

DOVER IMPLEMENTABLE COMPREHENSIVE PLAN

November 2019 Draft



Co-Designed:
Dover Borough and Dover Township

Facilitated By:

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AN EMPLOYEE-OWNED COMPANY

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Everyone wants easy answers to their challenges. However, achieving goals almost always requires behavior change. Twelve years ago, Dover Borough and Township developed its first joint comprehensive plan. Upon auditing the 2007 Plan, the two communities realized that while the plan provided a path forward many of the implementation tasks were never completed, let alone started.

While many of the 2007 implementation tasks were rendered valid, for the current effort the two municipalities agreed the process had to be different. The traditional comprehensive plan approach would not work to move the Region forward. The leaders agreed on a community driven process that focused on identifying key themes to accomplish over the next ten years. The challenge was to take the many individuals, perspectives, and landscapes that encompass the Dover Region and distill them into a mosaic that would form the Dover Implementable Comprehensive Plan.

The Cultivation Of Ideas Chapter describes how Dover activated the community and invited them to co-design the plan through implementation. The 14-part community building process occurred over a ten-month process that procured nearly 600 thoughts on how the community should move forward. With many voices comes many choices and often times conflicting opinions on how to best serve the greater good.

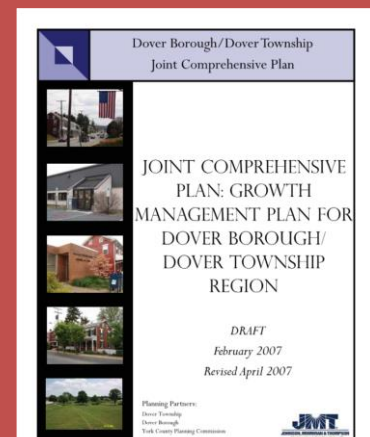
We understand that finding common ground with other people does not mean finding absolute agreement. Common ground is shareable ground whose boundaries are marked by a range of actions that all can live with. A strategy to address an overarching plan theme may not have been agreed upon by everyone as being the best approach. Nevertheless, the Region shared belief that the theme was important enough to be included; this democratic process resulted in finding **COMMON GROUND**.

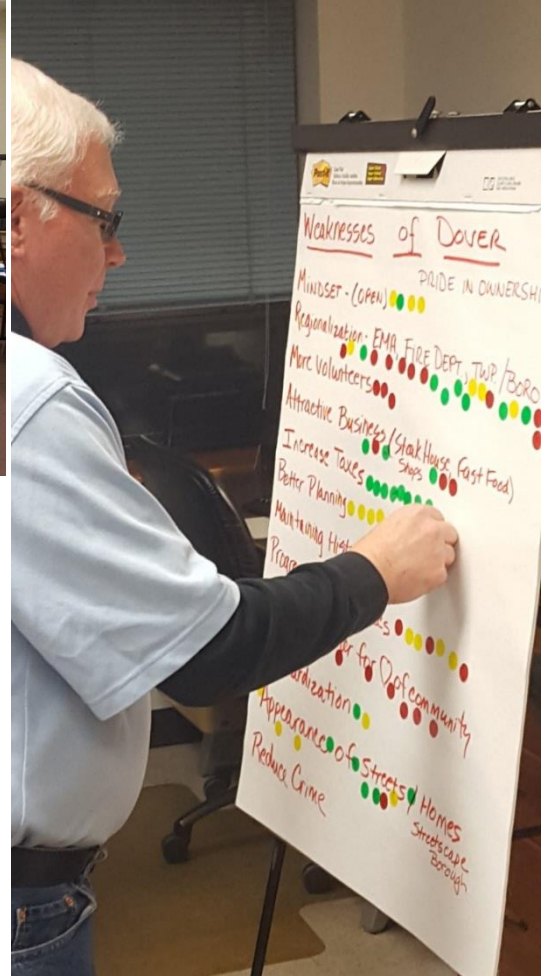
Negotiating is a rational process for resolving differences and for finding **COMMON GROUND**. As part of this Implementable Comprehensive Plan process, citizens throughout the region were actively engaged sharing their priorities and concerns with the Leadership Committee.

2007 Dover Borough/Dover Township Joint Comprehensive Plan Audit

The 2007 Plan established a growth management strategy that has been implemented through:

- Zoning Ordinance Updates for both communities
- Additional lands preserved in Agricultural Security Areas
- Roadway connections including 1. Palomino Road and Admire Road through Donwood, Brownstone and Dover Run and 2. Admire Springs and Ashley Farms
- Acquisition and planning of Eagle View park land





When negotiations are done well, they can bring people together instead of pushing them apart. Negotiations can lead to solutions that are smarter and fairer than either side may have originally proposed. COMMON GROUND is achieved and the process can even be fun.

As the Region progressed through the plan process, Dover Borough and Dover Township realized that the problems and possibilities the Region was facing may be best addressed by combining resources. They realize in order to achieve success they have to work together and enlist the school district, non-profit organizations, the business community and other partners. Standalone meetings with elected officials from both municipalities were held to review the themes, goals and strategies and to gauge interests of cooperative approaches. Through initial negotiations and discovering boundaries, the communities were able to achieve a COMMON GROUND on the following themes and visions; they are further explored in the subsequent plan chapters:

DOVER'S VISION STATEMENTS

EDUCATION- Establish a Regional Educational Collaborative that involves Dover Area School District, all local municipalities, and non-profits is formed to aid in addressing social issues and improving the school district's ranking within the County.

COMMUNITY INVOLVEMENT AND COMMUNICATION- Foster a resurgence of volunteers into the community organizations that enhances the quality of life for its residents.

ECONOMIC DEVELOPMENT- Advance a Dover Market Area that creates employment opportunities within the Region, which allow its residents to live and work in the area.

COMMUNITY PRESERVATION- Maintain the integrity of the Designated Growth Area by focusing growth within it and work to enhance agricultural, open space, and historic resources within the Region.

RECREATION- Collaborate regionally to enhance the quality of recreation organizations, programs, and facilities for the residents to enjoy.

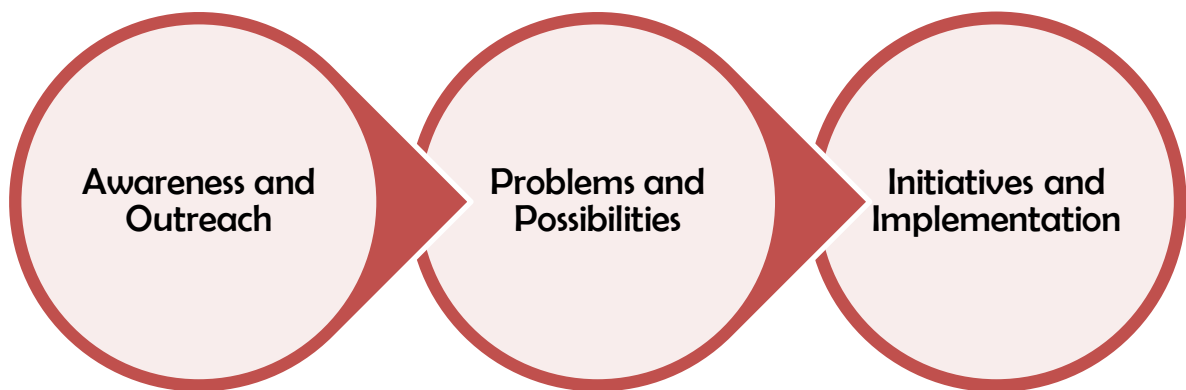
SHARED RESOURCES- Embrace the concept that Dover is "Stronger Together" and will meet regularly to discuss how they can better communicate, market, protect and improve the quality of life as a Region.

INFRASTRUCTURE- Develop a Capital Improvements Plan that effectively balances growth while maintaining a high quality of life through on-time investment in existing infrastructure.

HOUSING- Protect existing neighborhoods through effective property and maintenance codes and enforcement, provide better transition areas between neighborhoods, and properly balance housing demands with designs that enhance the community character.

Leadership Team

A Leadership Team comprised of 13 members served as an intergenerational and intercultural learning community, ultimately helping to steward Dover forward. The team engaged in a three-part process of deep listening to learn about the social, educational, economic aspects of Dover. Together they co-designed and activated an initiative that engaged the broader community and invited them to join on the journey towards plan implementation.

Emergent Three-Part Plan Development Process**Media Campaign**

The Leadership Committee also drove a media campaign that involved social media and digital communication along with on-the-street interactions. The social media campaign involved the creation of an interactive project web site: www.dovercompplan.org and announcements shared throughout the process on existing community Facebook, LinkedIn, and Twitter accounts. A video to encourage participants to attend the Community Kick-off Meeting was shared on YouTube and previously mentioned social media, and emailed out to residents. Other forms of communication methods used to engage the Dover community included: phone messages, flyers, and signs placed on existing kiosks. At the Leadership Committee Kick-off Meeting, the members set high goals to ensure the community was informed and connected to the project. These goals were recorded and routinely checked throughout the process in an effort to ensure that many voices were heard throughout the process.

The screenshot shows the website for the 2020 Joint Comprehensive Plan. The header includes a '2020 WELCOME' sign and the 'DOVER TOWNSHIP MUNICIPAL BUILDING'. The navigation menu contains: Home, Approach, Contact, Get Involved, Interactive Mapping, Media Gallery, Project Plan, and Project Progress. The 'Project Progress' page displays a search bar and a list of activities for 'Month 1-4: Awareness and Outreach':

- Web Site/Mapping/Story Map – *In Progress throughout whole process*
- Dover Township Winter Newsletter – Completed
- Business Focus Group Breakfast – November 14, 2018 by invite only
- Athletics Outreach (*Meeting Minutes*) – December 4, 2018 (6 to 8 pm) @ Senior Center
- Neighborhood Networking (*Meeting Minutes*) – December 6, 2018 (6 to 8 pm) @ Senior Center
- Non-Profit Input (*Meeting Minutes*) – January 16, 2019 6pm Senior Center
- Community Kick-off (*Meeting Minutes, Presentation Slides*) - February 13, 2019 (6 to 8 pm) @ Dover Township Community Building

A red callout box on the right side of the screenshot states: www.dovercompplan.org Over 9,156 web site visits to the project website.

Awareness and Outreach

During the Awareness Part of developing the Implementation Plan, many participants asked, “How will our ideas translate into a plan?” From the beginning, the Region’s goal was to ensure a transparent and inclusive process. For this reason, all of the public comments were documented and made available for review.

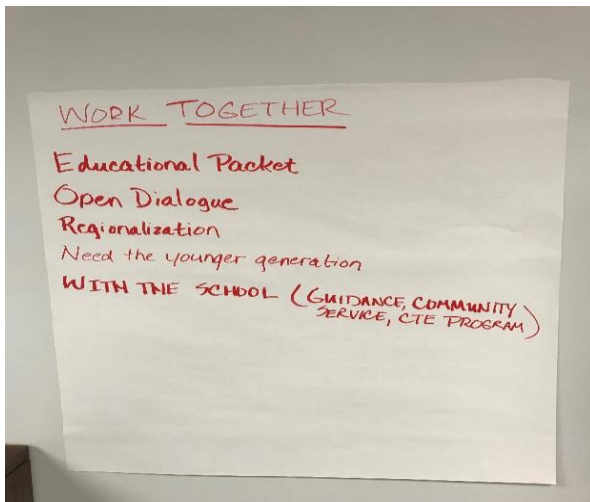
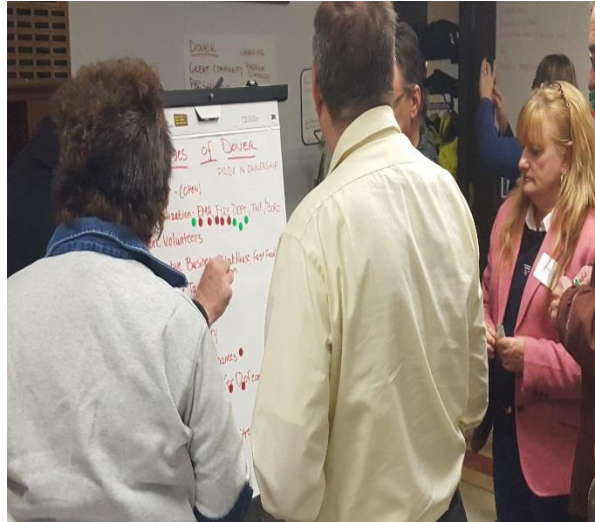
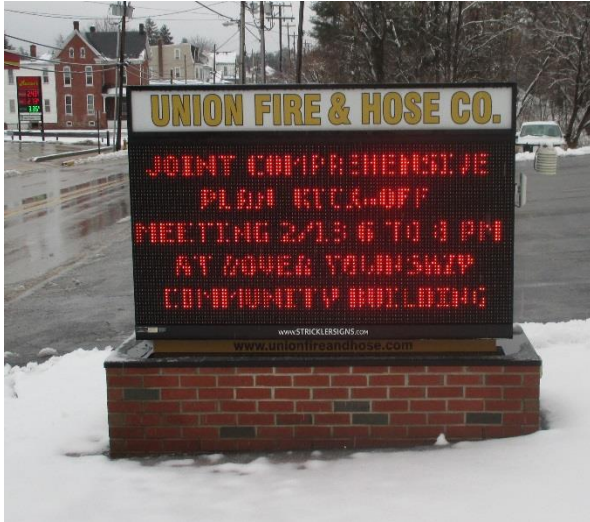
The Leadership Team worked together to identify active and relevant organizations within the Dover Region to raise awareness of the comprehensive plan project and to seek their input through a strength, weakness, opportunity, and threats exercise. The organizations provided insight on how they would describe Dover currently and in the future. Those organizations were categorized into six thematic groups: Athletics, Business, Neighborhoods, Non-Profits, Emergency Providers, and Developers. These participants provided over 200 volunteer hours through the latter parts of 2018 and early 2019 that generated approximately 158 comments to consider.

Key Person Interviews

A better understanding of the day-to-day workings of the Borough, Township and School District was achieved through setting aside 40 hours of time interviewing Borough, Township and School District leaders. These interviews provided insight as to the current state of affairs with each entity and suggestions for the future of the Dover Region’s facilities and infrastructure.

Community Kick-off

The culmination of the Awareness and Outreach Part of the plan development process was a Community Kick-off Meeting. Community leaders from both the Borough and Township provided a welcoming, followed by a brief presentation to frame the conversation for the



remainder of the evening. The 76 residents shared 433 thoughts through a series of project boards and smaller group activities.

Problems and Possibilities

During the Awareness and Outreach phase, the Leadership Team facilitators captured the conversations and ideas generated by participants. At the March 2019 work session, the leadership committee reviewed nearly 600 thoughts and summarized them into common themes. In general, a great deal of agreement occurred regarding some of the themes. The eight themes the Leadership Committee identified were:

1. Recreation
2. Economic Development
3. Shared Resources
4. Community Preservation
5. Community Involvement and Communication
6. Education
7. Infrastructure
8. Housing

Goals and Strategies

The public input from the outreach activities served as the basis for the drafting of goals and strategies by the Leadership Committee. The goals for the themes discussed “how” the themes would be addressed in the future. These goals were later refined and affirmed during Problems and Possibilities events including the spring symposium, municipal open house and an online survey and Leadership Committee meetings during the summer of 2019.

Spring Symposiums/Municipal Open House

The Region hosted two Spring Symposiums and the Township hosted a Municipal Open House in May to share the draft goals and strategies with the community. At these walkthrough events, participants reviewed the draft goals and strategies to determine whether the plan was proceeding in a direction acceptable to the community. The participants answered survey questions to assist in further refining the draft themes and strategies the Leadership Committee prepared. The content of this workshop and survey was later posted on the project web site for others that could not attend the meeting to participate throughout the summer of 2019. Based on the survey results, there was overwhelming support of the draft goals and strategies. A few suggested changes were provided and many of them have been incorporated into the plan.

Community Survey

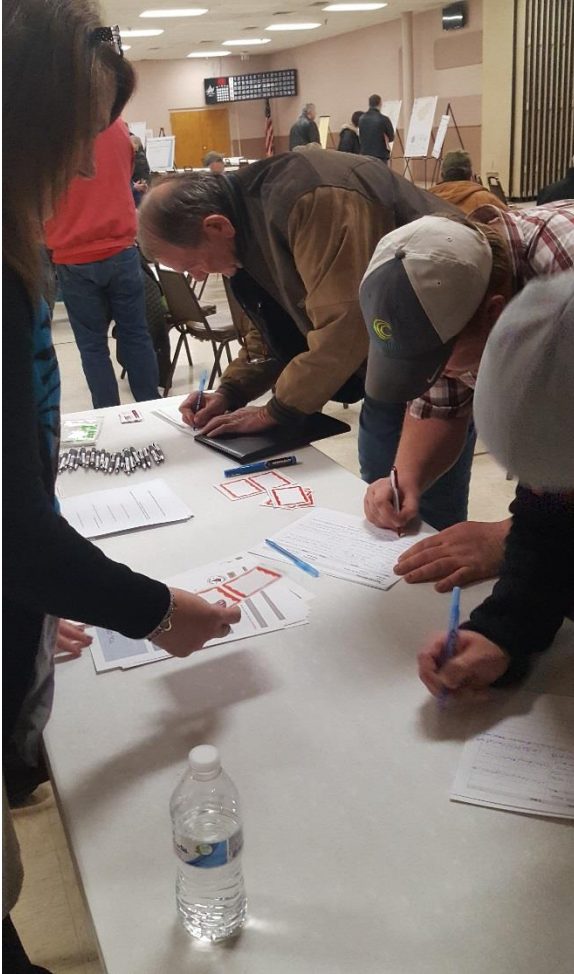
The draft goals and strategies were provided to the community through the project website. A survey was also placed online that delved deeper into the goals and strategies. The results were shared with the Leadership Team to determine whether the goals and strategies for each theme were consistent with the community’s input. A copy of the survey results are included in the appendices.

Separate or Together Workshop

Many of the proposed goals and strategies required Dover Borough and Dover Township working together or with another organization within the region. In order to gauge interest in cooperative efforts, Separate or Together Workshops were held with the elected officials. The workshops provided an opportunity to discuss the draft goals and strategies where the

Discover Dover’s Why...

Over the course of the planning process, we have asked the “What” the future community wants during the public engagement. The Leadership Team has spent the time to determine the “How” to get there. Ultimately, we need to get to the most important element: the “Why” the community should approach a particular theme. Through the Leadership Team asking “Why” it will show that the Region is behind a theme and move it forward together making implementation easier to achieve OR NOT.



communities could work together towards a common goal, and identify a process by which the goal can be accomplished. At the conclusion of each of these meetings, the elected officials participated in a survey to identify what strategies they would support working together on, and the ones they would not. If they did not support working together, they identified what roadblocks remain. Overall, the leaders of both communities supported a path forward of working together.

Leadership Enlistment

Through the summer of 2019, the Leadership Committee hosted experts on subject matter in relation to the eight themes. During these four meetings, the committee reviewed the context of a particular theme area in relation to the Region and suggested goals and strategies. The subject matter experts would share their thoughts on the plan direction and offer insight on additional consideration. During each session, the group discussed “Why” the theme needed to be addressed. By asking “Why” the Region was provided the opportunity to reinforce its support (or not) for a theme and move it forward together. The Leadership Committee discussed the most critical initiatives that needed to be

advanced in the plan, what success would look like and how to solicit stakeholders to help advance this initiative.

Fall Finale

The culmination of the ten-month community building process was the plan revealed in the fall of 2019. As part of the plan development, the Leadership Committee committed to supporting an open, transparent process that invited the community the opportunity to participate and assured that every suggestion and idea was considered. The Fall Finale provided an up-close look into the process, plan contents and a call to action where participants were asked to identify what activities they would support by their personal involvement to ensure success. This plan came from Dover’s constituents. Its successful implementation over the next decade depends on the community’s continued commitment to this process.

AS THE SCHOOL GOES SO DOES THE COMMUNITY....

Context

The Dover Area School District is in the process of constructing a new high school and upgrading the intermediate school. The combination of these two campuses provides a significant community destination along Canal Road. Dover student population continues to grow with many new or anticipated residential subdivisions within the next few years that will require the school district to contemplate redistricting their elementary school structures.

Educationally, the school district has one of York County's lowest graduation rates at 85% with around 40% seeking post-secondary education according to Public School Review. Approximately 50% of the students qualify for free or reduced lunch programming. Dover School District challenges include mental health concerns and drug use rates among the highest in York County.

Dover Area School District has a well-respected CTE program and a 20-hour volunteer service program requirement for graduation offering opportunities for career pathways planning and potential career development. However, there is no adult education or mentorship programming within the Region.

Vision

A Regional Educational Collaborative that involves Dover Area School District, all local municipalities, and non-profits is formed to aid in addressing social issues and improving the school district's ranking within the County.

Goals

1. A Regional Educational Collaborative
2. Volunteer Development
3. Career Development
4. Promotion

Goals and Objectives

1. A Regional Educational Collaborative
 - a. Establish a Regional Educational Collaborative that involves the Dover Area School District, local municipalities, and local non-profits to encourage social, community, and educational betterment for Dover residents.
 - i. Review the social, community and educational metrics with Collaborative.
 - ii. Determine which social, community and educational metrics the Collaborative wishes to address
 - iii. Consider realignment of individual non-profit goals and events to address Dover's social, community and educational concerns (i.e. churches- backpack food program, students teach technology to seniors)
 - iv. Leverage partnerships to seek financial support of programming in Dover
 - v. Set program goals and metrics to measure success or adjust course, if necessary.
 - b. Use the Collaborative to promote communication across all boundaries
 - i. Ensure that Dover Area School District support is active and strong in community events and vice versa
 - ii. Municipalities continue to share population and school growth discussions to ensure appropriate building capacity is provided.
2. Volunteer Development
 - a. Determine how non-profits and emergency services can work with the youth of the community to gain interest in volunteering and career paths like firefighting, emergency medical services, and social services.
 - b. Work with Dover Area School District to enhance the database of organizations within the Dover community that would benefit from volunteer assistance.
 - c. Partner with non-profits to expand on programs offered to students and families in need in the district. Use this opportunity to gain momentum in volunteerism.
 - d. Create an active list of projects that could be shared on a community volunteer board.



- e. Depending on project lists and volunteer opportunities, work with Dover Area School District to expand or encourage students to enroll in different volunteer service experiences.
3. Career Development
 - a. Dialogue with parents and students about alternatives to the traditional college path, with a discussion of pros and cons backed up by valid, reliable data.
 - b. Partner with local businesses to provide internship and apprenticeship programs to our students
 - c. Partner with community colleges to provide targeted evening courses for our Dover residents within our physical boundaries such as OLLI with Penn State York
 - d. Work to provide consistent shuttle or public transportation for residents to local trade schools, community colleges, colleges and universities.
 4. Promotion
 - a. Create a shared community calendar of events for Dover instead of multiple web sites and newsletters.
 - b. Continue to promote Dover as a community in which all will get a good education.
 - c. Continue to support/promote/coordinate with Dover Area School District CTE program.

- d. Encourage Business Association to collaborate with Dover Area School District for potential internship/work release initiatives.
- e. Create a regional newsletter including the school district and its participating municipalities. The newsletter can provide information about upcoming events, community calendar and recognize certain students, teachers and athletes for their achievements.
- f. Host a Dover Graduate Night at the township park with music and vendors and professionals from the area to encourage the new graduates to stay in the area to make their home or to return here after college to open their profession.
- g. Offer tax incentives or a waiver of municipal filing fees and/or small business grants for Dover graduates returning to open a business here.

WHY Education?

The region wants to change the educational attainment to a more positive direction. Success is measured in the following metrics:

- Boost Graduation Rates to over 92%
- Post-Graduate Rates increase by 15%
- Host adult education classes locally
- Reduce the number of students dependent on food programs by 25%

FROM WHAT WE HEARD ABOUT HOW PEOPLE DEFINED DOVER, THEY DO NOT QUALIFY THEIR RESPONSES BY SEPERATING THE BOROUGH AND TOWNSHIP, REGARDLESS OF WHERE THEY LIVE

Context

Historically, the Dover area was an agricultural community with small villages established along Indian trails including Davidsburg, Weigelstown, Jonertown, Mt. Royal south to north and west to east along Admire, Emig's Mill, and Ort's Mill and Rohlers. As time passed, the villages have evolved with one growing notably from Jonertown to Dover Borough incorporating in 1864. While these villages and Borough are known physical locations, none contain characteristics that would be considered a destination. Dover is rich in history but lacks an institution, major employer, story, or brand that would characterize it as iconic that would offer a marketing strategy. However, to the local residents many do not consider the region as two separate municipalities but one Dover.

Dover has nearly 30 non-profit organizations and recreation clubs that are active in the community. These community members along with the faith base community and supporting activities provide Dover's identity more so than any physical location within the region. However, many of these organizations are struggling to survive with the aging and reduced numbers of volunteers. Complicating matters is the duplication of communication across multiple platforms, redundancy in programming, and lack of understanding of each organization's mission and goals or their relevance to current community concerns which could affect each organization's long-term sustainability.

Vision

Foster a resurgence of volunteers into the community organizations that enhances the quality of life for its residents.

Goals

1. Establish a Dover Brand
2. Implement a Media Campaign

Goals and Objectives

1. Establish a Dover Brand
 - a. Consider adopting the Brand for the Region (sidebar) that encapsulates ideas set forth within this plan or create a new distinctive brand for the Region.
 - b. Reach out to community businesses for support of the brand through beautification initiatives/projects.
 - c. Develop Dover's story. The community lacks a story to tell and a powerful way to express it..... i.e. Common Ground..., Gateway to Gifford Pinchot Park..., or Dover Grown... Culinary and Agritourism
 - i. Dover needs to find an authentic narrative that people will like, conveying a strong sense of purpose and value.
 - ii. Tap into a movement that is both localized but also nationwide to build a network of people / organizations who are looking to help Dover and one another.
 - iii. Build a brand beyond just a destination; provide experiences and products that people can purchase.
 - iv. Review and renew to keep making it better.
 - v. Upon launch, the Region needs to continue to seek feedback and determine what has been vital to success.

Dover Brand Inspiration...

The community building process associated with the plan development revealed the two communities are willing to reach Common Ground on many thematic topics for the betterment of the community. Additionally, many residents do not see the communities as separate entities but rather one Dover. This along with the idea of Dover being a "Gateway to Gifford Pinchot State Park" as a potential economic development strategy provided the inspiration of the below brand.



Or



2. Implement a Media Campaign

- a. Develop a marketing campaign with a web site that promotes the Community as the Dover Region through multiple existing and proposed communication methods that highlight the following:
 - i. Community assets
 - ii. Community calendar of events
 - iii. Job Postings
 - iv. Volunteer Opportunities
 - v. Showcase featured commercial properties
 - vi. Increased awareness of recognition within Dover area of individuals and/or groups that have participated and/or have provided notable value back to the Dover community
- b. Design, create and install new “Welcome, to Dover” signs that promote community pride and community events.
- c. Continue distributing Township/Borough Newsletter
- d. Establish a social media presence – separate from Recreation. Build a “Residents of Dover, PA” group to allow neighbors to communicate about events with a shared calendar.
- e. Self-Energized leaders of both municipalities, whether elected, appointed or simply ordinary citizens who want to seek a better community, should form a working group and meet to discuss issues of concern to the residents of the total Dover.
- f. Increase efforts to recruit in more e-mail addresses for electronic messaging of municipal affairs
- g. Increase the frequency of use of the electronic sign boards to communicate along SR 74
- h. Partner with and improve the personal presence in Dover of our elected State and County officials for the purpose of communication with residents through town halls
- i. Create Dover shirts and other branded items to raise community awareness and pride.

WHY Community Involvement and Communication?

With increasing personal demands on an individual's time and other resources, volunteerism has significantly decreased. This in turn has placed a strain on the non-profit clubs and organizations that have defined Dover as a community. Efforts are needed to increase awareness of the community, and communicate its potential opportunities to maintain and increase residents' quality of life. Success is measured in the following metrics:

- Create and market Dover's Brand
- Establish a media campaign
- Seek agreement on where organizations can remove redundancy complement each other
- Reinvigorate the volunteer organizations by coordinating with each other and offer an annual community fair event with the school district to educate about the organizations goals and objectives.
- Increase volunteer levels by 10% across all organizations by connecting Dover Area School District students volunteer hours with activities within each organization
- Enhance community organizations through educating them on regional concerns and volunteer gaps to address concerns of hunger, drug use, and mental health.

A DIVERSE ECONOMY WILL ALLOW A COMMUNITY TO PROSPER...

Context

Since the 2007 Plan, Dover's economic development prospects have been minimal and the region can be largely characterized as a "bedroom community" with 97% of the population commuting outside the region for employment. With the daytime population being significantly less than the evening populations extra consideration needs to be given to what businesses are suggested and allowed for within the municipal ordinances.

Within the designated growth boundary, the community offers ample sewer and water infrastructure capacity; however, depending on the type of industry desired the wastewater treatment plants would need to consider additional testing measures beyond what is currently practiced. Since the previous 2007 plan, additional roadway connections were made. Careful consideration of any major economic proposal should be made to not put additional strain on the network. The proposed Exit 26 Canal Road off of Interstate 83 has went through planning and design stages and is now at the State and Federal level for consideration. Upon approval of the interchange and subsequent supporting road upgrades, drive times would be greatly reduced and position Dover for increased development opportunities.

