

A teal window shutter is mounted on a white wall. A black scroll bracket is attached to the bottom of the shutter. The shutter has a small metal fastener on its left side.

hippensburg
Downtown
Plan

~ may 7, 2010

PLANNER'S NOTE



A steady stream of college students emerge from the alley next to Knute's Pub and Grill on a Wednesday evening in December. The draw downtown this night, for these students and other residents of downtown Shippensburg, is chicken wing specials at Knute's. The scene on the street is vibrant and active and reminiscent of a thriving downtown.

This experience is one that other communities strive to replicate in their downtowns, an active streetscape with customers and residents commingling in the urban environment. During this planning process in Shippensburg, we have experienced the capacity and passion to make this scene an everyday occurrence.

As a community, Shippensburg has many opportunities that can position the downtown to be a destination for livability and a business and cultural center in southwest Cumberland County.

We have been to Shippensburg many times before this project commenced. During those visits, the charm and character in this community resonated above other areas. That sense of place, combined with a fresh strategic plan for the future, gives us great confidence that the future is bright for Shippensburg.

ACKNOWLEDGEMENTS

This planning endeavor could not have been completed without the cooperative efforts of a number of people. To these persons and institutions we extend our thanks for the outstanding work they did in the development of this planning document.

- Cumberland County Housing and Redevelopment Authority
- Shippensburg Borough
- Shippensburg Area Development Corporation
- Shippensburg Area Chamber of Commerce
- Shippensburg D.O.I.T.
- Shippensburg University
- Shippensburg Public Library
- Knute's Pub and Grill
- Orrstown Bank

SHIPPENSBURG DOWNTOWN PLAN

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INTRODUCTION

Understanding the existing patterns of development and the growth potential of the downtown ensures a sustainable and viable downtown for the future. The role of a Downtown Master Plan is to develop that understanding and see beyond the existing physical elements to realize the specific sense of place and vision for the future.

The following list highlights several key anticipated outcomes of the planning process:

1. Develop a clear pattern for future growth
2. Identify potential areas for civic space, green space connections, infill construction, housing options, and pedestrian linkages
3. Create synergy between downtown stakeholders, including government, business owners, university representatives, residents, and non-profit groups
4. Engage stakeholders in defining the vision for downtown
5. Transform under-utilized spaces into compatible and necessary land uses
6. Enhance the cultural, physical, and spatial aspects of a community
7. Guide developers to opportunities within the existing community
8. Provide a tool for pursuing funding opportunities

Inspiration for the future of Shippensburg is drawn from the community fabric that is currently in place. Brick is a prominent feature in downtown architectural elements that should be replicated in other enhancements. Existing landmarks like Pague and Fegan hardware or the Shippensburg Library can serve as anchors for other downtown development as can natural landmarks like Branch Creek.



PROCESS

Before any master plan can take shape, we must thoroughly understand the essence of the community. To understand this essence, we spent time in town, walking, talking, and experiencing the outdoor spaces, both day and night, and through the seasons. We spent time drinking coffee, eating donuts, and having lunch.

With this background in place, only then can we begin to shape a Downtown Strategic Plan for the future of Shippensburg. This plan is rooted in the essence of the community with support from stakeholders, residents, and local government. It is a plan that is embraced and implemented by the community.

To facilitate the initial planning process, a steering committee was formed. The Steering Committee consisted of twelve (12) members from the community tasked with meeting monthly from August to January, to guide the development of the Downtown Strategic Plan. The Steering Committee offered critical input related to downtown Shippensburg, the existing business climate, and numerous intangible elements of the community. In addition to the Steering Committee meetings, meetings were held with key community stakeholders and the community at large. Complete committee rosters, meeting agendas, and meeting minutes are included in Volume 2, available for review at Borough Hall.

Walking Tour

To support the committee discussions and reviews, Derck & Edson led a walking tour of the study area in September to review the physical attributes of the downtown with the committee members present to add commentary and insight. The walking tour covered a variety of topics from parking and circulation to aesthetics and business base. A summary of this walking tour is included in the appendix.

Public Meeting

After monthly meetings with the Steering Committee, on December 16, 2009, Derck & Edson Associates led a community-wide review session. The strategy for this session was to gather information about the draft plan from residents and stakeholders. Over 30 residents and stakeholders from the community attended the meeting.

The design team sought input from the attendees pertaining to the specific planning questions related to downtown Shippensburg. Additionally, attendees were encouraged to offer general comments about the downtown, further guiding the master planning process.



A walking tour of the downtown was one of the most important steps in the planning process. While walking through the downtown, the intangible elements of a community are made apparent by sharing a common viewpoint of the existing patterns and developments of a community. This common viewpoint enhances our understanding of the issues and opportunities prevalent in Shippensburg. The walking tour is beneficial for the community by having the opportunity to revisit the study area with an eye towards planning projects that may enrich the community fabric.

