healthcare enrollment. A large portion of funding for these services comes from federal and state programs.



OTHER PLANNING AREAS
The County, through the Planning Department, manages recycling locations, agricultural preservation, administers HUD CDBG funding, subdivision review, and a Mosquito & Tick-borne Disease Program.



TRANSPORTATION
Franklin County oversees the Franklin County Metropolitan Planning Organization, which administers transportation programs and projects with federal funding. In addition, the County owns and maintains 91 bridges and shares co-maintenance of one bridge through its County Bridge program.



EMERGENCY SERVICES
The Franklin County Department of Emergency Services handles all calls and dispatch activities for fire, medical, and other emergencies (911 call center). In 2022, the County processed more than 103,000 emergency calls. The County also does hazard mitigation planning for disasters and pandemics like COVID-19.



ELECTIONS
Franklin County is responsible for all aspects of elections, including training poll workers, supplying and maintaining election equipment, and tallying and reporting election results.



COUNTY JAIL
The County maintains and operates a jail that serves those incarcerated within the county.



COURTS
The County supports the lower judiciary, which includes the 39th Judicial District Court of Common Pleas, the Magisterial District Justices (MDJs), and other administrative and support services of the courts.



ADMINISTRATION
To administer the above programs and services, the Board of Commissioners oversees several administrative departments, including but not limited to tax collection, information technology, fiscal functions, human resources, and voter registration.

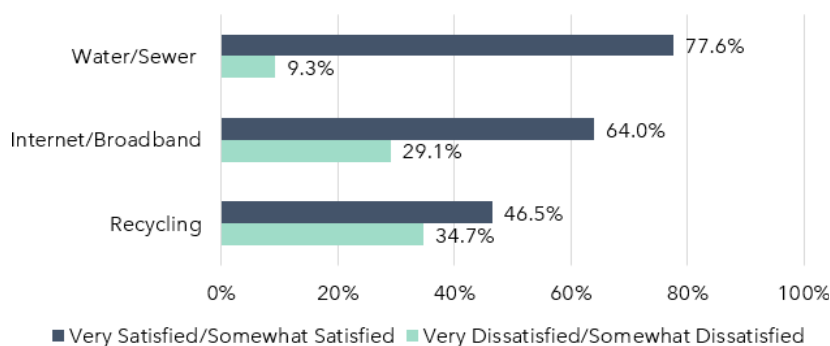




Survey Results

During a six-week period in the fall of 2022, residents had the opportunity to complete an online survey to provide feedback on their most pressing issues, which also allowed the County to gain an understanding of what residents wanted for their community. The survey resulted in over 1,500 responses, many of which were directly related to community services and are highlighted below.

Survey Question: How satisfied are you with the following services throughout the County? Only 46.5% said they were very to somewhat satisfied with recycling services, 64% were satisfied with internet and broadband and over 77% were satisfied with water and sewer service.



Recycling

Recycling services received the highest number of responses by residents who indicated dissatisfaction with the level of service provided. Recycling is available through drop-off sites provided by municipalities and through private businesses. Residents may also contract with waste haulers to dispose of recyclable materials. The County has collected information on municipal-owned and privately owned drop-off facilities and provides their location through an online, interactive map. Unfortunately, during public meetings, many residents were still unaware of the drop-off sites. To view recycling availability in Franklin County, visit <https://fcgis.franklincountypa.gov/recycling/>.

There are many benefits to participating in recycling efforts, including environmental, economic, and community benefits. Community benefits include supporting American manufacturing, conserving valuable resources, and the creation of jobs in recycling and U.S. manufacturing industries. Efforts to promote recycling and locate appropriate facilities need further review. Franklin County’s Municipal Solid Waste Plan, completed in 2013, is due for an update. An update to this plan could help realize specific areas of improvement among all of Franklin County’s recycling partners.

Broadband

Overall, 64% of residents who took the *Imagine Franklin 2035* survey indicated they are satisfied with broadband access. However, due to the rural nature of Franklin County’s landscape, there are certain critical gaps in broadband coverage. The federal Infrastructure Investment and Jobs Act (IIJA) can assist communities throughout the United States in filling those gaps. According to the U.S. Department of Commerce, IIJA has “allocated \$65 billion to expand broadband in communities across the U.S., create more low-cost broadband service options, subsidize the cost of service for low-income households, and provides funding to address the digital equity and inclusion needs in our communities.”



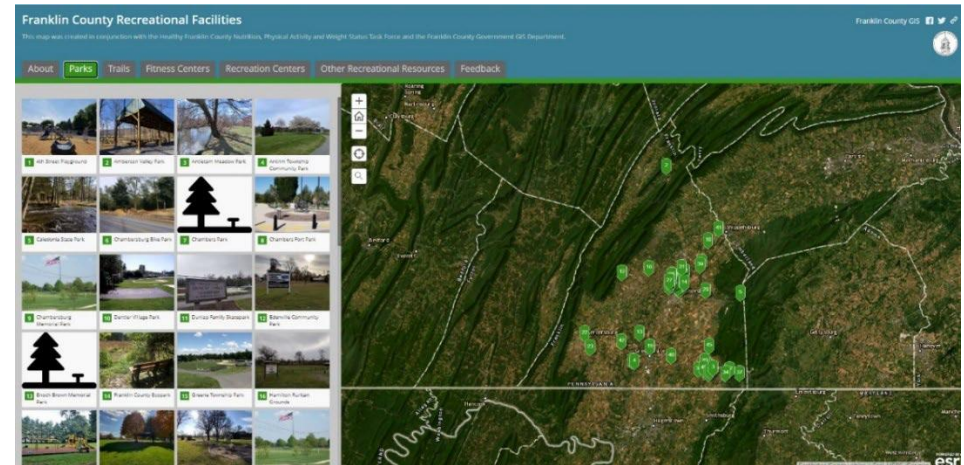
Broadband access is a necessity for people to work remotely and for students to attend virtual classrooms.

Broadband access in Franklin County is currently being assessed through the Franklin and Adams Broadband Feasibility Study. The study elements can be found here [Broadband | GIS Department \(franklincountypa.gov\)](https://www.franklincountypa.gov/broadband)

Park and Recreation System

From the *Imagine Franklin 2035* survey, 60.7% of respondents indicated that natural beauty and outdoor recreation are what make Franklin County a great place to live, work, learn, and play.

Parks and recreation programs are provided throughout the county by state, federal, and local public and private entities. There are numerous opportunities for residents to explore the outdoors and enjoy the rural setting of the county. However, according to the 2018-2019 Community Health Needs Assessment, only 20% of Franklin County residents meet the national physical activity guideline. The guideline recommends moving for at least 150 minutes each week. In 2019, the Healthy Franklin County Nutrition, Physical Activity and Weight Status Task Force partnered with Franklin County government to create the Franklin County Recreational Facilities map in an effort to better publicize the opportunities for physical activity in the community. To explore the map, visit <https://gis.franklincountypa.gov/recreation/>.



Outdoor recreation opportunities are economic drivers with many millennials placing a value on time spent outside. COVID-19 also led to a significant increase in the utilization of recreation facilities. According to a study led by the Penn State Department of Recreation, Park, and Tourism Management, results have shown that there has been a 20% increase in outdoor recreation across the U.S. both during and after the pandemic.

Figure 22: Cowans Gap - Photo by Sheena Baker

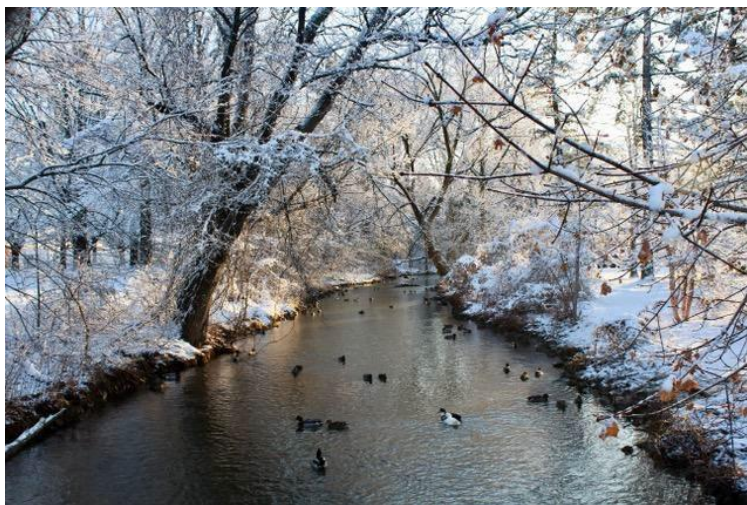




Renewable Energy

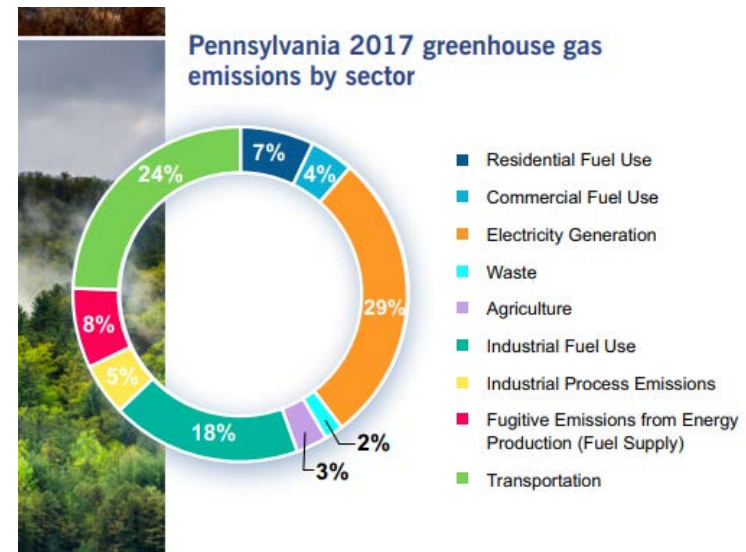
Finding ways to reduce our environmental impact is essential to ensuring a sustainable future. Pennsylvania’s greenhouse gas emissions are largely the result of electricity generation, transportation, and industrial fuel use. Due to the orientation of Franklin County and the transportation facilities that pass through the area, there are opportunities to contribute to the statewide goals of reducing emissions.

Figure 23: Falling Spring Winter - Photo by Steve Delaney



As outlined in Pennsylvania’s National Electric Vehicle Infrastructure (NEVI) plan, developed by PennDOT, both I-76 and I-81 are considered priority Alternative Fuels Corridors (AFC), which elevates the deployment of federally compliant electric vehicle charging stations. There is also a significant interest in solar field development within the county that should be balanced with the farmland preservation goals of the community.

Figure 24: Pennsylvania 2017 Greenhouse Gas Emissions by Sector





Emergency Management Planning

A recurring theme among the open house events as well as the survey results was the request for more assistance in emergency management planning. According to the Franklin County Department of Emergency Services Strategic Plan, 2020-2025¹, the mission of the Franklin County Department of Emergency Services (FCDES) is to “provide effective services, coordination, and collaboration to create a culture of preparedness that builds and sustains a disaster-resistant and resilient community in Franklin County.”

One of the most frequently mentioned comments during the planning process at public meetings was the need for more first responders to support the county and its residents. As in many sectors, staffing for emergency medical professionals has been a challenge as well. This challenge, among others experienced by local emergency service organizations, led the Franklin County Emergency Services Alliance to conduct a study in 2020. The study provides recommendations to improve the availability and quality of emergency services in the county. At the same time, the Franklin County Department of Emergency Services developed a five-year strategic plan to outline the department’s role in continuing safe and efficient daily operations as well as preparedness for emergency events. Figure 25 identifies some of the goals and measures of success from the recently completed strategic plan.

Figure 25: Excerpt of Goals from the Franklin County Department of Emergency Services Strategic Plan, 2020-2025

Goals	Center	Core Competencies	Comments	Audit
Goal 6: Develop, exercise, and maintain emergency preparedness, response, recovery, and mitigation plans to address the all-hazards threat environment of the citizens and property of Franklin County.	EMA	Emergency Planning	Includes SARA and Tier II planning efforts.	Frequency
Objective 6.1: Develop, update, and maintain all emergency preparedness, response, recovery, and mitigation plans and annexes annually or as required by supporting guidance. Generate a 5-yr master planning schedule to capture the revision dates of all emergency plans.			MoS: 100% of the Franklin County Emergency plans will be updated and maintained according to the provisions of their governing guidance. Audit performed quarterly .	Quarterly
Objective 6.2: Ensure the plans and activities of the Local Emergency Planning Committee (LEPC) comply with Superfund Amendments and Reauthorization Act (SARA), Title III, Act 165, and other applicable statutes and laws.			MoS: 100% of all plans and activities governed by the LEPC are to be reviewed annually and updated according to supporting documentation. Audit performed annually .	Annually
Objective 6.3: Activate and exercise the EOC and associated Emergency Support Functions (ESFs) to test and improve the all-hazard preparedness plans and county readiness posture.			MoS: 25% of all facilities containing reportable quantities of hazardous material will be inspected every year. A 4-yr master inspection schedule will be developed to track inspections. Audit performed quarterly .	Quarterly
Objective 6.3: Activate and exercise the EOC and associated Emergency Support Functions (ESFs) to test and improve the all-hazard preparedness plans and county readiness posture.			MoS: The EOC and ESFs will be activated and exercised , at least at the Table Top level, once a year . After Action Reports (AARs) and lessons learned will be used to update plans and processes in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidance.	Annually
Goal 7: Staff, train, exercise, and activate an EOC to facilitate the management, coordination, response, and resource allocations to rapidly address all-hazards incidents in the county.	EMA	Emergency Operations	Including other county offices and community volunteers.	Frequency
Objective 7.1: Actively locate and coordinate the delivery of resources to municipalities, between municipalities, and from PEMA/FEMA when the EOC is activated at any level to support incident response.			MoS: 100% of resource support requests received at the EOC will be reviewed and adjudicated (sourced locally/requested externally/denied) within 1 hr of receipt. Status of request, timeframe for delivery, and further required logistical considerations will be sent within the 1st hr .	Quarterly
Objective 7.2: Train, maintain, and activate resources in support of Team 200, the Cumberland County Special Hazards Operations Team (SHOTs) to include responses both internal and external to Franklin County.			MoS: Maintain 98% mission capable status for equipment maintenance to support Team 200 and local HAZMAT response operations/activations. Audit performed monthly .	Quarterly
			MoS: Maintain 67% (2 of 3 personnel) mission capable status for personnel trained at the HAZMAT Technician Level to support Team 200 and local HAZMAT response operations/activations. Audit performed quarterly .	Quarterly
			MoS: Maintain 100% (6 of 6 personnel) mission capable status for personnel trained at the HAZMAT Operations Level to support Team 200 and local HAZMAT response operations/activations. Audit performed quarterly .	Quarterly
Goal 8: Serve as a resource provider/coordinator to augment emergency management and incident responders at the municipal level as well as the general public throughout the county.	EMA	Resource Coordination	Rolling out our trailers & providing equipment/resources for both emergency incidents & routine/special events. Facilitate/coordinate with PEMA for resources.	Frequency
Objective 8.1: Maintain the FCDES Vehicles and Trailers in “Mission Capable” status for deployment to major incidents or in support of municipal routine/special events.			MoS: Each of the FCDES vehicle or trailer packages to include the Mobile Command Center (MCC) will be Mission Capable 98% of the time annually. Audit will not include deployments as non-available or down time. Audit performed quarterly .	Quarterly
Objective 8.2: Volume IV: Notification and Resource Manual (NARM) of the Franklin County Emergency Operations Plan (EOP) will be reviewed and updated annually.			MoS: 100% of the Volume IV: NARM will be updated at least once a year . All resources will be National Incident Management System (NIMS) typed where applicable to the Tier I & Tier II level.	Annually

¹https://franklincountypa.gov/ckeditorfiles/files/Emergency-Services/FINAL%20Strategic%20Plan_Feb%202020.pdf



COMMUNITY FACILITIES ACTION PLAN

The following are recommended to address needs identified within the focus area of community facilities. Recommendations are provided in the form of a new or revised policy, program, or project which will be led by the County or in some cases local municipal authorities.

Recommended Action	Outcomes	Partners
Broaden and publicize recycling opportunities		
Update the County’s Municipal Solid Waste Plan	Additional opportunities promote recycling throughout the county’s 22 municipalities	<ul style="list-style-type: none"> • Franklin County Planning Department • Municipal officials
Explore the feasibility of hosting recycling and waste collection events on a recurring basis	Instances of recycling are increasing throughout the county	<ul style="list-style-type: none"> • Department of Environmental Protection technical assistance program • Franklin County Planning Department • Municipal officials
Promote recycling through youth educational workshops with schools and environmental clubs	Students throughout the county become environmental ambassadors	<ul style="list-style-type: none"> • Franklin County school districts
Support the Adams and Franklin County Broadband Study outcomes		
Provide support to the Adams and Franklin County Broadband Study implementation goals Broadband GIS Department (franklincountypa.gov)	Increased access to broadband coverage across the county	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Area Development Corporation • Municipal officials • Telecommunications companies
Promote and encourage outdoor recreation and park system development		
Regularly publicize the mapping application to share opportunities that the public can utilize for outdoor recreation	Increased physical activity and public facility utilization	<ul style="list-style-type: none"> • Franklin County GIS Department
Update the Greenway and Open Space Plan to prioritize projects of a regional significance	Coordinate preservation efforts throughout the county	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Planning Department
Offer support to municipalities to develop additional recreation opportunities	Increased access to physical activity opportunities	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Planning Department • Municipal officials
Prioritize implementation of the Cumberland Valley Rail Trail (CVRT) Feasibility Study	Increased recreational trail use by county residents	<ul style="list-style-type: none"> • Cumberland Valley Rail-to-Trails Council



		<ul style="list-style-type: none"> • Franklin County Commissioners • Municipal officials • Railroad companies • Healthcare organizations • Franklin County Area Development Corporation
Balanced approach to renewable energy development		
Explore benefits and impacts of electric vehicle charging stations along transportation corridors	A reduction in greenhouse gas emissions	<ul style="list-style-type: none"> • Franklin County Metropolitan Planning Organization • Pennsylvania Department of Transportation
Continue exploration of benefits and impacts of solar farm development	A reduction in the usage of traditional energy resources	<ul style="list-style-type: none"> • Franklin County Commissioners
Support implementation of Franklin County’s Emergency Management Plan		
Organize and train a professional workforce to be responsive, efficient, and effective in protecting the lives and property of the citizens of Franklin County	A wider base of staffing for emergency service personnel	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Department of Emergency Services • Local emergency management services and fire departments • Municipal officials • Franklin County Public Safety Training Center
Develop and execute a robust public outreach and training program to inform, educate, and partner with stakeholders and the general public on emergency preparedness and safety with respect to the all-hazard threats in the county	Increased public understanding of what is needed during a county emergency	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Department of Emergency Services • Local emergency management services and fire departments • Municipal officials • Franklin County Public Safety Training Center



SUPPORTING OUR URBAN CENTERS

IMAGINE FRANKLIN 2035 GOALS IMPACTED BY ADDRESSING URBAN CENTERS

Quality of Place

- *Create a strong sense of place within our historic urban centers by activating underutilized and vacant space and supporting economic vitality*

ISSUE

Franklin County has a rich history of agriculturally-based communities intertwined among lovely boroughs and villages that are the historical centers of commerce and community gathering for county residents. These urban centers embody the rich and cultural diversity that make Franklin County unique and welcoming to new residents. However, due to aging infrastructure, carrying costs of denser development patterns, changing demographics, and in some cases population decline, these urban centers have challenges that differ greatly from their more rural, municipal counterparts. As the county continues to grow, reinvesting in these areas will be important to maintain economic opportunities and provide various levels of housing options for new and expanding county residents.