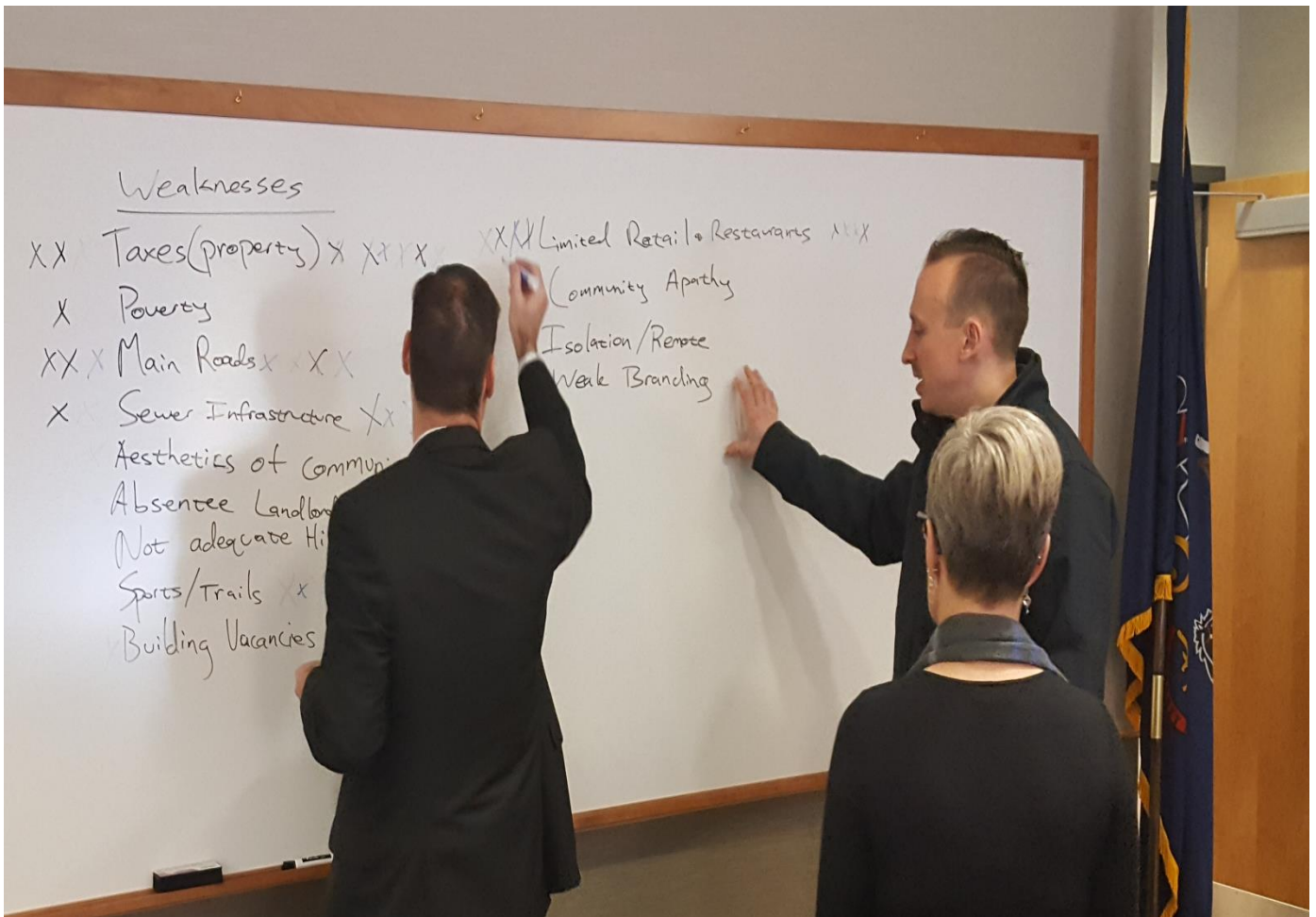
Dover has recently initiated a Business Association and has conducted initial planning meetings and networking events. As mentioned within the Education Chapter, workforce development is, will continue to be, a significant need for the Dover area. This could be a productive area for the Business Association to focus on. Dover is projected to grow on average an additional 270 persons per year that will require additional workforce development training.

Vision

Advance a Dover Market Area that creates employment opportunities within the Region, which allow its residents to live and work in the area.

Goals

1. Grow a Strong Business Association
2. Create a Thriving Workforce Development Program
3. Enhance Dover's Identity and Experience



Goals and Objectives

1. **Grow a Strong Business Association**
 - a. **Build community support and capacity for local economic interests through maintaining and enhancing the Business Association.**
 - i. **Work with York County Economic Alliance (YCEA) to support small business growth by securing and facilitating local access to technical services.**
 - ii. **Continue outreach breakfast meetings with community leaders to facilitate local business networking.**
 - iii. **Have YCEA representatives present their site selection process and discuss what makes a community attractive to site selectors and other investors.**
 - iv. **Annually review the sites on the site selection process to determine ways to activate them off the list.**

- v. Focus business retention and recruitment efforts by:
 - 1. Tracking lease expirations and available space
 - 2. Using the real estate site selection listings
 - 3. Maintaining strong relationships with brokers
 - vi. Partner with the local municipalities to promote catalytic projects that will bolster economic development within the Region.
2. Create a Thriving Workforce Development Program
- a. Coordinate with York County Economic Alliance to determine how their Pathways to Prosperity workforce development program could enhance Dover's CTE program and initiatives.
 - b. Foster an environment that supports academic pursuits by supporting the recommendations set forth in the Education chapter that include:
 - i. Foster creative exchanges between Dover Area School District and the business sector.
 - ii. Enhance adult skill development opportunities both in and outside the Region and provide transportation when necessary via Rabbit Transit or Dover Area School District.
 - iii. Coordinate with Dover Area School District to offer a "Career Fair" style event. Goal would be to introduce students to meetings with potential employers, communicating qualifications, building a resume, etc. Emphasis could be placed on non-college bound students; highlighting the available trade jobs in the Borough/Township may help to ensure future residency.

- c. Explore training, collaboration with employers, and new innovative programs that increase job opportunities to Dover residents.
3. Enhance Dover's Identity and Experience
- a. Develop Business Corridor Plan for both the Borough and the Township along Route 74 to determine key areas for improvements including parking, sidewalks, lighting and beautification similar to the conceptual plan provided.
 - i. Pursue grant funding for façade improvements.
 - ii. Consider Gateway Community Concept as discussed in the text box.
 - b. Implement joint zoning or zoning that complements each municipality to assist both communities in economic development as detailed in the Shared Resources Chapter.
 - i. Focus non-residential growth within the specific plan area
 - ii. Focus daytime employment opportunities into the specific plan area.
 - iii. Grow residential densities/consumer resources within and adjacent to the specific plan area.
 - c. Have the zoning officer position within both communities provide superior customer service through a single point of contact for regulatory reviews.
 - d. Facilitate improvements and events that bring new customers to Dover.
 - i. Recruit and create new events that attract a diversity of people to the region.

Gateway Community...

When you travel Route 74 north from York City, you experience suburban style development up to Dover Borough. As you exit Dover Borough to the north, you are greeted to wide-open country, farmland, and hills that provide a stark contrast. Dover could be the "gateway" to Northern York County and outdoor recreation for not only people within the City and south but also weekend travelers. The area offers year-round outdoor recreation locations in Giffort Pinchot State Park, Ski Round Top, Conewago Creek, and other State Game lands. Dover can build off of these natural assets similar to communities in the PA Wilds have in branding as a Gateway Community.

- ii. Help promote existing restaurants to a broader market by hosting regional events.
- e. Build community support for revitalization efforts in the Borough/Township through promotion/education.
 - i. Add signs/stickers to abandoned properties to promote a potential business in that location. (i.e. – “Open a Coffee Shop Here”) – Probably most suitable for Borough.

WHY Economic Development?

Creating a diverse and healthy local economy creates opportunities for reinvestment back into the Region. Success is measured in the following metrics:

- Add a net of 10 new businesses or add 25 new jobs that provide a base salary of \$80,000.00 annually
- Increase the amount of goods and services produced within Dover.
- Increase average annual income for Dover residents by 10%.
- Reduce the number of commuters within Dover by 10%.
- Create a workforce development program

WE CANNOT PROTECT WHAT WE DO NOT KNOW....

Context

The 2007 Plan set forth a growth management strategy to focus development within a designated growth area and provide protections to the lands outside of that area. The zoning ordinance contains effective sliding scale agricultural preservation provisions. This planning approach has been extremely effective in only allowing just over 33 acres of land developed outside the growth area. Dover has 19 parcels of land accounting for just over 1,800 acres of permanently preserved agricultural lands. The rural areas of the Township provides a Conservation By Design model; applicants can consider this model but to date, few have used it. The Township should consider whether this ordinance provision is necessary or needs to offer incentives for applicants to consider this approach.

Dover Historic Society has led all documentation and interpretation of the region's history. The region's historical assets are not concentrated in one neighborhood or village but rather scattered across the landscape. The Township ordinance provides some provisions for the village of Mt. Royal and the Borough's ordinance discusses some design considerations within the mixed-use district but no significant protections are in place. Neither community has any type of demolition ordinance in place to protect historical assets. With much of the Borough and portions of the Township having aged structures and parcels considering regeneration as a different use, the region should consider infill and adaptive reuse provisions to aid in these efforts.

Vision

Maintain the integrity of the Designated Growth Area by focusing growth within it and work to enhance agricultural, open space, and historic resources within the Region.

Goals

1. Enhance the Agricultural Heritage
2. Enhance the Historical Heritage

Goals and Objectives

1. Enhance the Agricultural Heritage
 - a. Continue to preserve farmland through preservation programs and effective agricultural zoning.
 - b. Maintain the growth boundaries' integrity by not expanding them unless necessary for health and safety concerns.
 - c. Develop methods for the farming community to expand business opportunities within the Region.
 - d. Increase access to foods and add more fresh food stands
 - e. Have one of the local non-profits work with Dover Area School District to provide healthy local foods to supplement their weekend backpack program.
 - f. Work to identify and provide interpretive signs of permanently preserved farms within Dover.

2. Enhance the Historical Heritage
 - a. Work with the Historical Society to capture, record, preserve and communicate our history.
 - b. Review current ordinances about how best to preserve these historical assets without compromising growth.
 - c. Update both zoning ordinances to provide flexibility to promote adaptive reuse of existing structures.
 - d. Increase access and visibility of historic resources through interpretive signs, historic markers, and museum collection displays in public areas within the region.
 - e. Encourage the revitalization and reuse of older historical assets through municipal and Dover Area Historical Society interaction.
 - f. Explore partnerships with the Dover Area Historical Society to promote the local heritage with the potential to host a Dover Heritage Day



WHY Community Preservation?

The region believes it is vitally important to identify and promote its agricultural and historic identity. Success is measured in the following metrics:

- Develop a digital record of all known historic locations to better understand and protect its history.
- Prepare an interpretive signage program that highlights both agricultural and historic features within the community.
- Provide public access to historical items in museum locations throughout the region.
- Maintain the growth area boundaries unless needed for health and safety reasons.
- Increase the amount of permanently preserved land by 5%

THE TRUE PURPOSE OF RECREATION IS NOT MERELY TO AMUSE, NOT MERELY TO AFFORD PLEASURE, NOT MERELY TO KILL TIME, BUT TO INCREASE FITNESS, ENHANCE OUR USEFULNESS, AND SPUR ACHIEVEMENT

Context

More so than any point in history, parents are spending a significant amount of their time with children's activities. With so much time tied to youth sports the region offers little to no adult recreation outlets. Approximately 1,000 Dover youth participate in recreation sports clubs programs and the YMCA. This level of participation has placed considerable demand on the region's park system with many of the parks serving regional needs and requiring increased maintenance. The Borough does not own any recreational land and the Township falls short of large community parkland even after the investment of acquiring land for Eagle View Park and receiving additional land through the land dedication process associated with the Terra Vista subdivision. Field and court availability are further reduced in the short term do to restrictions associated with Dover Area School District campus construction projects and the fact that Eagle View Park fields are not yet constructed.

Dover Township has a recreation director to assist with programming and facility maintenance. The Township has a dedicated web site and Facebook page for recreational communication. Recreation programming is limited given the lack of support staff and the size of the community. While the Borough does not have a recreation director it offers some seasonal programming (i.e. tree lighting, Easter egg hunt) which occasionally competes with Township events. With Dover projected to grow on average 270 persons per year, specifically in the youth and senior population groups, further attention should be paid to recreational opportunities within the region.

Vision

Collaborate regionally to enhance the quality and availability of recreation organizations, programs, and facilities for the residents to enjoy.

Goals

1. Establish Dover Region Sports Committee
2. Develop Understanding of Facilities and Program Capabilities
3. Assess Feasibility of an Indoor Recreation Facility



Goals and Objectives

1. **Establish Dover Region Sports Committee**
 - a. Determine the best structure for this committee to move forward.
 - b. Develop goals and objectives in partnership with organization representatives.
 - c. Determine if other organizations or municipality would benefit from the regional sports committee and ask them to join.
 - d. Consider developing a sports groups sanctioning policy that would strive to support existing organizations and discourage spin-off organizations in existing sports. This would help to reduce competition for limited facilities.
 - e. Consolidate programming and events to remove duplication and provide diverse opportunities to benefit the citizens of Dover Area.
 - f. Hold the Sports Committee meetings at an appointed time so it becomes routine. Consider holding the meetings twice annually to coincide with warm weather and cold weather seasons.
 - g. Work to prepare a master field and facility schedule to optimize sports scheduling utilizing the Township scheduling software. Consider developing a residency requirement to provide priority facility placement.
 - h. Involve sports groups in maintenance management planning and implementation. Involve the Public Works Department in these

meetings so they can hear firsthand the sports issues and requirements.

- i. Research, document and share how other municipalities have found sponsors, funding for specific recreational facilities, and programming.
 - j. Create a single web site with an automated reservation system for township and school recreational facilities and all related communication, volunteer info and happenings within the Dover sports community
 - k. Establish and coordinate adult league opportunities (i.e. 35+ baseball, kickball, volleyball, basketball, etc.)
2. Develop Understanding of Facilities and Program Capabilities
- a. Conduct a complete audit of the park and recreational programs and facilities in the region and determine need for indoor facility.
 - b. Explore grant opportunities through DCNR to develop a joint comprehensive parks, recreation, and open space plan.
 - c. Establish a scope of work that includes:
 - i. What current agreements if any are in place between Township, Borough, Dover Area School District, YMCA, Churches or other property with sports facilities
 - ii. Audit all facilities within the region from an ownership, insurance, maintenance and safety standpoint, types of assets, needs and usage. Determine what facilities have



lights or the ability to add lighting to extend activity levels without compromising neighborhood integrity.

- iii. Review all recreational programming within the Region to understand level of programming, population served, accessibility, costs to participate, costs to maintain, risks to maintain, and demand.
 - iv. Assess current regulations in relation to parks, recreation, and open space to determine if they are aligned with current and future needs.
3. Assess Feasibility of an Indoor Recreation Facility
- a. Include as part of the Parks, Recreation and Open Space Plan a market study for a multi-sport indoor facility.
 - b. Survey athletic organizations to assess utilization, fees, size, and market to determine their vision for a facility, ranging from “base requirements” to a “dream facility”
 - c. Determine if other non-profit organizations can assist in providing quality indoor space or possibly partner with the development of the facility. Non-profits previously shared their lack of indoor meeting and space concerns associated with their organizations.

WHY Recreation?

The region wants to provide a better recreation experience for its residents by providing the appropriate recreation program offerings, sports clubs that coordinate together and up-to-date facilities. Success is measured in the following metrics:

- Removal of duplication of fundraising, promotion, registration and scheduling efforts with local club sports.
- Construction of Eagle View Park and Terra Vista Park
- Offering adult recreation sport leagues for basketball, baseball, softball, swimming, and soccer.
- Updating and better maintenance of recreation facilities
- Inventory and creation of a capital improvements plan for all park facilities and assets
- Development of two community events that are organized to serve the region not just one municipality.

ALONE WE CAN DO SO LITTLE; TOGETHER WE CAN DO SO MUCH

Context

The boundary between Dover Borough and Dover Township is not a physical wall. Most activities affecting our citizens socially, economically, educationally, and many more cross municipal boundaries multiple times a day and the municipalities are affected by activities that cross boundaries. As a result, Dover Borough and Dover Township are interdependent; what one does affects the other and vice versa.

Between increasing cost to deliver basic services, loss of volunteerism in the local fire company and other local organizations, recreation sports clubs bursting at their seams, duplication of communication that can cause confusion, lack of qualified personnel, and challenges in procuring financial assistance the two municipalities have compelling reasons to explore inter-municipal cooperation.

The communities have a history of working together including coordinating snow removal, mutual aid agreements for fire services, and regional police services. This new planning effort explored the possibilities of advancing further cooperation efforts by proposing to consider Dover as one united community. Just the way the citizens perceive it. As this region is projected to grow, so do our needs for new and expanded services. Through the passage of time, our citizens have come to expect more from their municipal governments. State and Federal governments continue to require more sophistication, services and reporting. Cooperation and sharing of resources within the Dover region can reduce the burden currently shouldered by the Borough, the Township, and the School District, which will benefit our region's leaders and residents.

Vision

Dover is "Stronger Together" and will meet regularly to discuss how they can better communicate, market, protect and improve the quality of life as a Region.

Goal

1. Remove Duplication and Form Mutually Beneficial Partnerships

Goals and Objectives

1. Remove Duplication and Form Mutually Beneficial Partnerships
 - a. Create a regional collaborative including Dover Borough, Dover Township, and Dover Area School District to meet quarterly to look for ways that the three entities can work together through the

services that are offered and joint communication effort as outlined in the Education Chapter.

- i. Create an annual Community Service Fair to be held at the Senior High School where students are made aware of potential service hour ideas where clubs and organizations can showcase their offerings.
 - ii. Create a “Dover Community Calendar” that would display all activities and events within the community in one location.
- b. Athletic groups could agree on ways to work together to coordinate field and facility space, promote their programs, fundraise and fund improvements that are mutually beneficial as outlined in the Recreation Chapter.
- c. Fire Services, Emergency Management and Ambulance should look for ways to fund raise, develop and hire staff, educate the public and share other common goal initiatives.
- i. Begin to meet quarterly to discuss how to regionalize services.
 - ii. Create joint programming opportunities that include: Safetytown, First Aid and CPR training, and Stop the bleed training.
 - iii. Coordinate a regional junior firefighter and ambulance service program
 - iv. Create a joint training program between the departments
- d. Implement joint-zoning or zoning that compliments each municipality to assist both communities in balancing urban and rural needs in appropriate locations and provide consistency across municipal borders.
- i. Provide consistent dimensional requirements and use criteria across municipal boundaries
 - ii. Add historic overlay & main street overlay in the Borough’s village district.
 - iii. Utilize historical society to review permits/plans to ensure historic preservation measures are met.
 - iv. Create infill development and adaptive reuse requirements for built parcels.

Pennsylvania Constitution, Section 5 of Article IX

“A municipality by act of its governing body may... cooperate or agree in the exercise of any function, power or responsibility with... one or more other governmental units.....”

- v. Align wellhead protection requirements to be consistent across boundaries.
- vi. Consider how to regulate new uses the current ordinances have not covered such as small homes, solar, agri-business and medicinal marijuana facilities.
- e. Consolidate some public works operations – plowing, street sweeping, etc.
 - i. Look for opportunities to post joint bidding for roadwork to save time and resources.

The number 1 item Emergency Providers identified as a Dover need was Regionalization based on priority, willingness to spend their own money, and willingness to volunteer their time to achieve.

Emergency Providers Roundtable, January 21, 2019

WHY Shared Resources?

Dover can be “Stronger Together” to save resources and use them effectively to maintain or enhance public safety and quality of life. Success is measured in the following metrics:

- Occurrence of quarterly meetings with both communities: public works departments, fire companies and emergency providers, recreation clubs, non-profits and school district to discuss upcoming goals and determine if they would be better to accomplish regionally.
- Establishment of intergovernmental cooperation agreements where necessary to aid in understanding and affirming trust.
- Create one regional community calendar
- Regular round table meetings of multiple organizations to solve community needs.
- Approval of Joint or Complimentary Zoning Ordinance that provides consistency for economic development to occur for the region.
- Calculation of the amount of money to be saved by bidding projects together.

- Issuance of awards to municipal personnel who provide suggestions for beneficial regional efforts.

INVEST IN INFRASTRUCTURE THAT WILL INSPIRE PRIDE

Context

The growth management strategy established within the 2007 plan provided the guidance for the service area extent and projected flow and volume demand for the public sewer and water systems. A review of both systems indicate that both comply with the growth management strategy and ample capacity exists within the wastewater treatment facilities. However, the two sewer authorities are under consent orders from the Department of Environmental Protection associated with inflow and infiltration concerns due to age of the conveyance system. From a water perspective, the Region has several well locations and continues to seek new locations with York Water Company supplying additional capacity to the Region.

The regional transportation system has expanded with additional local roadways and roadway connections between Palomino and Admire Roads through Donwood, Brownstone and Dover Run neighborhoods and the connection of Admire Springs and Ashley Farms. The local roadway system is predominantly curvilinear, which places more stress on the State owned arterial and collector roadways. While the area is in the process of replacing one Township bridge and one County bridge, sixty-six percent of the bridges are in poor condition and have weight restrictions. One Rabbit Transit Route (Route 9) services the community that predominately runs north and south through the region. The pedestrian sidewalk and trail infrastructure contains large gaps in the network outside the Borough as most subdivisions and destinations have pedestrian accommodations within the subdivisions but lack connecting collector improvements.

The region has not updated long-range infrastructure planning documents and does not have a capital improvements plan in place. Approximately a third of the municipal budgets were allocated for infrastructure expense over the past five years. With aging infrastructure and population projected to increase over the next decade the communities are “steering in the dark” and will continue to experience significant infrastructure challenges over the next decade.

Vision

Develop a Capital Improvements Plan that effectively balances growth while maintaining a high quality of life through on-time investment in existing infrastructure.

Goals

1. Create Capital Improvements Plan
2. Tie Economic Development to Infrastructure Planning
3. Provide High Quality Service
4. Maintain Consistency



Goals and Objectives

1. Create Capital Improvements Plan
 - a. Digitally inventory all the wastewater, water, bridge, roadway, curb, sidewalk, storm water and all known public infrastructure assets.
 - b. Develop a life cycle replacement cost for all public infrastructure assets.
 - c. Rate and rank all infrastructure based on priority to the region.
 - d. Determine what projects should be bundled both from a multiple infrastructure replacement or a regional perspective to allow for better customer experiences and reduce financial obligations.
 - e. Determine annual and 5-year Capital Improvement lists with anticipated budget expenditures.
 - f. Create a financing plan that pursues programs and grants to support the projected infrastructure investments.

2. Tie Economic Development to Infrastructure Planning
 - a. Provide public services and capital facilities, concurrently with, or prior to, development. The “Concurrency Concept” requires that services and facilities required to serve the development be in place at the time of development (sidewalks installed instead of 6 month waiver) and have sufficient capacity to serve the development without decreasing the level of service below the minimum adopted standards.
 - b. Ensure that the needed public infrastructure is available when growth associated with the future land use plan occurs.

3. Provide High Quality Service
 - a. Establish a preferred level of service for each infrastructure type.
 - b. Establish new processes to increase coordination across municipal boundaries to reduce financial responsibilities to the customers.
 - c. Establish a process of reviewing and adopting a capital improvements plan annually in conjunction with the budget preparation.
 - d. Develop project readiness plans for each project located within the 5-year plan to ease financial support efforts.
 - e. Look for methods to reduce long-term maintenance burden on the Region by requiring green infrastructure and other low maintenance infrastructure.

4. Maintain Consistency
 - a. Develop an Official Map and Ordinance for any proposed public infrastructure improvements that require additional land.
 - b. Update any necessary infrastructure specific planning documents such as the Act 537 Sewage Facilities Plan.

WHY Infrastructure?

One of the primary functions for a municipality is to provide an acceptable level of service for all infrastructure to ensure the health and welfare of its residents. Success is measured in the following metrics:

- A fully developed capital improvements plan that is updated annually
- Preferred level of services established for all infrastructure types.
- Minimal to zero reactive or emergency infrastructure replacement
- Identified infrastructure facility locations are secured prior to development

- Infrastructure planning documents are updated and current



QUALITY HOUSING FOR ALL IS KEY FOR A STRONG AND SECURE DOVER

Single-family homes still represent the majority of the housing stock within the region with a median sale price of \$162,800 in 2018 according to Realtors Association of York & Adams County (RAYAC). RAYAC data reflects that approximately a third of the homes sold in 2018 were multi-family units and were on the market for an average of 18 days. While the region provides a range of housing types, the housing developments that have been constructed since the previous plan are all one housing type and lack connectivity to areas outside the subdivisions. The lack of housing variety within a subdivision does not allow residents to age within a desired community and leaves the region susceptible to housing trends that favor one dwelling type over another. With the Region projected to add an additional 1,076 housing units over the next decade, the communities should consider further refinement to its zoning ordinance to accommodate more housing types within a subdivision and connectivity provisions. Further, it is projected that the community's population growth will lie predominately in the senior populations thus reinforcing the need for housing type variety and connectivity to allow them to age in place and not leave the region.

Eighty percent of Dover's housing stock over the next ten years will be 50 years or older which will lead to increased maintenance needs and residents moving to newer housing accommodations. An indication of increased maintenance associated with older structures are property and maintenance concerns that was expressed as part of the planning process. Ordinances should be revised to protect the communities' interest for property maintenance along with flexibility for redevelopment and infill opportunities within the zoning ordinance. The existing ordinances do not have design criteria to suggest specific forms and materials that could increase the appearance of the neighborhoods, which has left many neighborhoods with redundant housing patterns that have complicated emergency response and decreased value. Dover has a fair amount of homeowner associations and rental units with property owners that live outside the community. Education and support from these two groups will be critical to maintaining existing housing stock and supporting infrastructure.

Vision

Protect existing neighborhoods through effective property and maintenance codes and enforcement, provide better transition areas between neighborhoods, and properly balance housing demands with designs that enhance the community character.

Goals

1. Improved Maintenance and Enforcement
2. Prudent Growth and Development

Goals and Objectives

1. **Improved Maintenance and Enforcement**
 - a. Adopt and enforce strict property maintenance codes and develop guidelines for a rental inspection program.
 - b. Develop a plan to assist HOA's with their responsibilities to keep them operating affectively through sponsored events.
 - c. Develop a plan to strategically acquire dilapidated, flood prone and abandoned properties or refer them to the County Land Bank/ Blighted Property Committee.
 - d. Encourage the upgrade or replacement of existing housing stock through the waiver of permit and/or demolition fees for rehabbing and/or remodeling these structures provided the plans meet ordinance requirements.
2. **Prudent Growth and Development**
 - a. Inventory and evaluate the community resources to determine the ease of someone could "age in place" including transportation, health care services, and age directed activities. Investigate age-restricted communities and its application to our community.
 - b. Collect and share regional data from Census Bureau, RAYAC, and lenders. Data should be annually evaluated to determine trends that could assist in forecasting future housing needs to compare against existing housing stock.
 - c. Direct residential development using existing approved lots first under current residential zoning. Consider options related to waiver of fees and charges by developing a separate fee structure for existing lots versus newly approved lots.
 - d. Develop design standards that provide neighborhoods that are more distinctive.
 - e. Consider mixed use and Traditional Neighborhood Development District zoning in changes to the zoning and subdivision ordinances.
 - f. Preserve Agriculture and Residential 1 zoned areas north of Canal Road, plan for more Residential 3 zone growth south of Canal and Bull Roads to South Salem Church Road.

WHY Housing?

Safe and secure housing is essential to a community; a variety of housing types and prices assures choices for preference and affordability. Good housing contributes to the preservation of community character and the quality of life for its members. Success is measured in the following metrics:

- Remove another 10 homes from within flood prone areas along Pine Road in the Township.
- Removal of blighted properties from the Region
- Strict enforcement of all ordinances with regard to property maintenance and measured through the reduction of violations.
- Homeowners Associations are viable and are actively maintaining their infrastructure
- Zoning ordinances are updated to support design standards and housing type flexibility within subdivisions
- Subdivision standards to require connectivity and are improved and six-month note provisions eliminated.
- Require existing month note properties to install sidewalks as part of the comprehensive plan approval.

MOTIVATION IS EXCITING BUT THE PRACTICALITY OF ACCOMPLISHING A GOAL IS WAY MORE SATISFYING....

Context

Dover Region has taken the necessary actions- identify, align, plan, involve leaders, and communicate- to get the most out of their comprehensive plan. While budget concerns are usually at the top of everyone's mind regarding plan implementation, many of the identified objectives require more time than money. To equip Dover for success a change management structure has been outlined within this chapter.

Change Management

Structure

Proper planning and alignment go a long way to ensuring success. By involving the community leaders from the beginning of the plan development, the communities ensure they have a sponsor for their plans. Within a short ten-month period, the Leadership Committee has established trust between the two municipalities along with many organizations within the region. Selected members from the Leadership Committee will form a dedicated team to steer change management efforts for the region. The Change Management team will be routinely to drive implementation within the region and discuss what efforts are currently underway along with what resources are necessary over the next quarter to achieve planned goals. Plan implementation will not rely solely on the Change Management team as several ad-hoc committees will serve for specific initiatives.

Roadblocks Avoided:

Another challenge to effective change management is siloing. To avoid the negative consequences of community siloing all stakeholders from all interested areas should be invited to participate initially and throughout implementation. Communication with all functions and levels is critical. A perfect example for communication with all functions and levels for this plan will be the development of a regional recreational association. On the surface, partners will be Parks and Recreation Director, sports club leadership, facility owners, and the school district. Digging deeper into the topic, the coaches, parents and athletes need to have an equal opportunity to participate in the association creation and follow-up goals and objectives.

Communication

Once the leaders are involved, the next step is to communicate efforts up and down the organization. Change management requires proactive communication about the upcoming change. Successful communities behave differently with providing active communication that provide details of how the community is progressing towards its plan goals and identifies multiple methods of sharing the results. By doing so, communities gain further support associated with plan implementation.