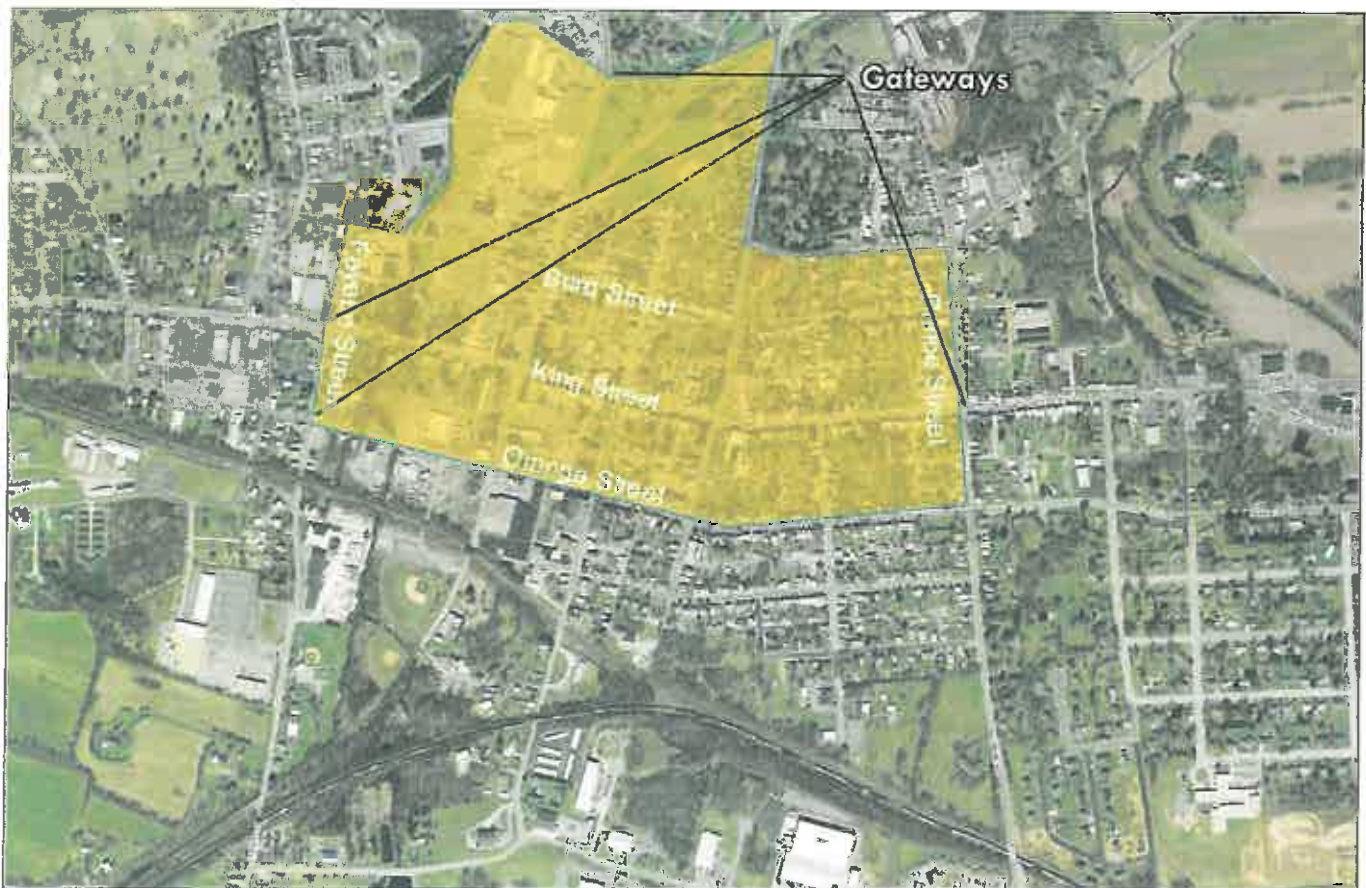
The Study Area

For the purposes of analysis and overall community review, the entire Borough of Shippensburg is the region of study. Specifically however, this master plan process defined a smaller target area for strategy development.

The study area for the master plan is defined as the area surrounding the King Street corridor from Queen Street to Fayette Street and extending from Shippensburg University to Orange Street. Within this study area, the Branch Creek corridor was reviewed as an opportunity for a greenway connection throughout the downtown.

In addition to Branch Creek, the following elements were also examined and analyzed to set the framework for this planning process:

1. Existing Land Use
2. Existing Building Area
3. Existing Parking Areas and Usage
4. Existing Open Space
5. Existing Streets and Alleys
6. Existing Landscape
7. Existing Lighting and Utilities
8. Existing Natural Systems



The study area encompasses the core downtown district along King Street and reaches out to include the residential neighborhoods to the north and south. As noted above, clear gateway enhancements are possible at major vehicular entrances to the downtown. These enhancements will provide an additional level of visual acuity for the community.

BUSINESS SUMMARY

Based on information obtained from the 2000 United States Census and GIS data collected by ESRI and projected to 2009, the following information was obtained for 15, 30, 45, and 120 minute drive sheds emanating from the study area:

Median Home Value

15-\$155,012
30-\$161,754
45-\$173,050

Average Home Value

15-\$180,944
30-\$185,842
45-\$202,968

Median Household Income

15- \$50,557
30- \$52,937
45- \$53,550
120- \$65,165

Average Household Income

15- \$59,772
30- \$61,682
45- \$63,640
120- \$88,012

Average Travel Time for Employees

10-19 minutes—approximately 30%
20-24 minutes—approximately 12%
25-34 minutes—approximately 15%

Consumer spending within a 15 minute drive of the study area is generally 80-85% of the national average, with the notable exceptions of men's and women's apparel which is less than 60% of the national average. The 30 and 45 minute drive sheds show spending levels near the national average in all categories with notable highs in spending on reading material (books, magazines, etc) and apparel services (sewing, alterations, cleaning, etc.). The spending on men's and women's apparel is still low at a 45 minute drive.

Considering Shippensburg as a day-trip or one-night stay destination, the market area may include a 120-minute drive-shed. The consumer spending patterns within an approximate 2 hour drive of Shippensburg exceed the national average by 15-25% in all categories. Specifically the following statistics should be noted about consumers within this region:

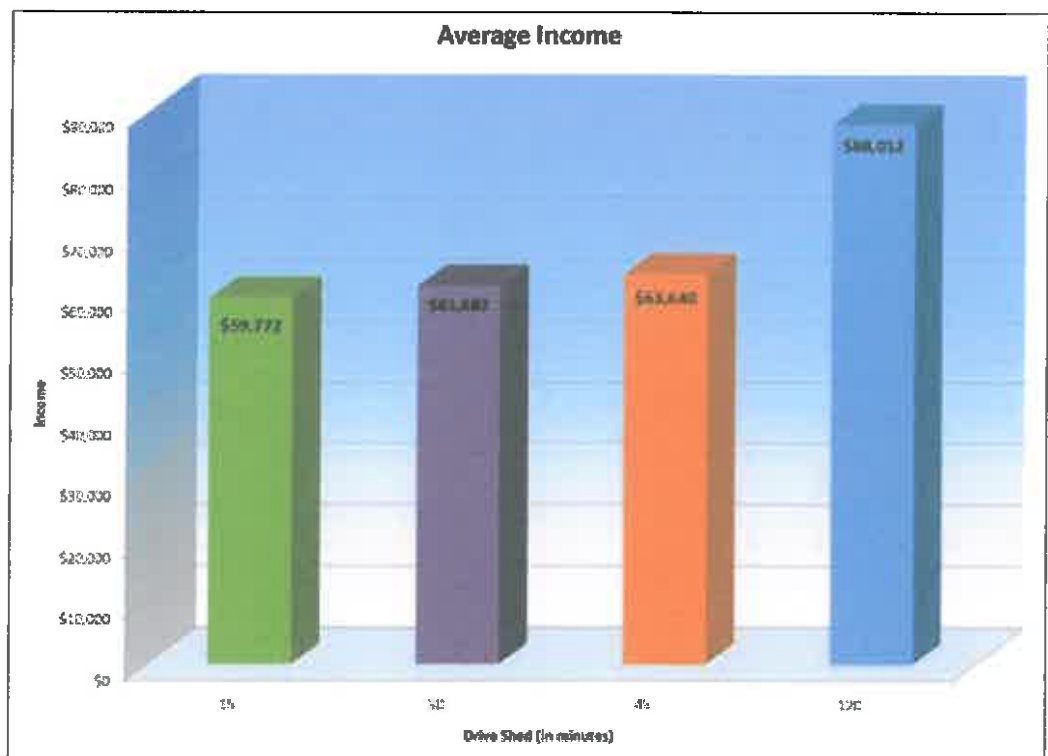
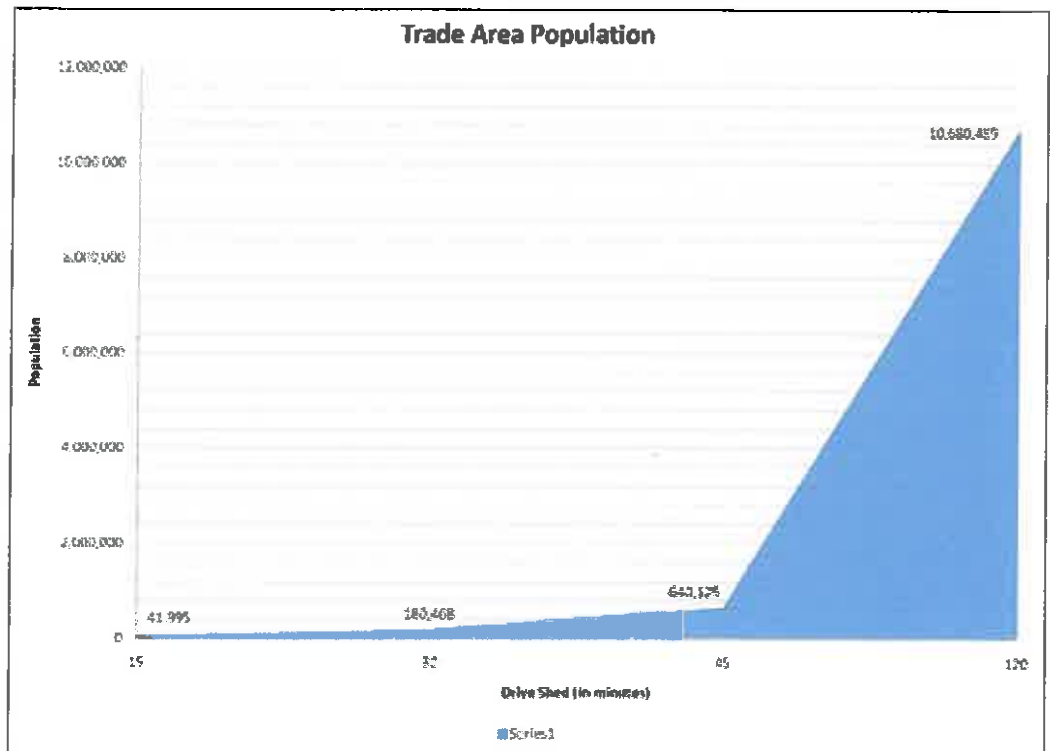
Average Dollar Amount Spent:

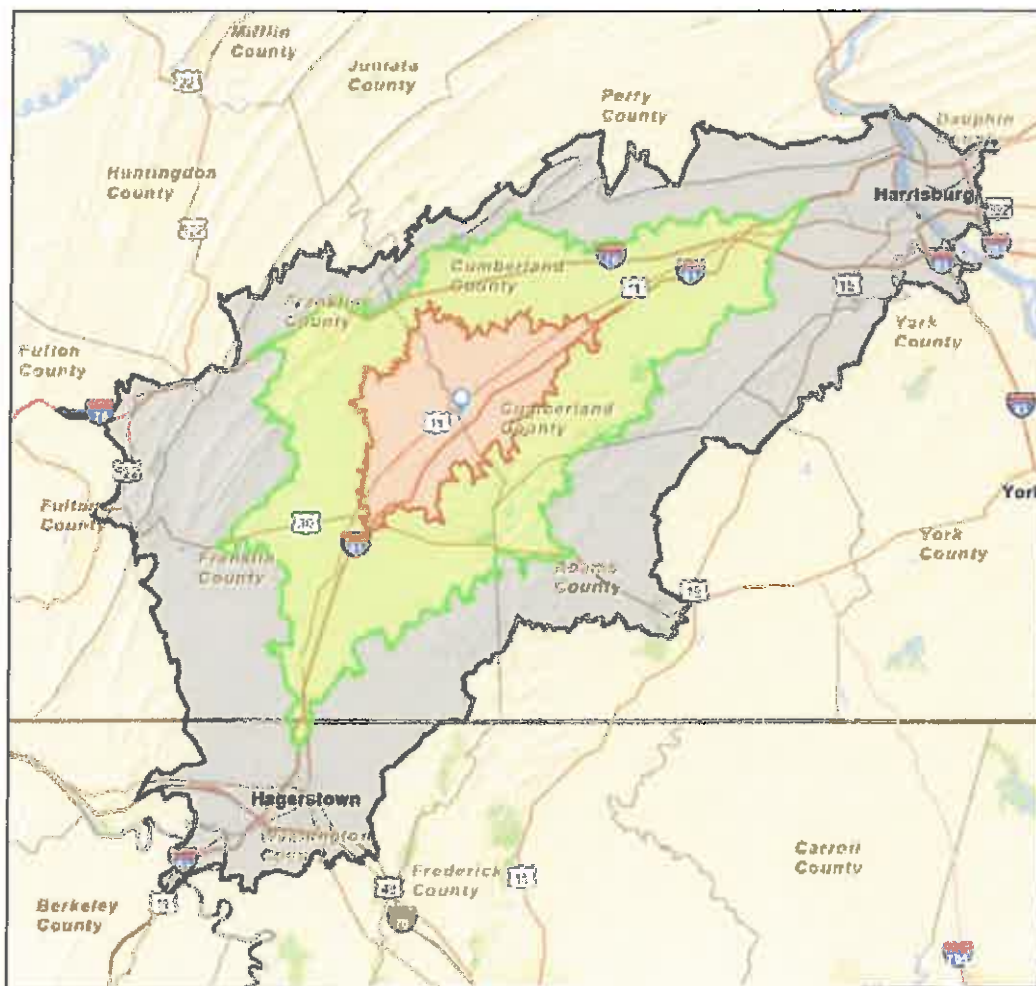
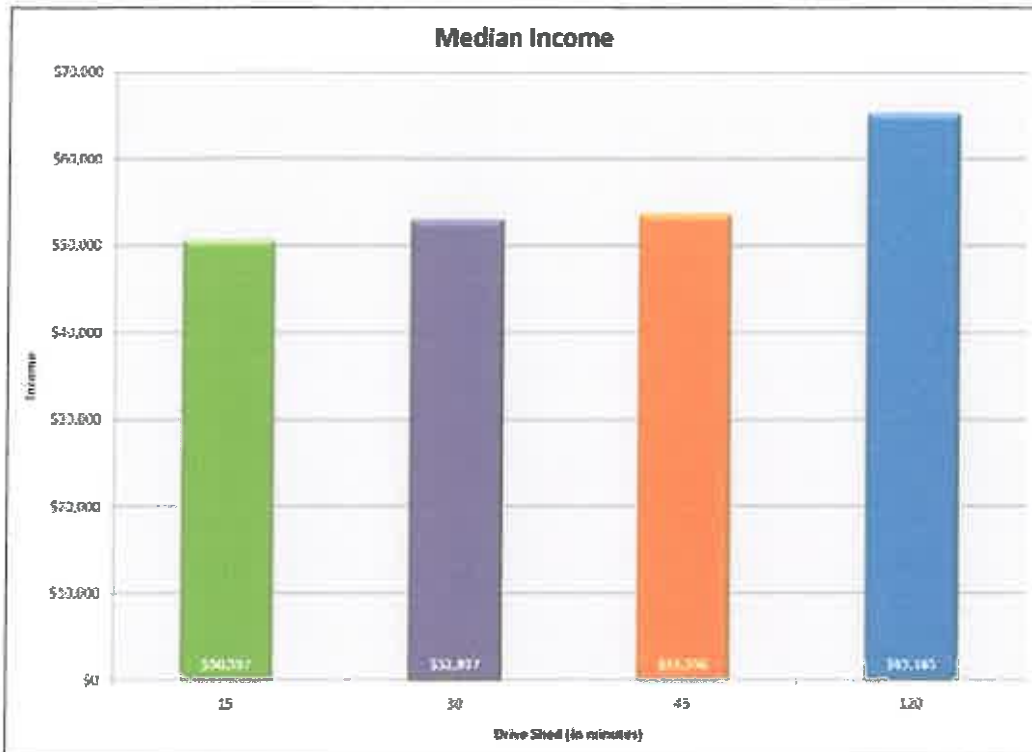
Dining while Traveling – \$565.78/person (21% higher than national average)
Lodging while Traveling – \$517.37/person (22% higher than national average)
Admission to Theatres - \$183.61 (23% higher than national average)

Locally, Shippensburg is drawing from the same regional trade area as other peer communities such as Chambersburg, Gettysburg, Waynesboro, and Carlisle. The spending patterns in this region exceed the national average in many categories, so the local markets are competing for the same consumers. Effective business recruitment must rely on other advantages that each community can offer a potential business interest, essentially the "why here" answers. Creating a development-ready environment is a critical step in recruiting and retaining business. The concept plans shown on the subsequent pages and planning strategies are valuable tools for recruiting and retaining, as is the presence of the University, the proximity to I-81, the Civil War heritage, and the existing business base. Using these advantages in concert will make Shippensburg a sought after location for new businesses.

When asked what aspects of demographic report are retailers most interested in, Daniel W. Morris of DemoReports, an industry leader in retail site selection, replied “the two variables retailers, developers, and owners want to see most are total population and average household income.” Mr. Morris was interviewed in *Shopping Center Business*, a monthly publication related to retail development.

The following charts are drawn from the background demographic and income research compiled for the plan which appears in Volume 2 in its raw form.





The map, right, depicts actual drive sheds from Shippensburg. The red area is a 15 minute drive shed, and represents the trade area most typically answered in the survey of downtown businesses. The 30 and 45 minute drive sheds are represented by the green and blue areas respectively. These trade areas were also answers in the business survey. The demographics and retail spending patterns beyond this 45 minute boundary begin to broaden considerably and represent significant business recruitment opportunities. Within the expanded 2 hour drive shed are major population centers like State College, Altoona, Allentown, Reading, Lancaster, Hagerstown, MD, Cumberland, MD, Frederick, MD, Baltimore, MD, and Washington D.C. From these areas come new opportunities for the future of Shippensburg.

ISSUES & OPPORTUNITIES

During the committee meetings, a list of opportunities within the study area was developed to guide planning discussions. The following opportunities that exist in downtown Shippensburg are:

- Vacant lot adjacent to Orky's
- Hoffman Mills property
- Public parking lot adjacent to Police station
- Branch Creek corridor
- Cumberland Valley Hose Company #2 property
- Historic architectural stock
- Shippensburg University
- Orange/Earl Street housing infill
- Alleys (as pedestrian connections)
- Civil War heritage elements
- Existing businesses with expansion needs/desires
- Existing downtown hanging planter program (expansion)
- Intersection enhancements
- Banners and signage
- Library expansion and adjacent improvements
- Sheetz/McDonalds/Quick Lube corridor
- Prince Street corridor
- Penn Street corridor
- Old Burger King property (church annex)
- Dickens Days, Corn Fest, and other community events



Many of the opportunities that exist in downtown Shippensburg simply need a fresh approach or an increased emphasis to bring them to their full potential. For example, alleys exist all along the King Street corridor, and in many cases are used heavily for circulation. The paving, lighting, and aesthetic treatments within these alleys can be improved and enhanced to provide an attractive and sustainable path system throughout the community.