Figure 26: Farm in Franklin County



BACKGROUND

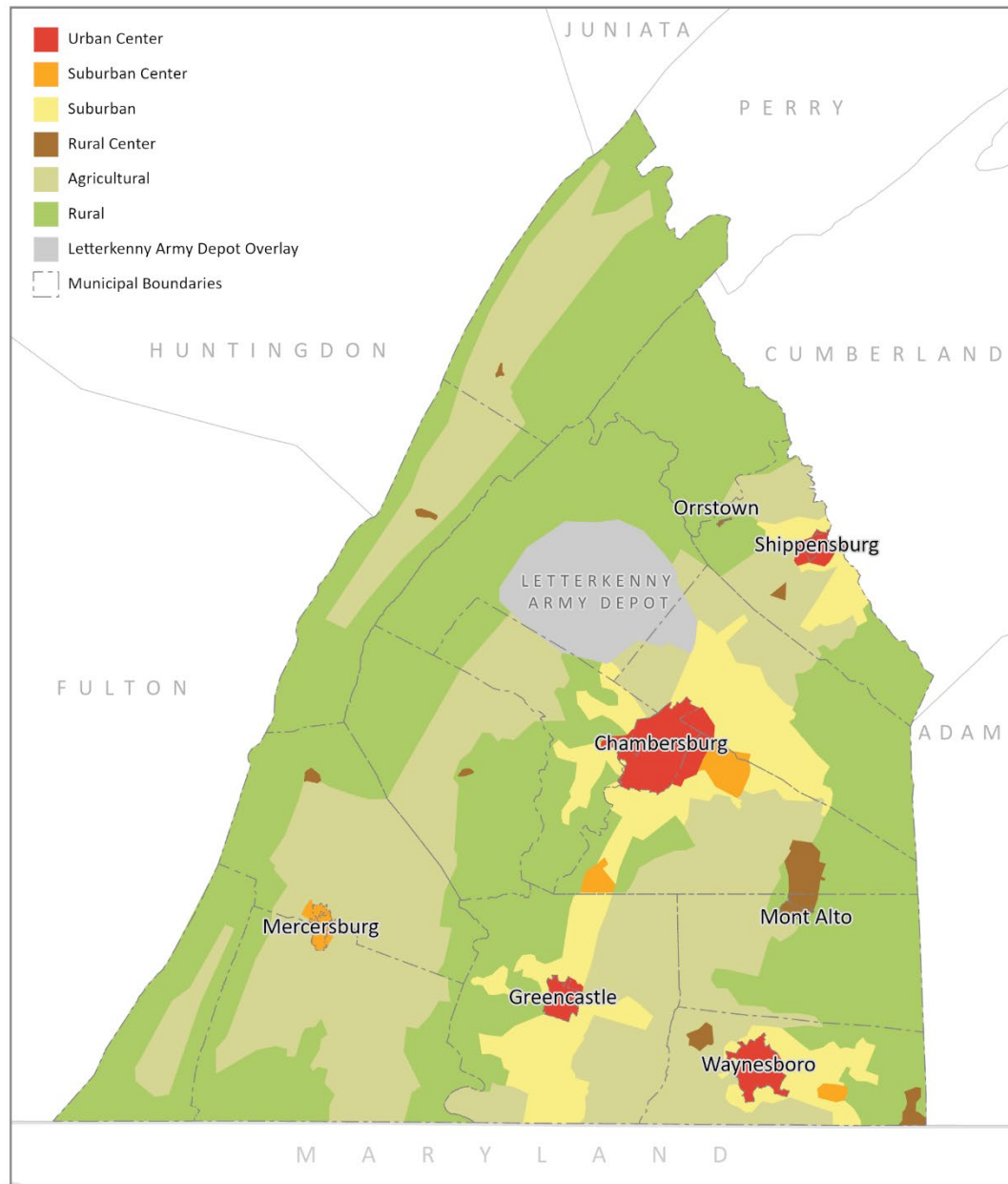
Population Growth

Overall, Franklin County's population grew substantially over the past 30 years and that trend is expected to continue. However, as new residents enter the county, identifying areas appropriate to locate that growth is a primary consideration of the County and *Imagine Franklin 2035*. Balancing the pressure of growth with the desire to preserve natural and scenic resources and preserve farmland is critical.

The *Imagine Franklin Character Area Map (CAM)* analysis outlines growth areas. These areas have existing or planned infrastructure such as roads, water, sewer, and other community facilities sufficient to support additional population growth, including all boroughs and villages. Funding, policies, and programs geared specifically to historic urban centers to assist with redevelopment of older buildings and updates to existing homes will help maintain these centers of activity for all residents to enjoy.



Figure 27: Franklin County Character Area Map (CAM)



FC GIS 7/11/2023



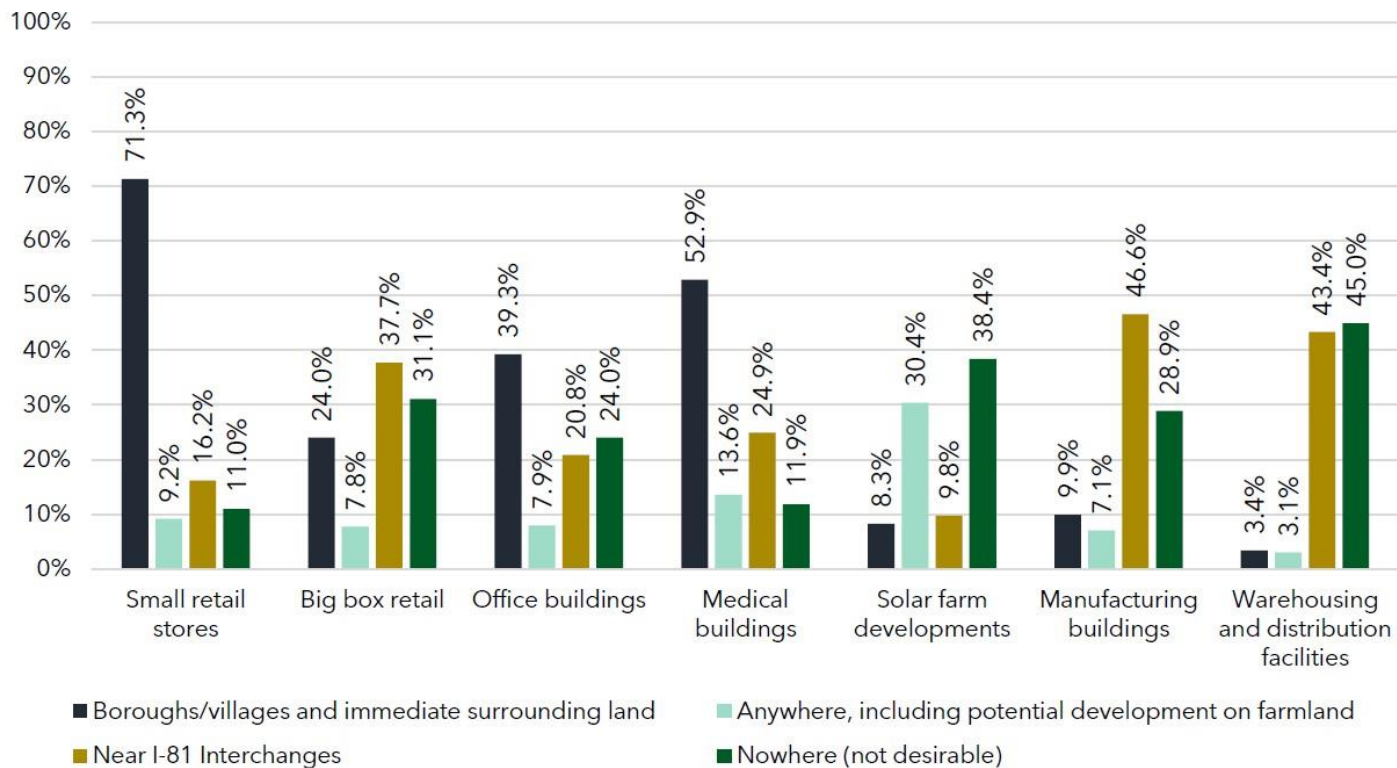
Urban Centers Feedback (Boroughs and Villages)

Survey Results

During a six-week period in the fall of 2022, residents completed an online survey to submit feedback on their most pressing issues, which also allowed the County to gain an understanding of what residents wanted for their community. The survey resulted in over 1,500 responses, including the following responses related to boroughs and villages.

Survey Question: Where would you like to see new types of businesses and buildings constructed in Franklin County?

Respondents indicated they prefer to see small retail stores, office, and medical buildings located within boroughs and villages. Most preferred this type of smaller-scale development occurring in urban centers as opposed to large retail, warehousing, or manufacturing types of uses.





Survey Question: Over the next 10 years, how should the County use its staff, time, and resources to make Franklin County a better place to live, work, learn, and play?

Respondents to the online survey indicated that the fifth highest priority for the County when considering how to use staff, time, and resources is to invest in downtowns with more places to shop, eat, and

and stay. Fortunately, there are several programs at the state and national level that assist with investment in urban centers. These programs, as well as County-led programs, are included in the specific recommendations to assist with strengthening the county's boroughs and villages.

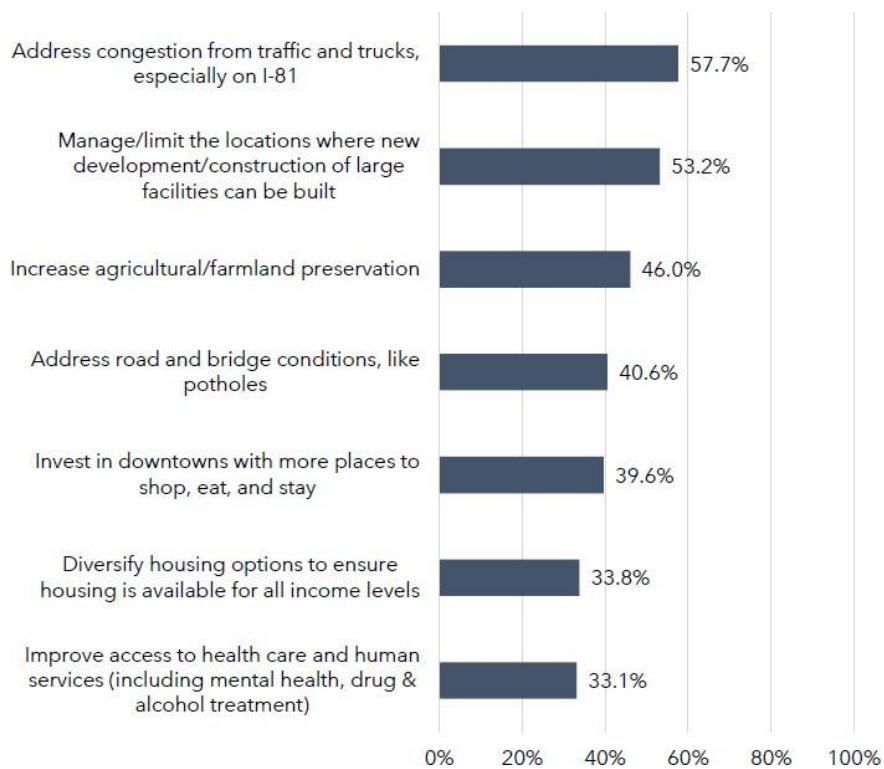


Figure 28: Franklin County Communities





Focus Group Findings

As part of the comprehensive plan, Franklin County held 17 focus group discussions with a wide variety of residents, businesses, and stakeholders. Additional input was collected at pop-up events throughout the county. A large portion of the feedback included identification of cultural downtowns as key assets. Many of the challenges that were noted are directly correlated to historic downtowns and urban centers. Areas such as walkability, growth managed within existing communities, the need for varied housing options, and downtown revitalization were noted as issues that Franklin County needs to address through the comprehensive plan process.

ASSETS

Small Town with Big Reach



There is a diversity of things to do in the county – cultural downtowns, outdoor recreation, and a short drive to metro areas.

Figure 29: Summary of Challenges from Focus Group Findings

CHALLENGES

TRANSPORTATION		HOUSING	
Sidewalk Conditions	Since property owners are responsible for maintenance, often sidewalks are not repaired as needed.	Rising Housing Costs are a Concern	As one solution, there is a desire to diversify housing stock (multi-family) to create more affordable options for households.
Trail Connections for Walking and Biking	There is a need to improve bicycle and pedestrian connections between residential developments and parks and other destinations.	Housing Education is an Issue	There are barriers for first time homebuyers, particularly for those of color (e.g., mortgage financing).
Desire for Public Bus Service	There is not a reliable, cost-effective way for residents to get around the county without a vehicle. Impacts low-income households, seniors, and student attraction.	Lack of Affordable Housing	Financing affordable housing projects is difficult for developers.
Invest in Secondary Transportation Routes	Better planning for I-81 shutdowns is needed.	Need to Consider Young Professional Housing Preferences	"Cookie-cutter" housing development is unappealing to home buyers. Young professionals (and Baby Boomers) desire quality multifamily housing with amenities in downtown settings.
GROWTH AND DEVELOPMENT		OTHER	
Generally, Growth is Positive	The ongoing growth and development in the county is viewed as a good thing.	Workforce	Access to workforce is a challenge. It was noted that while the county has excellent technical schools, the programs currently do not have the next generation of computerized equipment, leading to a workforce/skills gap.
But, Managing Growth is Needed	Varied municipal implementation of land use controls makes it hard to balance development for the greater good. Creating a unified vision across the county to better direct growth is desired. Infill development and adaptive reuse is desired as well, growing "up" not outward (sprawl).	Downtown Revitalization	Continued redevelopment and revitalization of downtown cores is desired. Keep smaller villages vibrant places to live.
Conservation of Agricultural Land is Highly Desired	The county should consider the issues of ag preservation and fresh food supply as it continues to develop.	Human Services	It is difficult to access mental health services in the county. The pandemic has created a need for more robust services.
		Warehouse Development/ Congestion	Expansion of warehouses and truck traffic will continue to increase congestion and detract from the small community feel.
		Event Space	The county needs a large venue to hold community events, conferences, and agriculture expos.
		Perceived Urban vs Rural Investment Disparity	Spread investment throughout the county rather than just population centers.



SUPPORTING OUR URBAN CENTERS ACTION PLAN

The following are recommended to help strengthen Franklin County’s Urban Centers, which are defined as historic boroughs throughout the county. Recommendations will be provided in the form of a new or revised policy, program, or project which will be led by the County or in partnership with local municipalities. Some recommendations overlap and have a positive impact within other Focus Areas.

Recommended Action	Outcomes	Partners
Create a Development Best Practices Toolkit to assist municipalities and developers in planning and zoning for context sensitive design		
Promote mixed-use zoning along with design standards within urban centers and where new commercial corridors are planned to ensure that uses are at a compatible scale	<ul style="list-style-type: none"> Residents are supporting more housing options Municipalities are updating their zoning and SALDO to support mixed-use development 	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Planning Department Municipal officials
Provide model zoning language that helps address non-traditional types of land uses such as accessory dwelling units (mother-in-law suites), inclusionary zoning standards, and short-term rentals	Increase housing options throughout the county	<ul style="list-style-type: none"> Franklin County Planning Department Housing developers Non-profit developers Municipal officials
Encourage replacing site design standards that create barriers to attainable housing such as parking minimums for senior housing, suburban-style building setback in urban areas, and low density in developable areas	Flexible development standards added to local ordinances	<ul style="list-style-type: none"> Franklin County Planning Municipal officials Franklin County Housing Authority
Provide direct assistance to municipalities through low- or no-cost auditing of local land use policies, including zoning and SALDO	Zoning ordinances and SALDOs are updated to promote housing opportunities	<ul style="list-style-type: none"> Municipal officials Zoning officers Borough and township associations
Expand tools and resources that will support the goals of <i>Imagine Franklin 2035</i> particularly in instances where municipalities have the most influence		
Consider adoption of Act 152 of 2016, which would allow the county to create a Demolition Fund to provide funding for removal of blighted properties that can be used for redevelopment projects and is particularly helpful within urban centers	Redevelopment opportunities are expanded within Urban Centers	<ul style="list-style-type: none"> Franklin County Area Development Corporation Franklin County Housing Authority Franklin County Commissioners



Promote the use of Local Economic Revitalization Tax Assistance (LERTA) in areas for preferred redevelopment	Redevelopment in aging commercial and residential areas	<ul style="list-style-type: none"> • Franklin County Commissioners • Municipal officials • Franklin County school districts
Promote historic preservation resources and support for main street redevelopment		
Promote Main Street and Elm Street programs to help bolster traditional downtowns	Downtown areas within boroughs and villages are organized and receiving funding and support	<ul style="list-style-type: none"> • Pennsylvania Downtown Center • PA Department of Community & Economic Development • Borough officials
Support historic preservation efforts at the local level through becoming a Certified Local Government (CLG)	Historic buildings are actively being revitalized and reused	<ul style="list-style-type: none"> • PA Department of Community & Economic Development • Borough officials
Promote the PA Department of Community & Economic Development Keystone Communities Program, including funding for Main Street, Elm Street, Enterprise Zone Designation, NAP and NPP programs	Businesses are expanding and growing within Urban Centers	<ul style="list-style-type: none"> • PA Department of Community & Economic Development • Borough officials • Franklin County Area Development Corporation
Promote multi-municipal and regional planning and zoning that supports a balanced and coordinated distribution of land uses throughout the county		
Provide planning support for municipalities to prepare multi-municipal plans with the goal of balanced distribution of land uses	Multi-municipal cooperation is increasing	<ul style="list-style-type: none"> • Franklin County Commissioners • Municipal officials
Provide incentives for communities to construct trail and bikeways connecting community assets, schools, parks	<ul style="list-style-type: none"> • More trails and bike facilities are being added throughout the county • Increase health and well-being of residents 	<ul style="list-style-type: none"> • Franklin County Metropolitan Planning Organization • Municipal officials • Healthcare organizations • Pennsylvania Department of Health • Franklin County Commissioners



HUMAN SERVICES

IMAGINE FRANKLIN 2035 GOALS IMPACTED BY ADDRESSING HUMAN SERVICES

Quality of Life

- *Support human services that work to help people improve their lives and their livelihood*

ISSUE

During Steering Committee deliberation, members voiced concerns for lack of access and understanding of health and human services within the county. Further research indicated that the Franklin County Human Services division provides numerous services and resources to the county to address the unmet needs of individuals and families. However, areas of affordable and quality childcare and access to alternative modes of transportation were identified as an unmet need. Although the Human Services division may play a role in supporting these needs, most are within the purview of other community partners that Franklin County will need to engage with in order to address these issues.

BACKGROUND

Child Care and Start Strong PA

According to the Start Strong PA website, “Start Strong PA is an initiative of Early Learning PA that works through a statewide collaboration of partners. Start Strong PA aims to support healthy child development, working families, and the economy by increasing access to and affordability of high-quality childcare programs for young children.” Through its research, Start Strong PA has found that the benefits from high-quality childcare are numerous and include:

- increased employment and tax revenue for Pennsylvania,
- increased job retention,

- higher earning potential for families,
- improved math and language ability,
- healthy child development, and
- reduced grade repetition

Start Strong PA’s research indicates that less than half the young children in Pennsylvania are in a high-quality program, while less than a quarter of childcare programs in the state meet high-quality standards. Franklin County’s statistics are more dire than the state average with only 18% of childcare capacity currently meeting high-quality standards. In order to support expanding workforce needs and ensure children are ready and able to effectively learn, Franklin County will need to advocate for expanded and high-quality childcare for their growing communities.





FACTS ABOUT **child care** **Franklin County**

Child Care Works (CCW) - Unserved, Eligible Families

	Under 5 years	Infants and toddlers
Eligible children*	2,790	1,650
Eligible children enrolled	245	113
Unserved, eligible children	2,545	1,537
	91% unserved	93% unserved
<i>Percent unserved in Oct 2019:</i>	<i>91% unserved</i>	<i>92% unserved</i>

ONLY 19%
of Child Care Works (CCW)
children under five years are
in high-quality programs

...and **ONLY 24%** of CCW
infants and toddlers are in
high-quality programs

Only **18%** of child care
capacity in this
district currently
meets high-quality
standards

BENEFITS OF HIGH-QUALITY CHILD CARE

- Increased employment and tax revenue
- Increased job retention and productivity for employers
- Higher earning potential for parents
- Improved math and language ability
- Healthy development
- Reduced grade repetition

* The eligible child counts do not reflect the full impact of the COVID-19 pandemic and resulting economic downturn due to the delay in 2020 5-year American Community Survey (ACS) data.



Start Strong PA believes that because every child deserves an equal opportunity to a quality educational foundation that will prepare them to grow, learn, and succeed, we are calling on Pennsylvania to focus on the most important years of a child's development; the first three years of life. Data is provided by KIDS COUNT®, Pennsylvania Partnerships for Children

startstrongpa.org
facebook.com/StartStrongPA
twitter.com/StartStrongPA

Transportation

According to Franklin County's Human Services Transportation Plan, updated July 2021 and prepared by the Franklin County Metropolitan Planning Organization, there are four key themes affecting transportation-related services for those in need within the county. These themes included:

- Location/Access to Services - Human services are widespread throughout the county with some located outside of the county. The locations that provide necessary services are not always located in areas that are walkable, bikeable, or easily accessible.
- Hours of Service - Most human services offered operate during normal business hours, which may create conflicts for clients and limit their availability due to work or other commitments.





Lack of Access to Affordable Transit Options: The cost of transportation can be a barrier for some individuals requiring human services. Affordable public transit options are limited by a lack of fixed-route transit service and the general lack of taxis and transportation network companies (TNCs) such as Uber and Lyft.

Wait Times and Flexibility: Demand response trips on transit require advanced scheduling with pick-up and drop-off windows. Appointments, events, or errands may only last for an hour, but clients may have to wait up to an hour for their return trip to arrive. This can create a situation where a one-hour task could require three hours.

These gaps in service can affect not only the quality of life of the people who depend on alternative transportation mobility, but greatly affect the employers and businesses that rely on a readily available workforce who can easily access their places of employment. Franklin County, working through the Franklin County Metropolitan Planning Organization, will continue supporting the implementation of the Coordinated Human Services Transportation Plan to improve access to homes, places of employment, community services, and the like.



HUMAN SERVICES ACTION PLAN

The following are recommended to help expand access to needed services including affordable childcare and transportation. Recommendations are provided in the form of a new or revised policy, program, or project which will be led by the County or in partnership with local municipalities. Some recommendations overlap and have a positive impact within other Focus Areas.