Assessment and Measurement

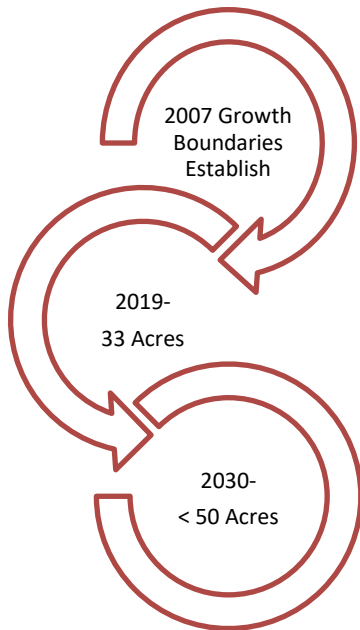
Identifying and tracking metrics are also an area where successful communities do more to share with their citizens. Through the comprehensive plan development process, the Region spent a considerable amount of time to identify where to focus its energy, why it was important, and how the change

should occur. To this end, residents and officials will want to keep track of progress and compliance with the plan. By assessing and measuring progress, the Region will be able to calibrate when necessary efforts to improve implementation and celebrate success.

Infographics are effective tools to effectively bring data to life. The best infographics transform complex information into graphics that are both easy to grasp and visually appealing. Dashboards to assess and measure each goal and objective has been created along with overall rollup plan dashboard. This series of performance infographics has been title Dover’s Dashboards and can be shared annually with constituents to highlight plan progress.

Infographic Examples

Limit Development Outside Growth Boundaries



Historical Resource Protection

RECORD (2021)	<p>Identify all historical resources within the Region</p> <ul style="list-style-type: none"> ● Interview the Greater Dover Historical Society to determine known resources. ● Create a digital database template to capture resource location and information ● Work with Dover Area High School Volunteers to input information into database
PRESERVE (2022)	<p>Determine how to best preserve historical assets for future generations.</p> <ul style="list-style-type: none"> ● Determine current level of protection ● Consider updating demolition or zoning ordinances to protect resource ● Provide incentives within ordinance to maintain character of resource ● Identify museum location for curation
COMMUNICATE (2023)	<p>Increase Access and Visibility of Resources</p> <ul style="list-style-type: none"> ● Develop interpretive program to highlight resources for digital and print media ● Create historical markers ● Develop programming around local history ● Encourage a Dover Heritage Day

Strategy Roadmap

A strategic roadmap is a time-based plan that defines where a municipality is, where it wants to go, and how to get it there. It is a visual representation that organizes and presents important information related to future plans. Strategic roadmaps are a common approach to planning. They are an effective communication tool for managers, and link comprehensive plan goals with specific objectives and initiatives. Roadmapping acts as a focusing device that marshals efforts toward achieving important goals. Roadmapping is a collaborative process where you breakdown your overall goal into smaller steps with the group that is charged with implementing a particular goal or objective. Once a roadmap is created a gap analysis should be conducted to determine what capabilities are needed and what are available. Finally, a portfolio of actions based on the gap analysis is recommended. Roadmaps are not static tools, and several iterations during the process may be needed to see full benefits. The Capital Improvements Plan Draft Roadmap located in Appendix E is an example of a strategic roadmap for implementation of a plan goal and objective.

Budget Alignment

A disconnect between the budget and the comprehensive plan can result in lackluster implementation, which can spell doom for plan success. It is only when the budget is formulated to include the comprehensive plan the Region will know their impact to each other, and most effectively allocate spending and investments.

The Leadership Team that developed this Plan and the municipal leaders that lead create the budget is separate. However, when it comes to achieving the plan goals, both need to understand that working in tandem is crucial to the successful implementation of the plan goals and objectives.

Budgeting should be treated as a mechanism to earmark resources that help achieve strategic results. Gone should be the days when budgeting is regarded as just a mandatory activity of strategy-creation. This plan articulates community goals and objectives to drive the Region's success.

Municipal budgets are set on a period of 12 months. However, many recommendations within this Plan will take more time to establish momentum to effect change or will require significant resources that cannot be allocated within one budget year. In such cases, the annual budget can prove to be ineffective. To avoid regret of not having thought long-term, the Change Management team will need to identify and advocate for themes, goals and objectives that require long term vision.

Roadblocks Avoided:

As part of this comprehensive plan process the elected officials for each municipality participated in a work session to discuss and solicit input on the draft themes, goals and objectives. Many of the draft recommendations involved the two communities working together to solve a problem. Individual surveys were provided to each elected official to solicit buy-in of each regional recommendation. By initiating the leadership action planning beforehand, the Region's municipalities were less likely to have no support for the plan themes, goals and objectives.

Implementation Templates

To continue the momentum achieved through the development of this plan, one page implementation templates were created to help guide the Change Management and ad-hoc implementation teams. The templates provides the overall theme and goal on one page and discusses the resources and assessment plan within a strategy section that can be utilized at meeting to guide discussions. The template also can be included as part of grant application to prove the Region has a plan in place and is ready to embrace implementation. Implementation templates are located within Appendix F of the plan.

Avoiding Roadblocks

No matter how successful community change management efforts are, challenges still exist, and every level of government faces roadblocks to change. From siloing to lack of leadership buy-in, many things can go wrong with change management; however, successful communities encounter fewer roadblocks, partly because they take the steps to prevent challenges before they happen.

Successful change is one of the biggest problems communities face. In our fast-changing world, the strategic imperative to change that was identified through this process and became clear: without doing things differently as a Region we are unlikely to succeed. The key competencies outlined in this chapter will guide the region's leadership but consistent, disciplined efforts will be required for plan success.

COLLATERAL APPENDIX A: FUTURE LAND USE PLAN

The future land use plan for the Dover Implementable Comprehensive Plan affirms the 2007 Designated Growth Boundaries. At this point in time, the growth areas continue to provide ample opportunity for the growth that is projected as part of this plan process. The suggested expansion areas identified during the 2007 Plan process remain valid and when needed should be released and incorporated into the designated growth areas.

The remainder of the future land use plan incorporates the same classification descriptions that were developed as part of the 2007 plan which form the basis of the community development objectives for future zoning ordinance revisions. Minor changes to the future land use map were made to reflect changes that were associated with zoning district changes. A copy of the future land use map is located within the exhibit section of this plan.

Future Land Use Classification Descriptions

Rural Village: A settlement or cluster of residential and mixed use densities of one unit to the acre or more exists or are permitted and commercial, industrial or institutional uses exist. Rural villages are located outside of the Growth Boundary and are not intended to be served by public water and public sewer unless necessary to address a health and safety issue.

Low Density Residential: Single family detached dwellings with a density of 0.66 units per acre or 1.5 acre lots or greater outside the growth boundaries. Single family detached dwellings with a density of two units per acre or ½ acre lots inside the growth boundary.

Medium Density Residential: Includes single family detached, condominiums, two family residential, townhouses, and three-family residential with a density of 0.66 to 5.0 units per acre or 0.20 and 1.5 acre lots.

High Density/Residential: Apartments and houses converted to apartments with four or more families, mobile home parks with a density of five units per acre or 0.20 acre lots.

Business/Commercial: A wide array of office, business and professional commercial uses including business park development consisting of buildings with multiple tenants including professional offices, high-tech light manufacturing and knowledge-based operations.

Commercial: A wide array of commercial uses predominantly retail and service in nature.

Mixed Commercial/Residential: Mixed use developments including commercial and medium density residential uses.

Industrial/Business Park: Warehousing, light manufacturing, mining and quarrying, business parks and businesses supporting agricultural economy, including industrial and business park development consisting of light manufacturing, contractors offices and other similar manufacturing operations.

Institutional/Governmental: Churches, graveyards, cemeteries, post offices, police, fire, government centers, schools, school auxiliary (gymnasiums, pools), museums and indoor swimming pools.

Parks/Open Space/Recreation: Lands This classification includes public, semi-public and private or commercial facilities. Common areas, recreational parks, greenways, trails, paths, recreational camps/camp grounds, playgrounds, playing fields and open space. For purposes of implementation, provision for these uses will be included throughout the region in various zoning districts.

Conservation: Forest and other wooded land unmanaged, developed with low density residential land uses, environmentally sensitive lands, excluding woodland managed principally for agricultural purposes. For purposes of implementation, very low density single family detached dwellings at a density of 0.33 to 0.20 units per acre or 3 – 5 acre lots.

Agriculture: Fields, tree farms, orchards, timber, dairy farms, horse farms, hog farms, cattle farms, poultry farms, parcels with agriculture.

Institutional/Government: Churches, graveyards, cemeteries, post offices, police, fire, government centers, schools, school auxiliary (gymnasiums, pools), museums and indoor swimming pools.

Ordinance Recommendations

As a follow-up to the adoption of the Dover Township Implementable Comprehensive Plan, the region should implement joint zoning or zoning that compliments each municipality to assist both communities to balance urban and rural needs in appropriate locations and provide consistency across municipal borders. Below summarizes the ordinance recommendations that were documented as part of the plan development process:

1. Update Definitions with new use and terminology
2. Update zoning map and district boundaries based on the future land use map
3. Update district purpose and intent statements
4. Provide consistent dimensional requirements and use criteria across municipal boundaries
5. Review and update districts for new uses
6. Districts:
 - a. Evaluate the Conservation By Design provisions to determine whether incentives are necessary for applicants to consider approach
 - b. Remove village standards in Mt. Royal Village and revisit Crossroads Village Overlay District
 - c. Review residential densities and building heights
 - d. Develop provisions to require housing type flexibility within subdivisions
 - e. Develop design standards that provide neighborhoods that are more distinctive.
 - f. Create infill development and adaptive reuse requirements for built parcels
 - g. Focus non-residential growth within the specific plan area
 - h. Focus daytime employment opportunity uses within mixed use districts
 - i. Incorporate Traditional Neighborhood Development District
 - j. Review Business Office Park and Industrial Districts as it may relate to potential uses associated with proposed Exit 26 of Interstate 83

7. Analyze and update Supplemental Regulations and Specific Standards Sections
8. Update parking requirements to offer incentives within the Borough
9. Consider demolition provisions to protect historical resources
10. Align wellhead protection requirements to be consistent across boundaries
11. Update sign ordinance based on dimensional criteria
12. Evaluate floodplain zone

Consistency and Interrelationship Statements

PENDING

COLLATERAL APPENDIX B: MUNICIPALITIES PLANNING CODE REQUIREMENTS

Municipalities Planning Code Requirements	Reference Page	Supporting Comments
Statement of community development objectives		Land Use Appendix
Plan for land use		Land Use Appendix
Plan to meet housing needs		Housing Chapter
Plan for movement of people and goods		Infrastructure Chapter
Plan for community facilities and utilities		Infrastructure Chapter
Plan for protection of natural and historic resources		Community Preservation Chapter
Plan for reliable supply of water		Infrastructure Chapter
Statement of interrelationships among various plan elements		Land Use Appendix
Short and long-range implementation strategies		Theme Chapters, Implementation Chapter, and Collateral Appendices
Statement that existing/proposed development is consistent with or can be buffered against that of contiguous municipalities		Land Use Appendix
State that existing/proposed development is consistent with the county comprehensive plan		Land Use Appendix

COLLATERAL APPENDIX C: MEETING NOTES

Dover Borough/Dover Township

Joint Comprehensive Plan

Athletics Outreach Meeting

December 4, 2018

Representatives of Dover Youth Basketball, Baseball, Football, Lacrosse and Soccer were present at the Senior Center from 6-8 PM to meet with the Dover Borough/Township consultant, Tim Staub of HRG. Attendees included: Teri Marlowe, Doug Shoemaker, Todd Irwin, James Ehrlinger, Chris Hake, Ryan Thomas, Jeremiah Arevalo, Brian Davis, and Travis Hoover. Also, present were Laurel A. Oswalt, Township Manager and Chalet Harris, Recreation Director.

Welcomes and Introductions were provided by Laurel Oswalt, Township Manager. Ms. Oswalt informed that group that this was a joint plan between the Borough and Township for the next 10 years of growth and to establish priorities for the communities. Ms. Oswalt stated that their organizations are excited about the process and hearing what other organizations and groups, as well as the community as whole would like to see. Several breakout sessions are being held with Athletics, Non-Profits, Emergency Services, Businesses and HOA's, before public meetings are held.

Tim Staub discussed what a Comprehensive Plan is and how it has changed over the years. Municipalities conduct Comprehensive Plans approximately every ten years. In the past these documents have been large and filled with facts and demographics. They were often used to determine growth areas and changes in Zoning regulations. Today's versions are being labeled as Implementable. The goal of these plans is to focus on projects, partnerships, funding, etc. so that true progress is made in seeing the vision developed into tangible projects.

Those present were asked to provide Issues that could be developed into Opportunities. These were ranked by the group once developed. The list and ranking are as follows:

! -Most crucial

\$ -Financial Aid

👤 -Volunteer Time

1. **Indoor Facility (existing school not ideal).** All groups either need indoor facilities for their sport or could use an indoor facility for the off season. !!! \$\$ 👤
2. **School District Scheduling/Cost/Gate Keeper.** All the groups appear to have issues gaining access to using the facilities and felt that the person in charge of the facilities was resistant to their use. !!!! 👤
3. **Stable Field Location.** !!! 👤 👤
4. **Field Space/Teams need to share.** !!! \$ 👤 👤
5. **Lighted Fields would open-up the scheduling.** ! \$\$\$ \$ \$ \$ 👤
6. **Too Many kids/Not enough space/the Community still growing.**

7. **Outdoor Basketball.** \$ 🧑
8. **Scheduling/Many Teams/Don't want to turn kids away.**
9. **Parking at facilities.**
10. **High grass/outsourced mowing/line painting grass.** \$ 🧑
11. **Storage on-site.** \$\$\$ 🧑 🧑 🧑
12. **Restroom Facilities.** \$
13. **Vandalism.** 🧑

The next part of the discussion focused on Opportunities for the organizations to work together to address some of the previously developed Issues. Suggestions and their rankings were as follows:

! -Most crucial

🧑 -Volunteer Time

1. Youth organizations working with H.S. Teams.
2. Planning/Communicating (Ex. scheduling, sharing space, buying lights) !!
3. Kids having ownership in the space through volunteering time. 🧑
4. Outlet for Kids. 🧑 🧑
5. Fundraising together.
6. PTO/Sports Night at schools/Township. !!! 🧑 🧑
7. Communicating for Program Awareness. ! 🧑 🧑 🧑
8. Cross Promotion. !!
9. Tournaments-to bring in revenue.
10. Joint website.
11. Political Influence is increased with combined effort. !!!! 🧑 🧑 🧑 🧑 🧑 🧑

The group then was encouraged to develop a list of Characteristics of the Dover Community. These Characteristics were formulated on a NOW and 10 YEARS FROM NOW basis. The list included the following:

NOW: Rural, used car lots, Pizza Shops, Strong Sports presence, Large Non-Profit Presence, Growing, Lack of Business, Dry (No bars), Seen as farm community with no sport that is considered excellent.

10 YEARS FROM NOW: Pride in the Community, Community Engagement, Innovative, State Championship Sports Team, Awareness of Achievements, Inclusive/Diverse, Tournaments to promote the area in bring in business, Eagle view Built.

Discussion then turned to whether the group considered any spaces in the community to be Sacred or Untouchable as they are landmarks or associated with the area. The list developed consisted of the Log House, Blacksmith's Shop, Fenstamacher Field, Churches/Cemeteries, Mack's Ice Cream, Lehr Park, HS Stadium.

The last list developed consisted of Where People Connect with others in the community. The group all listed places they meet and connect with others, which included: Employment, YMCA, Sports, Ball fields, School, Sports functions, Church, and Coaching.

In closing the group was encouraged to fill out a questionnaire about their sports activity which would provide demographics about the numbers served and the organization itself. Mr. Staub asked the group to review what was discussed with their Boards and return the survey along with any ideas that were missed to him. He gave them a flyer about the upcoming meetings on the Comprehensive Plan and asked that they talk about the project and help get the word out to their organizations as well as anyone they associate with in the community.

Dover Borough/Dover Township
Joint Comprehensive Plan
Neighborhood Networking Meeting

December 6, 2018

Representatives of Ashley Farms, Creekside Village, Honey Run, Ashcombe Farms, Ashcombe Farms West, and Honey Run Homeowners Associations were present at the Senior Center from 6-8 PM to meet with the Dover Borough/Township consultant, Tim Staub of HRG. Attendees included: Doug, Copp, Jeff Stanly, Alfredo Santiago, Don Rich, Fred Ditzler, Eric Saindon, Judy Jackson, and Jerry O'Neal. Also, present were Chuck Ricchards, Dover Township Supervisor, Laurel A. Oswalt, Township Manager and Linford Bledsoe, Borough Manager.

Welcomes and Introductions were provided by Chuck Richards. Mr. Richards informed that group that this was a joint plan between the Borough and Township for the next 10 years of growth and to establish priorities for the communities. Mr. Richards stated that their organizations are excited about the process and hearing what other organizations and groups, as well as the community as whole would like to see. Several breakout sessions are being held with Athletics, Non-Profits, Emergency Services, Businesses and HOA's, before public meetings are held.

Tim Staub discussed what a Comprehensive Plan is and how it has changed over the years. Municipalities conduct Comprehensive Plans approximately every ten years. In the past these documents have been large and filled with facts and demographics. They were often used to determine growth areas and changes in Zoning regulations. Today's versions are being labeled as Implementable. The goal of these plans is to focus on projects, partnerships, funding, etc. so that true progress is made in seeing the vision developed into tangible projects.

Those present were asked to provide what they thought were *Strengths* of the Dover Community and vote on which ones they felt were most important to them. The list and ranking are as follows:

● -Most crucial

1. Friendly. ●●●
2. Open Space (Potential to Build and Use as Recreation). ●
3. Tolerable Traffic.
4. Low Crime. ●●
5. Quiet.
6. Growing (residential). ●
7. Affordable Housing. ●●●●●●

- 8. Nice Communities. ●
- 9. Convenience of Services. ●●●
- 10. Close to Regional Transportation (Hubs).
- 11. Rabbit Transit

The next part of the discussion asked the group to consider any spaces in the community to be Sacred or Untouchable. The list developed consisted of the waterways, schools, parks, farms, and natural features.

The final part of the discussion focused on Opportunities that the community could work on to improve services and living space of the residents. Suggestions and their rankings were as follows:

! -Most crucial

\$ -Financial Aid

👤 -Volunteer Time

1. Costs of Water.
2. Access to Water (Honey Run).
3. Street Lights. !\$ 👤 👤 👤
4. Pole lights (Ashley Farms-making the residents have them; issues with quorums and standards).
!
5. HOA Agreements need more teeth (aren't consistent). !
6. Enforcement Action on HOA Agreements.
7. No Sidewalks. !!!!! \$\$\$\$\$ 👤 👤 👤
8. Connections to Parks. \$
9. Parking and Green Spaces (Ashcombe Dover). !! \$\$\$\$ 👤 👤 👤
10. Jayne Lane/Kimberly (4 way stop; Police Presence). !!! \$
11. Communication of Snow Priorities.
12. Police Presence. \$ 👤 👤
13. Long Term Viability of HOA's. ! 👤 👤
14. Knowing how to maintain retention ponds.
15. HOA Training. 👤 👤
16. Enforcement of Ordinances. (Parking in yards, commercial vehicles, parking on sidewalks) !!!
👤
17. Accountability for enforcement. \$ 👤
18. No Mixed Use. \$ 👤

19. Business lacking. !!! 👤

20. Round About/Traffic Strategies. !!! \$\$ 👤

In closing the group was encouraged to review what was discussed with their Boards and provide a copy of a flyer about the upcoming meetings on the Comprehensive Plan to their contacts within the organization to ensure that ample community engagement is realized.

Dover Borough/Dover Township

Joint Comprehensive Plan

Steering Committee Meeting

January 8, 2018

The Steering Committee for the Joint Comprehensive Plan met for the first time on January 8th at 6 PM in the Dover Township Municipal Building. Members in attendance were Mike Hoffman, Eric Harlacher, Mike Curley, Anne Walko, Cindy Snyder, Charlie Rauhauser, Terry Myers, John Baranski, John McLucas, Chuck Richards, Laurel Oswalt and Linford Bledsoe.

Welcomes and Introductions were provided by Tim Staub, Planning Consultant for the project from the firm of Herbert, Rowland and Grubric. Mr. Staub began by reviewing the difference between a Traditional and Implementable Comprehensive Plan. Comprehensive Plan documents are created as required by the Municipalities Planning Code on a ten-year interval to plan for all functions of municipal service. Traditional Plans have historically been large documents that concentrate on demographics, charts, maps and are so lengthy that once created, they are rarely looked at after completion and therefore many of the items in them, other than Zoning Map and Ordinance are followed through with. An Implementable Plan concentrates less on demographics and more on goals for the community in specific areas detailing the steps, partnerships, and resources to accomplish these tasks. Previous plans were developed by the consultant while the committee read through the materials. This process will be developed more by the public and the committee, with the consultant guiding the process by providing reading material and information on effective manners of completing the goals.

The Staff of both the Township and Borough have been gathering information and answering questions to aid the consultant in development of the status of the old plan and what items have been completed. Several Community Group Meetings are also being held prior to the February Public Kick Off Meeting to be held on the 13th. Those groups are the Athletic Organizations, Neighborhood Groups (Homeowners Associations), Emergency Services, Non-Profits, Developers and the Business Community. This is all to start with a list for the community to offer their input on at the February Kick Off Meeting. From this public meeting, we should be able to gather more information for consideration of the community. Mr. Staub provided the committee with a tentative schedule for the committee. The role of the Steering Committee is to help facilitate the public meetings, spread the work about the project and public meetings and complete reading assignments to guide the decision-making process for the plan development.

Mr. Staub had the group participate in a ice breaker activity called *We Connect* and had the group be interviewed by the Township's Technology Specialist, Nathan Stone, for a short video promoting the importance of the project.

Next, Mr. Staub began to review the art of group facilitation. There are three types of facilitators: Primary, Secondary (Note Taker), and Time Keeper. The Primary Facilitator's role is to obtain as much information from the group by asking questions that clarify and encourage open dialogue with the group. The group was providing a handout called "The Effective Facilitator", which explained the role more fully and suggested phrasing to aid the process. The Secondary Facilitator oversees noting the input to capture it in a way to be used for the project. The Time Keeper is tracking the amount of time

so the Facilitator can be sure to use the time affectively in gathering the information to ensure full group participation.

Mr. Staub assigned three of the Steering Members to each of these positions and gave them 15 minutes to identify characteristics of the Dover Community. The list generated was as follows:

Home, Great Community, Dirt Road, Cornfields, History, Used Car Lots, Traffic, where we live, Country, Fresh Air, Potential Business Development, Too Many Developments, Small Town Feel, Friendliness, Agriculture, Innovative, Smittys, Stormwater Management, Need for Restaurants, Generational Family lines, Conservative, Fire Services.

After the activity was completed, Mr. Staub asked the committee members to critique the facilitators in their roles offering suggestions on improvements and feedback on things done well. Next Mr. Staub selected three more committee members to serve as facilitators with the goal of obtaining the Opportunities for the Dover Community in 10 minutes. Upon completion of the list the group was asked to mark with a red dot the most important Opportunities and a green dot the ones that they would be willing to help pay toward.

● -Most crucial

💰 -Financial Aid

1. Traffic Control can be improved (Route 74). ● 💰💰💰💰💰
2. Business Development/Service Industries/Restaurants/Urgent Care. ●●●●● 💰💰
3. Borough Square traffic light controls (left turns arrows). ● 💰
4. Comp Plan to guide our future. ●
5. Not appropriate infrastructure to handle new growth (commercial business). ●●💰💰💰💰💰
6. Perception of the School District (poor test scores).
7. Need a Plan not Hot Air. ●
8. Aging infrastructure. ●●
9. Truck Traffic/New business (find a balance).
10. Major roads and their capacities. ●●●💰💰💰💰
11. Preserving Open Space and farmland (pressure due to limited space). ●●●
12. Sidewalks/pedestrian connections to stores and parks. ●

13. DASD-Increase in vocational training opportunities (STEM education). \$\$

14. Workforce Development (build the skills of the residents that are here). ●●●\$

15. More fun things to do (recreational and social). ●●●●●●\$\$\$\$\$\$

The next part of the discussion asked the group to consider any spaces in the community to be Sacred or Untouchable. The list developed consisted of the waterways, schools, parks, farms, and natural features.

The final part of the discussion focused on goals for participation in this project. Mr. Staub asked the group how we can measure if the project is successful at gathering public input. The website for the project was discussed and the group determined that they would like to see 10,000 hits for the website with 3,000 sign-ups for people following the projects through email alerts. Additionally, the group will be holding the public meetings in spaces that hold 300 people as a maximum and felt that if they had 150 people attend that would be considered successful. Lastly, Mr. Staub asked the group to help with suggestions on how to get the community to know about the upcoming meetings. The following suggestions were made to spread the word about the project: Flyer distribution in grocery stores, churches restaurants, and with business partners; Signage (Township Building, Parks and Police Department portable sign). Social Media was suggested as a location to place information.

In closing the group was encouraged to spread the word within the community to their neighbors and refer the residents to our website to sign up for notifications and to gain more information. The group will meet again on February 5th, at the Dover Township Building at 6 PM to prepare prior to the Public Kick-Off Meeting to be held on February 13th.

Dover Borough/Dover Township

Joint Comprehensive Plan

Non-Profit Group Meeting

January 16, 2019

Representatives of the following Non-Profit Groups attended a meeting on the Joint Comprehensive Plan: Heritage Senior Center (Emma Crossley and Jay Mummert); Greater Dover Historical Society (Kay Stitley and Richard Pope); YMCA (Jennifer Hockensmith); Dover Dollars for Scholars (Oona Raffensberger); Orange Mite Studios (Cindy Snyder); and Weiglestown Lions Club (Clair and Shirley Starner, David Boyer). Also, present were consultant Tim Staub, HRG, Cindy Snyder representing Dover Borough and Laurel Oswalt representing Dover Township.

Welcomes and Introductions were provided by Laurel Oswalt and Cindy Snyder. Ms. Oswalt informed that group that this was a joint plan between the Borough and Township for the next 10 years of growth and to establish priorities for the communities. Ms. Oswalt stated that their organizations are excited about the process and hearing what other organizations and groups, as well as the community as whole would like to see. Several breakout sessions are being held with Athletics, Non-Profits, Emergency Services, Businesses and HOA's, before public meetings are held.

Tim Staub discussed what a Comprehensive Plan is and how it has changed over the years. Municipalities conduct Comprehensive Plans approximately every ten years. In the past these documents have been large and filled with facts and demographics. They were often used to determine growth areas and changes in Zoning regulations. Today's versions are being labeled as Implementable. The goal of these plans is to focus on projects, partnerships, funding, etc. so that true progress is made in seeing the vision developed into tangible projects.

Those present were asked to provide what they thought were *Strengths* of their organizations. The list was as follows:

1. Growing population of retired and elderly in York County. (Senior Center)
2. Programming, Meal, keeping the elderly in their homes. (Senior Center)
3. Senior Members at the YMCA. (YMCA)
4. Childcare provider before/after/during school. (YMCA)
5. School Age Population Growing. (YMCA)
6. Invested money; growth and maintaining funds. (Dollars for Scholars)
7. Growing Student Population. (Dollars for Scholars)
8. Communicate history-membership dwindling/aging; need to involve youth. (Greater Dover Historical Society)
9. Share history with youth and keep their interest. (Greater Dover Historical Society)
10. To serve more people's needs. (Lions)

11. Service-eye screening, diabetic screenings. (Lions)
12. Youth needs in the Community. (Lions)
13. Move from fundraising to service with aging membership-help from other is needed to meet goals which could lead to membership. (Lions)
14. Social/physical/emotional outreach New Hope and Cancer Society. (Senior Center)
15. Open to other partnerships. (Senior Center)
16. Satellites locations in Dillsburg/Lewisberry. (YMCA)
17. Chronic Disease; weight loss programs. (YMCA)
18. Developed Care and Share-Collect Paper Goods for Food Bank. (Greater Dover Historical Society).
19. Support Senior Center equipment requests, scouts, sports, Fire Departments, Ambulance Club, services for the blind. (Lions)
20. Focus on areas other than sports. (Orange Mite)

The next part of the discussion focused on Opportunities that the organizations could work on to improve services and work together. Suggestions and their rankings were as follows:

! -Most crucial

\$ -Financial Aid

👤 -Volunteer Time

1. Involve the younger generation. (Lions) 👤 !!!
2. Getting more interest in Volunteering. (Lions) 👤 !!!!!!!
3. Not meeting in the area, moved to provide a meal to membership, private room needed. (Lions)!
4. Change requirements-affiliate to serve-not full-time member. (Lions)
5. Place to store/display archives as archives grow. (Greater Dover Historical Society) 👤 !!!\$
6. Make public more aware of scholarships to reach more students. (Dollars for Scholars) \$\$\$\$\$\$
7. Space limited for classes and parking. (YMCA)
8. Larger space to accommodate large groups. (Senior Center) \$\$\$ 👤 👤 👤 👤
9. Get the word out about the location and services. ! 👤 👤 👤 👤 👤
10. Membership. !!! 👤 👤 👤
11. More donations. \$\$\$\$\$\$ 👤 👤 👤 👤 👤 👤
12. Scholarships for memberships-getting the word out. \$ 👤
13. Funding. !! \$\$\$\$\$\$ 👤 👤 👤 👤 👤

14. Public awareness. !!!!!!! \$\$\$ 🙏

The next part of the discussion was to describe the Dover Community in one or two words as it exists to them. The list included: Home, Tight, Growing, More Business (open), Car Lots, Traffic, Taxes, Intelligent Design, Schools (Washington Township), History, Restoration of Trolley Trail, Charm (Parks), Rental Properties, Dover Doug, and Strong Non-Profit Groups.