Additionally, the committee also discussed a list of issues that are facing the downtown and the study area. The following issues exist in downtown Shippensburg:

- HARB restrictions and perceived hurdles to development
- Lack of uniformity of streetscape furnishings (and lack of furnishings in general)
- No projecting signs along retail corridor
- Gateways into town (specifically along King Street)
- Lack of strong physical connection to Shippensburg University
- Lack of true civic space in the core downtown
- Scarcity of green space in the core downtown (limited due to ordinance concerns with removing sidewalk and adding green space)
- Façade conditions
- Window displays
- Gas stations in town (streetscape character)
- Alley circulation patterns
- Pedestrian lighting between downtown and university properties
- Underutilized properties in town
- Access to Branch Creek
- Vacant properties
- Perceived negative perceptions about the borough not being business friendly in considering development projects
- Needed overhaul of the zoning/subdivision-land development ordinances to reflect development in an urban rather than suburban context.
- Condition and/or capacity of below ground infrastructure (sewer, water, etc.)

Each of the issues noted above are, in many cases, only minor enhancements away from being a true asset in the community. A change of perspective and a plan is all that is necessary to set a course for these enhancements. The length of time and capital needed to achieve the end result will vary, however, the plan is the first step. Many of the strategies developed for the community are pulled directly from this list of issues.



Issues are simply opportunities in disguise. Each of the issues identified provide an area for redevelopment planning to make positive changes in the community. The strategic improvements address the issues by providing ways to improve the conditions while adding density, character, and sense of place to the community.

There were several other key planning elements about the study area that we reviewed during the meetings and factored into the strategy development and graphic plans. These elements are as follows:

1. Circulation Patterns

- a. The circulation around Shippen Place is important to the surrounding businesses, but may be altered to better facilitate the downtown planning principles
- b. The circulation into the Borough is controlled but lacks visible gateway and arrival elements



2. Key Properties

- a. The vacant lot next to Shippen Place
- b. Hoffman Mills
- c. The recreational sports field adjacent to Shippensburg University's central plant building (Eckels Field)
- d. Country Corner and Windmill Market (both along Orange Street near Branch Creek)
- e. Vigilant Hose Company
- f. Cumberland Valley Hose Co. #2
- g. 1st National Bank building



3. Important Corridors (in addition to King Street)

- a. Penn Street
- b. Prince Street
- c. Burd Street
- d. Orange Street
- e. Earl Street



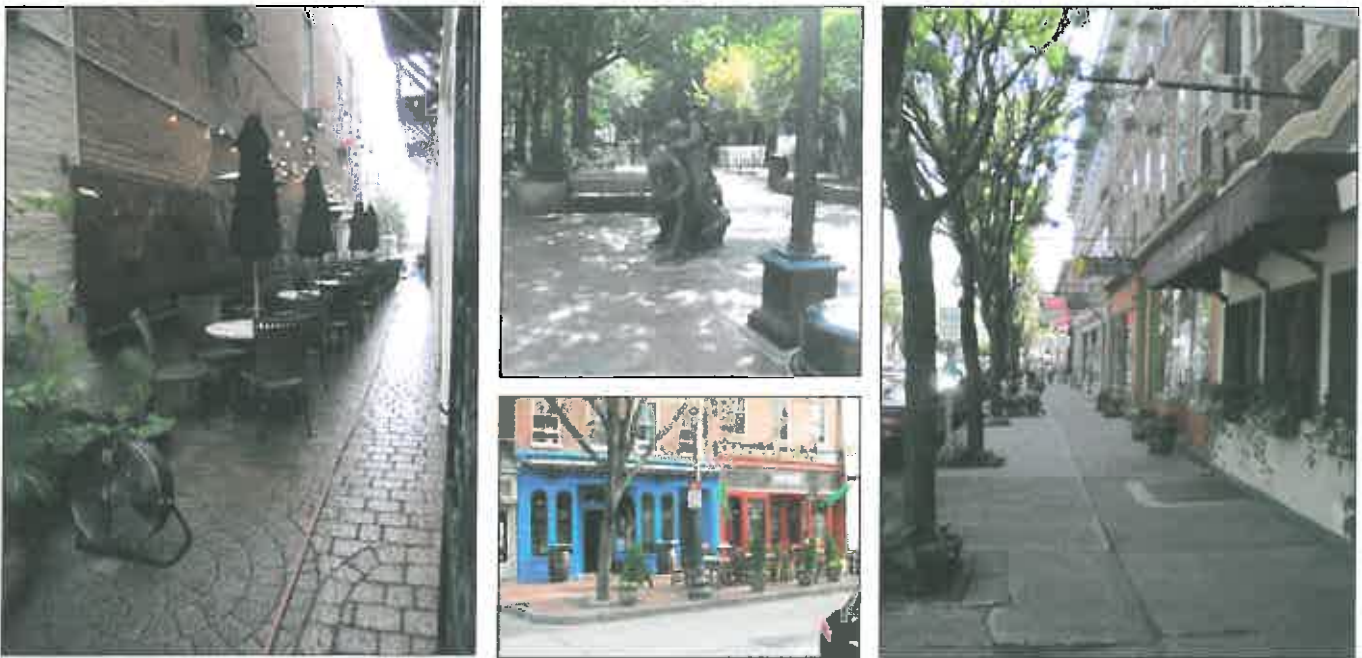
Seeing a development opportunity deep within the established patterns of a community is an important step in the planning process. Identifying the key properties and corridors is the first step in that process, the subsequent steps include creating conceptual plans and sketches of possible improvements. The following plans and sketches represent one idea or strategy visualized. They will change and evolve as they become reality, and that is critical to the plan, inherent flexibility.