Recommended Action	Outcomes	Partners
Support state and local efforts to expand funding for and improve childcare services throughout the county		
Host workforce summits with education and training providers, major employers, and childcare service providers to strengthen the connections between each industry	Clear roles and strategies are established to support childcare services	<ul style="list-style-type: none"> • Franklin County Area Development Corporation • Franklin County Human Services • Childcare providers • Institutions of higher education • Franklin County Commissioners
Work with early learning programs to support local efforts that provide early learning initiatives in the community	Increase in the number of qualified childcare providers and employees	<ul style="list-style-type: none"> • Community organizations • Franklin County Commissioners
Adopt recommendations from the <i>A Snapshot of the Rural Early Care and Education Landscape Report</i> prepared by Start Strong PA	Increase access to affordable, high-quality childcare	<ul style="list-style-type: none"> • Franklin County Commissioners • State legislators • Childcare providers
Support Franklin County Human Services Division		
Continue implementation of the Franklin County Human Services Transportation Plan	Improve access to services for the population served by Franklin County Human Services Division	<ul style="list-style-type: none"> • Franklin County Metropolitan Planning Organization • Franklin County Commissioners • rabbitransit
Continue to support implementation of the Franklin County Human Services Plan	Increase in residents attaining needed services and decrease in waitlist for services	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Human Services
Improve the centralization of information related to local services	Residents have a single point of access to learn of the available community resources for their needs	<ul style="list-style-type: none"> • Franklin County Commissioners • Franklin County Human Services • Community human service organizations



SECTION 3: TAKING ACTION – 3-YEAR IMPLEMENTATION STRATEGY

The following 3-Year Implementation Strategy illustrates how *Imagine Franklin 2035* will be implemented over the coming years. A three-year horizon was used to develop an implementation strategy to provide the most realistic timeline to achieve successful outcomes given the realities of current staff capacity to launch new programs, funding needed to support new initiatives, and legislative processes needed to move new policies into action. This timeline will also allow the Franklin County Board of Commissioners, Franklin County Planning Department, and stakeholders invested in the plan an opportunity to work on plans, policies, and programs while building consensus on how to measure the success of each action.

The goal of the *Imagine Franklin 2035* 3-Year Implementation Strategy are actions that lead to real and anticipated outcomes and those outcomes must be measurable, transparent, and tied to the core values of the community. Consistent reflection and check-in activities will be key to driving decisions about the plan into tangible progress for Franklin County and its residents, so creating a process by which progress is monitored is imperative. Implementation of *Imagine Franklin 2035* will be reviewed every three years to determine if anticipated outcomes are being achieved and if programs and policies are effective in achieving those outcomes. The Franklin County Board of Commissioners, working in conjunction with the Franklin County Planning Department, will develop a 3-Year Progress Report for the plan and will use this report to assess the effectiveness of policies, programs, and new planning efforts to inform future implementation activities. Actions identified within the Focus Area Policy Reports that were not included in the first 3-Year Implementation Strategy will be considered for inclusion in subsequent cycles of implementation.

There are 62 Actions developed to support the 7 Focus Areas identified through the planning process. Six of the 7 Focus Areas were developed into Policy Reports which provide further information on the issues to be addressed and suggested action items to address those issues. These Policy Reports can be found within the Appendix. The seventh Focus Area, Transportation, is noted but will be addressed through the County's involvement in the implementation of the Long-Range Transportation Plan adopted in April 2023.

Of the 62 Action items noted within the Policy Reports, 35 have been identified for implementation within the next three years, five are legislative action items that the County will seek to implement, 24 are new or enhancements to existing programs, and six strategies call for sector area planning or further research.

3-Year Implementation Strategy Activities:



5 POLICIES - LEGISLATIVE ACTION



24 PROGRAMS - NEW OR ENHANCED SERVICES



6 PLANS - ADDITIONAL STUDY OR TOPICAL RESEARCH



LAND USE & NATURAL RESOURCES ACTION PLAN



Implementation Type	Recommended Action	Partners
Support protection of farmlands		
Policy	Continue funding for purchase of agricultural conservation easements	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners
Support protection of natural areas		
Plan	Support projects that conserve open space and promote tourism-related activities	<ul style="list-style-type: none"> Non-profit entities and conservancies Franklin County Planning Department PA Department of Conservation & Natural Resources Municipal officials
Promote development patterns consistent with the county's Character Area Map		
Program	Identify tools to promote development around established communities	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners Municipal officials
Policy	Advocate for zoning policies that allow for mixed use and higher density housing development within Urban and Suburban Character Areas	<ul style="list-style-type: none"> Franklin County Planning Department Franklin County Commissioners Municipal officials
Plan	Ensure Long-Range Transportation Planning is aligned with planning policies of Character Areas	<ul style="list-style-type: none"> Franklin County Metropolitan Planning Organization Municipal officials Pennsylvania Department of Transportation



OUTCOMES SOUGHT – What are the expected results from our actions?

- Additional farmland is under a preservation easement
- A clear strategy that prioritizes regionally significant projects to protect and preserve natural areas, recreational opportunities, and open space
- New development is occurring within the Urban and Suburban Centers of the county
- Transportation improvement projects and funding support the Character Area concept throughout the county



INPUTS – What's needed to get it done?

- Funding
- Technical knowledge



HOUSING ACTION PLAN



Implementation Type	Recommended Action	Partners
Create a Local Housing Best Practices Toolkit to assist municipalities and developers in planning and zoning for attainable housing		
Program	Promote mixed-use zoning along with design standards within identified growth areas and where new commercial corridors are planned to ensure that uses are at a compatible scale	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Planning Department Municipal officials
Program	Provide model zoning language that helps address non-traditional types of land uses such as accessory dwelling units (mother-in-law suites), inclusionary zoning standards, and short-term rentals	<ul style="list-style-type: none"> Franklin County Planning Department Housing Developers Non-profit Developers Municipal officials
Program	Encourage replacing site design standards that create barriers to attainable housing such as parking minimums for senior housing, suburban style building setback in urban areas, and low density in developable areas	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Franklin County Housing Authority
Program	Provide direct assistance to municipalities through low- or no-cost auditing of local land use policies including zoning and SALDO	<ul style="list-style-type: none"> Municipal officials Zoning officers Borough and township associations
Expand tools and resources that will support the goals of Imagine Franklin 2035, particularly in instances where Urban Centers are impacted		
Policy	Promote the use of Local Economic Revitalization Tax Assistance (LERTA) in areas for preferred redevelopment	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials Franklin County School Districts
Program	Host coordination meetings and legislative briefings with municipalities/boroughs to address needs and concerns of the county	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials
Promote multi-municipal and regional planning and zoning that supports a fair, coordinated distribution of housing choices across the county		
Program	Provide planning support for municipalities to prepare multi-municipal plans with the goal of balanced distribution of land uses, including housing types	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials
Program	Offer technical support, such as grant writing assistance or administrative support, and assist with Request for Proposals (RFP) development	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials



OUTCOMES SOUGHT – What are the expected results from our actions?

- Residents are supporting more housing options
- Municipalities are updating their zoning and SALDO to support mixed-use development with flexible development standards that promote housing options
- Increase housing options throughout the county
- Investments are being made in Urban Centers
- Home prices and rental rates are attainable to more families
- Greater collaboration among local government and legislative policy is advancing



INPUTS – What's needed to get it done?

- Funding
- Staff Capacity
- Technical knowledge



WORKFORCE & EDUCATION ACTION PLAN



Implementation Type	Recommended Action	Partners
Provide housing options to meet the needs of Franklin County's current and future workforce		
Program	Develop a municipal- and employer-supported initiative to work with housing developers to increase housing at strategic locations in Franklin County	<ul style="list-style-type: none"> • Municipal officials • Franklin County employers • Franklin County Housing Authority • Luminesst Community Development • Pennsylvania Housing Finance Agency • Pen-Mar Regional Association of Realtors
Confront the childcare and transportation barriers that hinder workforce participation of working families, low-income citizens, and citizens with disabilities		
Program	Develop an employer-supported initiative to create long-term solutions that address childcare and transportation	<ul style="list-style-type: none"> • Franklin County employers • SCPa Works • Franklin County Area Development Corporation • Franklin County Metropolitan Planning Organization • PA Department of Community & Economic Development • PA Department of Labor & Industry • PA Department of Human Services



OUTCOMES SOUGHT – What are the expected results from our actions?

- Permanently improve access to affordable, convenient childcare and transportation for Franklin County residents
- Provide housing to meet the needs of citizens of all income levels and the short-term housing needs of foreign-born workers



INPUTS – What's needed to get it done?

- Funding
- Technical knowledge



COMMUNITY FACILITIES ACTION PLAN



Implementation Type	Recommended Action	Partners
Broaden and publicize recycling opportunities		
Plan	Update the County's Municipal Solid Waste Plan	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials
Program	Explore the feasibility of hosting recycling and waste collection events on recurring basis	<ul style="list-style-type: none"> Department of Environmental Protection Franklin County Planning Department Municipal officials
Support the Adams and Franklin County Broadband Study Outcomes		
Policy	Provide support to the Adams and Franklin County Broadband Study implementation goals - Broadband GIS Department (franklincountypa.gov)	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Area Development Corporation Municipal Officials Telecommunications Companies
Promote and encourage outdoor recreation and park system development		
Program	Regularly publicize the mapping application to share opportunities that the public can utilize for outdoor recreation	<ul style="list-style-type: none"> Franklin County GIS Department
Plan	Update Open Space and Greenways Plan to prioritize projects of a regional significance	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Planning Department
Program	Offer support to municipalities to develop additional recreation opportunities	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials
Program	Prioritize implementation of the Cumberland Valley Rail Trail (CVRT) Feasibility Study	<ul style="list-style-type: none"> Cumberland Valley Rail-to-Trails Council Franklin County Commissioners Municipal Officials Railroad Companies Healthcare Agencies Franklin County Area Development Corporation
Support implementation of Franklin County's Emergency Management Plan		
Program	Organize and train a professional workforce to be responsive, efficient, and effective in protecting the lives and property of the citizens of Franklin County	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Department of Emergency Services Local emergency management services and fire departments Municipal officials
Program	Develop and execute a robust public outreach and training program to inform, educate, and partner with stakeholders and the general public on emergency preparedness and safety with respect to the all-hazard threats in the county	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Department of Emergency Services Local emergency management services and fire departments Municipal officials



OUTCOMES SOUGHT – What are the expected results from our actions?

- Additional opportunities are uncovered to promote recycling throughout the county's 22 municipalities
- Increased access to broadband coverage across the county
- Increased recreational trail use by county residents
- Coordinated preservation efforts throughout the county
- A wider base off staffing for emergency service personnel
- Increased public understanding about county needs



INPUTS – What's needed to get it done?

- Funding
- Staff Capacity
- Technical knowledge



URBAN CENTERS ACTION PLAN



Implementation Type	Recommended Action	Partners
Create a Development Best Practices Toolkit to assist municipalities and developers in planning and zoning for context sensitive design		
Program	Promote mixed-use zoning along with design standards within urban centers and where new commercial corridors are planned to ensure that uses are at a compatible scale	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials
Program	Share model zoning language that helps address non-traditional types of land uses such as accessory dwelling units (mother-in-law suites), inclusionary zoning standards, and short-term rentals	<ul style="list-style-type: none"> Housing Developers Non-profit Developers Municipal officials
Program	Encourage replacing site design standards that create barriers to attainable housing such as parking minimums for senior housing, suburban style building setback in urban areas, and low density in developable areas	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials Franklin County Housing Authority
Program	Provide direct assistance to municipalities through low- or no-cost auditing of local land use policies, including zoning and SALDO	<ul style="list-style-type: none"> Municipal officials Zoning Officers Borough and Township Associations
Promote multi-municipal and regional planning and zoning that supports an equitable and coordinated distribution of land uses throughout the county		
Program	Provide planning support for municipalities to prepare multi-municipal plans with the goal of balanced distribution of land uses	<ul style="list-style-type: none"> Franklin County Planning Department Municipal officials
Expand tools and resources that will support the goals of <i>Imagine Franklin 2035</i> particularly in instances where municipalities have the most influence		
Policy	Promote the use of Local Economic Revitalization Tax Assistance (LERTA) in areas for preferred redevelopment	<ul style="list-style-type: none"> Franklin County Commissioners Municipal officials Franklin County School Districts



OUTCOMES SOUGHT – What are the expected results from our actions?

- Residents are supportive of more housing options
- Municipalities are updating their zoning and SALDO to support mixed-use development with flexible development standards that promote housing options
- Decrease in housing insecurity throughout the county
- Investments are being made in Urban Centers and their historic resources are being preserved
- Multi-municipal cooperation is increasing



INPUTS – What's needed to get it done?

- Funding
- Staff Capacity
- Technical knowledge



HUMAN SERVICES ACTION PLAN



Implementation Type	Recommended Action	Partners
Support state and local efforts to expand funding for and improve childcare services throughout the county		
Program	Host workforce summits with education and training providers, major employers, and childcare service providers to strengthen the connections between each industry	<ul style="list-style-type: none"> Franklin County Area Development Corporation Franklin County Human Services Childcare providers Institutions of higher education Franklin County Commissioners
Program	Work with early learning programs to support local efforts that provide early learning initiatives in the community	<ul style="list-style-type: none"> Community organizations Franklin County Commissioners
Support Franklin County Human Services organizations		
Plan	Continue implementation of the Franklin County Human Services Transportation Plan	<ul style="list-style-type: none"> Franklin County Metropolitan Planning Organization Franklin County Commissioners rabbittransit
Plan	Continue to support implementation of the Franklin County Human Services Plan	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Human Services
Program	Improve the centralization of information related to local services	<ul style="list-style-type: none"> Franklin County Commissioners Franklin County Human Services Community human service organizations



OUTCOMES SOUGHT – What are the expected results from our actions?

- County has a clear role and strategy to support childcare services
- Improved resident access to services provided by Franklin County’s Human Services organizations



INPUTS – What’s needed to get it done?

- Funding
- Technical knowledge



SECTION 4: APPENDIX

COMMUNITY PROFILE

PEOPLE TRENDS

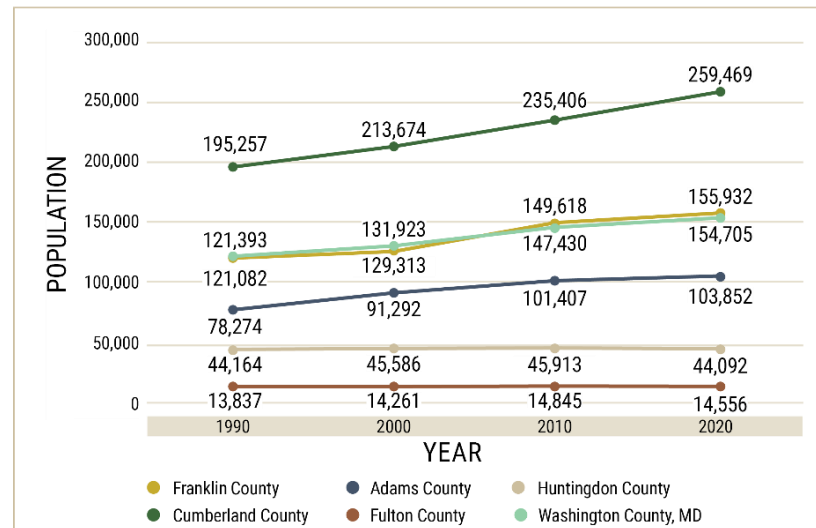
Population

Throughout its history, Franklin County has enjoyed continual population growth decade over decade. Today, the county is home to **nearly 156,000 residents**. Nationally, the 2020 census demonstrated the American population is urbanizing. This is true in Pennsylvania, where urban counties experienced growth between 2010 and 2020 and many rural counties experienced population loss. Franklin County experienced net growth during this timeframe due to population increases in the Borough of Chambersburg and surrounding municipalities.

Between 2010 and 2020, Franklin County grew by 4.2%, adding 6,314 new residents. However, growth has slowed considerably in comparison to the previous decade where Franklin County grew by 15.7% or 20,305 residents. Franklin County ranks 13th for county growth by percent change in Pennsylvania (2010-2020). Franklin County’s population growth parallels trends in adjacent counties along the I-81 corridor. Cumberland County (PA) grew by 10.2% between 2010 and 2020 and Washington County (MD) grew by 4.9%. Cumberland County is the fastest growing county in Pennsylvania.

Franklin County’s growth is attributable to three primary drivers – longevity (people living longer), natural increase (births), and migration (people moving into the county). Approximately 60% (3,861) of growth between 2010 and 2020 was due to net migration. Antrim, Greene, and Washington townships and Chambersburg Borough all grew by more than 800 residents between 2010 and 2020. Eight municipalities experienced population decline. Montgomery Township experienced the highest net loss, with a decline of 376 residents between 2010-2020. Population projections, prepared by Shippensburg University, estimate similar growth trends through 2030 for the county’s municipalities.

HISTORICAL POPULATION GROWTH TRENDS, 1990-2020



Source: U.S. Census Bureau

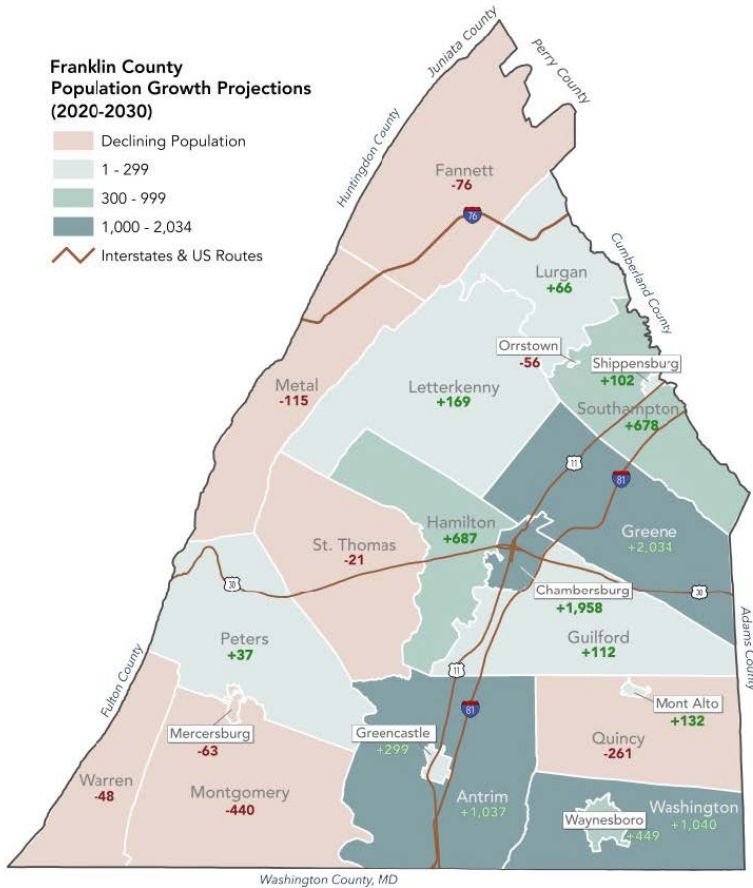


Source: Richard Anderson, Franklin County Photo Contest



Franklin County
Population Growth Projections
(2020-2030)

- Declining Population
- 1 - 299
- 300 - 999
- 1,000 - 2,034
- Interstates & US Routes



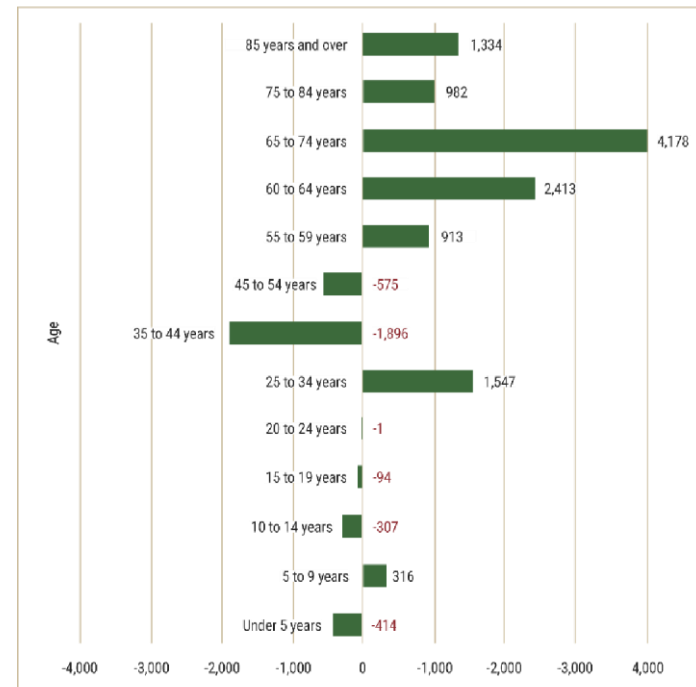
Source: American Community Survey 2010, 2020

Age

Franklin County, like the nation, is aging as America's Baby Boomer generation is in retirement or reaching retirement age. This trend will have implications for housing, workforce development,

transportation, and overall economic resilience for decades to come. The median age in Franklin County is 41.7, compared to the statewide median age of 40.9. There are **9,820 more people aged 55+ in Franklin County today** than in 2010. In contrast, the county has **1,424 fewer people aged 0-54**. While there were gains in certain age groups, Franklin County overall has fewer children, teenagers, and work-age adults. The county's boroughs have a younger population than the townships. The median age of Chambersburg residents, for example, is 38.5.