Mr. Staub asked the group to list where they would like to see the Dover Community in 10 years. The list that was developed included: Encouraged Business (Lodging Facilities), Insure historic structures, All Season's Sports Center, Improved traffic, 55 plus housing, Infrastructure, Amenities, Urgent Care, Keep the country "feel", Another Fast Food place, and Opportunity to work the Dover Area School District.

The final part of the discussion asked the group to consider any spaces in the community to be Sacred or Untouchable. The list developed consisted of the Carousel Building at Brookside Park, Log House, Lecrone House, Cigar Factory, Baughman's Memorials, Churches, parks, Dover Jail, Blacksmith Shop, YMCA, and farmland.

In closing the group was encouraged to review what was discussed with their Boards and provide a copy of a flyer about the upcoming meetings on the Comprehensive Plan to their contacts within the organization to ensure that ample community engagement is realized.

Dover Borough/Dover Township
Joint Comprehensive Plan
Emergency Services Group Meeting

January 21, 2019

Representatives of the following Emergency Services organizations attended a meeting on the Joint Comprehensive Plan: Dover Ambulance (Peggy Anderson, Mike Husson, Jeff Raffensberger and Lewis Wallace); Dover Township Volunteer Fire Department (Glenn Jansen and Phil Blazosky); Dover Union Fire and Hose (Troy Dettinger and Tom Strine); and Dover Township EMA (Anne Zarlenga); Also present were consultant Tim Staub, HRG, Cindy Snyder and Linford Bledsoe representing Dover Borough and Chuck Richards and Laurel Oswalt representing Dover Township.

Welcomes and Introductions were provided by Laurel Oswalt/Chuck Richards and Cindy Snyder/Linford Bledsoe. Ms. Oswalt informed that group that this was a joint plan between the Borough and Township for the next 10 years of growth and to establish priorities for the communities. Ms. Oswalt stated that their organizations are excited about the process and hearing what other organizations and groups, as well as the community as whole would like to see. Several breakout sessions are being held with Athletics, Non-Profits, Emergency Services, Businesses and HOA's, before public meetings are held.

Tim Staub discussed what a Comprehensive Plan is and how it has changed over the years. Municipalities conduct Comprehensive Plans approximately every ten years. In the past these documents have been large and filled with facts and demographics. They were often used to determine growth areas and changes in Zoning regulations. Today's versions are being labeled as Implementable. The goal of these plans is to focus on projects, partnerships, funding, etc. so that true progress is made in seeing the vision developed into tangible projects.

Those present were asked to provide what they thought were *Strengths* of their organizations. The list was as follows:

1. Dover Union Fire and Hose:

People-7 officers, 18 Firefighters, 9 Fire Police and the Ladies Auxiliary
Leadership
Longevity of officers

2. Dover Area Ambulance Club:

People: Dependable/reliable who care for the public
Experienced Manager/Director
Up to Date Equipment
Full-time Paid 24/7 staff (7 full-time, 12 part-time)
Benefits are good

Ability to Mentor

3. Dover Township Volunteer Fire Department:

Volunteer Live-In Program (10+ years)

Good Equipment

Leadership

Cooperation of Township through Tax Base and Ordinances

4. Dover Township Emergency Management Agency:

5 out of 12 active volunteers

The next part of the discussion focused on Opportunities that the organizations could work on to improve services and work together.

1. Dover Area Ambulance Club:

Territories (Expansion)

Compensation Expanded

Expansion of Building/Staff, etc.

Public Understanding of Funding

2. Dover Township Emergency Management Agency:

Talk to people about Preparedness

Locations for Warming/Cooling Stations and meals for the public (churches, etc.)

3. Dover Township Volunteer Fire Department:

Better Relations

Increase manpower

Regional Fire Department

Facility Improvements

4. Dover Union Fire and Hose:

Purchases (cooperatively)

Funding (Secondary Auxiliary)

Fire Tax

Relationships

Discussion continued with Weaknesses of the organizations. The list developed was as follows:

1. Dover Township Volunteer Fire Department:

- Turnover
- Facility upgrades
- Funding
- Communication

2. Dover Area Ambulance Club:

- Funding
- Missing Second Due Call
- Lack of Cash back from Providers/Citizen Education
- Subscription too low
- Lack of Experienced candidates for new positions
- Facility

3. Dover Union Fire and Hose:

- Funding
- Borough lack of understanding of cost to run the Fire Department

4. Dover Township Emergency Management Agency:

- Facility
- Missing Officers in Mass Care and Fire

The group then discussed ways that they could work better together to tackle some of these issues. Suggestions included: development of an educational and volunteer packet; open dialogue, regionalization, and finding ways to involve the younger generation, including working with the Dover Area School District (Guidance Department/Community Service/CTE Program).





Next the group was asked to describe the Dover Community in one or two words as it exists to them. The list included: Great Community, Personable, Pride, Hometown, Area, Multiple Use Areas, Great Place to Live, Growing, Rural, Historic, Active, Changing, Bedroom Community, Room to Grow, and Teaming Up.

Mr. Staub asked the group to develop a list of Weaknesses of Dover and rank them by priority, willingness to spend money on improving them and willingness to donate time to improvement.

! -Most crucial

\$ -Financial Aid

 -Volunteer Time

1. Mindset (Open)    

2. Regionalization-EMA/Fire Department- Township/Borough !!!!!!!!!!! \$\$\$\$\$\$\$\$\$\$ 👤
 👤 👤 👤 👤 👤
3. More Volunteers !!!! \$
4. Attractive Business (Steak House, Fast Food, Shops) !!!\$\$\$\$
5. Increase Taxes \$\$\$\$\$\$\$\$\$
6. Better Planning \$ 👤 👤 👤 👤 👤 👤 👤 👤 👤
7. Maintaining History !!!
8. Progressive Ordinances !!! 👤 👤 👤 👤
9. Working Together For the Heart of Community !!!!!!!!!!!
10. Standardization. \$ 👤 👤
11. Appearance of Streets/Homes ! \$\$\$\$\$\$\$\$\$ 👤 👤 👤 👤 👤
12. Reduce Crime.

The final part of the discussion asked the group to consider any spaces in the community to be *Sacred or Untouchable*. The list developed consisted of the Farmland, Brookside Park, Ketterman Park (Blacksmith Shop), Jail and Historic Structures.

In closing the group was encouraged to review what was discussed with their Boards and provide a copy of a flyer about the upcoming meetings on the Comprehensive Plan to their contacts within the organization to ensure that ample community engagement is realized.

Dover Borough/Dover Township




Joint Comprehensive Plan

Community Kick-Off

February 13, 2019


The Region hosted a Community Kick-off public meeting on February 13, 2019 starting at 6PM at the Dover Township Community Building. Prior to the evening, the Leadership Committee advertised via: phone messages, videos placed on social media outlets of Twitter, LinkedIn, and Facebook, municipal web sites, Dover Area School District e-newsletter, community signs in several locations, press release to the local newspaper, advertisements in local businesses, and emails to community group email lists. These efforts encouraged 76 participants within the region to attend the Community Kick-Off public meeting.

The first 15 minutes participants were given the opportunity to visit various stations set up within the room and respond to topics that included transportation, community building, demographics, and economic development. Cindy Snyder and Chuck Richards provided introductions and described why this event was important to the Region. Tim Staub, Planning Consultant for the project provided a powerpoint presentation that included an explanation of comprehensive planning and the difference between a traditional and implementable comprehensive plan along with a project overview. A video by the Leadership Committee was presented to those in attendance that included Leadership Committee Members thoughts on what the vision of Dover could be and what success would look like upon implementation of the plan. The Leadership Committee spent the remainder of the evening facilitating smaller group discussions. Utilizing stickers the participants were given an opportunity to identify what were the most important comments to the community over the next ten years based on the below key:























-  What item is the most important to implement over the next 10 years
-  What item would you invest financially to implement
-  What item would you invest time to implement

The following are the questions and results of the facilitated group discussions:

What Assets Can Dover Build On?

1. People!! Longevity in people and businesses
2. Decent roads
3. Borough and Township cooperation in services 
4. Public spaces
5. Variety



- 6. Liquor licenses
- 7. Local businesses
- 8. Farm Land
- 9. Location to new hospital
- 10. Emergency services
- 11. Housing
- 12. Library
- 13. Youth sports programs
- 14. Parks
- 15. Senior Center
- 16. New high school
- 17. Religious mix
- 18. Non-profits/service org
- 19. In-house services
- 20. Local post office
- 21. Snow removal
- 22. Golf
- 23. Good mix of neighborhoods
- 24. Parcel of land north of Borough, development potential, small mall?
- 25. Fox Run Road/recreational area, boating; opportunities for scouts, etc.
- 26. Park system good; can be improved. Some outside higher density areas would be good.
Expand on what we have amenities, ball fields. Good connectors.
- 27. 281 Church Road – great park (Cousler Park) with good access
- 28. Use Township internet/website/social media to promote family and community activities.
- 29. Health Club/gym (other than the Y)
- 30. Open space with various potential
- 31. Low crime rate
- 32. History – preserve
- 33. Youth activities
- 34. Volunteers Groups
- 35. Indoor facilities for activities
- 36. “Mayberry” family environment (close knit)





















- 37. Strong water/sewer – infrastructure 
- 38. Longtime and recent residents
- 39. Strengthen youth activities
- 40. Build up current business infrastructure 
- 41. More parks – ours already are good 
- 42. Natural environmental resources are positive
- 43. Public/government employees accessible 
- 44. Churches     
- 45. Local fire/EMS departments  
- 46. Farms and roadside stands
- 47. Strong school district (must maintain)      
- 48. Architecture
- 49. Local food/PA Dutch dialect
- 50. Good library, bigger needed    
- 51. **Great Local Businesses**
 - a. Spanglers Ace
 - b. Wellspan
 - c. McDonalds
 - d. Stauffers
 - e. Giant & Weis
 - f. Moonlight Café
 - g. Storage (Capital)
 - h. Rutters  
 - i. Sara's
 - j. Johnny's
 - k. Amy's
 - l. Dover Animal Hospital   
 - m. Shiloh Animal Hospital  
 - n. Harbold's













What Challenge Does Dover Face?

- 1. Maintain existing facilities (Comm. Ctr, log cabin)





























2. Nothing wrong – don't mess it up! 
3. Road improvements 
4. Fire chief – concerns about outlying area 
5. Athletic fields in short supply; invest in youth 
6. Potential – land owned by Dover Sewer Authority
7. Area by Fox Run Road
8. Parking for fields/sporting events
9. Parking on roads not wide enough 
10. Reuse existing vacant businesses (grocery store along Rte. 74, eg.) 
11. Multi-use, multi-purpose field with locations accommodating all sports 
12. Recreation program should be maintained 
13. Encourage commercial development to keep character of community 
14. Control access onto Rt.74 (right turns only, for example)
15. Property maintenance codes; rental inspections 
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- 38. Development north of Boro (encouraged) 
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- 41. General recreation opportunities 
- 42. Dover school help with #6 & #7 
- 43. Water quality
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- 45. Direct fairground traffic here
- 46. Route 74 affects all infrastructure 
- 47. More accessible public transportation
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- 49. Bike traffic/rail trail here 
- 50. Slow residential development – use existing approved lots first 
- 51. Gym facilities with youth care
- 52. Lower density of housing (more R1) 
- 53. Encourage developers to FINISH
- 54. Access to Rec land 
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- 74. Nature/Rec access 
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- a) All ages
- b) Families
- c) Our youth that grow up and start families
- d) Our children/grandchildren
- e) Hopefully influx of young professionals
- f) Low income families
- g) Seniors, young families, low income earners need affordable housing
- h) Middle class wage earners, upper class will want larger lots, wooded areas
- i) Young men and women, seniors
- j) Elderly
- k) Aging population, senior housing
- l) Retirement, single families
- m) Single parents, elders
- n) Young families
- o) Graduates finishing college or trade school and have their first job
- p) Elderly
- q) Senior communities
- r) Senior citizens
- s) Seniors as well as young families
- t) Dover typically has been an immigration community for people leaving areas closer to York City.
- u) Over 55
- v) Low income people need housing now
- w) Families

2. What kind of housing do you think they will need?

- a) Complete variety
- b) All types
- c) Houses with nice yards
- d) Affordable property/housing—not rental
- e) Over 65 (only) developments
- f) Single family developments
- g) Less mobile home parks
- h) Less townhome developments
- i) Nice, single-family housing
- j) Low income housing
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- l) Assisted living, nursing, apartments, one story attached/duplexes
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- x) Residential (lower taxes)
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- aa) Low taxes, maintenance, safety and local businesses
- bb) Varieties of housing mixed in together
- cc) Single family homes

3. In terms of serving our community:

- a) **What activities are needed to make a difference to Dover residents?**
 - a. Improve roads and ability to move around
 - b. Youth sports
 - c. Youth activities/sports
 - d. Activities for older citizens
 - e. Larger senior center
 - f. More athletic fields
 - g. Field house (all activities)
 - h. Rail trail for walking and biking
 - i. Convenience community center (former Rescue Mission building?)
 - j. Activities like scouts, etc.
 - k. Free, fun events for families
 - l. Sports facilities, park, walking trails
 - m. Ones that connect different generations, intergenerational
 - n. Family steakhouse & bar
 - o. Larger senior center
 - p. A community building for youth activities
 - q. More youth and teenage service and activities
 - r. Youth sports, volunteering, recreation, small business
 - s. Bowling, gym for kids and adults
 - t. Something for all ages, senior center, youth, young adult
 - u. Safety for family, satisfying of needs
 - v. Community building
 - w. More parks, support youth with athletic teams, scouts
 - x. Avoid over development, lower taxes
 - y. Strong community involvement programs that build a sense of “together”, youth athletics, senior programs, etc.
 - z. Our small population will only support so much businesses, profits are too slim
 - aa. Recognition of the diversity of Dover Township
 - bb. Community events, gatherings, etc. Q&A’s
- b) **What programs are necessary to sustain our population?**
 - a. Diverse business and recreation
 - b. All aspects of sports programs
 - c. Continue senior center

- d. Emergency services
- e. Youth, middle age and senior activities
- f. Retain the population by making them want to stay, restaurant options, better road structures,
- g. Township and Borough work together
- h. Family oriented activities
- i. Home health care delivery
- j. Strong school system
- k. Adult education
- l. Carlisle Corridor must be improved—traffic, sidewalks, entertainment venues, shops
- m. More entertainment—music, concerts, etc.
- n. Going greener, building small business, building outdoor recreation
- o. More programs for the elders
- p. Youth activities
- q. Business to supply jobs, doctors, dentists, etc.
- r. Tax break for single homes if new businesses come in
- s. Have a better supported recreation board and its activities
- t. Strong school system,
- u. Strong effective zoning and enforcement
- v. Affordable childcare
- w. Less government programs and more community activities

4. What changes are necessary to build a stronger Dover?

- a) Continue to build infrastructure to bring in improved services
- b) Build more athletic fields
- c) Stop high-density rental development
- d) Better communication to residents about activities, events, opportunities
- e) Expand water/sewer north of Borough on Rt. 74
- f) Expand Commercial Development
- g) Industry on East Canal (trucks are using our roads regularly)
- h) Improving school academics
- i) The big 3, borough/township/district need to allow the youth programs to utilize facilities on a free (non-profit) or low cost rent.
- j) Civic pride
- k) Wider sidewalks in the hub of Weigelstown Village to encourage walking with courtyards to display bands and other entertainment
- l) Getting more people involved
- m) More volunteers
- n) Slow down residential building, need light industrial and professional services
- o) Some infrastructure, possible tax increase
- p) Borough and township work together, snow removal, leaf removal, etc., twp. yard waste
- q) Jobs with excellent pay!
- r) Better communication to residents
- s) Cooperation or merging the two governments
- t) Attract more businesses so they can take up the slack on higher taxes to pay for new high school. As a senior citizen, I can't pay any more.
- u) More volunteer hours
- v) Better roads
- w) Strong school district but without burdening tax payers
- x) More green space, more interaction with local organizations and communication. The more people that you try to reach/involve, the more benefit

- y) More industry to support tax base
 - z) Focus on smart development. We don't want multi-family housing. Tell those developers and real estate people to stay away.
5. **How could our institutions like emergency providers, schools, non-profits, recreational clubs, business groups and others make a difference in Dover?**
- a) Inform the residents
 - b) Get involved
 - c) We need to grow our Girl Scouts, Boy Scouts, Lion Clubs, Dover Women of Today, Historical Society, Senior Centers, Dover alumni
 - d) Work together, such as school and rec clubs, emergency providers—instead of competing
 - e) Continue to provide services
 - f) Schools – Need to improve curriculum
 - g) Joint events between all outside organizations and the borough and township that are free or low cost
 - h) Collaborate, partner, support each other
 - i) Getting information out to the public
 - j) Open an emergency care facility in the township
 - k) Volunteer throughout the community during non-profit or school related activities
 - l) Wellspan should build a family planning center for youths.
 - m) Helps increase revenue to local business when teams, groups come to area
 - n) Become stronger and supported
 - o) These are all points of community involvement, expanding them and connecting them strengthens the community.
 - p) Education around diversity and churches
 - q) Have better social media presence and more activities
6. **What kind of partnerships can Dover create with other institutions in the Community?**
- a) Churches, clubs, non-profit organizations
 - b) Businesses can help support activities.
 - c) People can support local businesses as compared to going outside area.
 - d) More involvement of seniors, involvement with historical society
 - e) Dover school, small business, work with York County parks and rec. and visitors center
 - f) Merge thought and action groups
 - g) Recreational, historical
 - h) Involvement/interaction with youth sports organization
 - i) Partnerships with churches
 - j) Focus on church, smart developers who focus on family and not multi-family structures
7. **Who is missing in the conversation of creating a better community? How can we get them involved?**
- a) Borough and Township should work more closely—even consider merger to foster communication and sharing of resources.
 - b) School Board
 - c) Our youth
 - d) Small business owners, based off what I'm seeing in attendance, that may be effected when new business enters the local area.
 - e) Good question. I belong to three organizations and it is tough to get people involved. Getting the word out about the organizations that are already here.
 - f) Young people??
 - g) School district

- h) Younger adults, young families, lots of retired empty nesters in the meeting
- i) Business owners
- j) Borough Council
- k) A gathering of churches—What is being done? What do we hear from members/friends? Pastors can be encouragers for our members/friends to participate—Representation of the diversity of the population.
- l) Working people who sometimes cannot make meetings

Economic Development:

1. What types of business trends should the Dover Community pursue over the next 20 years?

- a) Internet, variety of businesses
- b) Retail, restaurants
- c) Small businesses, restaurant, gym
- d) Retirees, families with school age children
- e) Larger restaurants (liquor license)
- f) Small industrial
- g) Variety of business (less parking lots)
- h) Small
- i) Food industry, entertainment
- j) Retail to serve our residents, healthcare services, distance tech development
- k) More restaurants, less car lots, good coffee shop, preserve history!
- l) Tech services for all
- m) Encourage commercial and light industrial north of borough
- n) Farming, including hemp, possible legal marijuana growth
- o) Small business with trade, carpenters, electricians, etc.
- p) Family activities/gym
- q) Small, local owned
- r) Needs of community residents
- s) Shopping
- t) Identify the areas which should be designated for business development. Must have adequate road system. Need higher paying tech. jobs.
- u) Any except adult entertainment
- v) Restaurants with private room for community groups meetings- Lions Club currently needs to go to Wyndham Gardens.
- w) Dover has always had a low business/industry tax base, which has led to low revenue for schools, etc.
- x) Small malls
- y) More restaurants that are not diners
- z) Franchise business and small business

2. What type of businesses/industries would you prefer in the community?

- a) Retail
- b) Small businesses, restaurant, gym
- c) Larger restaurants (liquor license)
- d) Small industrial
- e) Variety of business (less parking lots)
- f) Restaurants, sporting goods, farmers' market, small businesses coming into empty shops that have closed.

- g) Food industry, entertainment
- h) Those that provide family sustaining wages; medical and health care, small manufacturing, technical repairs, especially automotive
- i) Businesses that encourage telecommuting
- j) More restaurants, less car lots, good coffee shop, preserve history!
- k) Another fast food vendor
- l) Light industrial, professional services (engineering, dr., service co)
- m) Whatever creates jobs, revenue and works on cleaner energy
- n) Family businesses to keep the community growing
- o) Food options
- p) Not adult entertainment
- q) Clean industries with jobs locally, continue to support the agricultural community, save some open space for family enjoyment
- r) Ideally, low impact, high skill employment
- s) Dover Twp.—north of Dover Borough, low impact industries
- t) A mixture

3. What methods should we explore to encourage them to establish within Dover?

- a) Zoning friendly while maintaining visual integrity of area
- b) Tax incentives
- c) Incentives such as decreased property or income taxes for “X” amount of years
- d) Seek YCEA help
- e) Open another section of industrial area, closer to East Berlin Rd. This will open roads to better truck traffic lanes and possible railroad spur. This will allow heavy industry but not effect general population during operations.
- f) Tax relief as long as it doesn't hurt the population
- g) Show them our farming community, our history, close proximity to 83, 30, etc.
- h) Upgraded/new buildings (not in existing building without updates), develop design standards for a new business
- i) Improve roads, improve parks, maintain property appearances, borough/twp work together
- j) Liquor licenses
- k) Business council
- l) Need high speed internet, roadways, restaurants
- m) Less regulation
- n) Connect large parcel owners with realtors
- o) Low interest construction loans and relocation grants
- p) Employee training and placement programs
- q) Advertise, signs on the property
- r) Low regulation and taxes

Dover Borough/Dover Township




Joint Comprehensive Plan

Community Kick-Off

February 13, 2019


The Region hosted a Community Kick-off public meeting on February 13, 2019 starting at 6PM at the Dover Township Community Building. Prior to the evening, the Leadership Committee advertised via: phone messages, videos placed on social media outlets of Twitter, LinkedIn, and Facebook, municipal web sites, Dover Area School District e-newsletter, community signs in several locations, press release to the local newspaper, advertisements in local businesses, and emails to community group email lists. These efforts encouraged 76 participants within the region to attend the Community Kick-Off public meeting.

The first 15 minutes participants were given the opportunity to visit various stations set up within the room and respond to topics that included transportation, community building, demographics, and economic development. Cindy Snyder and Chuck Richards provided introductions and described why this event was important to the Region. Tim Staub, Planning Consultant for the project provided a powerpoint presentation that included an explanation of comprehensive planning and the difference between a traditional and implementable comprehensive plan along with a project overview. A video by the Leadership Committee was presented to those in attendance that included Leadership Committee Members thoughts on what the vision of Dover could be and what success would look like upon implementation of the plan. The Leadership Committee spent the remainder of the evening facilitating smaller group discussions. Utilizing stickers the participants were given an opportunity to identify what were the most important comments to the community over the next ten years based on the below key:






















-  What item is the most important to implement over the next 10 years
-  What item would you invest financially to implement
-  What item would you invest time to implement

The following are the questions and results of the facilitated group discussions:






What Assets Can Dover Build On?

1. People!! Longevity in people and businesses
2. Decent roads
3. Borough and Township cooperation in services 
4. Public spaces
5. Variety





















- 6. Liquor licenses
- 7. Local businesses
- 8. Farm Land
- 9. Location to new hospital
- 10. Emergency services
- 11. Housing
- 12. Library
- 13. Youth sports programs
- 14. Parks
- 15. Senior Center
- 16. New high school
- 17. Religious mix
- 18. Non-profits/service org
- 19. In-house services
- 20. Local post office
- 21. Snow removal
- 22. Golf
- 23. Good mix of neighborhoods
- 24. Parcel of land north of Borough, development potential, small mall?
- 25. Fox Run Road/recreational area, boating; opportunities for scouts, etc.
- 26. Park system good; can be improved. Some outside higher density areas would be good.
Expand on what we have amenities, ball fields. Good connectors.
- 27. 281 Church Road – great park (Cousler Park) with good access
- 28. Use Township internet/website/social media to promote family and community activities.
- 29. Health Club/gym (other than the Y)
- 30. Open space with various potential
- 31. Low crime rate
- 32. History – preserve
- 33. Youth activities
- 34. Volunteers Groups
- 35. Indoor facilities for activities
- 36. “Mayberry” family environment (close knit)













- 37. Strong water/sewer – infrastructure 
- 38. Longtime and recent residents
- 39. Strengthen youth activities
- 40. Build up current business infrastructure 
- 41. More parks – ours already are good 
- 42. Natural environmental resources are positive
- 43. Public/government employees accessible 
- 44. Churches     
- 45. Local fire/EMS departments  
- 46. Farms and roadside stands
- 47. Strong school district (must maintain)      
- 48. Architecture
- 49. Local food/PA Dutch dialect
- 50. Good library, bigger needed    
- 51. **Great Local Businesses**
 - a. Spanglers Ace
 - b. Wellspan
 - c. McDonalds
 - d. Stauffers
 - e. Giant & Weis
 - f. Moonlight Café
 - g. Storage (Capital)
 - h. Rutters  
 - i. Sara's
 - j. Johnny's
 - k. Amy's
 - l. Dover Animal Hospital   
 - m. Shiloh Animal Hospital  
 - n. Harbold's

What Challenge Does Dover Face?











- 1. Maintain existing facilities (Comm. Ctr, log cabin)     







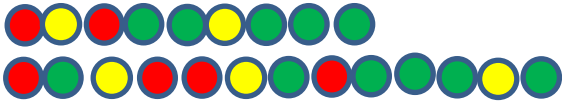









2. Nothing wrong – don't mess it up! 
3. Road improvements 
4. Fire chief – concerns about outlying area 
5. Athletic fields in short supply; invest in youth 
6. Potential – land owned by Dover Sewer Authority
7. Area by Fox Run Road
8. Parking for fields/sporting events
9. Parking on roads not wide enough 
10. Reuse existing vacant businesses (grocery store along Rte. 74, eg.) 
11. Multi-use, multi-purpose field with locations accommodating all sports 
12. Recreation program should be maintained 
13. Encourage commercial development to keep character of community 
14. Control access onto Rt.74 (right turns only, for example)
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- j. Strong school system
- k. Adult education
- l. Carlisle Corridor must be improved—traffic, sidewalks, entertainment venues, shops
- m. More entertainment—music, concerts, etc.
- n. Going greener, building small business, building outdoor recreation
- o. More programs for the elders
- p. Youth activities
- q. Business to supply jobs, doctors, dentists, etc.
- r. Tax break for single homes if new businesses come in
- s. Have a better supported recreation board and its activities
- t. Strong school system,
- u. Strong effective zoning and enforcement
- v. Affordable childcare
- w. Less government programs and more community activities

4. What changes are necessary to build a stronger Dover?

- a) Continue to build infrastructure to bring in improved services
- b) Build more athletic fields
- c) Stop high-density rental development
- d) Better communication to residents about activities, events, opportunities
- e) Expand water/sewer north of Borough on Rt. 74
- f) Expand Commercial Development
- g) Industry on East Canal (trucks are using our roads regularly)
- h) Improving school academics
- i) The big 3, borough/township/district need to allow the youth programs to utilize facilities on a free (non-profit) or low cost rent.
- j) Civic pride
- k) Wider sidewalks in the hub of Weigelstown Village to encourage walking with courtyards to display bands and other entertainment
- l) Getting more people involved
- m) More volunteers
- n) Slow down residential building, need light industrial and professional services
- o) Some infrastructure, possible tax increase
- p) Borough and township work together, snow removal, leaf removal, etc., twp. yard waste
- q) Jobs with excellent pay!
- r) Better communication to residents
- s) Cooperation or merging the two governments
- t) Attract more businesses so they can take up the slack on higher taxes to pay for new high school. As a senior citizen, I can't pay any more.
- u) More volunteer hours
- v) Better roads
- w) Strong school district but without burdening tax payers
- x) More green space, more interaction with local organizations and communication. The more people that you try to reach/involve, the more benefit

- y) More industry to support tax base
 - z) Focus on smart development. We don't want multi-family housing. Tell those developers and real estate people to stay away.
5. **How could our institutions like emergency providers, schools, non-profits, recreational clubs, business groups and others make a difference in Dover?**
- a) Inform the residents
 - b) Get involved
 - c) We need to grow our Girl Scouts, Boy Scouts, Lion Clubs, Dover Women of Today, Historical Society, Senior Centers, Dover alumni
 - d) Work together, such as school and rec clubs, emergency providers—instead of competing
 - e) Continue to provide services
 - f) Schools – Need to improve curriculum
 - g) Joint events between all outside organizations and the borough and township that are free or low cost
 - h) Collaborate, partner, support each other
 - i) Getting information out to the public
 - j) Open an emergency care facility in the township
 - k) Volunteer throughout the community during non-profit or school related activities
 - l) Wellspan should build a family planning center for youths.
 - m) Helps increase revenue to local business when teams, groups come to area
 - n) Become stronger and supported
 - o) These are all points of community involvement, expanding them and connecting them strengthens the community.
 - p) Education around diversity and churches
 - q) Have better social media presence and more activities
6. **What kind of partnerships can Dover create with other institutions in the Community?**
- a) Churches, clubs, non-profit organizations
 - b) Businesses can help support activities.
 - c) People can support local businesses as compared to going outside area.
 - d) More involvement of seniors, involvement with historical society
 - e) Dover school, small business, work with York County parks and rec. and visitors center
 - f) Merge thought and action groups
 - g) Recreational, historical
 - h) Involvement/interaction with youth sports organization
 - i) Partnerships with churches
 - j) Focus on church, smart developers who focus on family and not multi-family structures
7. **Who is missing in the conversation of creating a better community? How can we get them involved?**
- a) Borough and Township should work more closely—even consider merger to foster communication and sharing of resources.
 - b) School Board
 - c) Our youth
 - d) Small business owners, based off what I'm seeing in attendance, that may be effected when new business enters the local area.
 - e) Good question. I belong to three organizations and it is tough to get people involved. Getting the word out about the organizations that are already here.
 - f) Young people??
 - g) School district

- h) Younger adults, young families, lots of retired empty nesters in the meeting
- i) Business owners
- j) Borough Council
- k) A gathering of churches—What is being done? What do we hear from members/friends? Pastors can be encouragers for our members/friends to participate—Representation of the diversity of the population.
- l) Working people who sometimes cannot make meetings

Economic Development:

1. What types of business trends should the Dover Community pursue over the next 20 years?

- a) Internet, variety of businesses
- b) Retail, restaurants
- c) Small businesses, restaurant, gym
- d) Retirees, families with school age children
- e) Larger restaurants (liquor license)
- f) Small industrial
- g) Variety of business (less parking lots)
- h) Small
- i) Food industry, entertainment
- j) Retail to serve our residents, healthcare services, distance tech development
- k) More restaurants, less car lots, good coffee shop, preserve history!
- l) Tech services for all
- m) Encourage commercial and light industrial north of borough
- n) Farming, including hemp, possible legal marijuana growth
- o) Small business with trade, carpenters, electricians, etc.
- p) Family activities/gym
- q) Small, local owned
- r) Needs of community residents
- s) Shopping
- t) Identify the areas which should be designated for business development. Must have adequate road system. Need higher paying tech. jobs.
- u) Any except adult entertainment
- v) Restaurants with private room for community groups meetings- Lions Club currently needs to go to Wyndham Gardens.
- w) Dover has always had a low business/industry tax base, which has led to low revenue for schools, etc.
- x) Small malls
- y) More restaurants that are not diners
- z) Franchise business and small business

2. What type of businesses/industries would you prefer in the community?

- a) Retail
- b) Small businesses, restaurant, gym
- c) Larger restaurants (liquor license)
- d) Small industrial
- e) Variety of business (less parking lots)
- f) Restaurants, sporting goods, farmers' market, small businesses coming into empty shops that have closed.