STRATEGIC PLAN

The universal goal for the Downtown Strategic Plan is to promote a vibrant and sustainable mixed-use downtown. As future development continues, the downtown could begin to define distinct districts within the community related to retail, culture, dining, entertainment, housing, and office/commercial. Within each of these districts, mixed-use elements would be prevalent, but these particular districts could be developed around existing features within the community.

King Street from Queen Street to Prince Street has a strongly residential character to the architecture with the presence of a more suburban style infill development of McDonalds and Sheetz. This is a distinct district that differs from the residential core to its north around Burd and McClay Streets. King Street from Prince Street to Fayette Street is a more traditional core business district, with retail, dining, and office uses. This area differs from the Hoffman Mills property and surroundings which have an undefined district appeal. Although the study area is a cohesive community, there are truly existing nuances that differentiate certain areas and are a real strength to Shippensburg.

To reach this overall goal for Shippensburg, there are several strategies outlined below. Accompanying each strategy are several action items that vary in detail and scope. The implementation of these action items will occur over time and shall be measured to determine success. The unit of measure may include, but not be limited to: home ownership rates, property value, event attendance, new businesses opening, and press coverage. Each action item leads toward the preservation and enhancement of Shippensburg's rich commercial and residential fabric.



What do all these images have in common? They all represent a vibrant and active downtown space where community members congregate to dine, shop, recreate, and simply enjoy their town. The ingredients that make up these towns are not dissimilar to Shippensburg, such as college campuses, alleys, urban green space, and sculpture. These images represent the best of their community and could be easily replaced with Shippensburg images in the future.

MAIN STREET

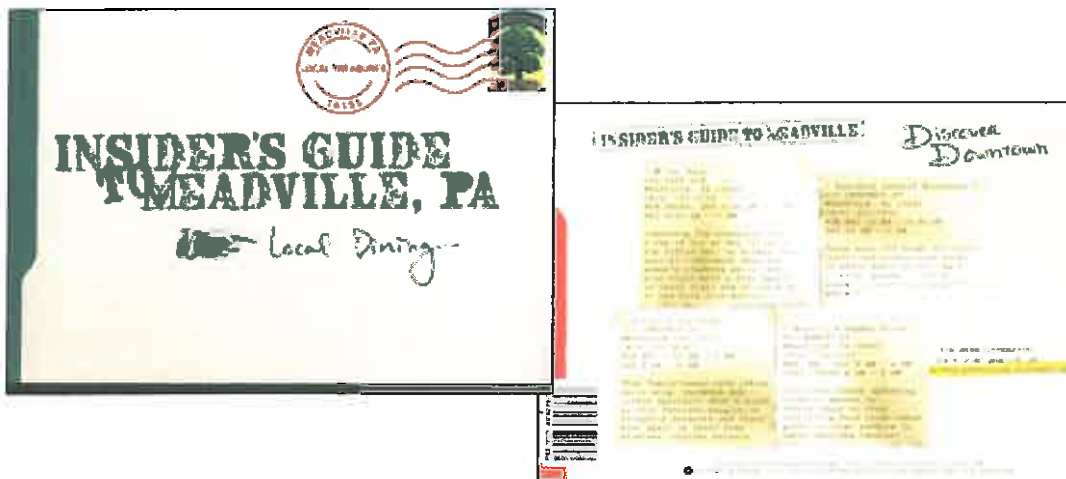
Strategies: Main Street Eligible Areas

1. Maximize efficiency of surface parking opportunities within the downtown area
 - a. Re-evaluate the arrangements of surface lots with alley access to increase efficiency and provide necessary screening and green space to manage storm water runoff
 - b. Consolidate small surface parking lots into larger more efficient parking areas
 - c. Consider provisions for compact car spaces and reducing width requirements for other spaces.
 - d. Limit entrances/exits to increase efficiency of traffic flow and parking quantity

2. Enhance business recruitment and retention.
 - a. Implementing agencies (DOIT, Chamber, Redevelopment Authority) will need to prospect for businesses that generate interest in the downtown
 - b. The borough should establish a staff liaison who, with assistance from other agencies, will promote a more customer friendly environment for dealing with and assisting new and existing businesses
 - c. Implementing agencies (DOIT and Chamber) should evaluate market data available from the past Consumer Expenditures Surveys (included in the report) and track new information from the current US Census efforts (when available) while continuing an active dialogue with different market segments (including students, university staff, and non-university residents)
 - d. Develop a list of local developers and proprietors that have current business interests in town
 - e. Develop a target list of developers and proprietors in the region (approximately a 120 minute drive-shed)
 - f. Create a “Best of” campaign to annually celebrate the achievements of local business
 - g. Create a “Golden Broom” award for outstanding achievement in property maintenance

3. Develop under-utilized and vacant properties for productive uses creating renewed downtown vitality
 - a. Implementing agencies should start a dialogue with property owners and developers regarding potential building improvements, façade renovations, and investment opportunities
 - b. Implementing agencies need to approach community movers and shakers to obtain buy-in related to redevelopment strategies
 - c. Develop concepts for vacant buildings in town to provide potential developers with a selection of creative uses for the properties
 - d. Work with local restaurateurs and developers to consider re-developing existing buildings within the core business district
 - e. Provide conceptual plans for mixed-use development options for larger land holdings in town that are available for sale or may become available.
 - f. Amend local codes to permit mixed use development (including zoning and subdivision and land development ordinance)
 - g. Provide incentives for desirable development (either procedural or financial)

4. Develop and promote a community image and identity to enhance the promotional and public relations for the downtown
 - a. The Borough should improve its website to assist businesses in identifying opportunities, obtaining permits, and understanding the processes for approvals required by the Borough
 - b. The community should work to develop a brand that can be central to an overall marketing and promotions perspective
 - c. The image and identity that is developed through the branding process should become integral in all visual elements in the community including banners, streetscape furnishings, publications, and websites
5. Celebrate Branch Creek as a community asset
 - a. Develop trails along the stream (both walking and biking trails)
 - b. Create pocket parks along the stream (both active and passive)
 - c. Add interpretive signage within the community highlighting Branch Creek and its ecosystem
6. Connect downtown Shippensburg to Shippensburg University, physically
 - a. Provide a new trail-head facility at the terminus of Apple Avenue
 - b. Work with Shippensburg University on development options for the intramural baseball field (Eckels Field) at the terminus of Penn Street
 - c. Maximize the visual presence of the University within the community
 - i. Banners with Shippensburg University logo
 - ii. Develop a retail presence downtown (selling logo apparel and gear)
 - iii. Install Shippensburg University interpretive elements, e.g signs, plaques, sculpture, etc.
7. Connect downtown Shippensburg to Shippensburg University, socially
 - a. Create an incentive program for students dining and shopping in town (both on campus and downtown)
 - b. Encourage student body participation in development and promotional activities in town



Bridging the gap between town and gown can be difficult, however, creative thinking and promotion can result in new connections between the two. This example from Allegheny College and Meadville, PA is a real world example of an integrated approach to engaging students and the local business base in promoting how they can better relate and benefit one another.