FRANKLIN COUNTY NET CHANGE IN POPULATION BY AGE, 2010-2020



Source: American Community Survey 2010, 2020

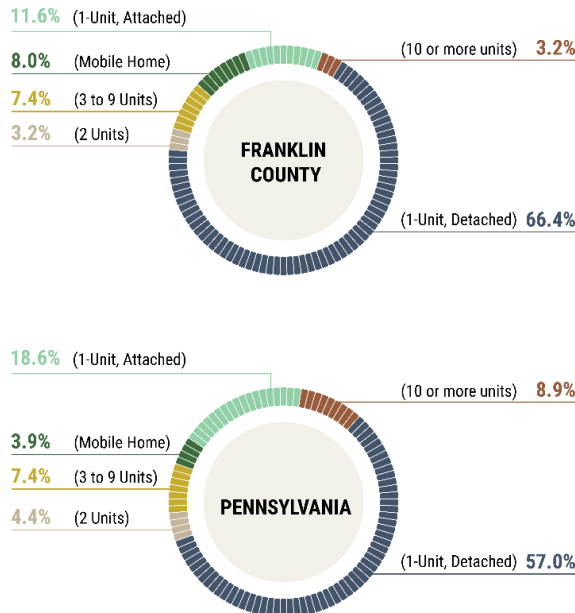


HOUSING TRENDS

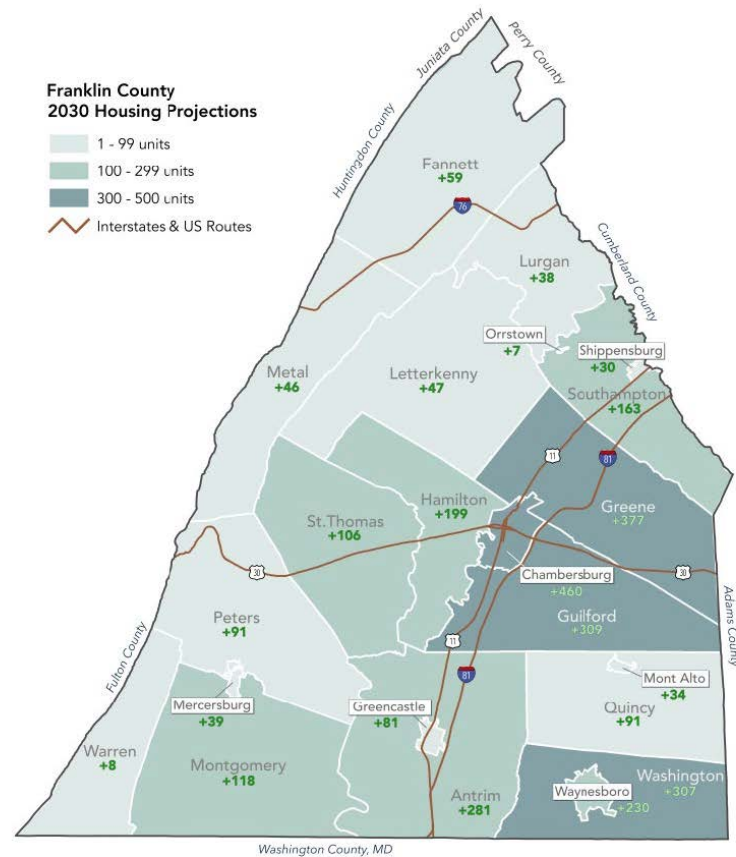
Housing

Of Franklin County’s 66,368 housing units, 92% are occupied with 71.2% owner-occupied and 28.8% renter occupied. The county’s owner occupancy rate is higher than the statewide average (68.9%). Like Cumberland County (PA) to the north and Washington County (MD) to the south, Franklin County’s housing stock is primarily single-family detached units. However, compared to the same counties, Franklin County has a smaller percentage of single-family attached and multifamily options available. The median sales price for Franklin County homes **increased 29%** between 2015 to 2020, from \$149,900 to \$193,450. Market demand has been increasing as well, illustrated by the total number of days on the market (135 days in 2015 compared to 57 days by 2020). The **median gross monthly rent was \$905** in 2020, up from \$809 in 2015. In 2019, 22.8% of all Franklin County households were housing cost burdened, including 15.3% of owner-

occupied households and 44.9% of renter households. Housing is considered cost burdened if a householder pays more than 30% of their income for housing. Shippensburg University developed housing projections for Franklin County and each municipality. Projections were based on population projections and did not consider development constraints such as



land availability or zoning. The analysis projects Franklin County **will need 3,122 new housing units by 2030.**

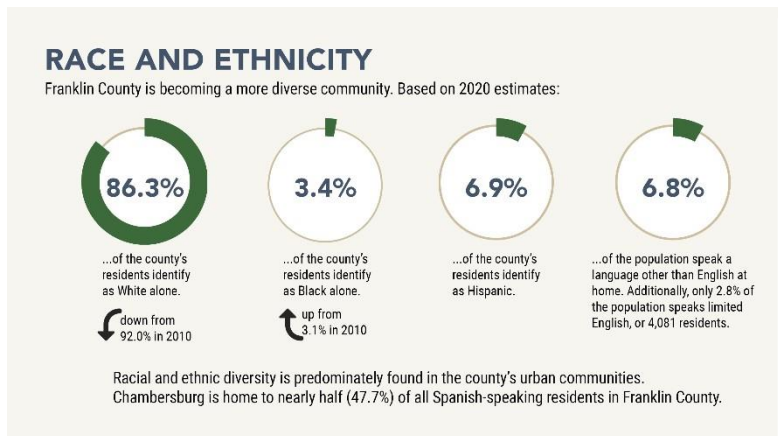


Sources: 2020 ACS 5-Year Estimates and the Shippensburg University Center for Land Use and Sustainability



Race and Ethnicity

The U.S. 2020 Census indicates that Franklin County is becoming more diverse. In 2010, 92% of the county’s residents identified as white and in 2020, that number decreased to 86.3%. The county saw a slight increase in African American residents in the past 10 years, up from 3.1% to 3.4% in 2020. And 6.9% of county residents identify as Hispanic. Racial and ethnic diversity is predominately found in the urban communities and Chambersburg is home to nearly half of all Spanish-speaking residents in the county with 47.7% located within this core community.



Source: 2020 ACS 5-Year Estimates

FRANKLIN COUNTY HOUSEHOLD INCOME IN THE PAST 12 MONTHS

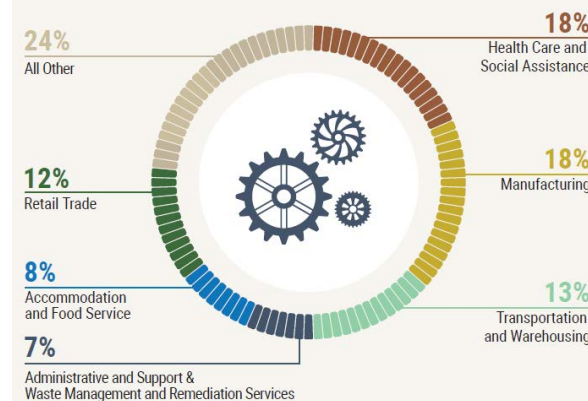
2020	
TOTAL HOUSEHOLDS	61,617
Less than \$10,000	2,218 3.6%
\$10,000 to \$24,999	6,285 10.2%
\$25,000 to \$49,999	14,603 23.7%
\$50,000 to \$99,999	22,860 37.1%
\$100,000 to \$149,999	10,475 17.0%
\$150,000 or more	5,176 8.4%

Source: 2020 ACS 5-Year Estimates

Employment

Four key industries provide for 61% of all employment in the county – Health Care and Social Assistance, Manufacturing, Transportation and Warehousing, and Retail Trade. Franklin County’s Transportation and Warehousing and Health Care and Social Assistance industries did not grow as quickly as the state and neighboring counties along I-81. Franklin County’s job growth in Manufacturing and Agriculture, Forestry, Fishing and Hunting outpaced regional and state trends.

FRANKLIN COUNTY INDUSTRIES BY TOTAL EMPLOYMENT, 2020



Source: PA Work Stats

INCOME & EMPLOYMENT TRENDS

Income

The median household income in Franklin County is \$63,420 according to 2020 estimates. The county’s median household income is higher than the state median of \$60,627. Based on income data for the county, **approximately 48% of households in Franklin County are considered low income**, earning 80% or less of the median family income.



TOP 6 INDUSTRIES BY EMPLOYMENT GROWTH IN FRANKLIN COUNTY, 2010-2020

# of Jobs Added between 2010-2020	Franklin County		I-81 Corridor Region <small>Franklin, Cumberland, and Washington (MD)</small>		Pennsylvania	
	Net Growth	% Change	Net Growth	% Change	Net Growth	% Change
Transportation and Warehousing	1,529	29.2%	8,315	37.1%	81,201	40.9%
Health Care and Social Assistance	1,323	17.0%	6,302	20.3%	187,405	21.5%
Manufacturing	1,155	14.5%	2,769	12.5%	6,073	1.1%
Administrative and Support and Waste Management and Remediation Services	1,019	40.0%	6,105	53.0%	65,962	26.2%
Accommodation and Food Services	637	17.7%	2,543	14.9%	73,393	18.6%
Agriculture, Forestry, Fishing and Hunting	406	78.4%	532	62.8%	3,659	18.6%

LAND USE TRENDS

Agricultural Preservation

Since 1990, Franklin County has joined the state’s efforts to permanently protect agricultural land through the purchase of easements. As of June 2023, **Franklin County has preserved 149 farms totaling 18,719 acres** and ranks highly in the state for the number of acres under easement. The Agricultural Conservation Easement Purchase Program is funded with ~80% state dollars and ~20% county dollars and is administered at the county level. Over the past ten years, the County has been able to preserve two to three farms each year with ~\$675,000 total in annual funding. In 2022 and 2023, the County selected a total of 19 farms for preservation, thanks to increased investment by the Franklin County Commissioners. Franklin County has ~121 applications on file waiting to be preserved, which is ~10% of the statewide backlog.

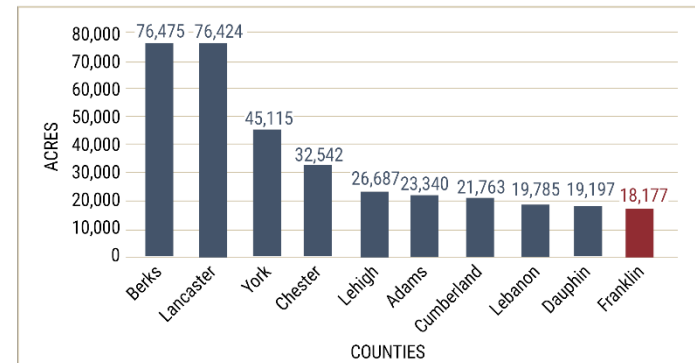


What are the goals of Farmland Preservation?

PA Department of Agriculture

- Get the farm to the next generation.
- Protect productive soils for current and future use.
- Provide a source of fresh local food for local consumers.
- Preserve a critical mass of farms and farmland that enables farm support businesses to thrive.
- Manage growth in a community or county.

Summary of Easements in Pennsylvania, 2021



Source: Pennsylvania Department of Agriculture Annual Report, December 2021



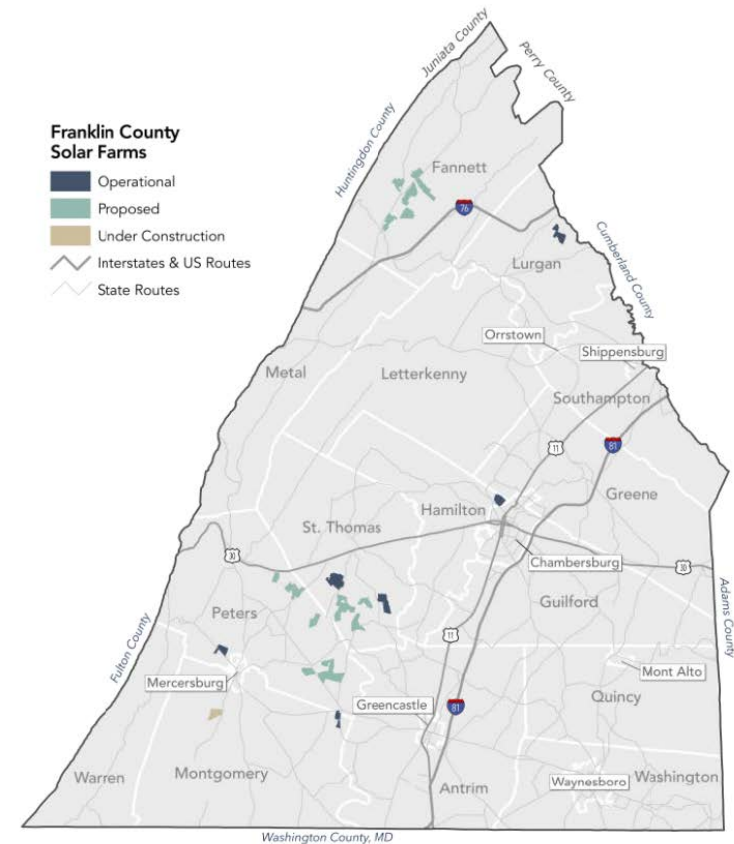
Solar Farm Development

The development and use of large-scale solar installations for community-scale energy generation in the United States is a recent trend. The first large-scale manufacturing plants came online in the early 2000s, and commercial/residential installation became mainstream by the mid-2010s. The use of solar panels has increased in recent years as the cost to install solar panels continues to fall and renewable energy remains a state and federal priority. The first private solar farm was constructed in Franklin County in 2020. Today, the county has six active solar farms and four solar farms proposed or under construction. Planning for the nation’s continued transition to renewable energy while balancing Franklin County’s agricultural lands is a topic that will be explored through *Imagine Franklin 2035*.

SOLAR FARMS IN FRANKLIN COUNTY, 2020

2020	Status	Acreage	Ownership
Peters Township	Operational	269	Lease
Peters Township	Operational	97	Lease
Saint Thomas Township	Operational	202	Combination
Saint Thomas Township	Operational	171	Lease
Hamilton Township/ Chambersburg Borough	Operational	66	Lease
Lurgan Township	Operational	192	Lease
Peters Township	Proposed	1085	Lease
St. Thomas Township	Proposed	658	Lease
Fannett Township	Proposed	1066	Lease
Montgomery Township	Under Construction	190	Company Owned
TOTAL		3,996	

Source: Franklin County Planning Commission



Source: Franklin County Planning Commission

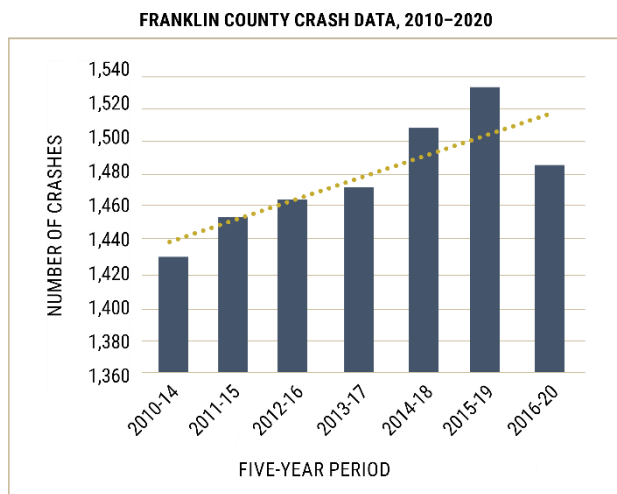


TRANSPORTATION TRENDS

The Franklin County Metropolitan Planning Commission (FCMPO) is the official transportation planning organization for the county. The FCMPO coordinates with PennDOT and the county’s municipalities, stakeholders, and the public in planning for the county’s transportation needs.

Safety

For the five-year period ending in 2021, Franklin County averaged 1,475 roadway crashes and 18 fatalities per year. Annual crash totals have remained steady since 2010.

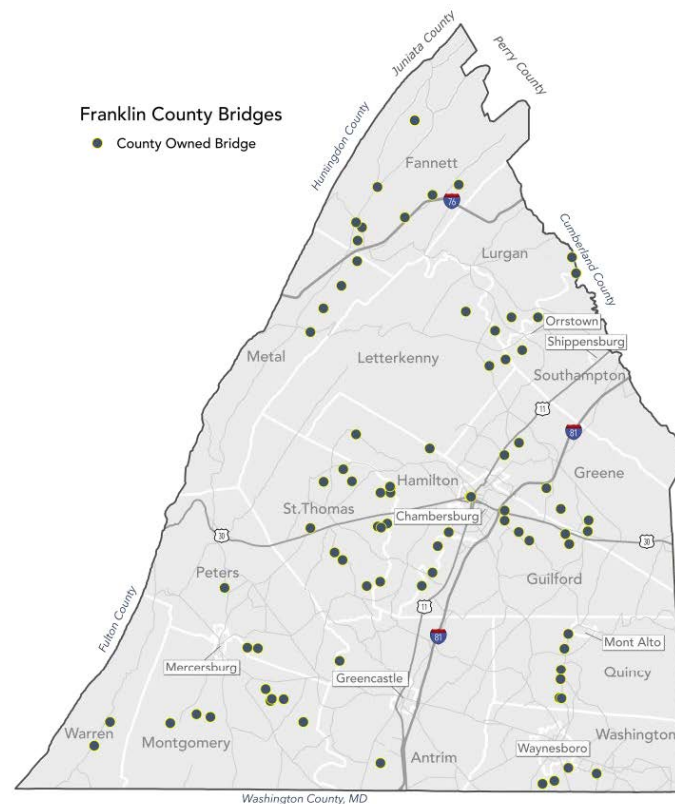


Source: Pennsylvania Crash Information Tool (PCIT)

Roadway and Bridges

The county has 1,700 linear roadway miles. Interstate 81 constitutes only 25.8 linear miles of roadway yet accommodates 43% of all travel. Data shows 80% of the county’s roadway pavement is in “good” or “excellent” condition, which is consistent with statewide conditions. The county has 323 state-owned bridges and 102 locally owned bridges, including 91 that are fully owned and maintained by Franklin County, and one bridge where the County

shares maintenance responsibilities. The share of “poor” condition local bridges in the county (16%) is less than the statewide average (21.7%).



Source: PennDOT

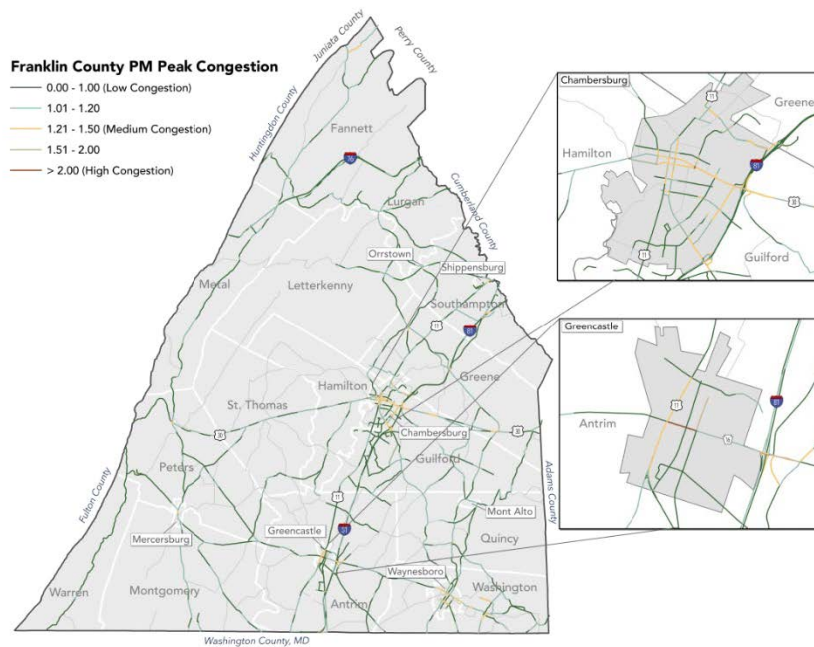


Public Transportation

Franklin County currently does not have county-wide fixed route public transit bus service. Paratransit and shared ride services are available through rabbitransit. A three-year micro transit pilot through rabbitransit, known as Stop Hopper, is underway in the Chambersburg area. This bus service aims to help fill gaps in traditional service modes and is powered by a mobile app.

Traffic Operations

Congestion data reveal that Franklin County experiences 800,000 vehicle hours of delay annually, which translates into lost productivity and increased opportunity costs. There are 121 traffic signals in Franklin County with 40% of them located in Chambersburg Borough. Traffic signals can improve the safety and efficiency of roadway networks for motorists as well as for transit, cyclists, and pedestrians.