- g) Food industry, entertainment
- h) Those that provide family sustaining wages; medical and health care, small manufacturing, technical repairs, especially automotive
- i) Businesses that encourage telecommuting
- j) More restaurants, less car lots, good coffee shop, preserve history!
- k) Another fast food vendor
- l) Light industrial, professional services (engineering, dr., service co)
- m) Whatever creates jobs, revenue and works on cleaner energy
- n) Family businesses to keep the community growing
- o) Food options
- p) Not adult entertainment
- q) Clean industries with jobs locally, continue to support the agricultural community, save some open space for family enjoyment
- r) Ideally, low impact, high skill employment
- s) Dover Twp.—north of Dover Borough, low impact industries
- t) A mixture

3. **What methods should we explore to encourage them to establish within Dover?**

- a) Zoning friendly while maintaining visual integrity of area
- b) Tax incentives
- c) Incentives such as decreased property or income taxes for “X” amount of years
- d) Seek YCEA help
- e) Open another section of industrial area, closer to East Berlin Rd. This will open roads to better truck traffic lanes and possible railroad spur. This will allow heavy industry but not effect general population during operations.
- f) Tax relief as long as it doesn't hurt the population
- g) Show them our farming community, our history, close proximity to 83, 30, etc.
- h) Upgraded/new buildings (not in existing building without updates), develop design standards for a new business
- i) Improve roads, improve parks, maintain property appearances, borough/twp work together
- j) Liquor licenses
- k) Business council
- l) Need high speed internet, roadways, restaurants
- m) Less regulation
- n) Connect large parcel owners with realtors
- o) Low interest construction loans and relocation grants
- p) Employee training and placement programs
- q) Advertise, signs on the property
- r) Low regulation and taxes

Dover Borough/Dover Township

Joint Comprehensive Plan

Business Focus Group Meeting

February 19, 2019

Representatives of the following businesses attended a meeting on the Joint Comprehensive Plan: Chuck Benton, Jennifer Benko, and Tracy Krum (Dover Area School District); Steve Stefanowicz (Harbold Trailer Sales); Brian Caden (BB & T); Claudine Arnold (Salon 4800); Madonna Heiland (M&T); Darryl Wagner (Custom Engraving Studio); Mark and Scott Miller (Trail Nurseries); Kristin and Dan Pike (Dover Animal Hospital, Antique Mall and Bald Hill Distillery); Bonnie Lehr (Covenant Insurance); Marc Dursunian (Moonlight Café); and Mike Cashman (Mount Zion Off Road). Also present were consultant Tim Staub, HRG, Linford Bledsoe representing Dover Borough; Chuck Richards, John McLucas and Laurel Oswalt representing Dover Township; and John Popovich (Representative Seth Grove's Office) and Kathryn Gent (Representative Dawn Keefer's Office).

Welcomes and Introductions were provided by Chuck Benton. The meeting was then turned over to Laurel Oswalt who provided a brief overview of the project and introduced Tim Staub, HRG Planner, who is the consultant on the project. Mr. Staub informed the group that this was a joint plan between the Borough and Township for the next 10 years of growth and to establish priorities for the communities. Several breakout sessions were held with Athletics, Non-Profits, Emergency Services and HOA's. A project Kick-Off Meeting was held last week with approximately 75 attendees. Today, the business community is being asked for their input.

Tim Staub discussed what a Comprehensive Plan is and how it has changed over the years. Municipalities conduct Comprehensive Plans approximately every ten years. In the past these documents have been large and filled with facts and demographics. They were often used to determine growth areas and changes in Zoning regulations. Today's versions are being labeled as Implementable. The goal of these plans is to focus on projects, partnerships, funding, etc. so that true progress is made in seeing the vision developed into tangible projects. Public input is key and the driving factor for the Leadership Committee to develop a plan to be adopted and implemented by the two communities.

A connection activity was utilized to get the group of individuals present to introduce themselves to each other and learn something about the others in the room.

Mr. Staub asked the group to list one to two-word phrases that they felt described Dover. The list developed was as follows:

Township/Borough	Business	People
Great Community	Good Eats	
Home	History	
Rural	Recreation	
Growing	Schools	
Diversity	Farms	

Those present were asked to answer the following questions:

1. Do you feel safe? Yes, the rural nature is part of that.
2. Is there a skilled Labor Force? No, sometimes

What skillsets are lacking?

- Veterinarians do not live locally.
- Restaurants- all positions are needed.
- RV Sales-Dependable and common-sense employees; mechanics.
- School-Teachers/Maintenance/Custodial/PCAs
- Salon-Skillsets (Trades)
- Greenhouse-Seasonal Help.

3. Is Dover's local government effective?

- Not aware of vacant sites for development.
- Enforcement of Ordinance.
- Stormwater Management regulations are cost prohibitive.
- Growth/Improvement of infrastructure-Sewer and Water

In the next part of the discussion, Tim Staub asked the group to detail what they thought were the Economic Strengths of the community. The list developed was:

! -Most crucial

! -Financial or volunteer time

Good Public Safety (Fire Department/EMS/Police Department)!

Good Agricultural Base

Good Work Force Pool

Affordable Housing

Dover Township's Large Population

Roads (good, except for Route 74)!

Close to Large Metropolitan Areas

DASD Work Force Development Program

Nearby assets:

Cultural Opportunities in York

Warehousing

Transportation

Memorial Hospital-Support businesses

Expansion into our community as nearby Township's get built out

Retail Growth!!!

Natural Gas

IT Boom

#10 County in the Country for manufacturing (opportunity for robotics expansion)!

State/County Parks

Mr. Staub asked the group to develop a list of Weaknesses of Dover and rank them by priority, willingness to spend money or time on improving them.

! -Most crucial

! -Financial or volunteer time

Taxes (property)!!!!!!!

Sports facilities/trails!!!!!

Poverty !

Building vacancies!

Main Roads!!!!!!!

Limited Retail and Restaurants!!!!!!!

Sewer Infrastructure!!!!

Community apathy!

Aesthetics of Community!!!!

Isolation/Remote

Absence of Landlords!!!!

Weak Branding!

Inadequate Historical Preservation

Division of Township/Borough

In closing the group was encouraged to review what was discussed with others in the community and provide a copy of the flyer about the upcoming meetings on the Comprehensive Plan to their contacts within the community to ensure that ample engagement for this project is realized.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

March 5, 2018

The Leadership Committee for the Joint Comprehensive Plan met for the third time on March 5th at 6 PM in the Dover Township Municipal Building. Members in attendance were Nicole Gallup, Mike Hoffman, Eric Harlacher, Mike Curley, Cindy Snyder, Charlie Rauhauser, John Baranski, John McLucas, Laurel Oswalt and Linford Bledsoe.

Tim Staub, Planning Consultant, provided a project update to the committee, which included reviewing the status schedule. The project is considered completely through the Awareness phase, since the first Public Meeting was held in February. Additionally, a meeting with the Business Focus Group was held to gather their input. The Project is now fully into the Problems and Possibilities Phase where the committee needs to take the items that were mentioned in the group meetings and at the Kick Off Meeting and determine the areas of focus. There are also some key interviews with some Borough representatives to finalize.

After reviewing the schedule, time was spent allowing the Leadership Committee to discuss what they heard at the Kick Off Meeting. One key topic was the development of an indoor recreational facility for sports groups. Some time was spent on discussing this concept and its feasibility. This concept will likely take more time and funding than the plan may allow but should still be investigated with the committee. Private investment, ownership and operation are possibilities that could expedite this process.

Mr. Staub had the group participate in a ice breaker activity using the We Connect cards. This time the group was divided in two and then given several cards. Each person in the group had to answer each question. The focus was on listening and completing the task quickly.

Next, Mr. Staub took the two groups he created and separated them into two rooms. He then asked the groups to look at the 433 comments that were collected at the Public Kick Off Meeting. The groups were to see if they could group the comments in to 5 to 8 subject areas. The subject areas developed are detailed below.

Group 1

Economic Development (Business, Urgent Care)

Education (School/Library)

Recreation

Shared Resources (Information, emergency services

Code enforcement, services)

Resident Involvement

Group 2

Recreation Facilities/Activities

Aesthetics (Rebrand i.e. 74)

Small Town Rural Culture

Infrastructure

Economic Development

Resident Involvement-volunteerism, community outreach

Regional working together

Farmland/Historic Preservation

Communication

Adequate Housing

When the groups were pulled back together, they looked at the two lists and were asked how the two lists compared. Tim Staub helped the group take the two list and combine them into 8 subject areas as follows:

1. Recreation Facilities/Activities
2. Economic Development
3. Shared Resources
4. Community Preservation-(Farmland, History, Small Town)
5. Community Involvement and Communication
6. Education
7. Infrastructure
8. Housing

The remaining discussion with the group was focused on which of these topics areas the Leadership Committee felt that more information was necessary to gain a better of understanding. Suggestions included the School District (Superintendent and Director of Operations), the York County Economic Alliance/PA Department of Economic Development/Down Town Inc, other communities with indoor recreational facilities, and Emergency Service Providers. Tim Staub will organize having these groups attend future meetings of the Leadership Committee.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

April 2, 2018

The Leadership Committee for the Joint Comprehensive Plan met for the fourth time on April 2nd at 6 PM in the Dover Township Municipal Building. Members in attendance were Mike Hoffman, Eric Harlacher, Mike Curley, Cindy Snyder, Chuck Richards, Anne Walko, Charlie Rauhauser, John McLucas, Laurel Oswalt and Linford Bledsoe.

Tim Staub, Planning Consultant, provided videos to review and get the committee thinking about the many suggestions that have been made through the Kick Off Meeting and Group Meetings held through the last few months. The videos were on the subjects of the Decrease in Volunteer Firefighters, Aging in Place, the York Exponential, School to Table Farming, and the Price of Youth Sports. These videos will be made available on the project website for the public's viewing and reference of the committee members as we try to think through developing strategies for the Comp Plan's focus areas: Infrastructure, Shared Resources, Economic Development, Recreation Facilities/Activities, Community Involvement and Communication, Education and Housing.

The committee was broken into three groups to try to develop strategies for the topics of Infrastructure, Shared Resources, and Economic Development. After about 25 minutes of discussion, the groups reported on their work. The items developed included the following:

Infrastructure:

1. Continue to move forward the plan to re-route Canal Road to Route 74 with limited access.
2. Encourage the use of alternate energy.
3. Extend public water and sewer north, beyond the Borough.
4. Commercial should be required to install curbs and sidewalks.
5. develop policy guidelines concerning road improvements/widening/curbs; implement consistently.
6. Advocate with PENNDOT for priority repair to Dover bridges.
7. Map electric capacity and projected demands for the next 15 years.
8. Rabbit Transit reconsider routes to the Dover area.
9. Encourage Uber/Lyft for senior residents.
10. Strategy for carving out parking for commercial (works well with sidewalks).

Economic Development:

1. Business Association.
2. Business Attraction and Retention.

3. Applicable Zoning for Business Attraction and Retention.
4. Transportation Plans to support business.
5. Work Force Development.
6. Collaboration-Economic Alliance, Downtown, Inc. for business attraction and revitalization
7. Enhance quality of life through recreational opportunity and marketability of the area; community aesthetics.

Shared Resources:

Develop regional committees in the areas of

1. Emergency Services.
2. Non-Profits.
3. Athletics. (Joint Recreation Board).
4. Local Government. (Dover Borough, Township and Dover Area School District).

Tim Staub informed the group that they needed to use the time during these meetings affectively to ensure that idea development continues to move forward. The project needs to remain on time and within scope and can only do so if everyone is prepared to have meaningful discussions on the topics at hand.

Tim Staub instructed the committee that their homework for the next month was to work on their individual suggestions for strategies to be placed under each of the eight topic areas. The group must come prepared for the next Board meeting so that these items can be discussed. These strategies will then be used during the Public Spring Symposium Meetings in May.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

May 7, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the fifth time on May 7th at 6 PM in the Dover Township Municipal Building. Members in attendance were Mike Hoffman, Eric Harlacher, Mike Curley, Cindy Snyder, Nathan Stone, Chuck Richards, Anne Walko, John Branaski and Laurel Oswalt.

Tim Staub, Planning Consultant, had provided a homework assignment to the group at the April Meeting where we were asked to develop themes under each of the 8 categories for Plan Focus. Tim reviewed that the group had a lot to get accomplished with this meeting and therefore it was imperative that the group make progress on the discussion topics and not digress off topic. Tim had the group break into 4 groups of two to review a document that was a compilation of the responses the Leadership Committee members had sent him prior to the meeting.

Assignments were as follows: Housing and Economic Development-Laurel and Mike Curley; Shared Resources and Infrastructure-Chuck and Mike Hoffman; Education and Community Involvement/Communication-Nathan and Cindy; and Recreation Facilities/Events and Community Preservation-Eric and John. The groups had thirty minutes per topic area to delete repetition in everyone's strategies, rephrase them and add to them if something was missed.

After completion of these small group meetings, the full committee met and reported on their changes to the provided document. One person from each sub-committee was then responsible to make changes to Tim's document and provide it to him for the Spring Symposium Meetings to be held the following week. The results of those revisions are attached to these minutes.

Tim indicated that the Committee would be spending the summer months covering two topics at each meeting. Guest speakers or community leaders will be asked to attend these meetings where specific topics are relevant to their specialties.

Recreation Facilities/Activities (1 of 2)

A. Dover Recreation Sports Committee

1. Develop a Joint Recreation Sports Committee that would involve Dover Area School District, Dover Township and Dover Borough along with the organizations that use our facilities and volunteer at events.
 - a. Determine the best structure for this committee to move forward.
 - b. Determine if other organization or municipality would benefit from the regional sports committee and ask them to join.
 - c. Consolidate programming and events to remove duplication and provide more ways to benefit the citizens of Dover Area.
 - d. Work to prepare a master field and facility schedule to optimize sports scheduling.
 - e. Research, document and share how other municipalities have found sponsors and funding for specific recreational facilities and programming
 - f. Create a single site automated reservation system for township and school recreational facilities and all related communication, volunteer info and happenings within the Sports
 - g. Seek and coordinate adult league opportunities (i.e. 35+ baseball, kickball, volleyball, basketball, etc.)

Recreation Facilities/Activities (2 of 2)

B. Facilities Understanding

1. Conduct a complete audit of the park and recreational programs and facilities in the region and determine need for indoor facility.
 - a. Explore Grant Opportunities Through DCNR To Develop A Joint Comprehensive Parks, Recreation, And Open Space Plan
 - b. Establish a scope of work that includes:
 - i. What current agreements if any are in place between Township, Borough, Dover Area School District, YMCA, Churches or other property with sports facilities
 - ii. Audit all facilities within the region from an ownership, insurance, maintenance and safety standpoint, types of assets, needs and usage. Determine what facilities have lights or the ability to add lighting to extend activity levels without compromising neighborhood integrity.
 - iii. Review all recreational programming within the Region to understand amount of programming, population served, accessibility, costs to participate, costs to maintain, risks to maintain, and demand.
 - iv. Assessment of current regulations in relation to parks, recreation, and open space to determine whether it matches current needs.
 - c. Indoor Recreation Facility
 - i. Include as part of the Parks, Recreation and Open Space Plan a market study for a multi-sport indoor facility.
 - ii. Survey athletic organizations to assess utilization, fees, size, market to determine their vision for a facility “base requirements” to “dream facility”
 - iii. Determine if other non-profit organizations can assist in providing quality indoor space or possibly partner with the development of the facility as they noted lack of indoor meeting and space concerns associated with their organizations.
 - iv. Upon a favorable need/outcome, determine best long-term approach to financing and maintaining facility. Whether that is through a private developer, municipal led, or a public/private partnership to build a multi-sport indoor facility for profit.

Community Preservation

A. Agricultural Heritage

- a. Continue to preserve farmland through preservation programs and effective agricultural zoning.
- b. Maintain the growth boundaries integrity by not expanding them unless necessary for health and safety concerns.
- c. Develop methods for the farming community to expand business opportunities within the Region.
- d. Increase access to foods and add more fresh food stands
- e. Work with Dover Area School District to provide healthy local foods to supplement their weekend backpack program.

B. Historical Heritage

- a. Work with the Historical Society to capture, record, preserve and communicate our history.
- b. Review current ordinances with regards to how best preserve these historical assets without compromising growth.
- c. Encourage the revitalization and reuse of older assets
- d. Explore partnerships with the Dover Area Historical Society to promote the local heritage with the potential to host a Dover Heritage Day

Community Involvement and Communication (1 of 2)

From what we heard about how people define Dover, they do not qualify their responses by separating the Borough from the Township, regardless of where they live.

A. Dover Brand

- Develop a distinctive brand for the Region that encapsulates all the ideas set forth within this plan.
- Reach out to community businesses for support of the brand through beautification initiatives/projects.

Community Involvement and Communication (2 of 2)

B. Media Campaign

- Develop a marketing campaign with a web site that promotes the Community as the Dover Region through multiple existing and proposed communication methods that highlight the following:
 - Community assets
 - Community calendar of events
 - Job Postings
 - Volunteer Opportunities
 - Showcase feature commercial properties
 - Increase awareness of recognition within Dover area of individuals and/or groups that have participated and/or have provided back to the community
- Design, create and install new “Welcome, to Dover” signs that promote community pride and community events.
- Continue distributing Township/Borough Newsletter
- Establish a social media presence – separate from Recreation. Build a “Residents of Dover, PA” Facebook group to allow neighbors to communicate about events, community issues, etc.
- Self-Energized leaders of both municipalities, whether elected, appointed or simply ordinary citizens who want to seek a better community, should form a working group and meet to discuss issues of concern to the residents of the total DOVER. If some elected leaders do not want to support this effort, consider forming an ad hoc committee and build a grassroots movement to persuade their friends and neighbors to support their goals.
- Increase efforts to recruit in more e-mail addresses for electronic messaging of municipal affairs
- Increasing the frequency of use of the electronic sign boards to communicate along SR 74
- Partnering with and improving the personal presence in DOVER of our elected State and County officials for the purpose of communication with residents through town halls (e.g. Senator Regan, Rep. Grove, York County Commissioners)
- Work with COMCAST to develop a township/borough news channel
- Open a township/borough store or provide Dover shirts and other branded items...inside of Giant/Weis/Other Businesses? Inside Lobby? At Recreation Events?

Education (1 of 2)

A. Partnerships

- Make sure Dover Area School District is always a planning partner
- Promote school activities in the community and community activities in the school
- District support of non-school events and organizations in the community (Dollars for Scholars raises a substantial amount of money for graduates, but we get no support/participation from faculty/administer at fundraisers).
- Have a municipal representation to be a liaison with the School District
- Could have a shared resource for events? Maybe the two IT departments could integrate something together that would benefit all

B. Volunteer and Career Development

- Determine how non-profits and emergency services can work with the youth of the community to gain interest in volunteering and career paths like Firefighting, EMS, and social services.
- Partner with non-profits to expand on programs offered to students and families in need in the district. Use this opportunity to gain momentum in volunteerism.
- Dialogue with parents and students about alternatives to the traditional college path, with a discussion of pros and cons backed up by valid, reliable data.
- Partner with local businesses to provide internship and apprentice programs to our students
- Partner with community colleges to provide targeted evening courses for our DOVER residents within our physical boundaries such as OLLI with Penn State York

Education (2 of 2)

C. Promotion

- Continue to promote Dover as a community in which someone will get a good education
- Continue to support/promote/coordinate with Dover Area School District CTE program.
- Encourage Business Association to collaborate with Dover Area School District for potential internship/work release initiatives.
- Recognize in the monthly township newsletter certain students and teachers and athletes for their achievements.
- Host a graduate night at the township park with music and vendors and professional from the area to encourage the new graduates to stay in the area to make their home or to return here after college to open their profession.
- Offer tax incentives or a waiver of municipal filing fees and/or small business grants for Dover graduates returning to open a business here.

Housing

A. Maintenance and Enforcement

- Adopt and Enforce Strict Property Maintenance Codes.
- Develop guidelines for a rental inspection program.
- Develop a plan to assist HOA's with their responsibilities to keep them operating affectively through sponsored events.
- Develop a plan to acquire dilapidated, flood prone and abandoned properties or refer them to the County Land Bank/ Blighted Property Committee.
- Encourage the upgrade or replacement of existing housing stock through the waiver of permit and/or demolition fees for rehabbing and/or remodeling these structures provided the plans meet the standards set by this Plan.

B. Growth and Development

- Inventory and evaluate the community resources to determine the ease at which someone could "age in place" including transportation, health care services, and age directed activities. Investigate age-restricted communities and its application to our community.
- Look at developing a database that would include current and future demographics, building trends, and residential survey data.
- Direct residential development using existing approved lots first under current residential zoning. Consider options related waiver of fees and charges by developing a separate fee structure for existing lots versus newly approved lots.
- Consider mixed use and Traditional Neighborhood Development District zoning in changes to the zoning and subdivision ordinances.
- Forecast what the Dover housing needs will be in 25 years based on available demographic data, realtor data, builder data, bank data, while ensuring the protection of quality of life and affordable housing needs are met.
- Preserve Agriculture and Residential 1 zoned areas north of Canal Road, plan for more Residential 3 zone growth south of Canal and Bull Roads to South Salem Church Road.

Infrastructure (1 of 2)

A. Connectivity

- Develop an official map with all potential Dover bypass locations and other needed traffic improvements focusing on key corridor infrastructure development with PENNDOT to reduce congestion on Route 74 and Canal Roads and to improve accessibility to the communities for both residential and commercial traffic.
- Develop a sidewalk improvement plan for accessibility to businesses to encourage pedestrian traffic in lieu of vehicular.
- Update our Road Classifications to comply with PENNDOT Publication 70 “Design of Local Roads and Streets.”
- Develop policy guidelines concerning road improvements/widening/curbs; implement consistently.
- Advocate with PENNDOT for priority repair to Dover bridges
- Work to have RABBIT Transit Services reconsider routes to Dover area and look into Uber/Lyft for senior residents
- Strategy to carve out parking for commercial in Dover Borough.
- Encourage developers to complete projects as designed; will require less 6 month notes and less waivers.
- Regarding connectivity, areas where sidewalks may not be feasible, establish a “walking/bike lane” by striping the shoulder of the road.
- Encourage connectivity between neighborhoods, commercial and community facilities

Infrastructure (2 of 2)

B. Sewer, Water and Other Infrastructure

- Strategically, extend all underground assets storm water, sewer and water services within the growth boundary in an effort to encourage economic development of non-residentially zoned areas and maintain a balance between growth and preservation.
- Continue replacement and expansion of aging infrastructure.
- Work to determine how to best address the MS4 requirements in our community
- Extend public sewer and water north, beyond the Borough.
- Map electric capacity and projected demands for the next 15 years
- Encourage renewable energy in Industrial Zone.

Economic Development

A. Business Association and Workforce Development

- Develop a Business Association for benefits of providing resources to the businesses community.
 - Coordinate with Dover Area School District to offer a “Career Fair” style event. Goal would be to introduce students to meeting with potential employers, communicating qualifications, building a resume, etc. Emphasis could be placed on non-college bound students highlighting the available trade jobs in the Borough/Township may help to ensure their residency.
- Work with advocacy groups to develop an economic development plan.

B. Planning and Zoning

- Develop Business Corridor Plan for both the Borough and the Township along Route 74 to determine key areas for improvements including parking, sidewalks, lighting and beautification.
 - Pursue grant funding for façade improvements.
- Investigate Joint Zoning for the Borough and Township that encourages business attraction and retention.
- Utilize more online processes for all stages of development
- Coordinate with commercial real estate companies to help promote potential commercial development.
- Build community support for revitalization efforts in the Borough/Township through promotion/education.
 - Add signs/stickers to abandoned properties to promote a potential business in that location. (i.e. – “Open a Coffee Shop Here”) – Probably most suitable for Borough.

Shared Resources

A. Remove Duplication and Form Mutually Beneficial Partnerships

- Create a regional coordinator position to assist in managing regional efforts.
- Borough, Township and DASD meet quarterly to look for ways that the three entities can work together through the services that are offered and communication efforts.
- Fire Services, Emergency Management and Ambulance should look for ways to fund raise, develop and hire staff, educate the public and forward other common goal initiatives.
- Non-Profits could meet to investigate and explore how to work together to eliminate overlaps in services and meet future needs that could develop.
- Athletic groups could work on ways to work together to coordinate field and facility space, promote their programs, fundraise and fund improvements that are mutually beneficial.
- Implement joint-zoning to assist both communities to balance borough and rural needs in appropriate locations and provide consistency in dimensional criteria.
 - Add historic overlay & main street overlay in the Borough's village district.
 - Utilize historical society to review permits/plans to ensure historic preservation is met.
- Consolidate some public works operations – plowing, street sweeping, etc.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

June 4, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the sixth time on June 4th at 6 PM in the Dover Township Municipal Building. Members in attendance were Chuck Richards, Terry Myers, John Baranski, Cindy Snyder, Linford Bledsoe, Laurel Oswald, Nathan Stone, and John McLucas.

Tim Staub, Planning Consultant, presented the schedule and format for the summer meetings. Tim shared that over the next three months the Leadership Committee would refine the themes and strategies that were presented at the Spring Symposiums in May. To accomplish this effort, Tim will share background information to consider, trending topic information and the themes and strategies. Where necessary, Tim will provide additional items in regards to supplement the information to ensure that the Pennsylvania Municipalities Planning Code requirements are met. Tim also noted that in August an additional meeting will be necessary so as to stay on our September DRAFT Plan release. The topics for each meeting are grouped below:

June 4th: (Superintendent and Facilities Mgr.)

Education

Community Involvement

July 9th: (YCEA/Downtown Inc.)

Economic Development

Community Preservation

August 6th: (Recreation Providers and Director/SD/EMS)

Recreation Facilities

Shared Resources

August 13th: (York County Transportation Chief, Public Works Personnel and Municipal Engineers)

Housing

Infrastructure

Tim confirmed that the Separate but Together Workshops with the elected officials will be held on July 1st with Dover Borough and July 22nd with Dover Twp.

The remainder of the meeting, Tim spent approximately an hour reviewing the Education Context and refining the themes and strategies. The final exercise was called Discover Dover's Why... where Tim discussed how the community shared with the leadership committee the "What" the community wants in regards to change and the Leadership Committee determined "How" the change would take place but ultimately the Region needs to get to the "Why." With Dover asking "Why" it will show that the Region is supportive of a theme and will move it forward together and implementation becomes easier or does not occur at all.

The Superintendent Tracy Krum, joined the Education discussion to assist in providing clarification on the context Tim provided. The majority of the discussion touched on the lower graduation rate, higher levels of free or reduced lunch programs, the higher than most York County rates of mental health and

drug use amongst children attending Dover Area School District. The Leadership Committee in conjunction with the Superintendent offered suggestions on how the communities could collaborate to address the concerns and grow the educational system. Everyone felt the Why statement for Education would be: *To Change The Trend of Dover Education To A Positive Direction*. Should the Communities and the School District be successful it would look like: Higher graduation rates, more post graduate degrees sought, more jobs and career training, reduction in the number of students needing lunch program assistance, and the number of students reporting drug use or mental health concerns is reduced.

The second topic the Leadership Committee discussed was Community Involvement and Communication. The Committee spend some time reviewing the context prepared and Tim shared some revisions to the Themes and Strategies. Tim suggested that the community should work towards an overall brand he thought that they should develop a story to market. Initially, Tim suggested that it might be Culinary or Agritourism related but further exploration on this topic should be considered. The Dover Grown tagline was suggested by one of the Leadership Committee Members as they felt it represented more than just the agriculture community but also how many people grow up in Dover and move back to live when they are older.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

July 9, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the seventh time on July 9th at 6 PM in the Dover Township Municipal Building. Members in attendance were Eric Harlacher, Mike Hoffman, Mike Curley, Charlie Rauhauser, Terry Myers, John Baranski, Anne Walko, Cindy Snyder, Laurel Oswalt, Nathan Stone, and John McLucas.

Tim Staub, Planning Consultant, presented the context and reviewed the draft themes and strategies for economic development and community preservation. Silas Chamberlain representing Downtown Inc. and YCEA presented information in regards to areas in which YCEA could assist the two communities. In particular, he shared YCEA's site selection software, which allows them to input various site features, including zoning, to share with potential developers. The committee spent some time discussing this software and the impacts to Dover.