8. Celebrate the local heritage and history
 - a. Create a concise guide book related to HARB guidelines and architectural styles
 - b. Create and distribute a monthly historic preservation newsletter insert
 - c. Develop a list of historically appropriate material and sources for that material
 - d. Create a “quick guide” to development within the HARB
 - e. Educate constituents regarding historic preservation and development

9. Create a walkable and more pleasant downtown experience which focuses on livability and being shopper-friendly
 - a. Make downtown more pedestrian friendly by reducing street noise and improving pedestrian access by adding appropriate traffic calming measures (bump-outs and crosswalks)
 - b. Develop critical mass of good shops within close proximity to one another (shopping enclave)
 - c. Create a public gathering place with benches and perhaps a fountain for shoppers to rest during shopping
 - d. Consider Borough amendment to sign ordinance allowing perpendicular signs
 - e. Encourage better connections to King Street from parking areas, as well as better directional signage to parking lots
 - f. Improve appearance of buildings by working cooperatively with building owners
 - g. Incorporate streetscape improvements that make downtown more pedestrian and bike friendly
 - h. Plant street trees in areas where trees are sparse
 - i. Increase green space within the core downtown
 - i. Develop a sidewalk greening program to provide green space along sidewalk corridors that exceed the required 4’ clear width.
 - ii. Redevelop select alleys as enhanced pedestrian connections and pocket park opportunities

10. Enhance gateway experiences
 - a. Provide gateway signage at four (4) major entry points into downtown:
 - i. E. King Street and Walnut Bottom Road
 - ii. W. King Street and Morris Street
 - iii. S. Fayette Street and Orange Street
 - iv. N. Earl Street and Fort Street
 - b. Encourage redevelopment of the vacant parking lot at the intersection of N. Earl Street and Fort Street

E L M S T R E E T

Strategies: Elm Street Eligible Areas

1. Create neighborhood identities for unique residential clusters surrounding the downtown
 - a. Identify distinctive neighborhoods around the King Street commercial corridor
 - b. Create neighborhood revitalization districts
 - c. Create an identifying logo and brand for each neighborhood that will be used in printed publications and promotional material
 - d. Install street signage that includes logo and brand images.

2. Enhance the appearance of neighborhood streets
 - a. Provide trash receptacles within each neighborhood (minimum 1 receptacle for every 16 homes)
 - b. Create a “Quick Guide to Curb Appeal” that would provide homeowners and/or tenants a concise guide to improving the aesthetic appearance of their street frontage
 - c. Recognize outstanding achievement or significant transformations within neighborhoods

For example: In the fall of 2009, *CBS Sunday Morning* did a small feature on a landscape contractor named Brent Green. For the past 11 years, in honor of his birthday, he has planted as many trees as his age. He began when he turned 30 and planted 30 trees. Since then, he has planted over 400 trees. His personal efforts have transformed his community. Property values have increased, crime rates have gone down, and the overall aesthetic of the community has evolved to a green and vibrant place to live. This level of commitment to a community is extreme and has been celebrated, but recognizing commitment, at any scale, can have a profound effect on the neighborhoods in Shippensburg.

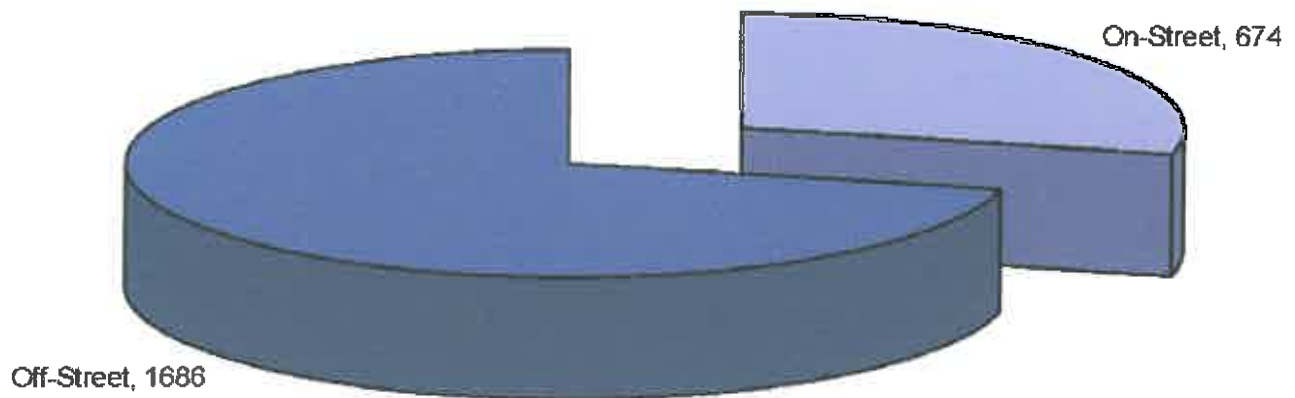
3. Enhance safety and accessibility in neighborhoods
 - a. Provide patterned and/or colored crosswalks at all intersections
 - b. Provide ADA accessible curb ramps at all intersections
 - c. Review existing light levels on all streets
 - d. Provide appropriate pedestrian lighting standards
 - e. Provide photo-cell and porch lights to residential properties
 - f. Create uniform sidewalk paving conditions

4. Provide infill housing projects within existing neighborhood fabric
 - a. Work with local developers to target small properties within the neighborhoods for residential development
 - b. Create design guidelines for residential infill emphasizing material selection, scale, setback, and proportions

5. Engage residents in organizational, promotional, and revitalization efforts

- a. Create space on Chamber of Commerce website for each neighborhood to be utilized as a method of communication (consider social networking potential e.g. Facebook, MySpace, and/or Twitter)
- b. Create a neighborhood advisory council with representatives from each residential area that would be a voluntary committee that reports to the Chamber/DOIT Board quarterly.
- c. Promote activities within neighborhoods (coordinated with downtown events)

Shippensburg Downtown Parking



With over 2,500 surface parking spaces in the core downtown area, Shippensburg has many opportunities to develop an overall parking management plan. The breakdown of surface parking in town includes 71% of the surface parking spaces in lots and the remaining 29% in public, on-street parking.