Source: RITIS, 2021

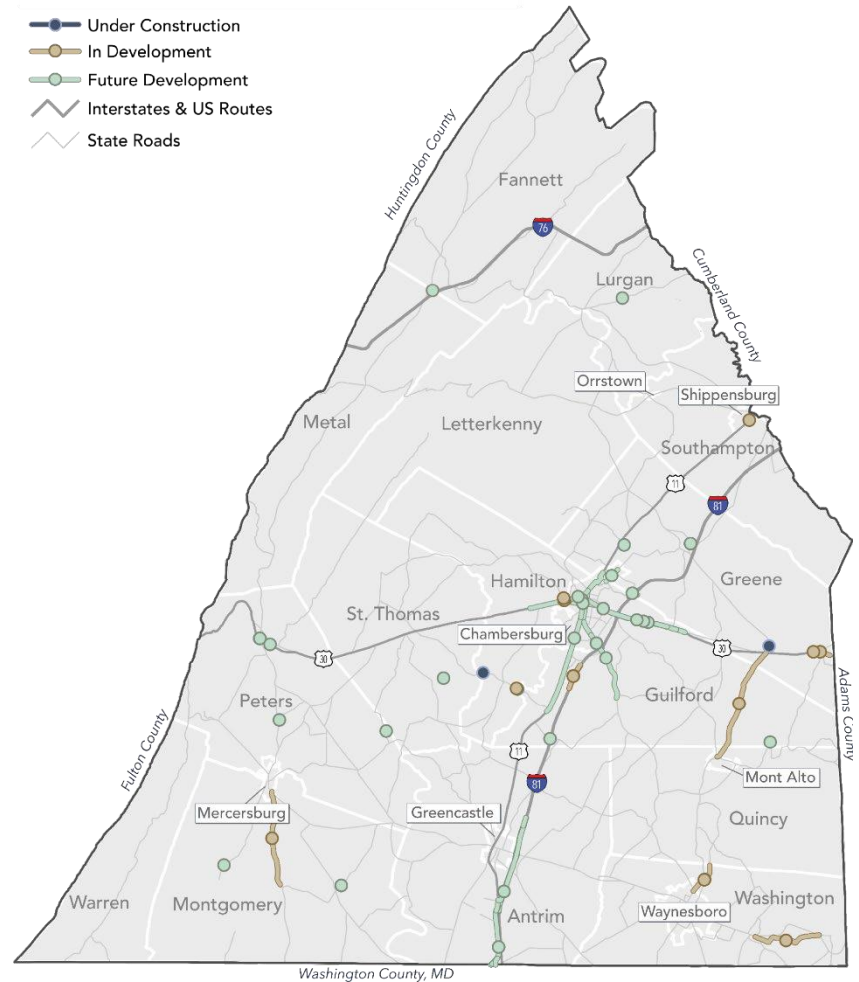


Transportation Improvement Program and Long-Range Transportation Plan (LRTP)

The Franklin County MPO updates its regional Transportation Improvement Program (TIP) every two years. The TIP is the listing of priority projects over a four-year period that aims to address safety, congestion, highway/bridge maintenance, bicycle and pedestrian accessibility, and freight-related improvements. The projects are funded through state and federal funding. The MPO’s 2023-2026 TIP was adopted in May 2022. During the next four years, a total investment of nearly \$59.2 million will be programmed for transportation improvements. The passage of the federal Infrastructure Investment and Jobs Act (IIJA) in 2021 added an additional \$14.59 million to the county’s four-year program, although inflation is eroding buying power. The MPO updated its Long-Range Transportation Plan (LRTP) in April 2023. The plan serves as the blueprint for transportation decision-making as well as the transportation element of *Imagine Franklin 2035*.



FRANKLIN COUNTY MPO TIP PROJECTS, 2023-26



Source: PennDOT



OTHER RESOURCES

The following resources were also referenced in the *Imagine Franklin 2035* –

Franklin County Prosperity Indicators Report –

https://growthzonesitesprod.azureedge.net/wp-content/uploads/sites/1322/2019/10/Indicators_Report_from_Chamber_pdf.pdf

Housing Assessment for Franklin County –

<https://franklincountypa.gov/ckeditorfiles/files/Planning/Franklin%20County%20Housing%20Inventory%20and%20Analysis%20-%20FINAL%2006232022.pdf>

2022 Community Health Needs Assessment Report –

https://www.wellspan.org/media/2729100/2022_CHNA_Report.pdf



Public Engagement and Communications Work Plan

Franklin County, PA Comprehensive Plan Update

JUNE 2022



Overview

Purpose

Franklin County, under the direction of the Franklin County Planning Department (FCPD and the County) is updating its Comprehensive Plan with a primary focus on tackling key community issues over the next 10 years. This Public Engagement and Communications Work Plan sets forth the steps to inform the public at large about the importance of the Comprehensive Plan, encourage input, and ensure the planning process is open, equitable, and inclusive. The value of public participation cannot be overstated. Generating substantial public awareness and obtaining the public's input and consensus throughout the planning process will ensure the new Comprehensive Plan is positioned for successful implementation.

To maximize public input, this document considers the way citizens consume information and provide input into plan development. The different population segments of the Franklin County community will engage differently with the process for a variety of reasons including time constraints, generational preferences, income, language barriers, and access to technology. For this reason, the Work Plan provides for a diverse set of engagement techniques and public engagement forums to ensure the planning process reaches citizens across the county, inclusive of all ages, races, genders, income levels, and abilities. The Work Plan includes the following sections:

- Project Team
- Steering Committee
- Public Engagement Events
- Promotion and Online Engagement

Population Segmentation

Franklin County is diverse. Community members come from a variety of cultural backgrounds and ways of life. The Project Team desires to ensure the planning process is promoted/advertised to all segments of the Franklin County community and provide engagement options that are welcoming and accessible to everyone.

This Public Engagement and Communications Work Plan has been developed to provide a tailored approach to public engagement for the County's four primary population segmentation groups, identified as follows .





Population Segmentation	Targeted Public Engagement Approach (note, both print and digital tools will be used for all population segments)
Urban	
The Boroughs	<ul style="list-style-type: none"> • Digital engagement with Spanish translation • Pop-up event(s) • Accessible public meeting(s) in close proximity to population
Suburban	
Neighborhoods surrounding the urban communities	<ul style="list-style-type: none"> • Digital engagement • Talk radio segment
Rural	
All areas outside the boroughs, predominately the agricultural community and small villages in the northern and southern portions of the county.	<ul style="list-style-type: none"> • Print material (hand-outs at post offices, libraries, firehalls, borough/township offices, coffee shops/ restaurants/ bakeries, etc.) • Focus groups (typically, only an hour commitment)
Historically Disenfranchised and/or Hard to Reach	
<p>As identified by the Project Team and Steering Committee, this includes:</p> <ul style="list-style-type: none"> • Low to Moderate Income Households • Latinx Community • African American Community • English as Second Language Community • Plain Sect Community • Agricultural Community • Youth (High School, College, and Young Professionals) 	<ul style="list-style-type: none"> • Focus groups facilitated with trusted leader (e.g., YMCA serving low-income families, social service organization, church leader, etc.) • Print material • Digital engagement (Latinx Community with Spanish translation via Facebook) • Virtual meeting events • Direct mailing for rural areas (simple random mailing) • Direct mailing for low-income census tracts with Spanish translation (simple random mailing)* <p>Note: Youth will be engaged in a focus group in early September.</p>





*Spanish Translation: The following work products will be translated to Spanish:

- A 1–2-page overview of the planning process to be posted on the website.
- The direct mailing postcard to promote public engagement events and the online survey.
- The online survey.
- The Executive Summary of the final Comprehensive Plan.
- Social media posts on Facebook will automatically be translated to Spanish based on an individual’s Facebook account setting.
- At least one public engagement event with a Spanish-speaking facilitator available.

Project Team

Project Team

The Project Team is led by FCPD with support from a professional consultant team comprised of the following firms:

- Michael Baker International (Lead/Prime Consultant)
- Vernon Land Use, LLC (Sub-Consultant)
- Faces International (Sub-Consultant)

The primary staff members for the Project Team are listed below.

ORGANIZATION	TEAM MEMBER CONTACTS
Franklin County Planning Department	Steve Thomas, Planning Director
Franklin County Planning Department	Nicole Boling, Senior Planner
Franklin County GIS	Kara Shindle, Director
Franklin County Communications	Sheena Baker, Coordinator
Michael Baker International	Troy Truax, Project Manager
Michael Baker International	Vanessa Shamberg, Senior Planner
Michael Baker International	Kathy Wyrosdick, Senior Planner
Vernon Land Use	Tracey Vernon, Senior Planner
Faces International	Kevin Greene, Communications Specialist





Project Team Meetings

The Project Team will meet bi-weekly to discuss the overall project workplan execution and status and to prepare for upcoming planning tasks, meetings, and key deliverables.

Workflow

All materials prepared by the consultant team will be reviewed by FCPD before release to the Steering Committee and the public. The bi-weekly team meetings will serve as a touch point for document review.

Steering Committee

Steering Committee

An active ad-hoc steering committee is a critical element of any successful planning process. The Steering Committee (14 members organized by the County) will serve as an advisory group to contribute key guidance and input during the planning process.

Committee roles and expectations include:

- Provide a broad representation and perspective of the community.
- Provide guidance and feedback to the Project Team on priority issues and the public engagement approach.
- Review and comment on draft plan.
- Champion the process and implementation.

Meetings and Participation

The Steering Committee will meet eight (8) times over the 14-month planning process. All meetings will be held in person at the County offices. These meetings will not be open to the public.

The meetings will be held monthly or bimonthly beginning in April 2022. During plan development, a several month break in meetings may occur as the plan is being drafted in written form. The Steering Committee meeting topics will include the following:

- Meeting #1. Introductions and Planning Process
- Meeting #2. Public Engagement & Communications Work Plan
- Meeting #3. Stakeholder Focus Groups/ Interview Findings





- Meeting #4. Research and Data Analysis Findings
- Meeting #5. Public Engagement Findings
- Meeting #6. Issue Prioritization and Vision Statement
- Meeting #7. Draft Comprehensive Plan Initial Review
- Meeting #8. Draft Comprehensive Plan Final Review

After each meeting, a meeting summary will be prepared by FCPD and distributed to Steering Committee members. PowerPoints will be posted on the ArcGIS Hub site.

Public Engagement Events

Overview

The Project Team is committed to engaging the public throughout the planning process. Accordingly, public engagement will be organized under four phases (see “Event Schedule” below). The dates/times for public events will be determined by the Project Team in consultation with the Steering Committee and added to this Work Plan as an Appendix throughout the planning process.

Public events will be held geographically throughout Franklin County with certain virtual options to participate as well. The Project Team has identified the following municipalities as target locations for events.

- Chambersburg
- Guilford Township
- Greencastle/Antrim Township
- Waynesboro
- Southampton Township
- Metal Township

The format of public events will be determined by the Project Team in consultation with the Steering Committee and added to this Work Plan as an Appendix throughout the planning process. Generally, public meetings are anticipated to include a short public presentation, open house format with stations to view/discuss different topics/elements of the plan, and ample opportunity to ask questions and engage with the Project Team.





Notification

All public engagement opportunities and events will be widely advertised using a variety of media tools to maximize participation. All events will be advertised at least two weeks in advance of the event date. Please see “Promotion and Online Engagement”.

Event Schedule

PHASE	Public Engagement Events
Phase 1 LEARN	
<p>The Project Team will engage the public to <u>learn about the issues/challenges</u> facing Franklin County today and in the future. The topics/concerns shared by the public will shape the focus areas of the Comprehensive Plan.</p>	<ul style="list-style-type: none"> • June –September 2022 10 Pop-Up Tables at Community Events and Popular Gathering Locations (In-Person) • June –September 2022 15 Focus Groups (Virtual) (note, 5 focus groups will occur in July, and the remaining 10 with specific population groups will occur throughout summer) • August –October 2022 Online Survey (SurveyMonkey) (to include incentive prizes) (Hardcopies to be distributed to population segments less likely to complete the survey online).
Phase 2 COLLABORATE	
<p>After identifying the core issues/challenges through Phase 1, the Project Team will collaborate with the public to define a Vision for the County and to further understand the core issues/challenges through public engagement.</p>	<ul style="list-style-type: none"> • September –October 2022 Online Survey (continued) <p>Public Event #1: Comprehensive Plan Introduction and Visioning</p>





The outcome of Phase 2 will be a defined Vision Statement and corresponding set of Community Values (goals for the County to work towards by 2035) to be ratified by the Steering Committee.

Public Event #2: Comprehensive Plan Introduction and Visioning

(Virtual option to be offered)

Phase 3 ESTABLISH

The Project Team will establish action steps (or a road map) to advance the County’s Vision and Community Values. These action steps will be established through technical analysis and a variety of work sessions with the County, interviews with stakeholders/topic experts as needed, and two public events. The action strategies will be shared at a Community Open House to receive public comment and feedback.

- January – February 2023
10 One on One Interviews (Virtual)

Public Event #3: Land Use Scenario Planning (In-Person)

Public Event #4: Urban Design Workshop (In-Person)

- Community Open House

Phase 4 LAUNCH

Based on Phases 1, 2, and 3, the Project Team will develop the written Comprehensive Plan Update. The draft plan will be shared with the public through two Community Open Houses before the plan adoption process begins.

- May 2023
Community Open House 1 (In-Person)

Community Open House 2 (In-Person)

- June 2023
Formal Plan Adoption Process pursuant to Section 302 of the Pennsylvania Municipalities Planning Code (Act 247 of 1968, as reenacted and amended)

The formal adoption process includes the following steps:

1. Planning Commission holds public meeting to introduce draft to the public and announce that it will be submitted to the Governing Body.





2. Planning Commission provides draft to Governing Body following the Planning Commission public meeting.
3. Governing Body sends the draft to all school districts and municipalities in Franklin County and all bordering municipalities in neighboring counties as well as the neighboring counties, thereby kicking off a 45 Day Comment Period.
4. Governing Body advertises that a Public Hearing will be held on a specified date following the 45 Day Comment Period to review the comments received.
5. Governing Body holds the advertised Public Hearing.
6. Governing Body may either send the draft back to the Planning Commission/Steering Committee for improvements or the Governing Body may approve the draft for adoption via Resolution at a subsequent (possibly regularly scheduled) Public Meeting.

Promotion and Online Engagement

Overview

The Project Team understands print and online promotion is critical to reaching a wide range of residents and stakeholders in the planning process. The Project Team will use the following promotional tools:

1. Comprehensive Plan Webpage (ArcGIS Hub site)
2. Direct Email Distribution
3. Print Newspapers/Online News Media
4. 'Call to Action' Videos
5. Digital Display Ads (select events)
6. Social Media
7. Print Materials (select events)
8. Simple Random Sample Direct Mailing (select events and online survey)

Michael Baker will be responsible for developing the copy (text) for all promotional materials and social media posts, as well as project management activities to oversee public engagement.

Subconsultant Faces International will be responsible for strategy development to ensure inclusivity, video production, digital display ads, and graphic production of promotional materials; both print and digital including social media. Faces will also take high quality photos of public engagement events.





Franklin County will be responsible for executing distribution activities, to include the actual posting of social media content, the release of press releases to media outlets, and hand delivery of printed materials to various communities, etc. Additionally, the County will administer a Comprehensive Plan public photo contest.

Webpage

The County has established an ArcGIS Hub site to serve as the webpage for the Comprehensive Plan. This website will be maintained throughout the planning process and serve as a single portal for public information. The website will contain the following features:

- Home page that features a pop-up invitation to provide a user's email address for updates. As most individuals only spend a few seconds on a website, capturing contact information is important.
- Overview page of the Comprehensive Plan in simple language.
- Events page linking this Public Engagement and Communications Work Plan and a feed of upcoming and past events.
- The Plan page will be a placeholder for the future digital version of the Comprehensive Plan.
- Contact page to include a public comment form and county email resource account.
- Resources page to include PowerPoint presentations, the 2012 Comprehensive Plan, etc.

The website will be live by July 2022.

Print Newspapers/Online News Media and Radio

The Project Team will prepare press releases throughout the planning process. The press releases will be provided to the County for distribution to the following media outlets:

- Mercersburg Merchant
- Shippensburg News-Chronicle
- LocalNews1.org
- Franklin County Free Press
- The Public Opinion
- Herald-Mail
- Greencastle Echo Pilot
- Waynesboro Record-Herald
- La Voz Latina Central
- The Franklin Shopper/Franklin County Connect
- Others as identified, such as talk radio and/or Harrisburg/Lancaster TV stations





Direct Email Distribution

The Project Team will collect email addresses from interested citizens throughout the planning process. For each public engagement event, the Project Team will issue an email blast to the email distribution list. The online survey, in particular, is an effective way to obtain contact information from interested citizens.

All public facing email communications for the Comprehensive Plan will be through a County email resource account to be established for the Plan. Email blasts will be sent from this email account.

‘Call to Action’ Videos

Led by subconsultant Faces International, the Project Team will produce a total of two ‘Call to Action’ videos to correspond with Phase 2 and Phase 3 of the public promotion/engagement process.

The videos will be filmed and produced by Faces International and will correspond with key ‘call to action’ moments in the planning process. Videos will be short (2 to 4 minutes long) and will include footage from public events, county communities, businesses, and landscape as well as short interviews with community members such as the Commissioners, Steering Committee, community leaders, business owners, and attendees at public events. It is envisioned the videos will correspond with key ‘call to action’ moments in the planning process. A general approach is described below and will be further refined with the County and Steering Committee:

- Video #1 - Call to Action: Correspond with Phase 2 - Collaborate, with the goals of:
 - Introduce the comprehensive planning process to the larger community
 - Highlight the commitment of the County to this planning process, sharing voices of the Commissioners, County Administrator, and Planning Director.
 - Highlight diverse voices from across the county, sharing what this planning process means to them.
 - Promote the public survey as an initial way to ‘share your voice’.

- Video #2 - Call to Action: Correspond with Phase 3 - Establish, with the goals of:
 - Provide a high-level update on the comprehensive plan development process, emphasizing what was gathered during Phase 2 – Collaborate.
 - Lay out next steps for plan development and engagement.
 - Promote attendance at the Draft Plan open house(s) and engaging across the variety of platforms (digital/in-person/print).





The videos will be promoted on a variety of digital platforms, including the Comprehensive Plan website, social media accounts, and shared as promotional/informational resources with local news and community outlets.

Digital Display Ads

Digital display ads will enable the Project Team to target specific audiences through the use of geofencing. For example, urban communities are active digital users and digital display ads will be used to ensure event information is directly advertised to the urban population segmentation. Faces International will develop a series of digital ads that correspond with the promotional pushes in each phase of the project (Phases 1 - 4). There will be a total of four digital ad packages produced to correspond with the engagement Phases identified (Phase 1 - Learn; Phase 2 - Collaborate; Phase 3 - Establish; Phase 4 - Implement).

These ads will include 'call to action' graphics for the relevant Phase of the project/focus of the media push. The ads can be placed on social media and relevant websites through digital advertising buys targeted to the area (i.e., geofencing).

Social Media

Michael Baker and Faces International will work with the County's Communications Manager, Sheena Baker, to establish a social media outreach strategy that corresponds with the four engagement Phases. The social media strategy will leverage the County's existing social media pages on Instagram, Facebook, and YouTube.

Like Digital display ads, social media activity will help ensure wide promotion of the planning process to the public and encourage a greater number of community members to be involved and make their voice heard.

Print Materials

Promotional hardcopy handouts will be developed to encourage participation in the public input activities. These printed materials will contain information such as public event dates and a link and QR code to the public survey. Examples may include a large display banner, poster, trifold handout, and a postcard/coaster for distribution by mail and at local businesses, restaurants, and community services. Additional promotional items discussed include reusable bags and pins for display tables, etc.

Print Material will be distributed by the County to several locations, to be determined by the County.





Time line

PHASE	Promotion
Phase 1 LEARN	
<ul style="list-style-type: none"> • June –September 2022 10 Pop-Up Tables at Community Events and Popular Gathering Locations (In-Person) • July –September 2022 15 Focus Groups (Virtual) • August –October 2022 Online Survey (Online Tool) 	<ul style="list-style-type: none"> • Two Press Releases • Social Media Posts (2 weeks and 1 week in advance of each event) • Direct email and phone invitation to focus group invitees at least 2 weeks in advance. • Press Release • Email Blast • Print Newspapers/Online News Media at Launch • Monthly Social Media Posts • Printed Promotion Materials • Simple Random Mailing
Phase 2 COLLABORATE	
<ul style="list-style-type: none"> • September –October 2022 Public Event #1 and #2 	<ul style="list-style-type: none"> • Press Release • Email Blast • Print Newspapers/Online News Media at least 2 weeks in advance • Monthly Social Media Posts (2 weeks and 1 week in advance of each event) • Printed Promotion Materials • Simple Random Mailing (may be jointly advertised with online survey)





Phase 3 ESTABLISH

- January – February 2023
10 One on One Interviews (Virtual)
- January – February 2023
Public Event #3 and #4
Community Open Houses
- Direct email and phone invitation to interviewees at least 2 weeks in advance.
- Press Release
- Email Blast
- Print Newspapers/Online News
- Social Media Posts (2 weeks and 1 week in advance of each event)

Phase 4 LAUNCH

- May 2023
Community Open House #1 and #2
- June 2023
Formal Adoption Process
- Press Release
- Email Blast
- Print Newspapers/Online News Media
- Social Media Posts (2 weeks and 1 week in advance of each event)
- Press Release
- Email Blast
- Print Newspapers/Online News Media





Appendix A: Focus Groups

The Project Team will convene 15 focus groups 1.5 hours in length over the summer of 2022 to gather initial input on issues. To maximize convenience for participants, the Project Team recommends virtual focus groups through Microsoft Teams, however, select in person focus groups will be conducted as needed.