The context pointed out that a large amount of land is currently zoned for industrial use northeast of the Borough that could see potential development over the plan term with the consideration of adding Exit 26 off of Interstate 83 which would provide a more direct access via Canal Road. It was discussed what types of uses should be promoted within this industrial park and whether the Township should improve the infrastructure to attract economic development within this park. It was suggested that the committee should not recommend any uses that would promote further truck traffic.

Improvements for 74 were suggested to reduce congestion and provide more of an identity to the area. Tim discussed the possibility of providing more flexible design standards for both communities to encourage redevelopment on sites. Stemming from this discussion was the ability to age in place and the possibility of marketing more to retirement communities and building off of UPMC's new hospital located in the adjoining municipality.

The group agreed with the points made and direction forward with regards to Community Preservation. Some discussion stemmed around the fact that the community might need to promote agricultural preservation but the majority of the group felt that this was an area the community does well and rather spend time focusing on other efforts.

The final exercise was called Discover Dover's Why... where Tim discussed how the community shared with the leadership committee the "What" the community wants in regards to change and the Leadership Committee determined "How" the change would take place but ultimately the Region needs to get to the "Why." With Dover asking "Why" it will show that the Region is supportive of a theme and will move it forward together and implementation becomes easier or does not occur at all.

Everyone felt the Why statement for Economic Development should involve *offsetting taxes, creating economic development and provide opportunities for residents to live and work in the Region*. Should the Communities be successful it would look like: Dover is an attractive community for community for business development, land along Rt. 74 is actively infilled and occupied, and increased communication with realtor community to actively market Dover Region.

Everyone felt the Why statement for Community Preservation should involve *maintaining the integrity of the Community*. Should the Communities be successful it would look like: Historic features are inventoried, cataloged and appropriately preserved.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

August 8, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the eighth time on August 8th at 6 PM in the Dover Township Municipal Building. Members in attendance were Eric Harlacher, Mike Curley, Chuck Richards, Terry Myers, Anne Walko, Cindy Snyder, Laurel Oswalt, Nathan Stone, and John McLucas.

The group was divided by the two topics for discussion. John McLucas and Nathan Stone led the recreation topic while Anne Walko led the share resources discussion. The facilitators discussed the context and reviewed the draft themes and strategies for recreation and shared resources. Joining the leadership committee was Chalet Harris, Doug Shoemaker, Todd Irwin, Brian Widmayer, Matt Henze. The facilitators spent an hour discussing the context and draft chapters of their theme.

RECREATION

The following points were made in regards to the Context discussion:

1. Have a recreation director in Dover Township should be listed under the positives.
2. Under the negatives, the lack of funding for recreation should be emphasized more.
3. Under opportunities in the future it was recommended the Region should consider the PARx program and the Region should look for ways to work together to reduce costs.

The following points were made in regards to the draft goals and strategies:

1. The fact the Region does not have enough space and the community is still growing is still valid from the December 2018 discussion.
2. Need to emphasize working together and other items could be addressed.
3. In regards to combined recreation facilities/activities:
 - a. Develop the sports/recreation committee
 - b. Conduct joint resource planning
 - c. Make a commitment and Operating Agreement
 - d. Determine whether a 501c.3 structure is necessary for fundraising
 - e. Do not combine the club financials together at this time but possibly in the future.

Why is this a Priority?

1. Huge need and interest from the community.
2. Strengthen childhood development
3. Could lead to giving back to the community (i.e. ex-players coming back to coach)
4. Growing community
5. Community health/development/welfare
6. Quality of life
7. Economic development (visitors into the Region that would spend money after events)

What is the most critical aspect to implement within 5-10 years?

1. Cooperation of ALL ENTITIES identify and develop the benefits for each entity
2. Facilities Planning and Maintenance
3. Indoor Facility
4. Widen our footprint for all age groups- widen our impact to the community

Who is willing to help this effort?

1. Eric Harlacher
2. Todd Irwin
3. Doug Shoemaker youth sports and scouts
4. John McLucas- fundraising
5. Chalet Harris- fundraising and facility planning

SHARED RESOURCES

The following points were made in regards to the Context discussion:

1. The community does not view each other as separate. They have a shared identity- “The Dover Community”
2. Dover is “Stronger Together”
3. Additional strength of the Township fire department is the live-in program (14 participants)
4. Funding is an eternal problem for fire departments, particularly with issues of equipment maintenance and replacement.
5. The Township fire department’s live-in firefighters generally commit 2 years, then move on to other opportunities. The live-in facility is in need of an upgrade.
6. Declining numbers of volunteer fire fighters and restrictions with recruiting at High School
7. Historical Society, Garden Club, Lions Club, etc. all have aging memberships; difficulting engaging younger generations in volunteerism
8. Recreation Board started as a joint effort between Borough, Township, and School District but those dynamics changed; lack of engagement previously by all parties was an issue. Some distrust emerged and needs to be addressed.
9. Remove “Create a regional recreation organization while maintaining individual club autonomy” from topic area as this is covered under Recreation
10. Personal contact is key to recruiting and engaging new volunteers.
11. Joint fundraising for fire departments, ambulance clubs.
12. Summer fire academy to involve new junior firefighters
13. Lots of opportunities for students with programming in the high school

The following points were made in regards to the draft goals and strategies:

1. The group decided that combining the first two bullets to read: *Create a regional collaborative including Dover Borough, Dover Township, and Dover Area School District to meet quarterly to look for ways that the three entities can work together through the services that area offered and joint communication effort.* Specific action items under this would be:
 - a. Community Service Fair to be held at the Dover Area Senior High School annually.
 - b. Joint calendar, “Dover Community Calendar” that would have all activities and events from each entity in one place.
2. Under: Fire Services, Emergency Management and Ambulance should look for ways to fund raise, develop and hire staff, educate the public and forward other common goal initiatives. Goal initiatives to include:
 - a. Safetytown program
 - b. First Aid and CPR program
 - c. Stop the Bleed program
 - d. Junior Firefighter and Ambulance programs working together
3. Under: *Non-Profits could meet to investigate and explore how to work together to eliminate overlaps in services and meet future that needs could develop.*
 - a. Community Service Fair planning could assist in this.
4. Remove: Athletic groups could work on ways to work together to coordinate field and facility space, promote their programs, fundraise and fund improvements that are mutually beneficial.

5. Under *Implement joint-zoning to assist both communities to balance borough and rural needs in appropriate locations and provide consistency in dimensional criteria.*
 - o Add historic overlay & main street overlay in the Borough's village district.*
 - o Utilize historical society to review permits/plans to ensure historic preservation is met.*
 - a. Both the Borough and the Township passed resolutions to apply for a grant to update zoning. Perhaps not a joint zoning ordinance but ordinances that are consistent with each other.
6. Consolidate some public works operations – plowing, street sweeping, etc.
 - a. Previously joint bids were put out for roadwork. Bidding jointly saves time and resources.

Why is this a Priority?

1. Dover is “stronger together.”
2. Will help to save resources/ use limited resources more effectively.
3. Making a conscious effort to move forward together, really need DASD involvement.
4. PUBLIC SAFETY is critical.

What is the most critical aspect to implement within 5-10 years?

1. Regional collaborative meeting between the Borough, the Township, and the School District to work together through services that are offered. JOINT COMMUNICATION STRATEGY, specifically an event calendar

Are you willing to help?

1. Borough, Township and Township Fire Department all agreed

The last 15 minutes of the meeting the two groups combined and both facilitators reported out their findings.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

August 13, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the ninth time on August 13th at 6 PM in the Dover Township Municipal Building. Members in attendance were Mike Curley, Chuck Richards, Terry Myers, Anne Walko, Cindy Snyder, Laurel Oswalt, Linford Bledsoe and Nathan Stone.

The group was divided by the two topics for discussion. Laurel Oswalt and Nathan Stone led the infrastructure topic while Anne Walko led the housing discussion. The facilitators discussed the context and reviewed the draft themes and strategies for infrastructure and housing. Joining the leadership committee was Will Clark, Josie Boyer, Jeff Spangler, Mike Fleming, Joseph Sabold, Tony Biese, Gerald Lighty, Wayne Latchaw, Matthew Helwig and Chris Hamme. The facilitators spent an hour and a half discussing the context and draft chapters of their theme.

INFRASTRUCTURE

The following points were made in regards to the Context discussion:

1. Both municipalities are under consent orders from the Department of Environmental Protection
2. Traveling through Dover Square is difficult based on the current configuration and heavy traffic volumes.
3. Possibility to add well locations on an official map.
4. Research more grants and other funding sources.

The following points were made in regards to the draft goals and strategies:

1. The Official Map would need to represent all infrastructure
 - a. Bypass utilizing Park Street
 - b. Road improvements associated with Interchange 26 (widening, turning lanes, etc.)
 - c. Well sites, booster pumps, towers, and tank locations
2. No waivers on curbs and sidewalks
3. Capital Improvements Plan and search out funding
4. Check 5-year plan for number of riders to Dover area utilizing Rabbit Transit
5. Combine bullet # 11 with Complete streets bullet #3
6. Expand upon Rabbit Transit Routes to outside education destination (i.e. YTI, HACC)
7. Consider lowest life cycle cost
8. County Bridge Plan approach to asset management should be considered
9. Revisit the extension of water/sewer north of the Borough and if so coordinate with PENNDOT resurfacing project.
10. Explore Solar Farm Use
11. Classify Level of Service (i.e. for winter maintenance) Not salting certain roads as much
12. Planning for flooding and where it impacts the Roads/Bridges/Infrastructure (storm sewer).
 - a. Which roads/bridges should be kept open or closed
13. Possibility of limiting on-street parking in Borough along Canal and 74 near square

Why is this a Priority?

1. Primary function of a municipality is to provide a certain level of service for the health and welfare of its residents.
2. Economic development and tax base growth

What is the most critical aspect to implement within 5-10 years?

1. Capital Planning for all infrastructure

Who is willing to help this effort?

1. Both municipal public works groups

HOUSING

The following points were made in regards to the Context discussion:

1. Stronger focus on 55+ and aging in place
2. In Dover Borough, homes sell quickly; many homes don't languish on the market
3. There has been some single family/rental conversions in the Borough
4. This is a very appropriate time to examine and evaluate growth area designations
5. More information regarding the County Land Bank and Blighted Property Program was also requested.
6. Anticipated growth of about 100 dwelling units annually seems reasonable.
7. Questions regarding "approved and built subdivision since the last plan are one housing type and lack connectivity to adjoining properties." Group requested some clarification on this. Agreement on the lack of connectivity but first part needs clarification.
8. Also questions regarding infill development provisions.
9. Property maintenance and pride in ownership is lacking.
10. Group didn't prefer "community nodes" terminology. Suggested focal areas or some other description.
11. Didn't feel that "Proactively engage homeowners association to educate and assist infrastructure management" was an appropriate opportunity for this comprehensive plan. This was further discussed and refined in the strategies
12. "Develop design and amenities preferences to be more distinctive to market the Region." Group asked for more clarity on this.

The following points were made in regards to the draft goals and strategies:

1. Under *Maintenance and Enforcement: Adopt and Enforce Strict Property Maintenance Codes. And Develop guidelines for a rental inspection program.*
 - a. The group suggested combining the above to read "Adopt and enforce strict property maintenance codes and develop guidelines and implementation for a rental inspection program.
2. *Develop a plan to assist HOA's with their responsibilities to keep them operating affectively through sponsored events.*
 - a. The group did not feel that sponsoring events for HOAs was an appropriate or effective strategy for this comprehensive planning initiative. Group was not in favor prioritizing the planning and organizing of training opportunities for HOAs. It was suggested that the strategy be amended as such:
 - i. Provide resources and direct HOAs to training opportunities as available.
3. *Encourage the upgrade or replacement of existing housing stock through the waiver of permit and/or demolition fees for rehabbing and/or remodeling these structures provided the plans meet the standards set by this Plan.*
 - a. The group was amenable to this strategy, but thinks it should be clarified in the strategy what standards would be set and to ensure that the ultimate decision to waive fees are decided on a case by case basis
4. *Look at developing a database that would include current and future demographics, building trends, and residential survey data. And Forecast what the Dover housing needs will be in*

25 years based on available demographic data, realtor data, builder data, bank data, while ensuring the protection of quality of life and affordable housing needs are met.

- a. The group suggested combining these two ideas. The idea of developing a database was not acceptable as the data exists already. The key in this combined objective will be data analysis. Regional data from the Census Bureau, RAYAC, and lenders is accessible. Consistent review and analysis to observe trends will assist in the forecasting of future housing needs as well as determining the characteristics of current and future residents.

Why is this a Priority?

1. Safe and secure housing is essential to a community; a variety of housing types and prices assures choices for preference and affordability. Good housing contributes to the preservation of community character and the quality of life.

What is the most critical aspect to implement within 5-10 years?

1. Balance of land uses. This bullet above was identified as the MOST important in the discussion.
2. Preserve Agriculture and Residential 1 zoned areas north of Canal Road, plan for more Residential 3 zone growth south of Canal and Bull Roads to South Salem Church Road.
3. Plan for appropriate growth and protect the rural area. Consider the importance of agriculture in light of the changing face of farming (new technology, changing practices, etc.)

Are you willing to help?

1. Borough and Township officials agreed to help.

The last 15 minutes of the meeting the two groups combined and both facilitators reported out their findings.

Tim asked one final question to the combined group: Should infrastructure development drive economic development?

1. It was generally agreed that the Region has many infrastructure assets that they will need to maintain over the next ten years. However the community needs to be able to look at a parcel to estimate what tax revenue could be generated when a development is proposed to determine it is worth the investment in infrastructure in order to attract new business.

Dover Borough/Dover Township

Joint Comprehensive Plan

Leadership Committee Meeting

August 29, 2019

The Leadership Committee for the Joint Comprehensive Plan met for the ninth time on August 29th at 6 PM in the Dover Township Municipal Building. Members in attendance were Eric Harlacher, Mike Hoffman, Mike Curley, Cindy Snyder, Laurel Oswalt, Linford Bledsoe, John McLucas and Nathan Stone.

Tim Staub, HRG planning consultant provided an update of the remaining schedule. The committee discussed the adoption process and the ability to present the plan to a joint planning commission and elected officials audience. The meeting will need to meet the Sunshine law and local advertisement requirements. Tim will coordinate with Laurel, Cindy, and Brenda to determine possible dates. It was noted a court stenographer will need to be provided at the elected officials hearing and the two municipalities will coordinate this effort. Tim indicated that he expects that the committee would participate in presenting significant portions of the themes and strategies while he will facilitate the plan process and fill in any gaps. Tim will provide a structure for committee members at the October meeting to follow but he urged members to contemplate which section they are passionate about presenting.

The public/County/municipal planning commission review will initiate upon receiving all comments/edits after the fall finale events and October steering committee meeting. The Plan will be available on the plan web site and hard copies will be available at each municipal office. Copies of the plan will be shared with adjoining municipal comments as required by the municipalities planning code at this time.

The fall finale format will follow a walkthrough format similar to the spring symposium events where attendees can review the plan at their own pace and review all of the plan or the portions they are most interested in. A survey will be provided to attendees to complete in regards to the plan along with implementation sign-up sheets for activities attendees are interested in participating. Tim suggested sending specific invitations to groups/individuals that the committee feels strongly could assist in the plan implementation.

Tim provided the draft plan and reviewed its components and indicated a digital version would be shared with them to provide comments. The following points were discussed amongst the committee:

1. The plan was co-designed by the two communities and HRG's role has been to facilitate the discussion. As you read through the plan, you should not see many new items other than HRG adding a little to certain sections based on plan requirements or professional planning advice.
2. The committee agreed to get Tim all of their edits back to him **by 5PM next Friday, September 6th** so he can incorporate these revisions into the Fall Finale boards for the following week. These edits should take the form of editorial or if they have a concern whether something should be incorporated into the plan or HRG missed something during the compilation of the plan.
3. Tim asked if the committee members have any other outstanding comments that they share them with him prior to their last meeting in October. At which time he will finalize the plan and officially share with the public.
4. Nathan Stone and Tim have some maps to finalize as part of the project, which are listed in the table of contents. They will share these graphics in the coming weeks.

5. The other section that is not included is the Collateral Appendices where we can include: municipalities planning code reference sections, meeting minutes and other supporting implementation documents. These items are discussion points for the committee to determine inclusion. Tim mentioned the meeting minutes are significant in that they not only provide a historical perspective to continue implementation on many of the regional group discussions but also possible background support for future grant applications.
6. A discussion as to who was going to implement the plan goals occurred so that they communities do not fall in implementation. After much discussion, Tim suggested that the committee indicated who should be involved in implementation of the goals and strategies and write them down a specific person or role (i.e. Cindy Snyder or Council person) as part of the plan review. Tim also noted that during the summer meetings we have invited numerous outside persons/organizations to target them to aid in implementation. Further, the leadership committee has been trained in group facilitation in the hopes that many of them would stay involved in leading or participating in these efforts.
7. As part of the implementation discussion, Eric wondered what timeframes could be attached to the implementation items. Tim shared that he prefers to consider an order of magnitude approach compared to a timeline. As timelines are just estimates. Order of magnitude of hours/time required to complete effort provides a better perspective of how much time the strategy will take to accomplish. Tim did request the committee to identify which efforts, in your mind, are ready to initiate implementation immediately so we can start discussions prior to plan adoption and also he can include in the plan.

The final exercise was a future land use plan breakout activity where Tim separated the groups into two groups to discuss what map changes they felt were necessary. Generally speaking, the process has not included a future land use discussion as the public comments have not lead them in that direction but this is a plan requirement that needs to be included. The groups discussed whether the growth management boundaries should be expanded. It was determined that they should remain the same. A few minor edits were considered in regards to switching some lands to commercial along Rt. 74 in the Township and north of the Borough associated with a recently submitted plan. Finally, the business park/industrial area was discussed as it relates to building more economic development within the region and how it relates to the future potential Exit 26 off of Interstate 83 project. It was determined that the boundaries should remain the same but the uses may need to be further refined to be more complimentary to each other.

COLLATERAL APPENDIX D: INTERGOVERNMENTAL COOPERATION HANDOUT

Separate or Together Visioning Workshop

This is not the process of annexation but is an agreement to work together to create area wide opportunities.

A. Benefits

- Access to knowledge- All communities experience different levels of growth and development and can benefit from the assets of knowledge of one another (i.e: regeneration or successful grant proposals).
- Enhance service delivery- Per unit costs of delivering services decreases when a large group is using the service.
- Economic Benefits- Instead of focusing on a municipal level, focus on a regional approach that secures regional investment, growth and prosperity by building off of regional opportunities, services, assets (i.e. agricultural lands- farmers market)
- Financial Leverage- Joint initiatives, servicing, and infrastructure allows municipalities to reduce certain costs, provide better advantage for grant approvals and security to engage numerous initiatives that might be able to undertake alone (i.e. bridge bundling).
- Plan Consistent Growth- Consistent land use policies and zoning ordinances reduce complexities and risk for developers seeking to invest in the region. Common policies for business sectors (agribusiness, telecommunications, alternative energy, e-commerce) provide a more attractive region where companies know where they can invest and have common standards.
- Strengthen- Regional partnerships decrease the risk that a municipality would have when working on its own.
- Increase Quantity and Quality- The cost reduction in shared services allows for more funding in other parts that are lacking.

B. Ways to Cooperate- Themes and Strategies

- Recreation. Dover Recreation Sports Committee (planning, programming, facility development)
- Shared Resources. Fire Services (fund raise, develop and hire staff, educate the public)
- Community Preservation. (historical identification and adaptive reuse)
- Community Involvement and Communication. (brand creation and media promotion)
- Education. School Collaborative (social concerns and job placement)
- Infrastructure. (public works consolidation- plowing, street sweeping, combined bidding of capital projects)
- Housing. (zoning and enforcement)

- Economic Development. Business Association (career fair)

C. Fear and Concerns of Working Together

- Lack of Trust
- Fear of Losing Authority
- Fear of Losing Identity
- Fear of Unknown
- Who Will Benefit

D. Mechanism to Overcome

- Confrontation
- Direct your energy
- Establish clear expectations
- Be clear on decision-making authority

E. Where do you Stand?

- Brainstorming- What needs to be addressed to build a better community?
- Establishing Expectations- What is purpose and goals for working together?
- Identification of Stakeholders- Who will benefit from being a part of the group?
- Research: Have these initiatives been successful, and if so, what ways?
- Time Understanding and Commitment- It is important to understand and consider the amount of time it will take to work towards the goal and whether you have the capacity to commit.
- Effort- Results do not happen overnight.

COLLATERAL APPENDIX E: STRATEGIC ROADMAP EXAMPLE

COLLATERAL APPENDIX F: IMPLEMENTATION TEMPLATES



Joint Comprehensive Plan Infographics for Dover Borough

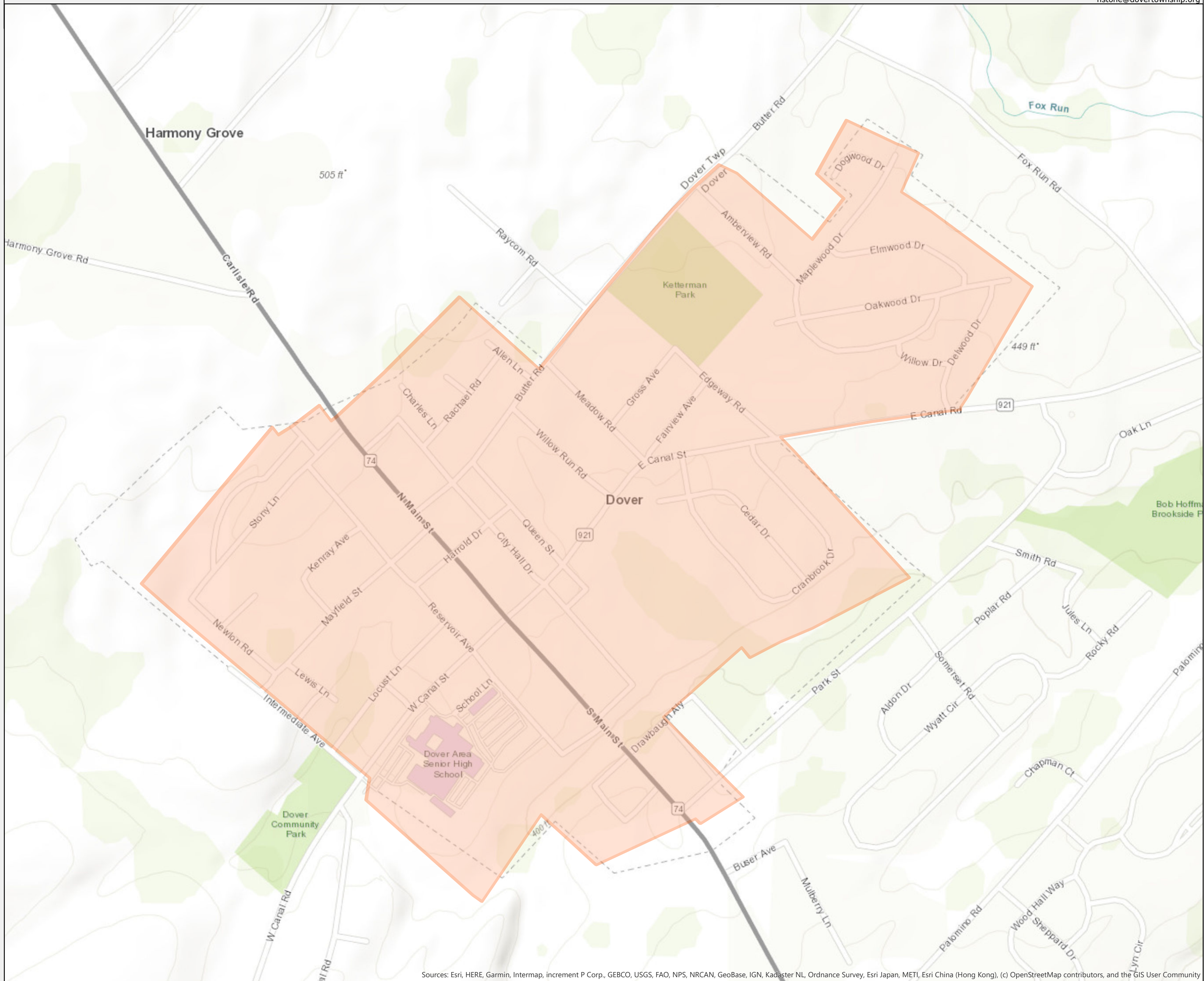
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Creation Date: 9/9/2019
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GIS Map Legend

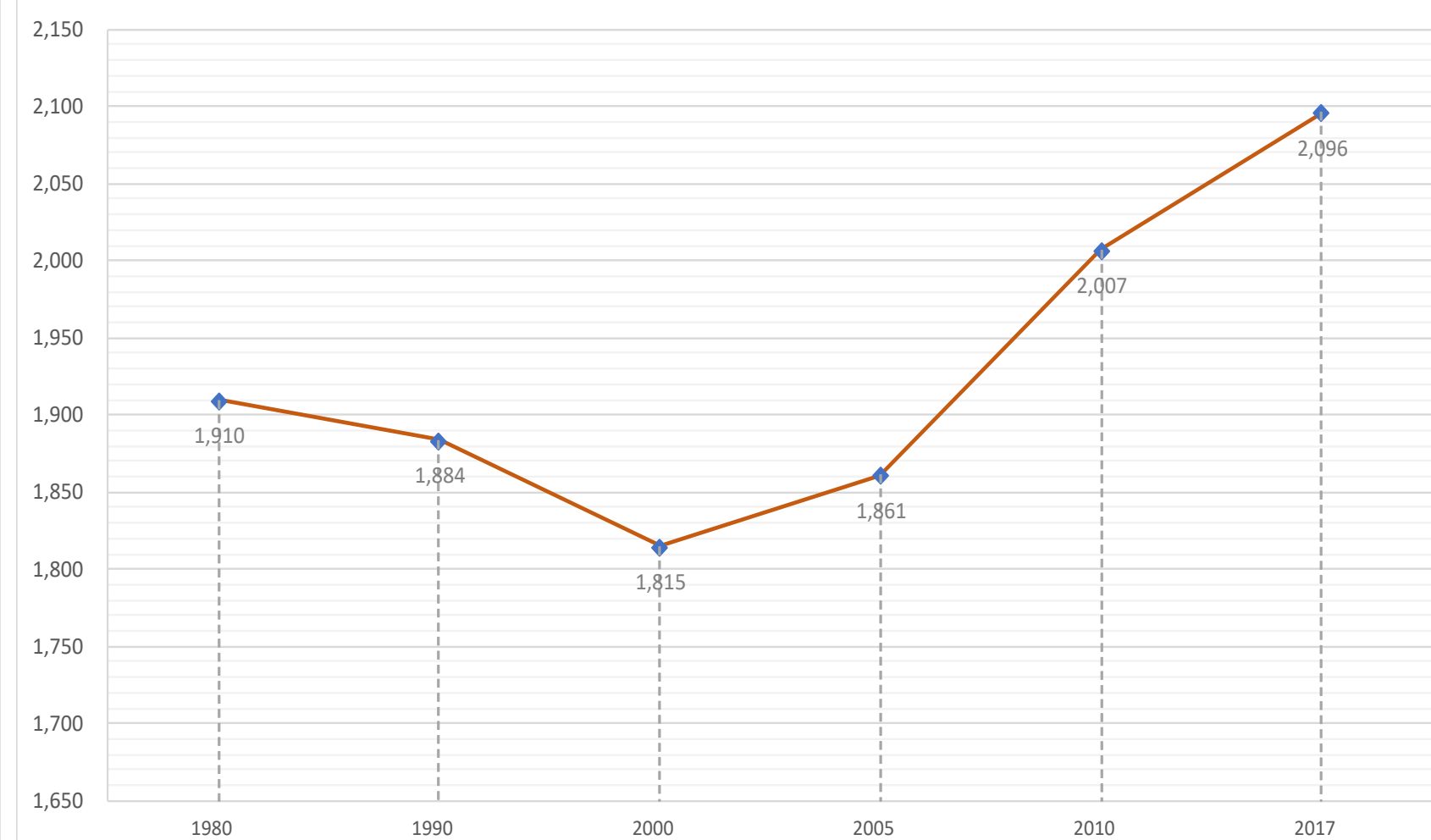
Municipal Boundary
Dover Borough



Comment Box

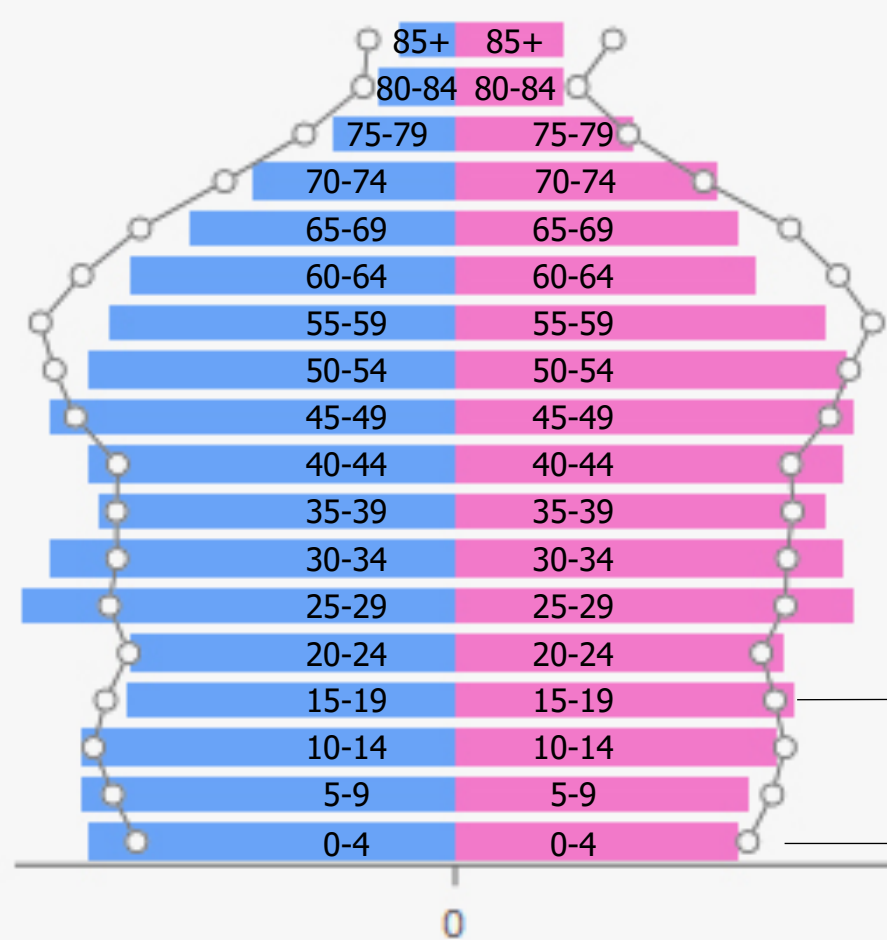
- Just over 15% of Borough Household Income earns above \$100k
- 27% of Borough population is comprised of teenage and children