P A R K I N G

Parking is necessary for downtowns, yet it often gets the least planning and design assistance. Much of the ground space in downtown Shippensburg that is not occupied by a building is likely occupied by a paved surface that meets a perceived parking demand. The location and design of these paved areas is not always the most efficient or most productive. The following strategies and concepts are directly related to enhancing the parking environment in the core downtown.

Increase Capacity and Efficiency of Existing Lots – work through local codes for setbacks and property line easements to create lots that are more efficient, reducing stall dimensions and designating compact car spaces can further increase capacity, changing aisle configuration can permit enhanced circulation and also lead to more efficiency and greater capacity

Greening Parking Areas - with increased efficiency comes opportunities to consolidate access points and create areas for buffer plantings to occur, adding a combination of planting and screening around lots will enhance the overall aesthetic of the lots and can increase their occupancy when compared to lots with little or no green space, greening also significantly reduces the heat island effect from paved lots

Transferable Parking Rights – taking unused spaces on a lot and allowing the business owner to sell the rights to park there to other users. This allows certain projects with higher parking needs to actually be attracted to town (selling and leasing spaces)

Shared Parking – study peak time of use and distribute accordingly among other users (creating a simple chart to study the parking trends in a particular lot, sample attached)

Centralized Parking Lots – using impact fees, contributions, property tax surcharges, or fee-in-lieu of parking to create consolidated lots that serve multiple users (% of spaces may be directly designated for certain users)

Parking Mitigation Fund – require within the development codes to have developments pay a fee into the fund based on a specific set of criteria related to use, square footage, and location. (Concurrently can also offer incentives for creative on site parking solutions)

Parking Management District – a specific geographic area that is established by a local municipality to creatively address parking within that district

Pedestrian Connections - enhance pedestrian connections from larger central lots to the business district

Parking Signage – indicate where, how many spaces, and when lots can be used

PLANNING & ZONING IMPLICATIONS

Community redevelopment can be a very moderate and measured change over an elongated period of time. The strategies and action items outlined in this report will not likely occur overnight but rather over a period of many years. With this planning report complete and adopted, efforts must be made by the community to utilize the document as a redevelopment tool. As a tool, the plan will have implications to the planning and zoning process in the downtown.

Within the planning report, there are many sample land use plans and concepts. These concepts represent compatible land use development patterns around the community and may become a reference for future development interests in the community. Note, however, that the plans and concepts included herein are preliminary plans that will be refined by any actual development project. With that understanding, the report, by proxy, becomes a guidebook to the Borough and other downtown organizations to encourage a strategic approach to development while allowing flexibility and creativity. As interest builds for infill development and/or redevelopment projects in town, a process should be developed within the governmental review process to utilize the report as a development tool. One possible option is an enhanced sketch plan review phase with developers and builders to work through design ideas and concepts collectively, very early in the process. With the complete plan as an available reference, and the Borough working with potential projects in the pre-development stages, a perception change occurs. Shippensburg becomes a community with a broad reaching plan in place that is willing and actively working with the development community to achieve the highest and best results for both parties. This mutually beneficial approach will require a change in approach for both sides, and will require close coordination throughout the land development process.

Many of the conceptual plans shown in the report propose land uses and configurations that may not be consistent with current zoning regulations and may require various levels of ordinance modification. Consideration should be given to certain ordinance section audits; including signage (to permit projecting signs), shared parking, and overall parking by use standards. Additionally, overlay zoning may be a viable option to encourage mixed use development within the existing community fabric. Zoning ordinance changes are processes with very specific time requirements for advertising and hearings, so once again, using this plan as a tool to get these processes in motion makes significant strides toward a new perception of Shippensburg as a community of choice for creative development and business cultivation.

To encourage a thriving downtown that offers a variety of uses for the residents of Shippensburg, the Borough will need to adopt business friendly ordinances. The ordinances should include additions, deletions, and modifications to encourage business development and provide guidance for high quality redevelopment within the downtown more reflective of an urban built environment rather than suburban styles of development.

S U M M A R Y



Building on current projects and successes is imperative to the longevity and sustainability of this current plan. Each current project partner in the active projects should be considered as this plan moves forward. They have already invested in Shippensburg and become an excellent resource for the development concepts included in this plan. Images courtesy of the Earl Group.

Enriching your community

That simple statement has been the focus of this planning effort since the kick-off meeting. Shippensburg has all the necessary ingredients to become the business and cultural destination in south central Pennsylvania. Committed and dedicated community leadership, established business base in town, a premier university, and an architectural and spatial framework with room for growth and development. With all the necessary ingredients in place, a solid recipe is needed to move forward. This plan represents that recipe and it is built on an understanding of essence of Shippensburg combined with land planning principles creatively applied to the existing community fabric.

The key to successfully implementing the strategies outlined is the people. Shippensburg's Plan gathered strength from community members and grew from their input combined with sound planning principles. It is a road map to implementation. There will be funding and design assistance needed, however, a strong community must support the initiatives and continue to rally behind each project to make the community successful.

These action items and projects listed are just the beginning of the realization of the goals for the downtown Shippensburg. This plan is a tool that local organizations must use to begin to bring about change within the community. With active community involvement and support from the stakeholder organizations, the plan can begin to affect change and build upon each individual success strategy, culminating in increased overall success of the downtown.