Five focus groups will be held with traditional stakeholders and will be facilitated by Michael Baker. For these, a list of focus group participants will be prepared by the Project Team with input from the Steering Committee. Scheduling for focus groups will begin in early June 2022. The Project Team will facilitate the focus group invitation and scheduling process based on the confirmed participant list. Participants will receive a formal invitation letter to participate from the County with a link to an online form to sign-up for a focus group. As needed, the Project Team will contact stakeholders by email and phone to confirm participation.

The remaining 10 focus groups will be facilitated in partnership with trusted leaders/ organizations throughout the community. For example, the County may partner with the South Central Community Action Program (SCCAP) to coordinate and facilitate a focus group with SCCAP's constituents. These focus groups will be scheduled on a one-on-one basis throughout the summer of 2022.

Facilitation Approach

The Project Team will use the following approach to conduct each focus group.

- Michael Baker will assign one facilitator and one note taker for each focus group. Focus group sessions will be informal and conversational and will begin with introductions of participants.
- The same set of questions will be asked at each focus group.
- Facilitators will ask each question and encourage a greater level of discussion by posing 'Why?' or 'How?' follow-up questions. This will allow the project team to capture detailed input helpful in understanding why identified issues are important to participants.
- Additional questions will be asked of focus group participants depending on the organizations they represent.





Questions

The following questions will be asked at each focus group.

Baseline Questions

- What makes Franklin County a great place to live, work, and play?
- What changes have you seen in Franklin County in the past 10 years?
- Tell us how you feel about the overall design, character, and density of the County now and in the future.
- What would make Franklin County a better place to live and work?
- What is the best way to communicate with residents and businesses to engage them in the updating the Comprehensive Plan?
- Is there any additional information we should know about Franklin County that we haven't covered? Any reports/studies/data that would be helpful for the Project Team to review?

Additional questions will be asked of focus group participants depending on the organizations they represent.



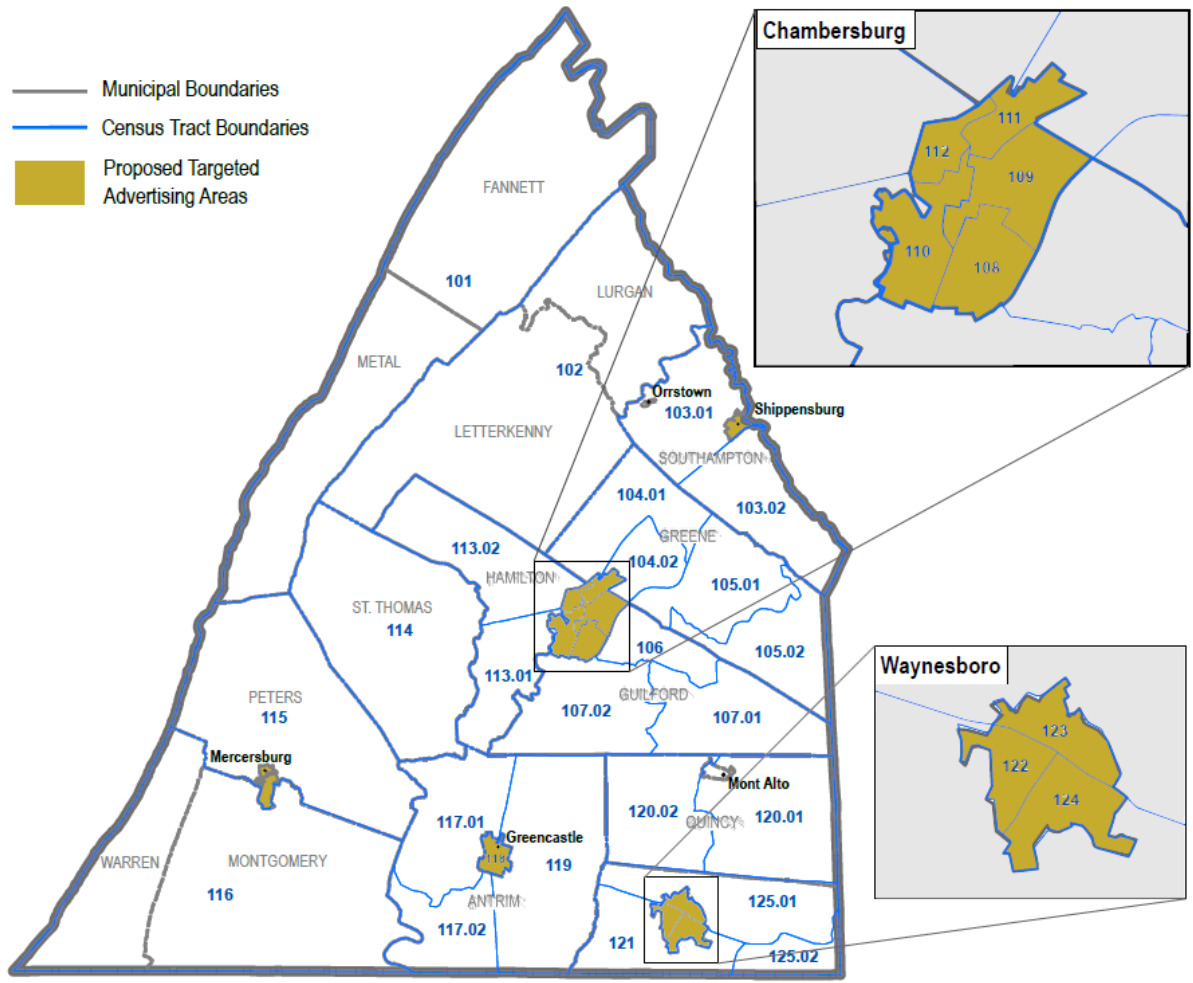


Social Media Digital Ads

Overview

- Budget: \$1,200
- Timeframe: October 3 –November 7, 2022
- Purpose: Boost Facebook postings and events to target urban population, defined as:
 - Borough of Chambersburg (census tracts)
 - Borough of Shippensburg (census tract)
 - Borough of Mercersburg (ce







Online Survey Findings

Overview

On October 3, 2022, a survey was made available for 40 days to provide Franklin County’s residents and stakeholders the opportunity to give detailed input during the Imagine Franklin 2035 planning process. The survey was developed to understand public opinion on the top issues identified by the Steering Committee and 15 focus groups as well as to identify any additional issues of importance to the broader community. The survey was promoted through social media, news media, e-mail, and the Franklin County library system.

The survey was conducted online and in hardcopy format, and was available in two languages, English and Spanish. In total, 1,527 members of the public completed the survey, offering valuable input on a number of important topics and issues. A summary of findings is presented below.

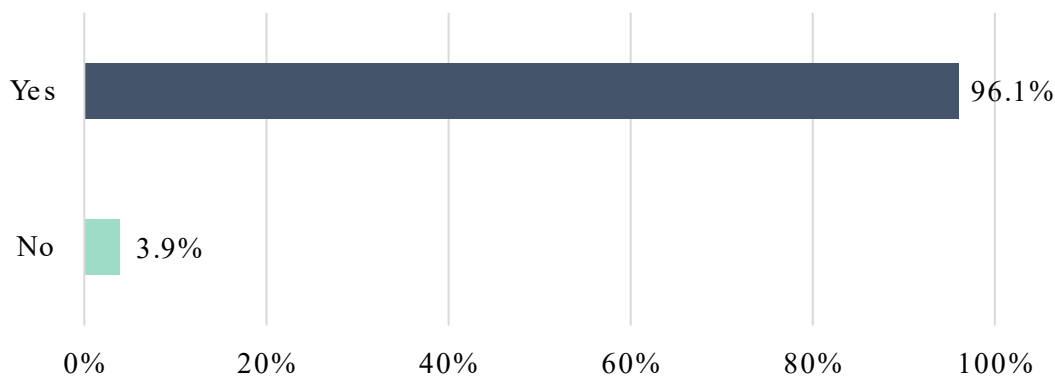
Summary of Findings

Please note that not all graphs add up to 100%. This is due to the aggregation of data and, with certain questions, the omission of “other” or “no opinion” categories in this summary.

Question 1:

Total Responses: 1,527

Do you live in Franklin County?

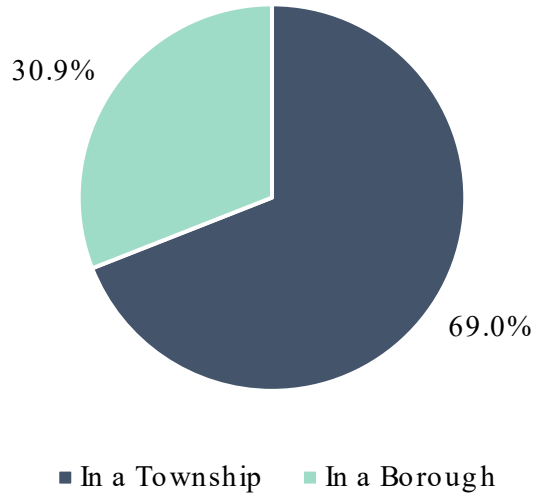




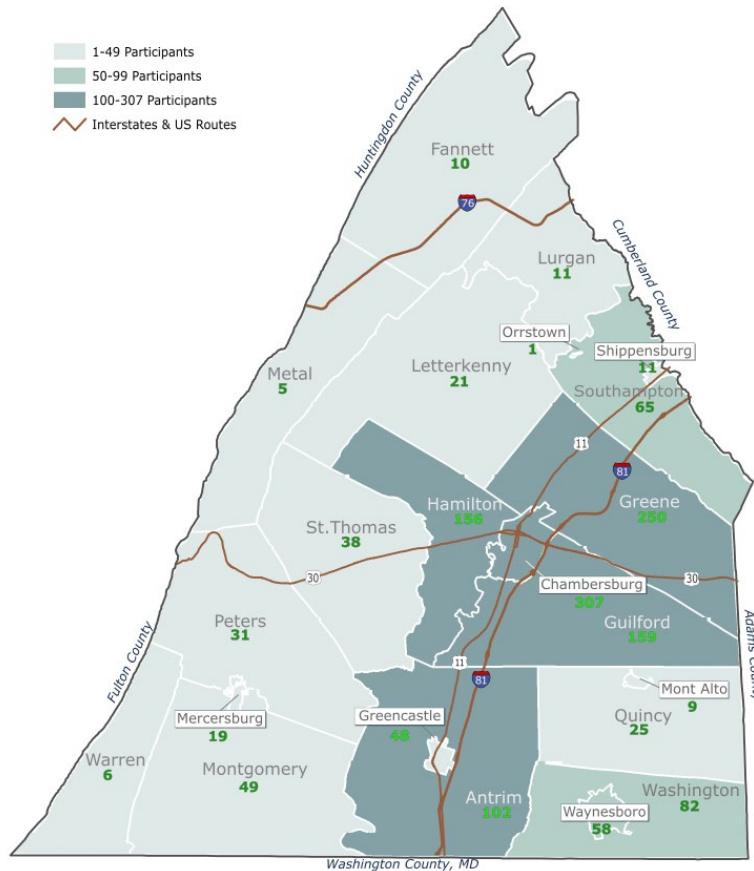
Question 2:

Total Responses: 1,464

In which municipality (borough or township) do you live?



*Map below indicates which municipalities had the highest number of responses.

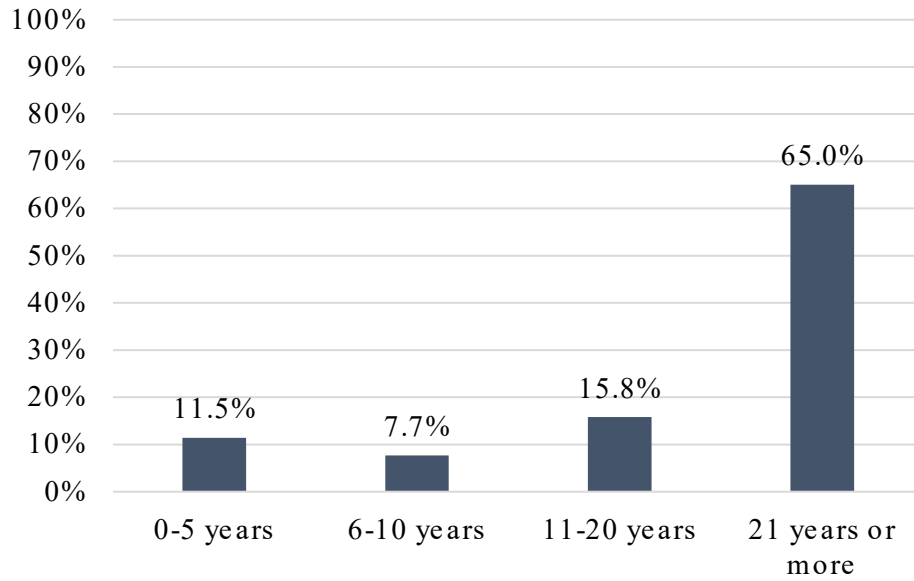




Question 3:

Total Responses 1,459

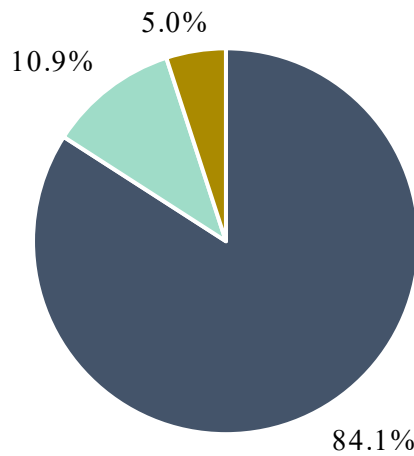
How long have you lived in Franklin County?



Question 4:

Total Responses: 1,459

Do you rent or own your home?



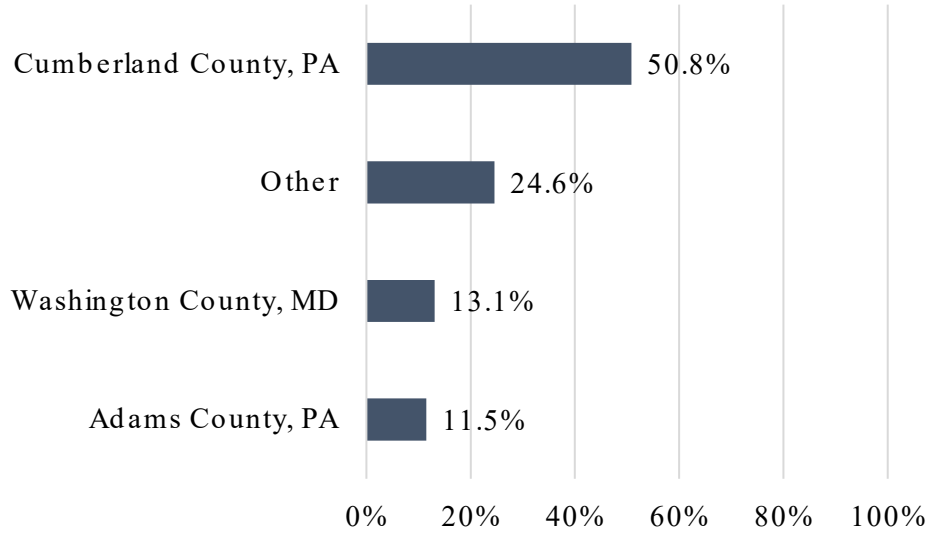
■ I am a homeowner ■ I am a renter ■ Other (live with family, etc.)





Question 5:
Where do you live?*

Total Responses: 61



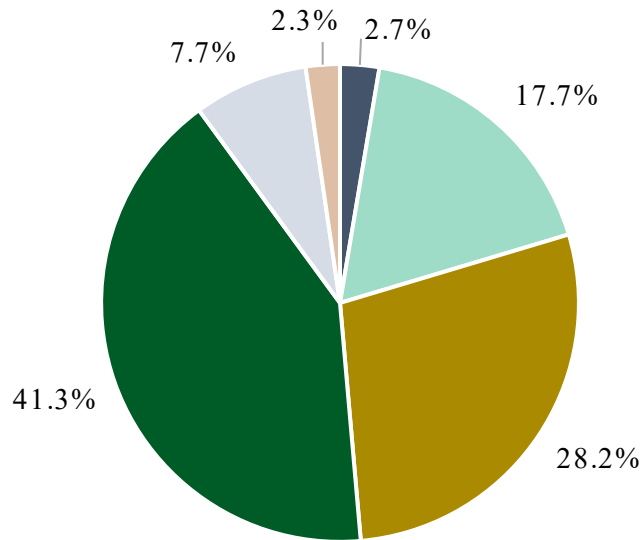
*Only respondents who do not live within Franklin County were asked this question. “Other” response categories include Huntingdon County, PA, Fulton County, PA, Frederick County, MD, and 11 responses classified as Other.





Question 6:
How old are you?

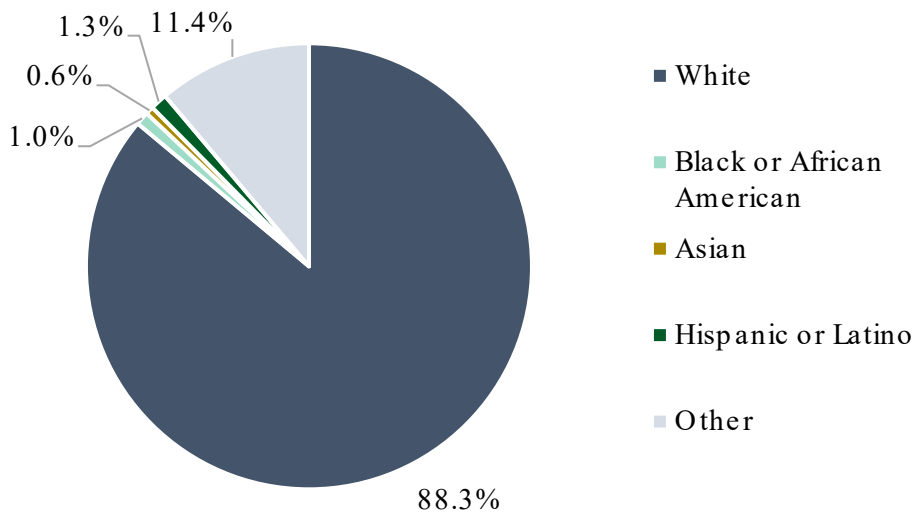
Total Responses: 1,512



■ Less than 25 ■ 25 - 39 ■ 40 - 54 ■ 55 - 74 ■ 75+ ■ Prefer not to answer

Question 7:
What is your race/ethnicity?*

Total Responses: 1,512



■ White

■ Black or African American

■ Asian

■ Hispanic or Latino

■ Other

*Participants could select more than one; accordingly, the pie chart does not total 100%. "Other" category includes American Indian or Alaska, Native Hawaiian and Other Pacific Islander, Other, and preference not to answer.

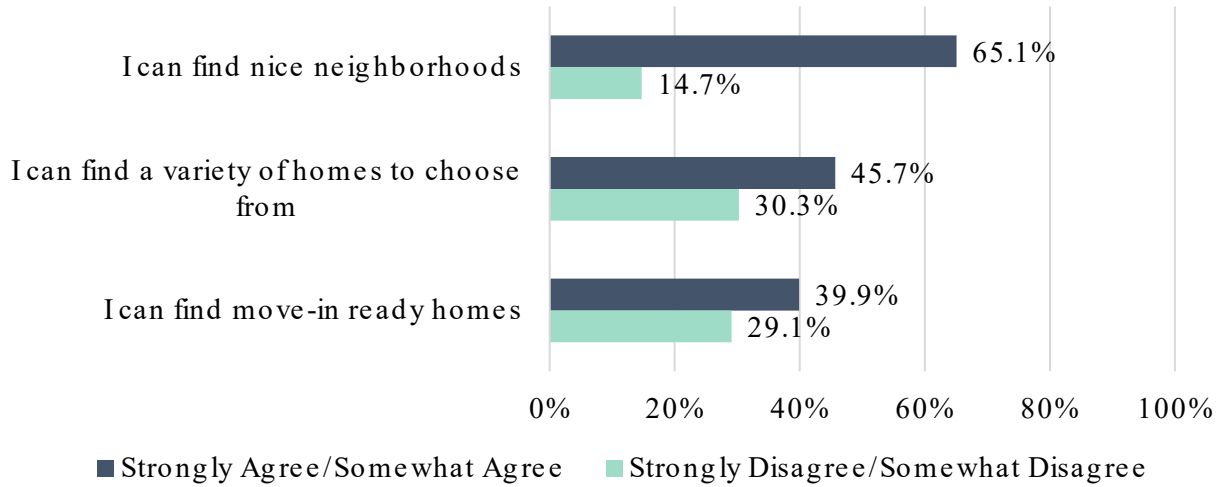




Question 8:

Total Responses: 1,461

Do you agree or disagree with the following statements related to finding housing in your price range and preferred location in Franklin County?