DOVER BOROUGH POPULATION



Age Pyramid

Dover Borough



The largest group:
2018 Males Age 25-29

The smallest group:
2018 Males Age 85+

27% Teenage and Children

Dots show comparison to
York County

Households By Income

Dover Borough

The largest group: \$50,000 - \$74,999 (23.2%)
The smallest group: \$200,000+ (0.4%)

Indicator	Value	Difference
<\$15,000	9.8%	+2.5%
\$15,000 - \$24,999	8.5%	+0.4%
\$25,000 - \$34,999	9.4%	+0.6%
\$35,000 - \$49,999	15.6%	+2.8%
\$50,000 - \$74,999	23.2%	+2.3%
\$75,000 - \$99,999	16.4%	+1.8%
\$100,000 - \$149,999	13.9%	-3.1%
\$150,000 - \$199,999	2.9%	-3.2%
\$200,000+	0.4%	-4.0%

Bars show deviation from
York County

Race and Ethnicity

Dover Borough

The largest group: White Alone (92.94)
The smallest group: Pacific Islander Alone (0.00)

Indicator	Value	Difference
White Alone	92.94	+6.78
Black Alone	2.32	-3.91
American Indian/Alaska Native Alone	0.35	+0.10
Asian Alone	0.54	-0.92
Pacific Islander Alone	0.00	-0.04
Other Race	1.38	-1.91
Two or More Races	2.47	-0.11
Hispanic Origin (Any Race)	4.05	-3.82

Bars show deviation from
York County

Average Household Size

Dover Borough

for this area
2.49 which is less than the average for United States

Area	Value
United States	2.59
York County	2.56
This area	2.49
Pennsylvania	2.46



Joint Comprehensive Plan Infographics for Dover Township

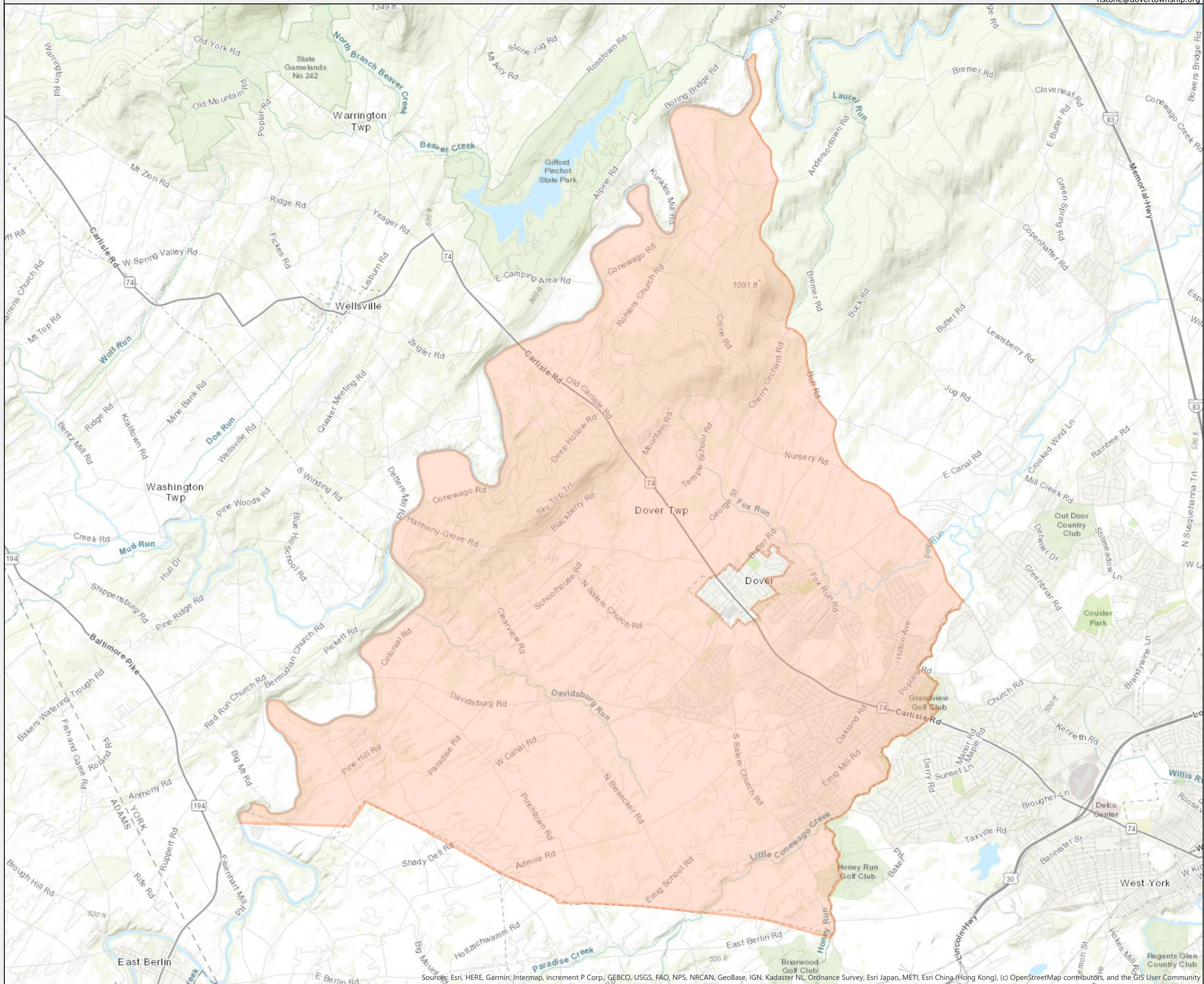
Created For: **Tim Staub**
 Creation Date: **9/9/2019**
 File Save Location: **Desktop\Joint Comp Plan\Maps\Infographics Map - Dover Township.pdf**

0 0.330.65 1.3 1.95 2.6 Miles

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GIS Map Legend

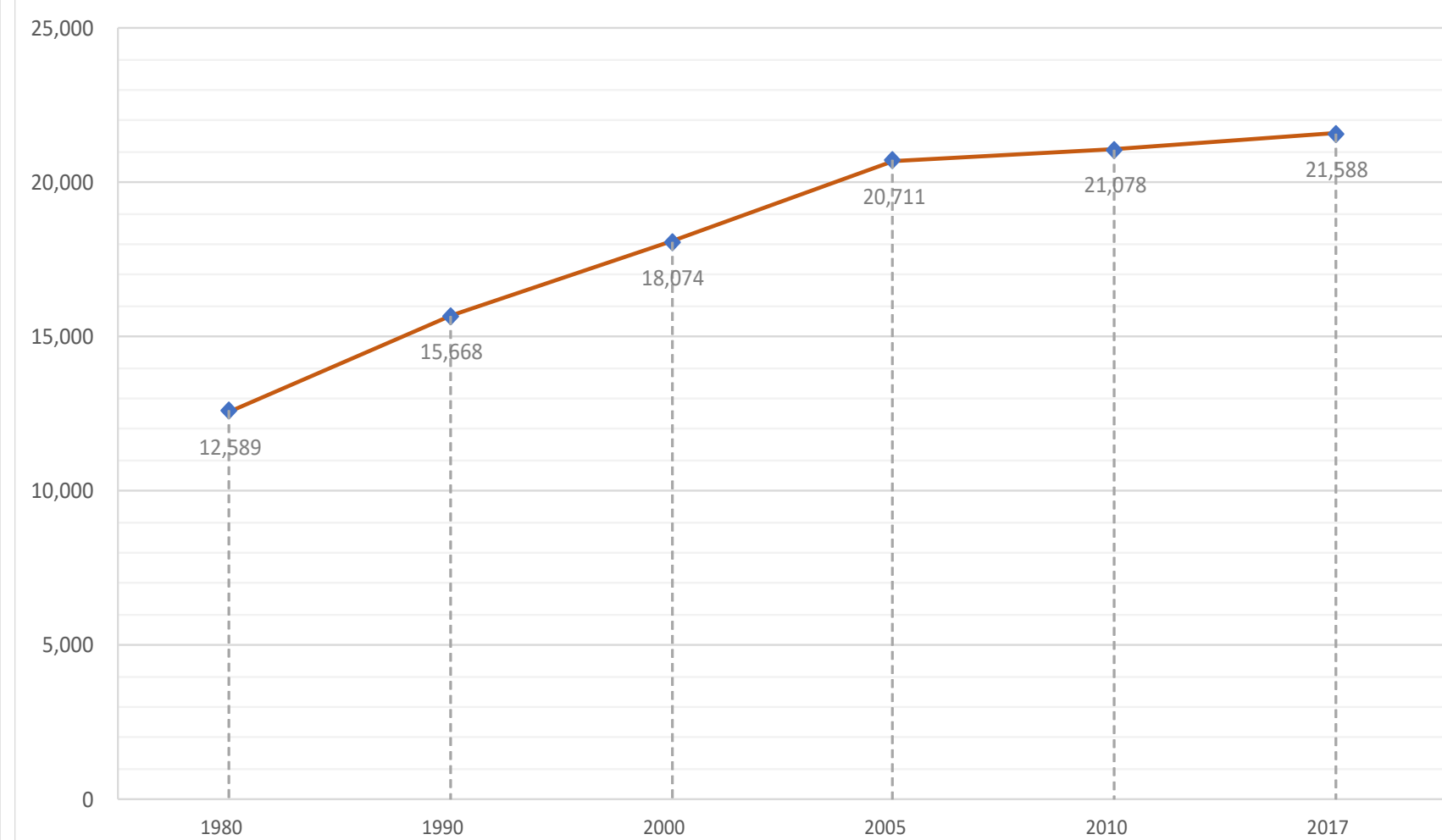
Municipal Boundary
 Dover Borough
 Dover Township



Comment Box

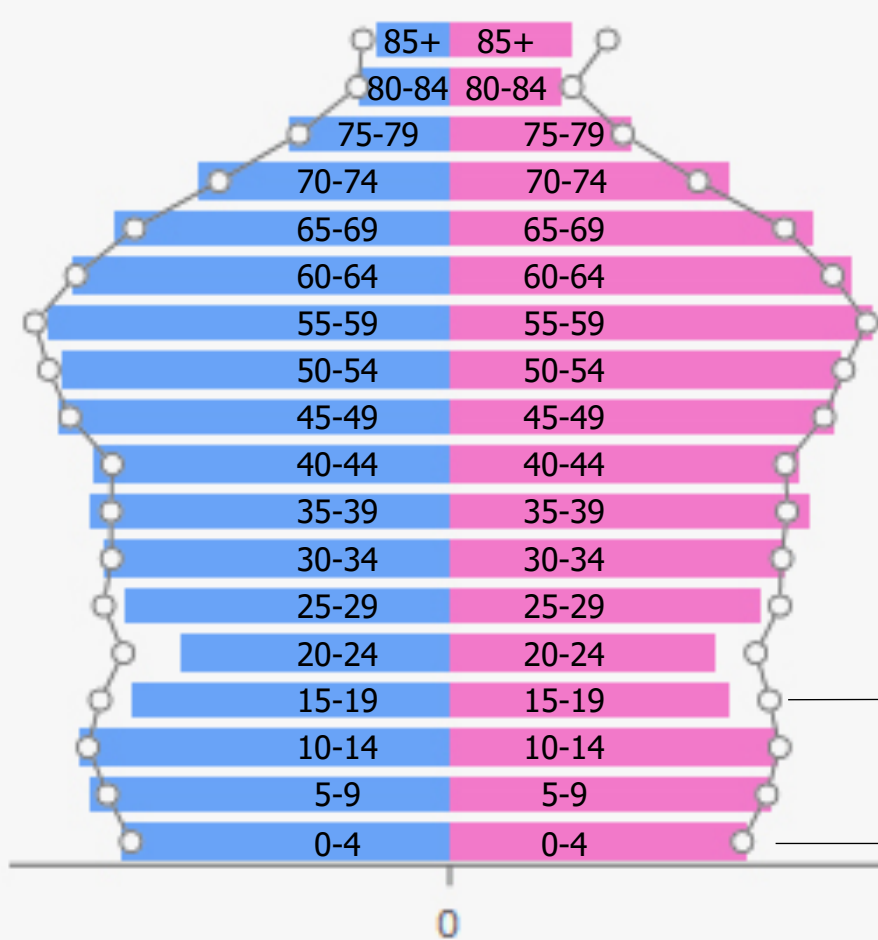
- Just over 20% of Township Household Income earns above \$100k

DOVER TOWNSHIP POPULATION



Age Pyramid

Dover Township



The largest group:
2018 Females Age 55-59

The smallest group:
2018 Males Age 85+

21% Teenage and Children

Dots show comparison to
 York County

Households By Income

Dover Township

The largest group: \$50,000 - \$74,999 (24.2%)
 The smallest group: \$200,000+ (2.7%)

Indicator	Value	Difference
<\$15,000	6.9%	-0.4%
\$15,000 - \$24,999	7.3%	-0.8%
\$25,000 - \$34,999	8.6%	-0.2%
\$35,000 - \$49,999	15.5%	+2.7%
\$50,000 - \$74,999	24.2%	+3.3%
\$75,000 - \$99,999	13.8%	-0.8%
\$100,000 - \$149,999	16.6%	-0.4%
\$150,000 - \$199,999	4.3%	-1.8%
\$200,000+	2.7%	-1.7%

Bars show deviation from
 York County

Race and Ethnicity

Dover Township

The largest group: White Alone (90.94)
 The smallest group: Pacific Islander Alone (0.04)

Indicator	Value	Difference
White Alone	90.94	+4.78
Black Alone	4.03	-2.20
American Indian/Alaska Native Alone	0.39	+0.14
Asian Alone	0.87	-0.59
Pacific Islander Alone	0.04	0
Other Race	1.61	-1.68
Two or More Races	2.13	-0.45
Hispanic Origin (Any Race)	5.06	-2.81

Bars show deviation from
 York County

Average Household Size

Dover Township

for this area
2.53 which is less than the average for United States

Area	Value
United States	2.59
York County	2.56
This area	2.53
Pennsylvania	2.46



**Joint Comprehensive Plan
Existing Land Use Map Dover Borough**

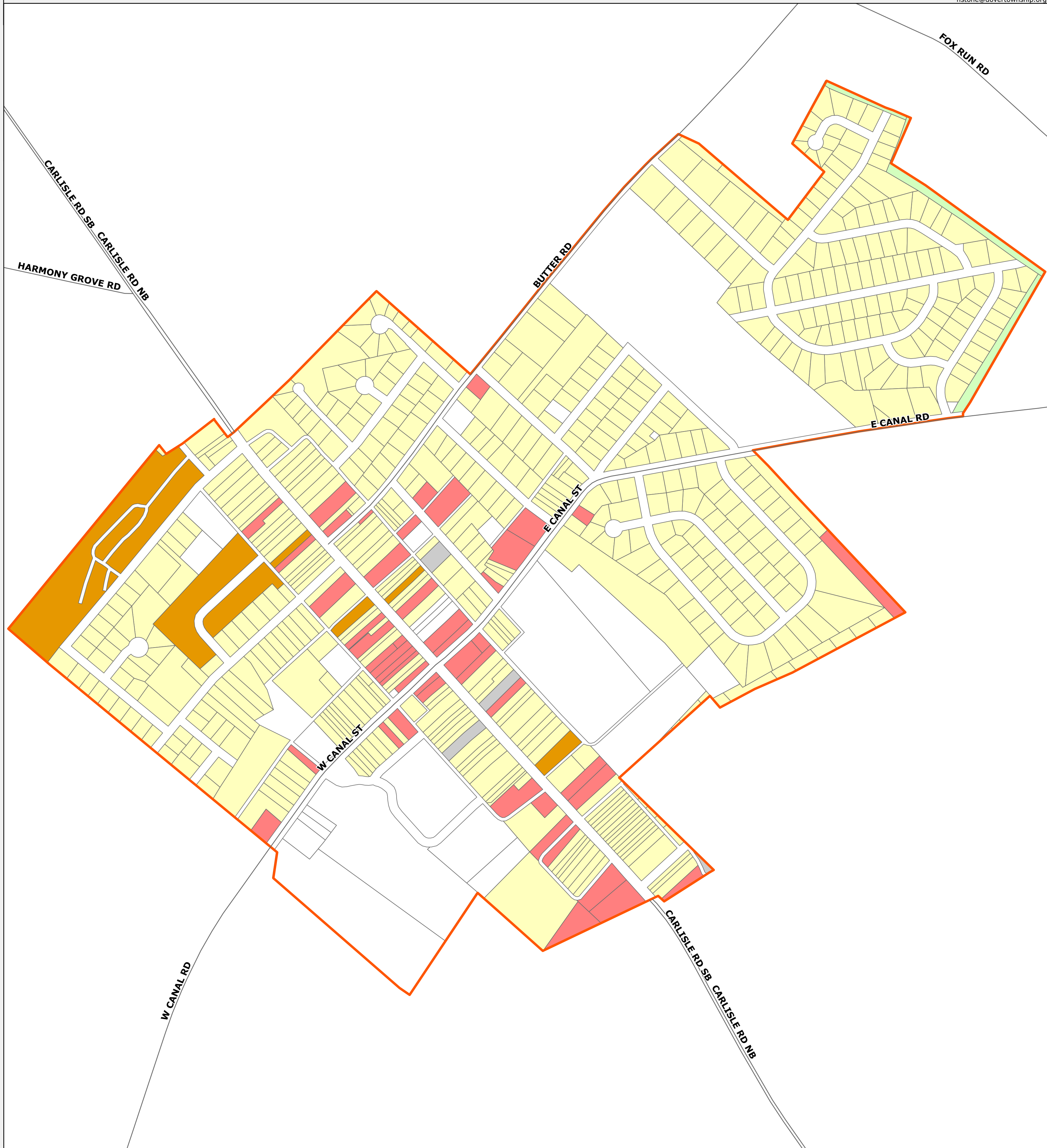
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Creation Date: 2/8/2019
File Save Location: Desktop\Joint Comp Plan\Maps\Existing Land Use Map Dover Borough.pdf

0 0.020.04 0.08 0.12 0.16 Miles

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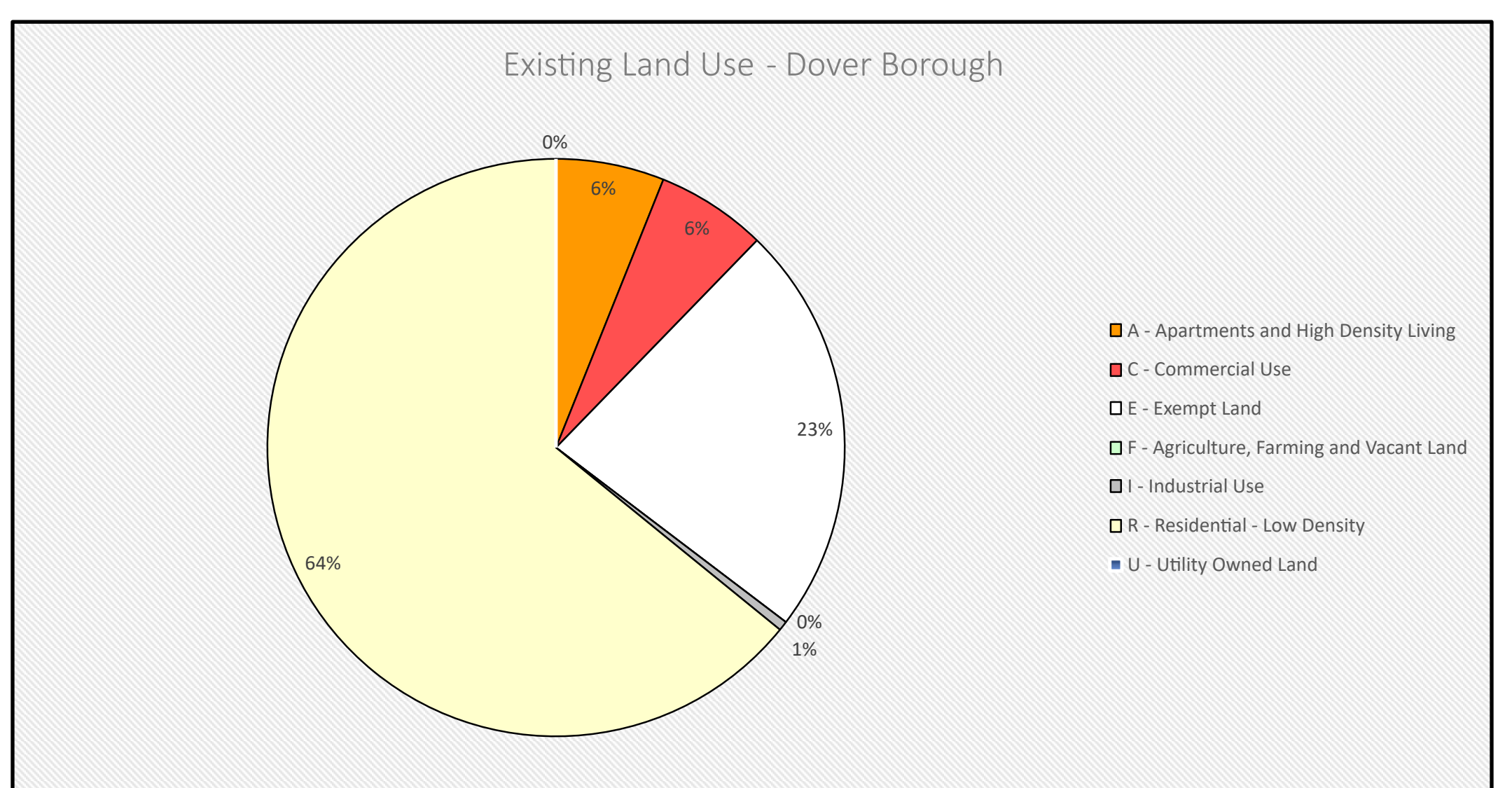
GIS Map Legend

- York County Parcels
 LANDUSE CODE
- A - Apartments and High Density Living
 - C - Commercial Use
 - E - Exempt Land
 - F - Agriculture, Farming and Vacant Land
 - I - Industrial Use
 - R - Residential - Low Density
 - U - Utility Owned Land



Comment Box

- Significant percentage of exempt land
- 70% of acreage is tied to residential uses (6% high density)
- Low amount of Commercial/Industrial uses, which causes the community to travel outside the Borough for work, daily needs and entertainment





**Joint Comprehensive Plan
Existing Land Use Map Dover Township**

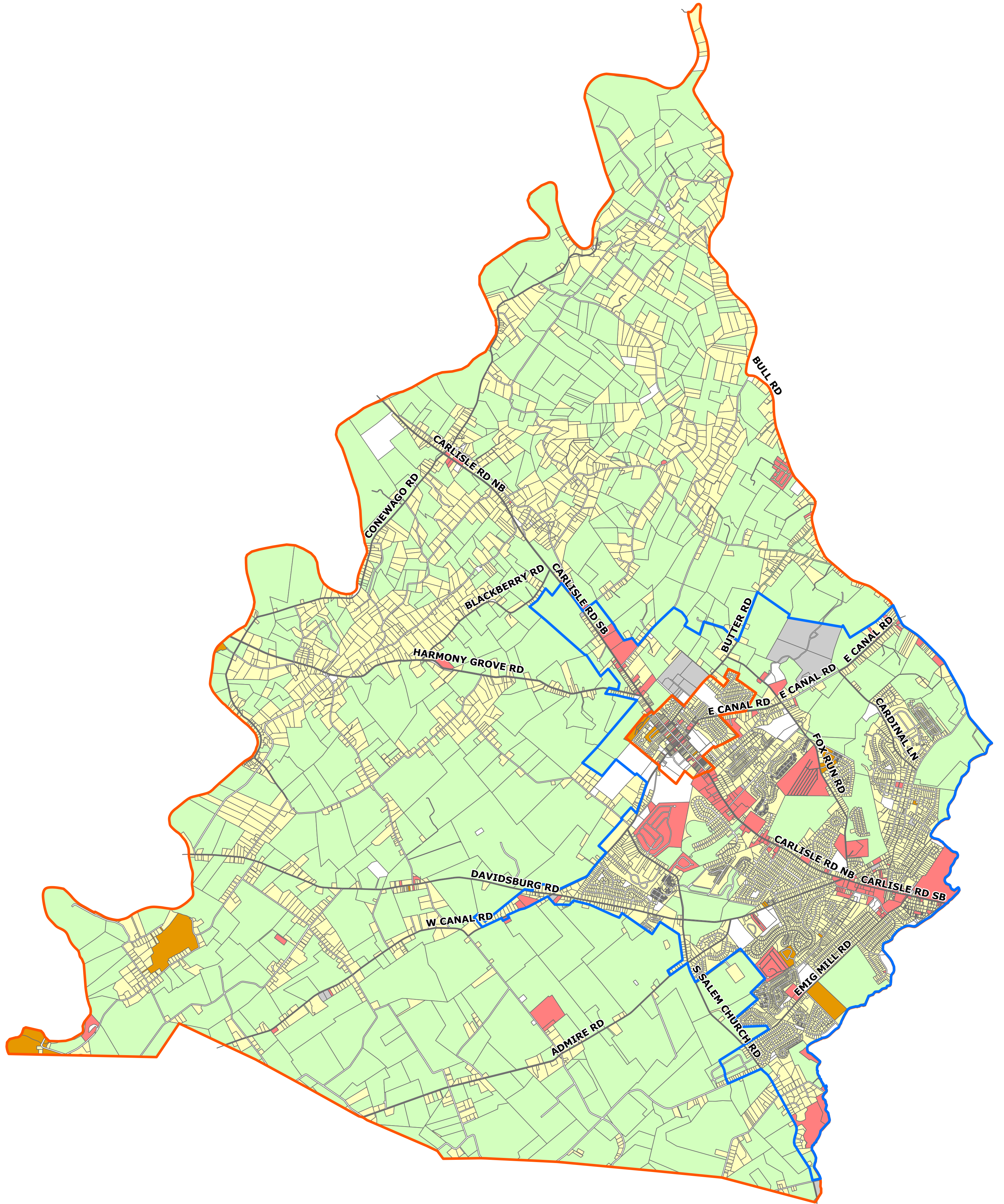
Created For: Tim Staub
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File Save Location: Desktop\Joint Comp Plan\Maps\Existing Land Use Map Dover Township.pdf

0 0.150.3 0.6 0.9 1.2 Miles

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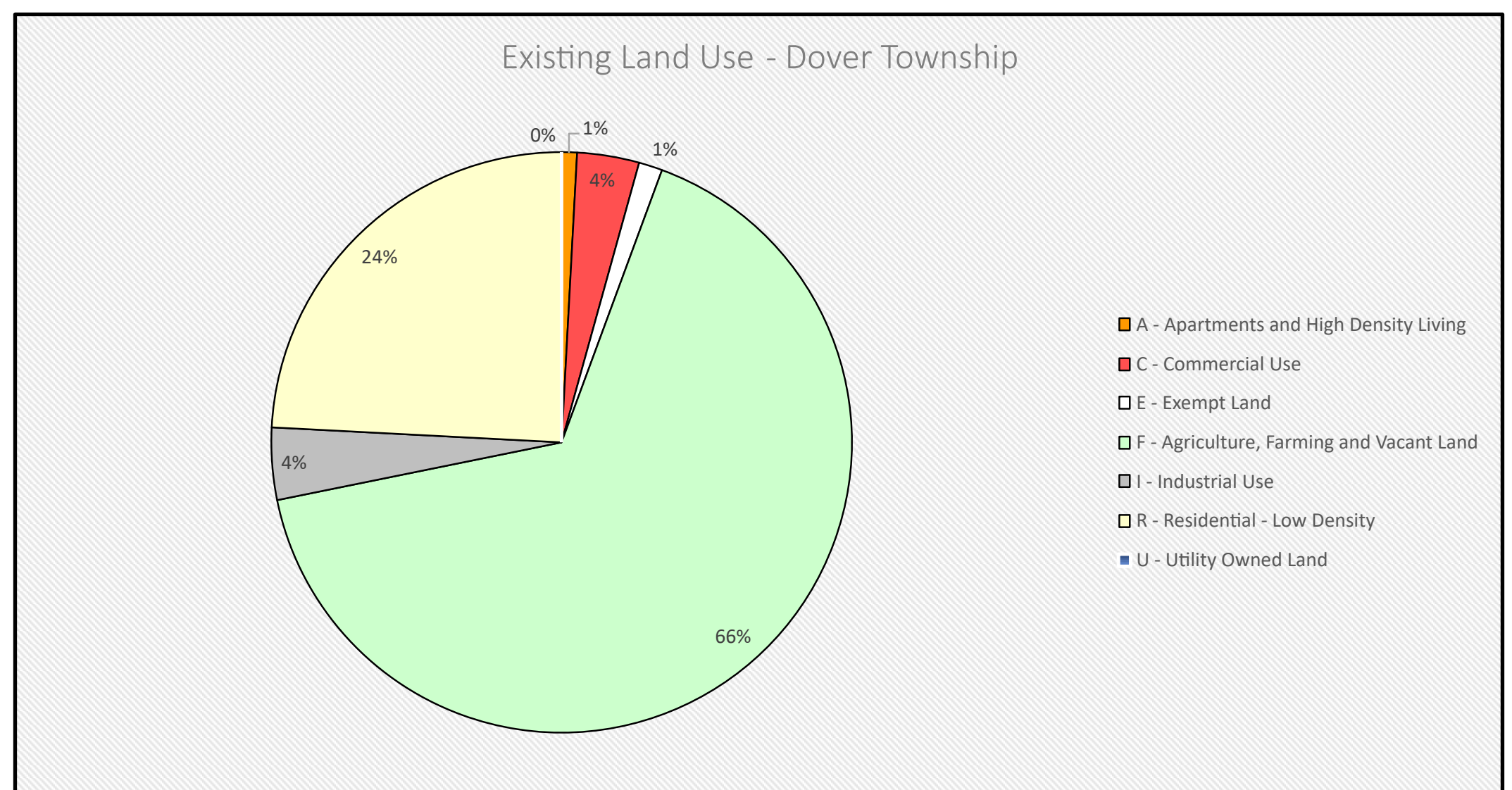
GIS Map Legend

- Municipal Boundary
- York County Parcels
- LANDUSE CODE
- A - Apartments and High Density Living
- C - Commercial Use
- E - Exempt Land
- F - Agriculture, Farming and Vacant Land
- I - Industrial Use
- R - Residential - Low Density
- U - Utility Owned Land
- Collector Roads
- Designated Growth Area 2008



Comment Box

- 90% of land is comprised of agricultural and low density residential uses
- Minimal housing choices
- The majority of residents are forced to travel outside of Township for work, daily needs and entertainment





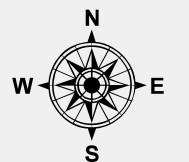
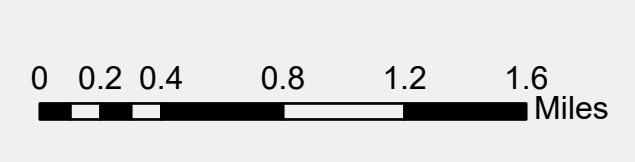
Joint Comprehensive Plan 2030 Future Land Use Map

Created For: Tim Staub

Creation Date: 9/10/2019

File Save Location:

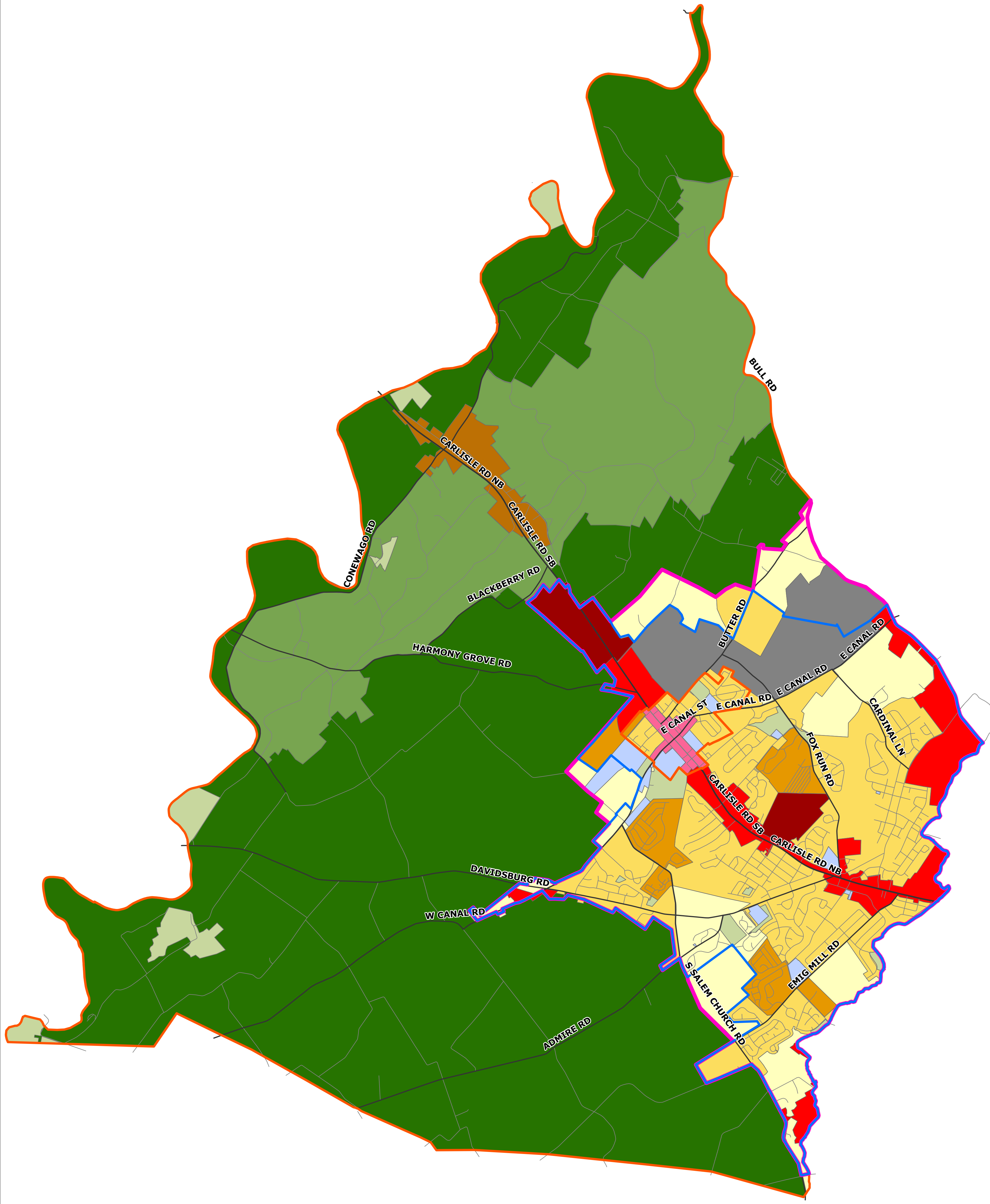
9/10/2019



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GIS Map Legend

- Designated Growth Area 2008
 - Future Growth Area 2008
 - Municipal Boundary
 - Collector Roads
 - Other Roads
- ### Future Land Use
- #### Zoning Label
- Rural Village
 - Low Density Residential
 - Medium Density Residential
 - High Density Residential
 - Business / Commercial
 - Commercial
 - Mixed Commercial / Residential
 - Industrial / Business Park
 - Parks / Open Space / Recreation
 - Conservation
 - Agriculture
 - Institutional / Government





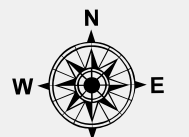
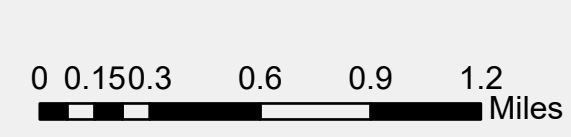
Joint Comprehensive Plan Parks and Recreation Map

Created For: Tim Staub

Creation Date: 9/9/2019

File Save Location: Desktop\Joint Comp Plan\Maps\Parks and Recreation Map.pdf

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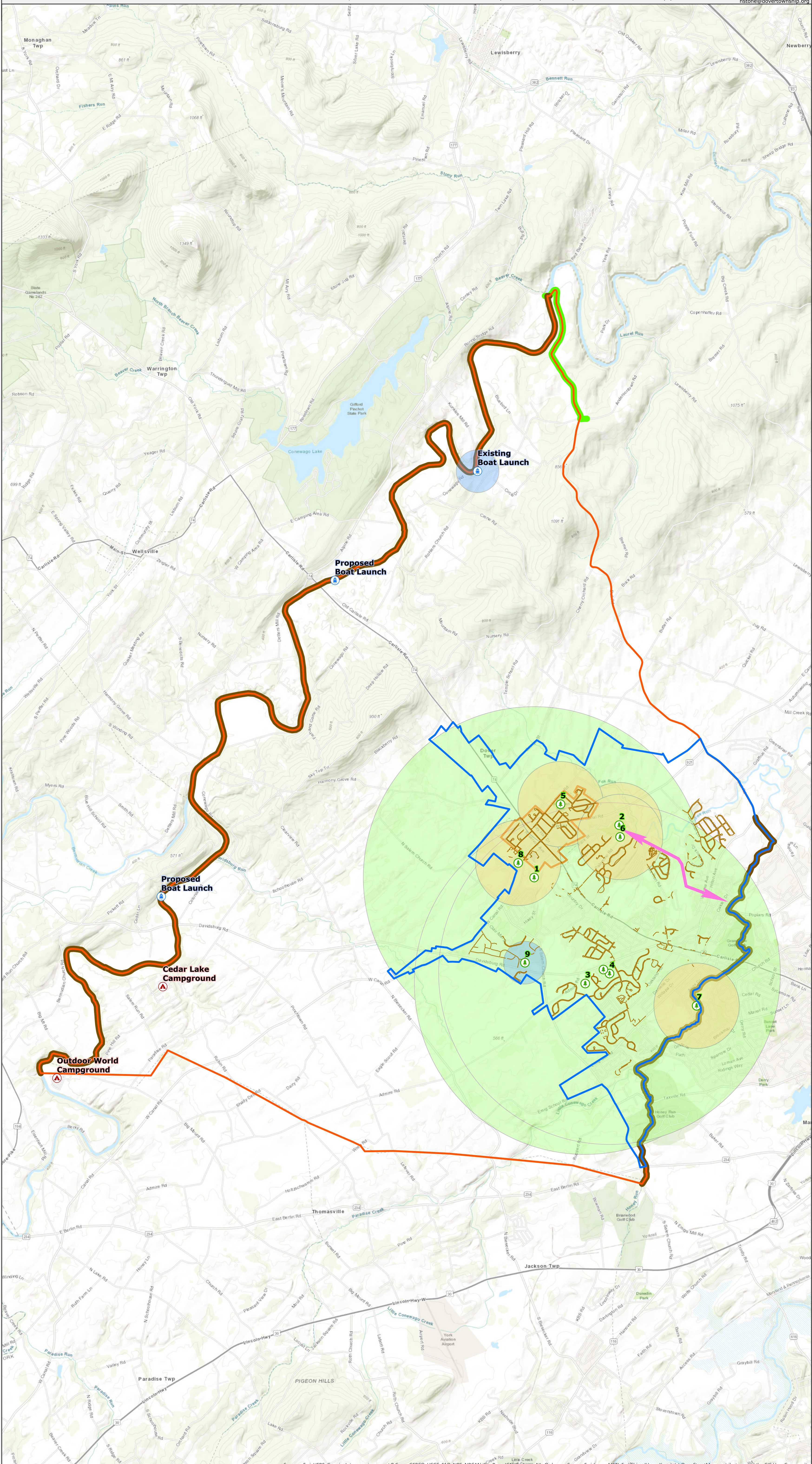


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GIS Map Legend

- Proposed Trailways
- Proposed Trolley Trail
- Mason Dixon Trail
- Designated Growth Area 2008
- Type of Public Facility**
- Park and/or Rental Facility
- Boat Launch
- Campground
- Sidewalks
- Mini-Park
- Neighborhood Park
- Community Park
- Municipal Boundary

- 1 - Eagle View Park (49 acres)
- 2 - Brookside Park (21 acres)
- 3 - Dover Run Rec Land (20 acres)
- 4 - Lehr Park (18 acres)
- 5 - Ketterman Park (12 acres)
- 6 - YMCA (9 acres)
- 7 - Mayfield Park (8 acres)
- 8 - Community Park (8 acres)
- 9 - Edgewood Park (3 acres)

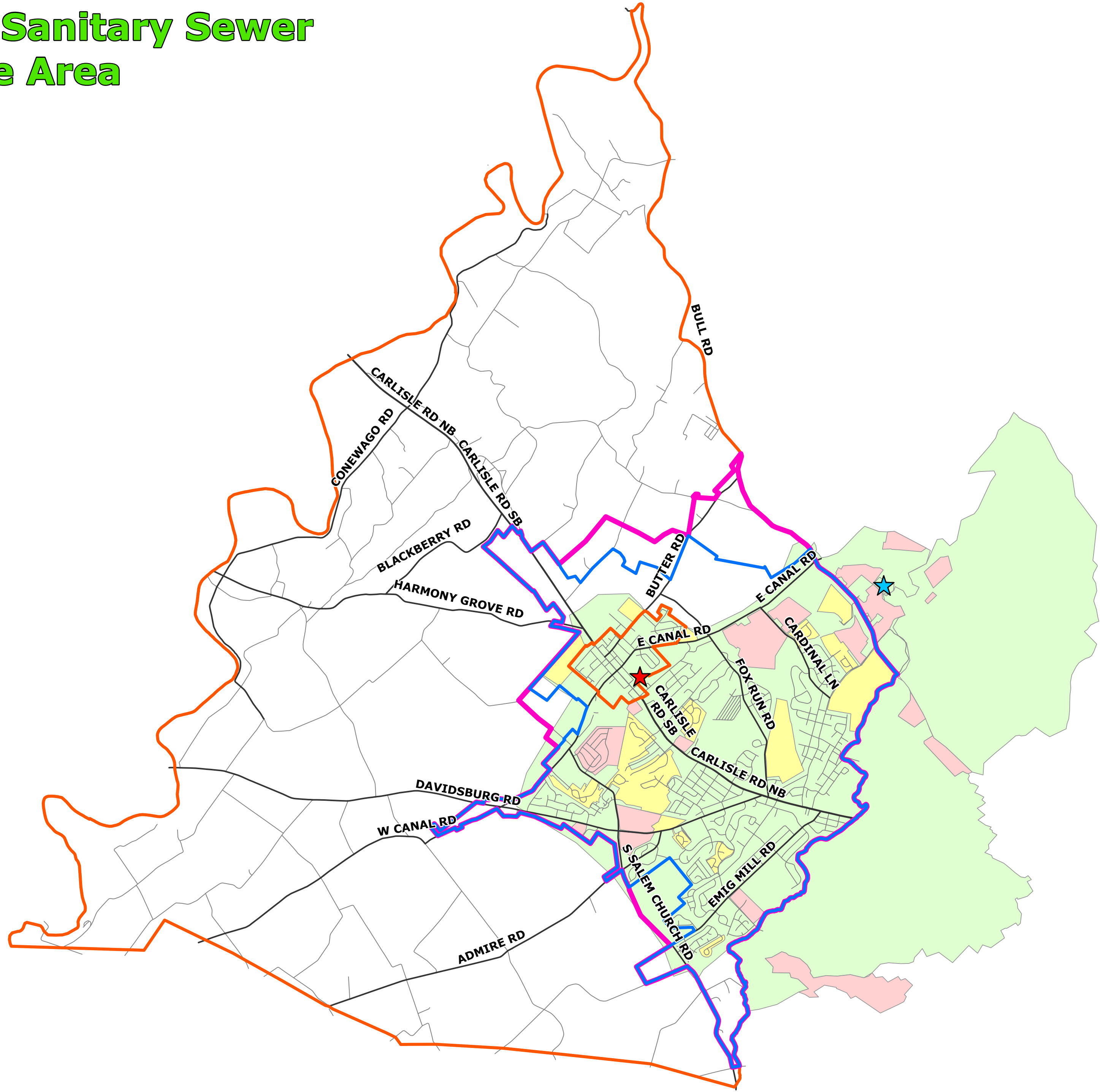




Public Sanitary Sewer Service Area

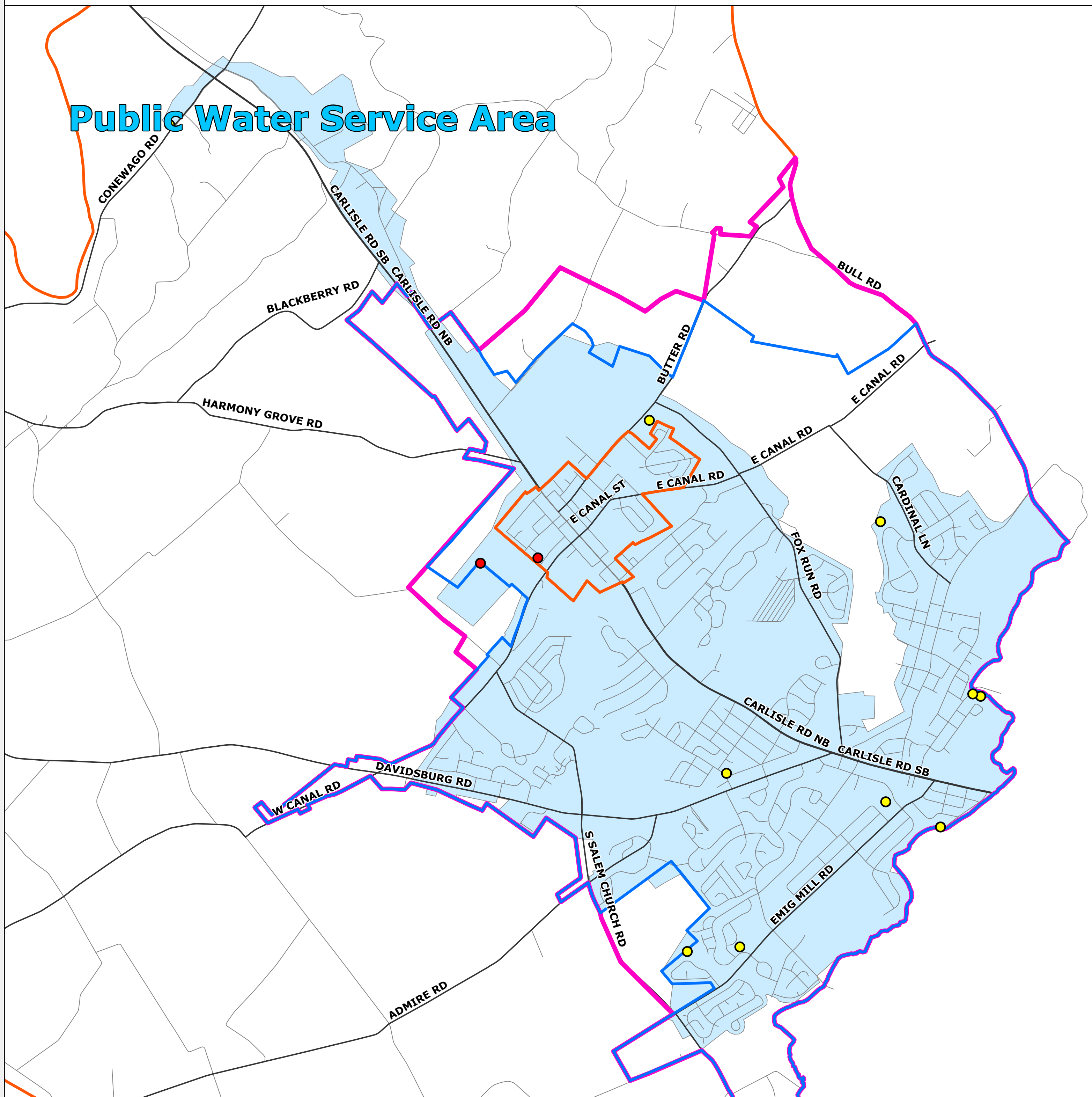
GIS Map Legend

- Designated Growth Area 2008
 - Future Growth Area 2008
 - Municipal Boundary
 - Collector Roads
 - Other Roads
- Public Sewer Service Areas**
- Service Areas**
- Current
 - Planned
 - Future
- ★ Dover Borough WWTP
 - ★ Dover Township WWTP



Public Water Service Area

- Borough Well Locations
- Township Well Locations
- Designated Growth Area 2008
- Future Growth Area 2008
- Municipal Boundary
- Collector Roads
- Other Roads
- Public Water Service Area



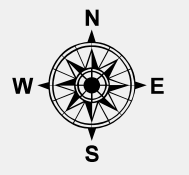
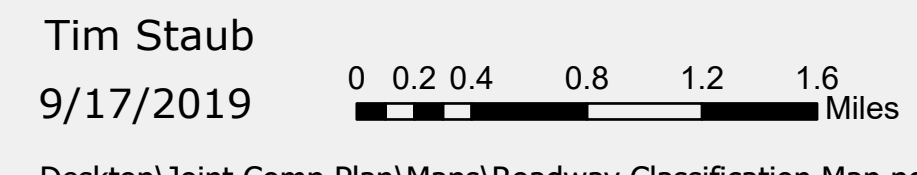


Joint Comprehensive Plan Roadway Classification Map

Created For: Tim Staub

Creation Date: 9/17/2019

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GIS Map Legend

- ✚ Proposed Intersection Improvements
- ★ Proposed Traffic Signal Improvements

Bridges

- Good Condition - Not Restricted
- Fair Condition - Not Restricted
- Poor Condition - Not Restricted
- Poor Condition - Weight Restricted
- Proposed Improvements

Roadway Classification

CLASSIFICATION

- Arterial Regional
- Arterial Community
- Collector Community
- Collector Neighborhood
- Local
- - - Dover Twp Boundary

Completed Projects from Previous Plan

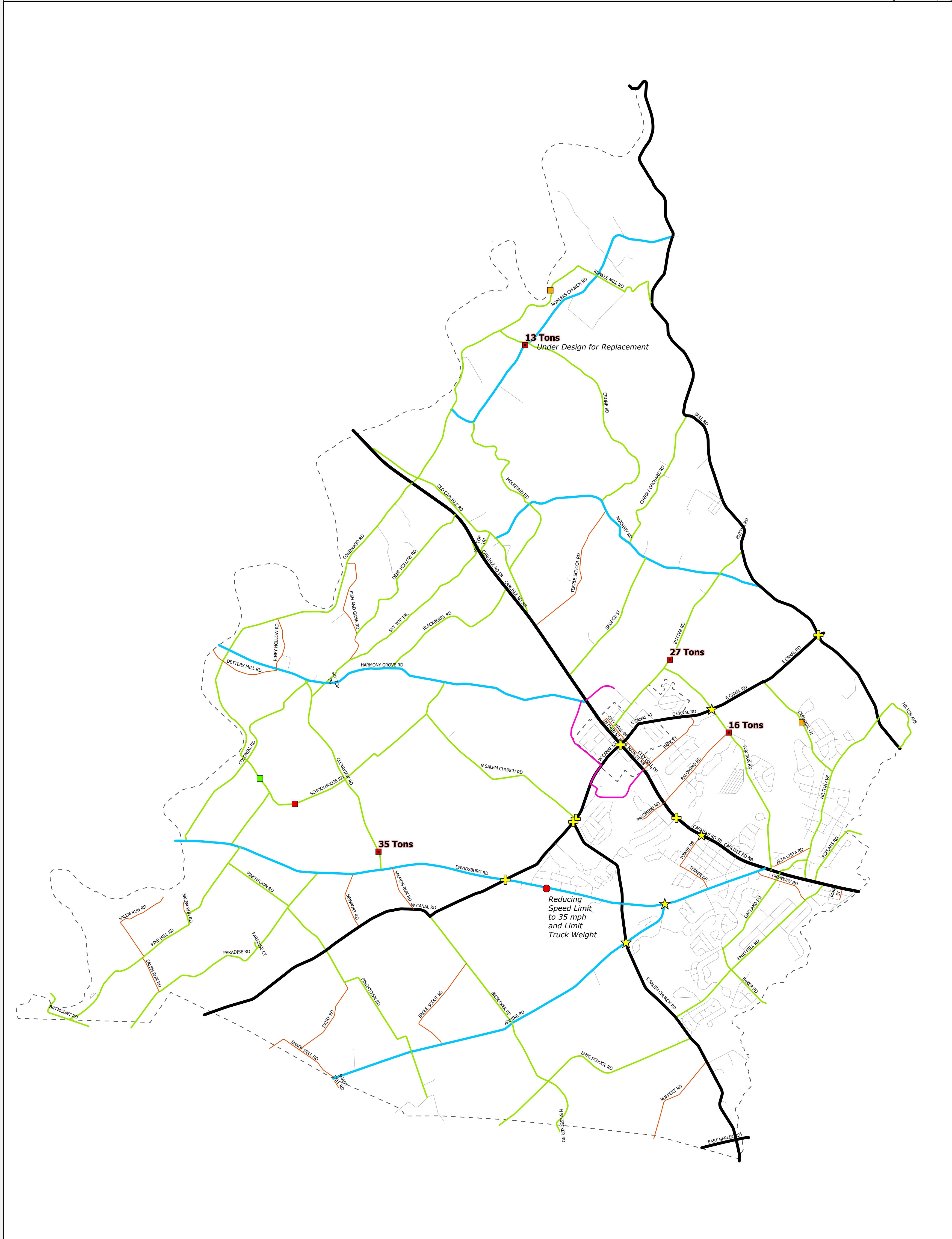
Dauidsburg Rd / Jodi & Tower
WB Left-Turn Lane

Dauidsburg Rd / Admire Rd
EB Left-Turn Lane

Carlisle Rd / Dauidsburg Rd
Recent Improvements Complete

Carlisle Rd / Donwood Dr
Light at Palomino Ext Addressed This

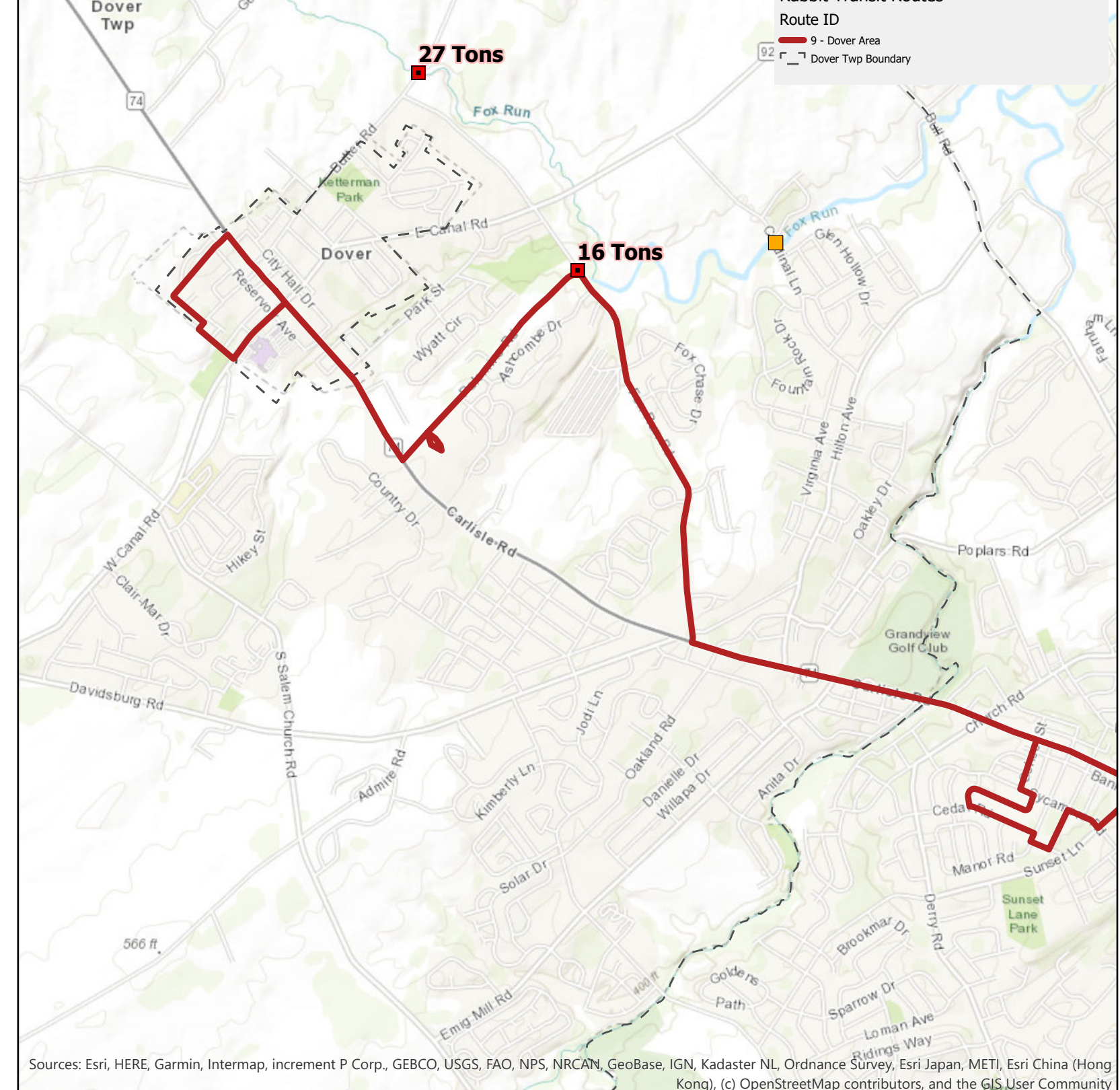
Salem Church Rd
Storm Drainage



Comment Box

- Predominant curvilinear local roadway system, which places more stress on arterial and collector roadways
- Nearly 50 miles of State roadway in Dover Region
- 97% of the Region's workers travel to work est. 10,821 (2000 Census)
- 1 fixed bus route to the Dover Region
- 66% of bridges are in poor condition in Dover Region

Bus Route Map



Sources: Esri, HERE, Garmin, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), (c) OpenStreetMap contributors, and the GIS User Community