*This question was analyzed to compare the responses from borough residents and township residents. There were no notable statistical differences.

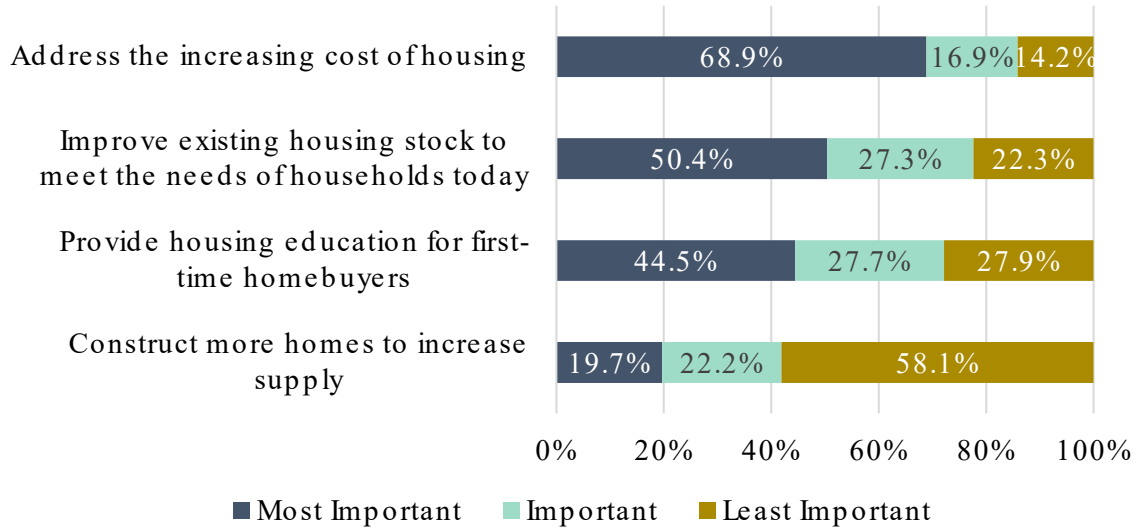




Question 9:

Total Responses: 1,264

How important are the following actions to improve housing in Franklin County? *



* Participants were asked to rank each item, 1 being the most important and 5 being the least important.

Question 10:

Total Responses: 850

What is the biggest issue with housing in Franklin County?

Results were gathered in a comment format and affordability, senior housing, and quality were common themes identified by respondents:

- Affordability –
 - “Individuals will never be able to save enough to buy first homes with costs of rent at most places.”
 - “The biggest issue is that the average two parent working family can barely afford housing in our area. \$300,000 homes are not affordable and that is what you need to find a 3 bedroom, 2 bath home that is move in ready with a yard in a nice neighborhood in Chambersburg.”
- Senior Housing –
 - “Too expensive to downsize into a retirement home. Interest rates are horrible for seniors looking to downsize.”
 - “Not enough housing for Seniors on a fixed income who live on lower middle income that does not qualify for getting help with housing based on monthly income.”
- Quality –
 - “Landlords not being made to update/clean apartments, but increasing the rent.”

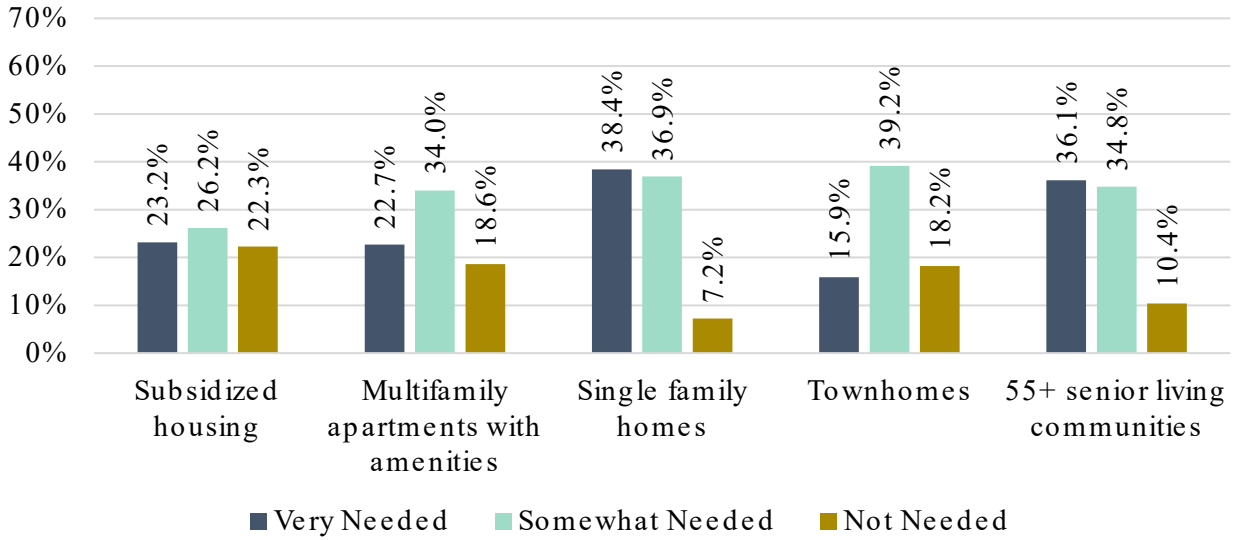




Question 11:

Total Responses: 1,246

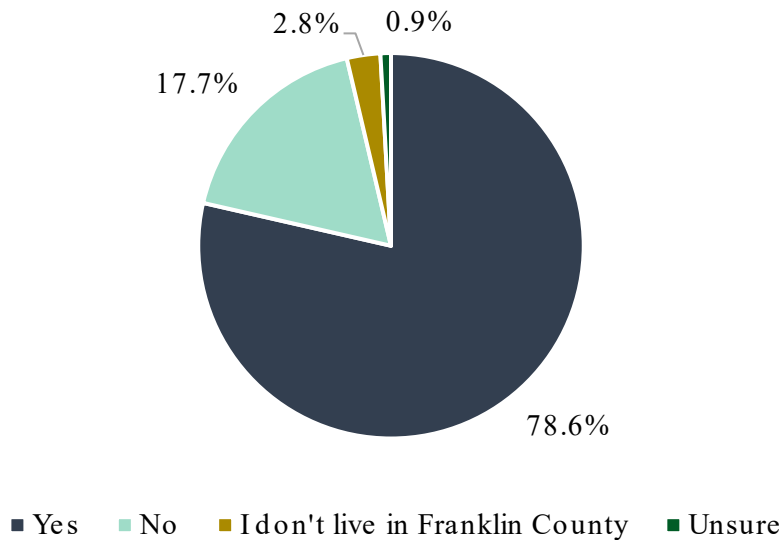
What types of housing are needed in Franklin County?



Question 12:

Total Responses: 1,246

Does your home in Franklin County have a connection to public water/sewer?

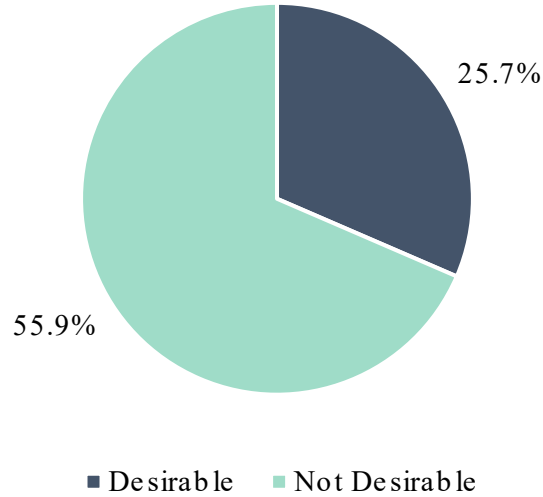




Question 13:

Total Responses: 222

Would you like public water/sewer lines extended to your property in the future?*



*Only participants without a public water/sewer connection were asked this question.

A breakdown of respondents that indicated they desired to have access to public water/sewer by municipality is below:

- Guildford Township: 12
- Antrim Township: 7
- Montgomery Township: 5
- St. Thomas Township: 5
- Greene Township: 5
- Hamilton Township: 4
- Southampton Township: 4
- Quincy Township: 4
- Letterkenny Township: 3
- Washington Township: 3

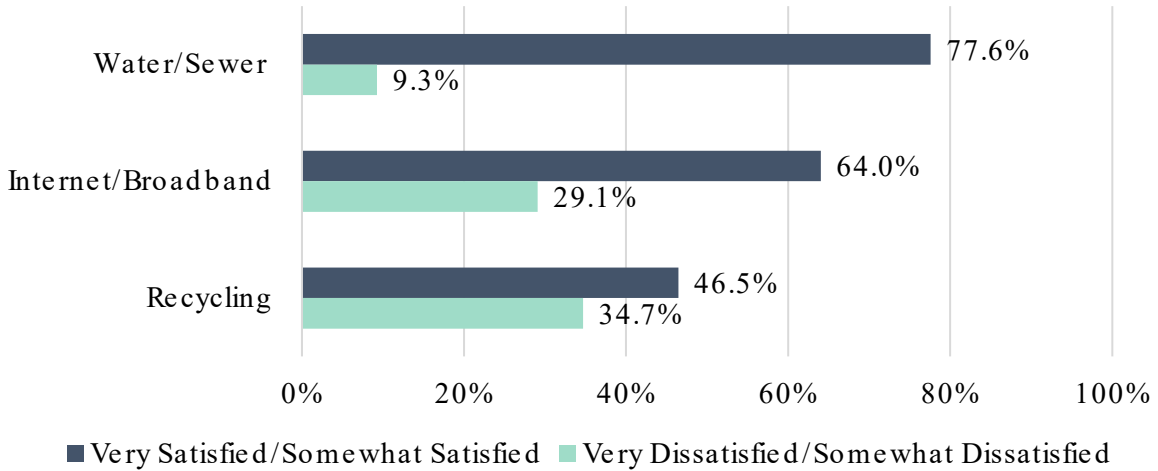




Question 14:

Total Responses: 1,231

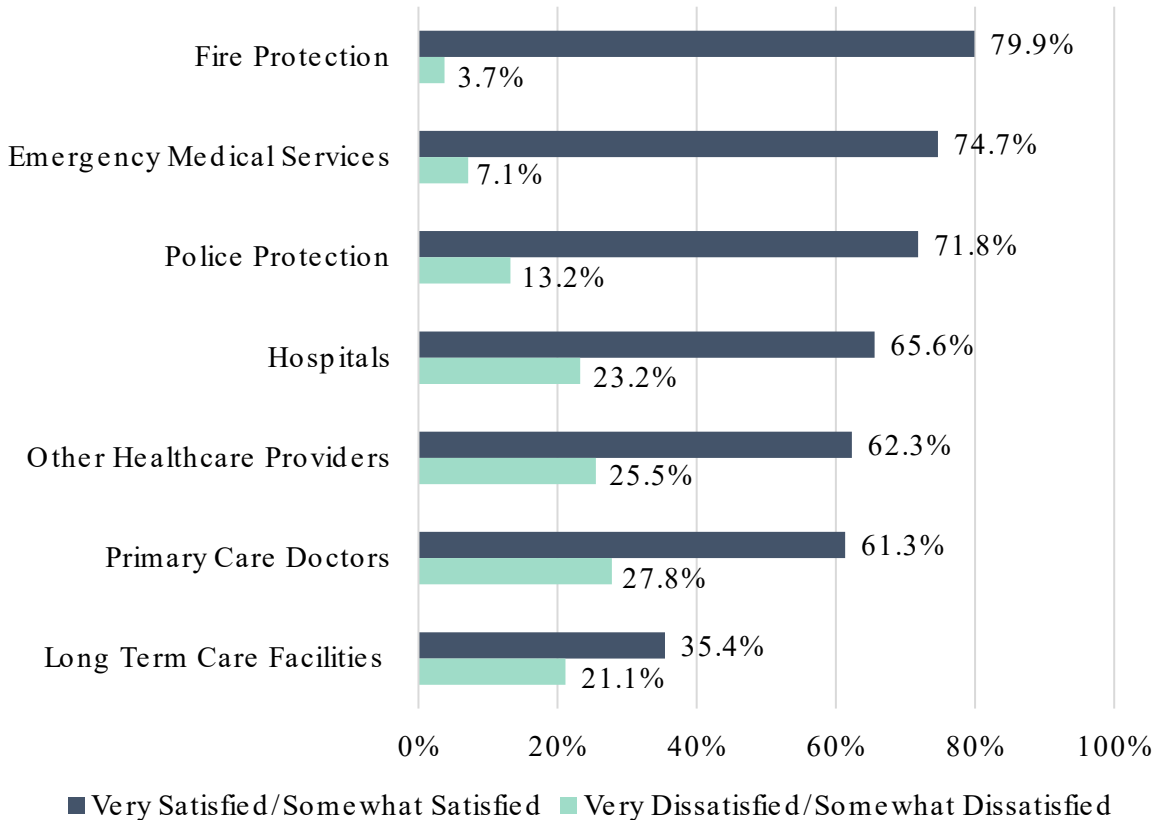
How satisfied are you with the following in Franklin County?



Question 15:

Total Responses: 1,231

How satisfied are you with access to the following public health and safety services in Franklin County?

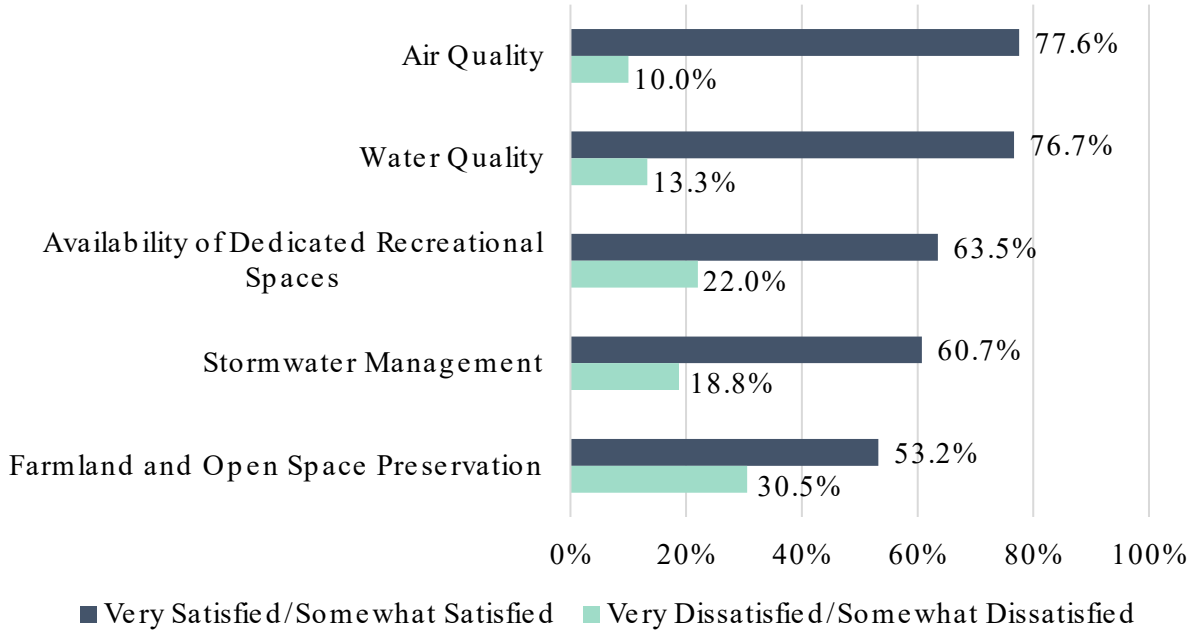




Question 16:

Total Responses: 1,225

How satisfied are you with the following conditions in the County?



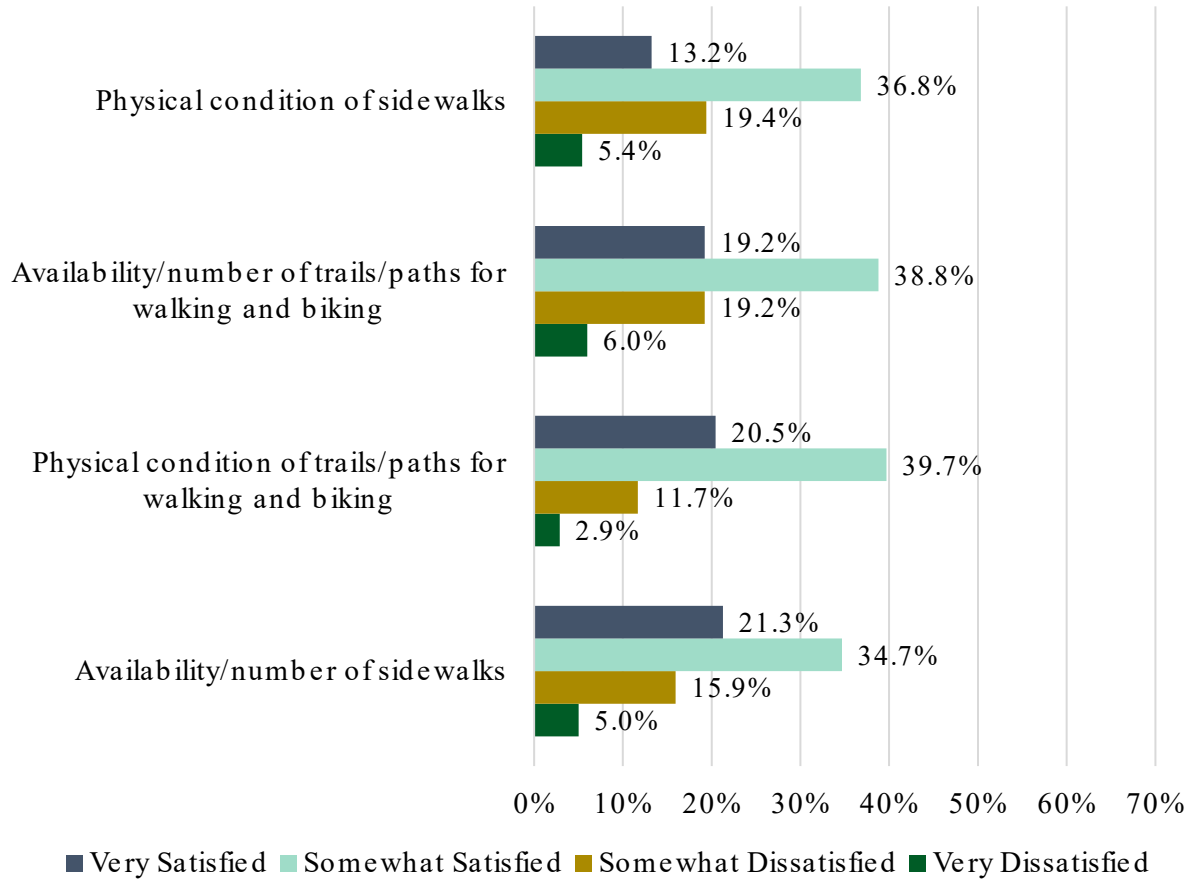
Question 17:

Total Responses: 1,217





How satisfied are you with the trails and sidewalks in the County?



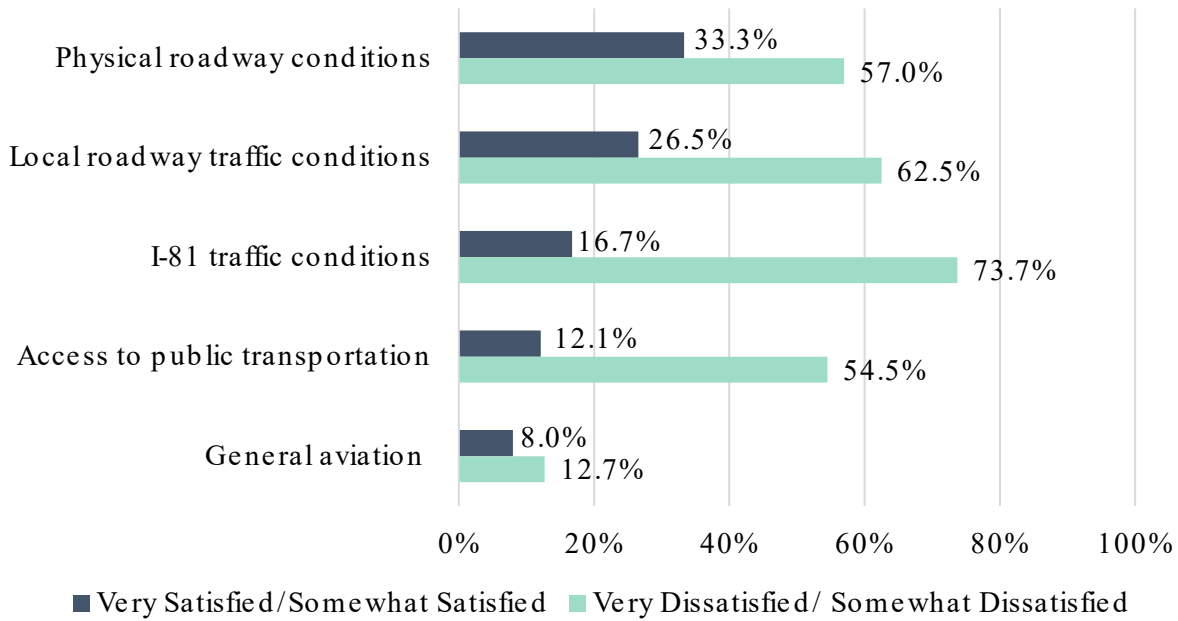
Question 18:

Total Responses: 1,213





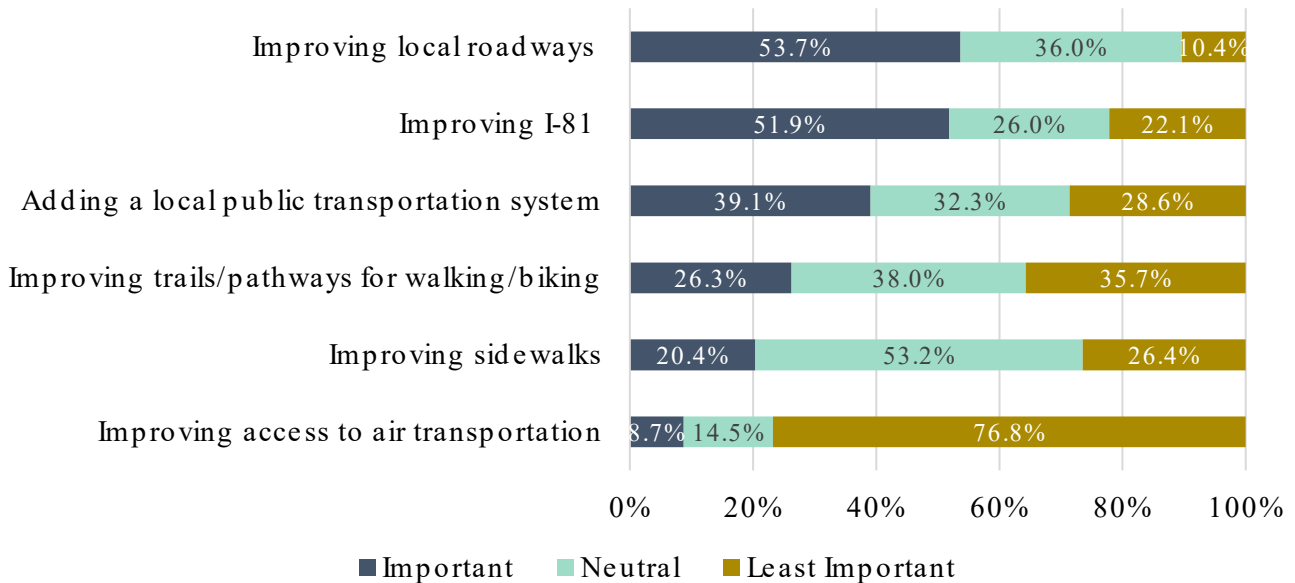
How satisfied are you with the following transportation conditions in the County?



Question 19:

Total Responses: 1,157

What types of transportation improvements would you like to see the County explore/invest in?



* Participants were asked to rank each item, 1 being the most important and 6 being the least important.





Question 20:

Total Responses: 113

Additional Comments for Question 19:

Results were gathered in a comment format and Interstate 8 and public transportation were common themes identified by respondents:

- Interstate 81 –
“Expand 81 to 3 lanes asap”

“81 is a regional/state nightmare”

“I do not drive I-81. It is too dangerous.”
- Public Transportation –
“Public transportation continues to be #1. I know supporting that financially would be tough, but it would be so helpful to so many people and improve congestion, pollution, etc. I'm excited to see how ride hopper impacts this situation. I think it will be good but we will need more solutions. The more we can do for walking and walkability the better. And we all know our roads have issues - poor intersections, illogical connections, and congestion are bad. “

“I believe a public transportation improvement is VERY much needed right now. So many people need access and do not have it.”

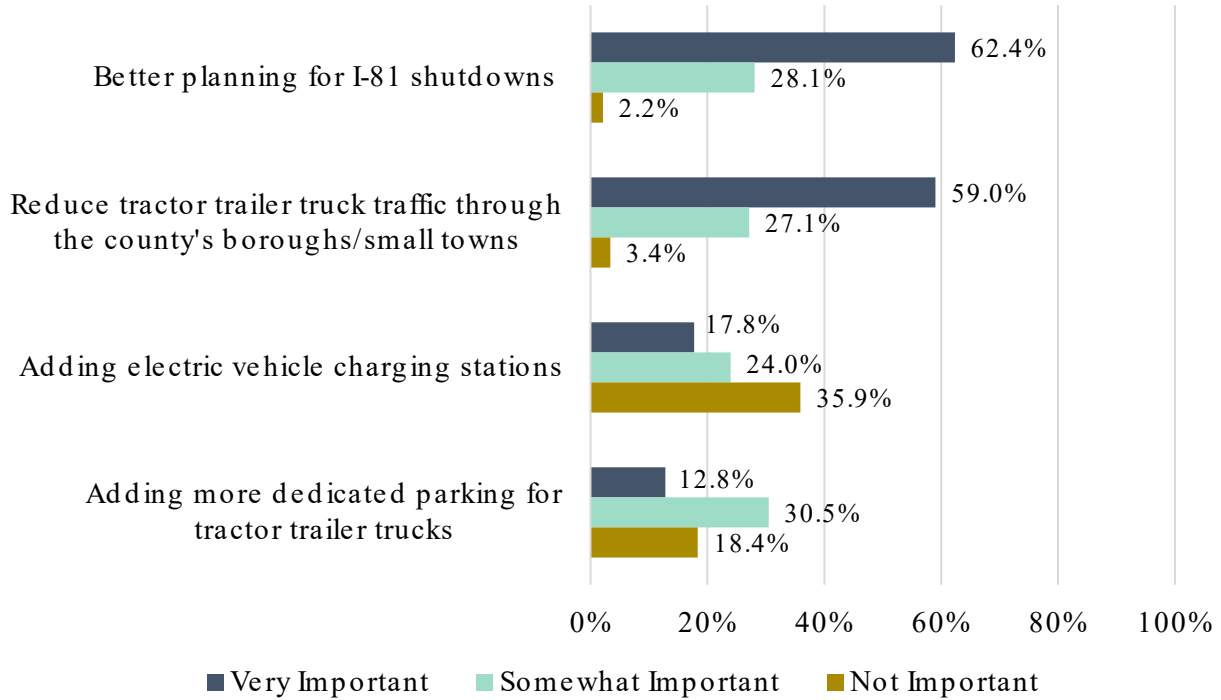
Question 21:

Total Responses: 1,157





How important are other types of transportation investments in Franklin County?



*This question was analyzed to compare the responses from borough residents and township residents. There were no notable statistical differences.

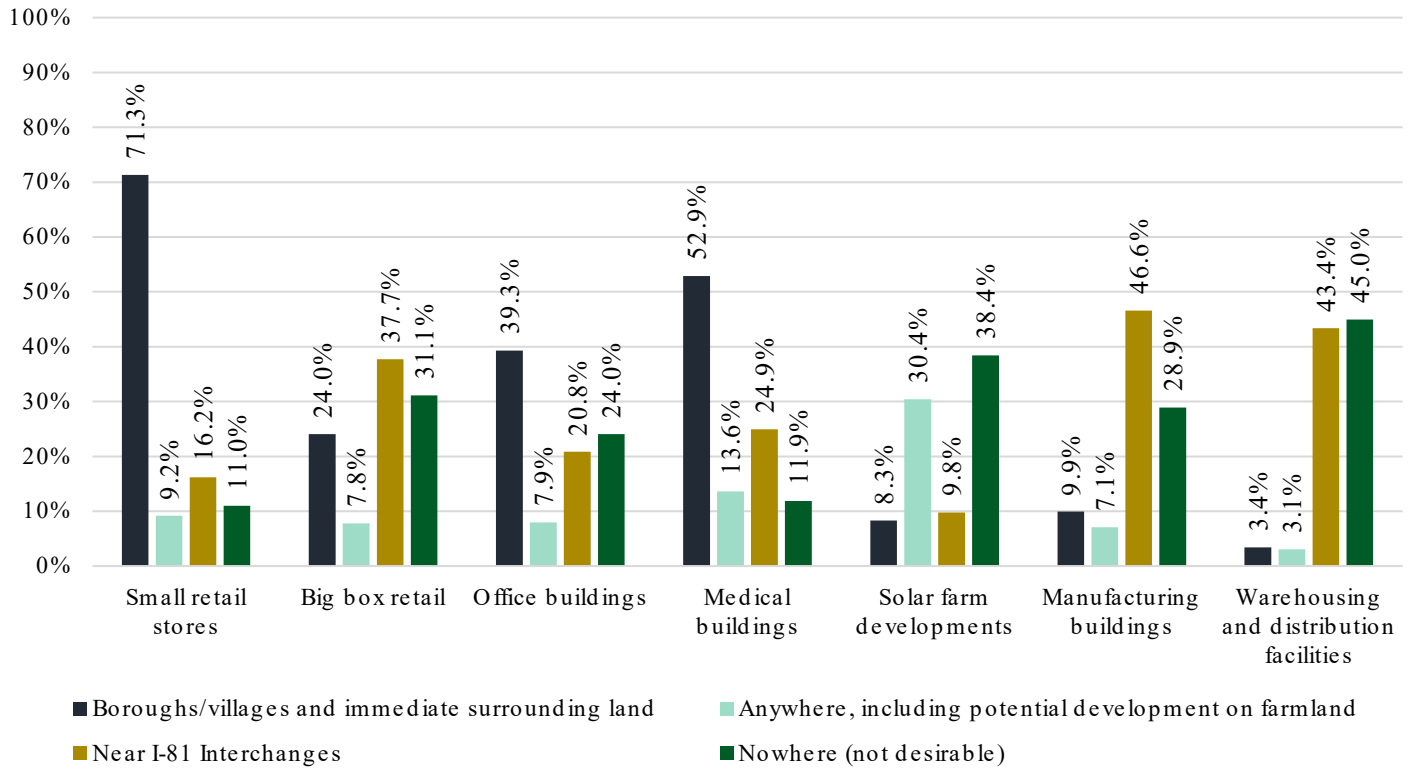




Question 22:

Total Responses: 1,148

Where would you like to see new types of businesses and buildings constructed in Franklin County?



*This question was analyzed to compare the responses from borough residents and township residents. There were no notable statistical differences.

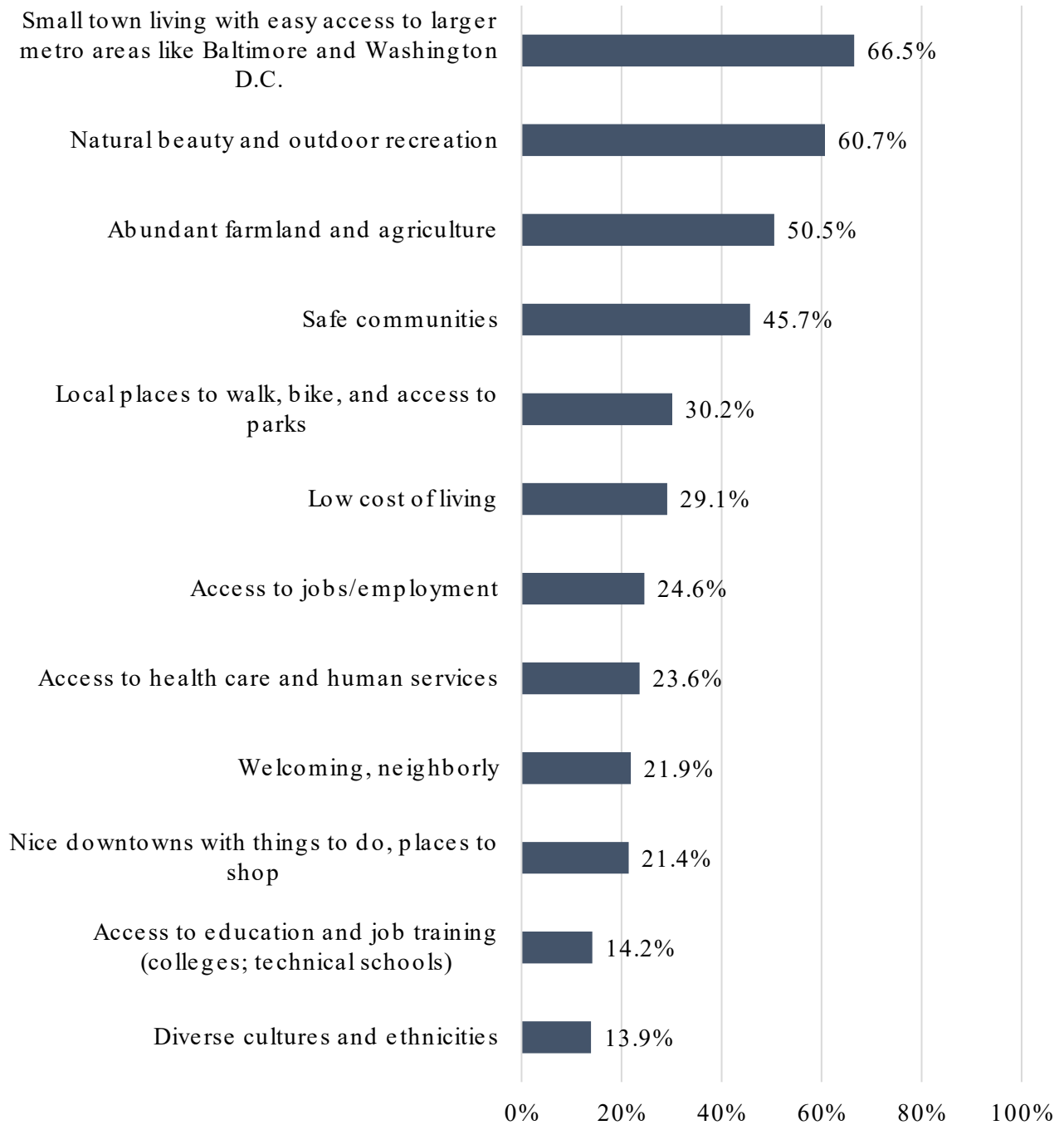




Question 23:

Total Responses: 1,144

What makes Franklin County a great place to live, work, learn, and play?



*Respondents could select up to five choices.

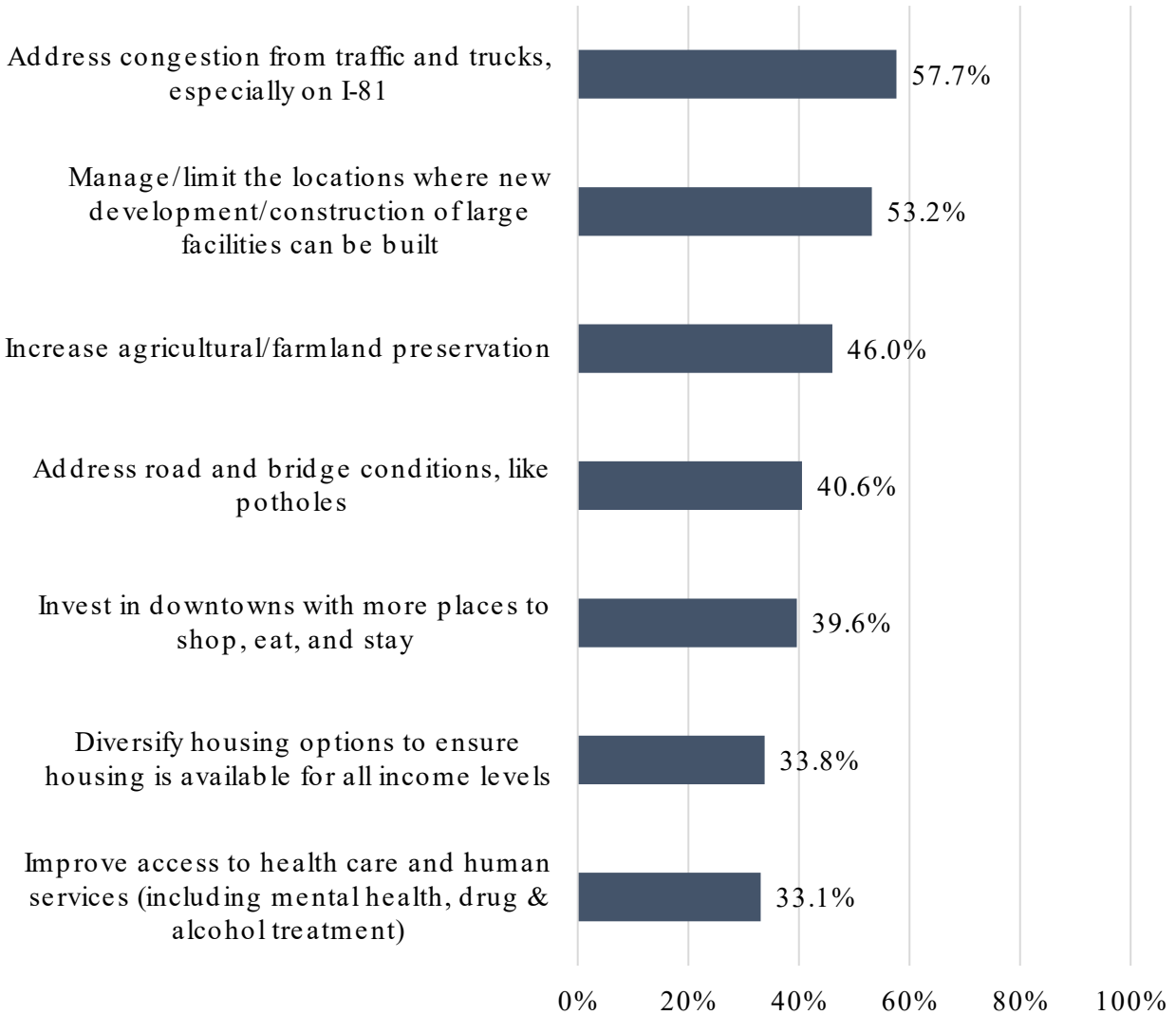




Question 24:

Total Responses: 1,136

Over the next 10 years, how should the County use its time, money, and staff resources to make Franklin County a better place to live, work, learn, and play?



Additional categories inventoried were regarding the following topics: protecting/improving the environment and reducing stormwater flooding (26%), addressing shortages in volunteer emergency services (28%), recruiting/training more residents to fill job openings (16%), improving/expanding parks and recreation throughout the County (23%), improving walking and biking through sidewalks, trails, and bike lanes (20%), increasing homeownership (14%), expanding outreach and services to new county residents including limited English-speaking households (16%), and other (5%).

*Respondents could select up to five choices.





Question 25:

Total Responses: 391

Is there anything else you'd like to share with Franklin County?

Results were gathered in a comment format and showed the following most common responses:

- Preservation of a small-town feel.
“We love outdoor recreation areas like Memorial Park and Norlo Park and would love to see some areas with longer jogging / biking paths. We also are happy to see downtown Chambersburg slowly being renovated and including more restaurants / renovated shop areas and food truck festivals / events occurring downtown. We would love to see downtown Chambersburg thrive like the downtown / Carroll Creek area in Frederick, MD. I would also personally love to see a nice yoga studio join the area as well.”
- “Expand art and culture Food trucks downtown , ice fest, fairs, wine and beer tours”
- Preservation of farmland and natural beauty.
“It’s a beautiful place to live with lots of diversity and great people. But we have to protect our farms and natural beauty. It will be gone forever if we aren’t careful.”
“I think we should be doing more to keep farm ground intact. Discourage development of it!”
- EMS shortages and issues.
“Increased investment in First Responder capabilities to include training facilities and municipal support to Volunteer departments.”
“Something MUST be done to address the EMS shortages. Volunteer companies are hurting and on the brink of closure and no one cares until it’s their loved one and there’s no one to come.”
- No more warehouses.
“All the warehouse buildings have really hurt local businesses from retaining enough help.”
“Once you allow in so many warehouses, that land is gone. Seriously thinking of moving due to the “small town” quickly going away.”
- Interstate 81 –improve congestion on 81 and on connecting routes.
“81 traffic and warehouses are the worst issues facing the county.”
“Please please address the dangerous conditions on 81 and stop the warehouses”





“Good place to live and raise a family. I 81 has become a too dangerous place and the ever increasing truck traffic is a huge negative”

