



# SHIPPENSBURG REVITALIZATION & CONNECTIVITY PLAN

**DERCK** EST. 1940  
**& EDSON**  
CAMPUSES DOWNTOWNS ATHLETICS

*in association with  
Urban Partners*

*August 2, 2022*

*prepared for  
Shippensburg Borough*



# SHIPPENSBURG REVITALIZATION & CONNECTIVITY PLAN



**On the Cover:**

Proposed view of Library Square, the Middle Spring Greenway Trail and streetscape enhancements along King Street

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## ACKNOWLEDGMENTS

This plan was prepared under the guidance of the Shippensburg Revitalization & Connectivity Steering Committee:

- **Allen Dieterich-Ward** - Shippensburg University Professor/ Cumberland Valley Rail Trail Council/Committee Co-Chair
- **Sandra Mailey** - Shippensburg Borough Council/Committee Co-Chair
- **Bruce Hockersmith** - Shippensburg Borough Council
- **Mike Fague** - Shippensburg Borough Council/Business Owner
- **Kathy Coy** - Mayor of Shippensburg Borough
- **Kevin Plasterer** - Shippensburg Borough Manager
- **Steve Oldt** - Shippensburg Township Supervisor
- **Steve Hoffman** - Resident/Cumberland County Planning Department
- **Charles Patterson** - Shippensburg University President
- **Jamie Keener** - Cumberland Area Economic Development Corporation
- **Scott Brown** - Shippensburg Area Chamber of Commerce/ Shippensburg University
- **Kim Garris** - Shippensburg University
- **Duaine Collier** - Business/Property Owner
- **Jody Cole** - Shippensburg Public Library
- **Mitchell Burrows** - Local Business Operator

## PLANNING TEAM

This plan was prepared by:

**DERCK & EDSON** EST. 1940  
CAMPUSES DOWNTOWNS ATHLETICS

Derck & Edson LLC  
33 S. Broad Street  
Lititz, PA 17543  
[www.DerckandEdson.com](http://www.DerckandEdson.com)  
(717) 626-2054

**URBAN PARTNERS**

Urban Partners  
325 Chestnut Street  
Suite 506  
Philadelphia, PA 19106  
[www.urbanpartners.us](http://www.urbanpartners.us)  
(215) 829-1901



## Chapter 1: The Vision for Downtown Shippensburg

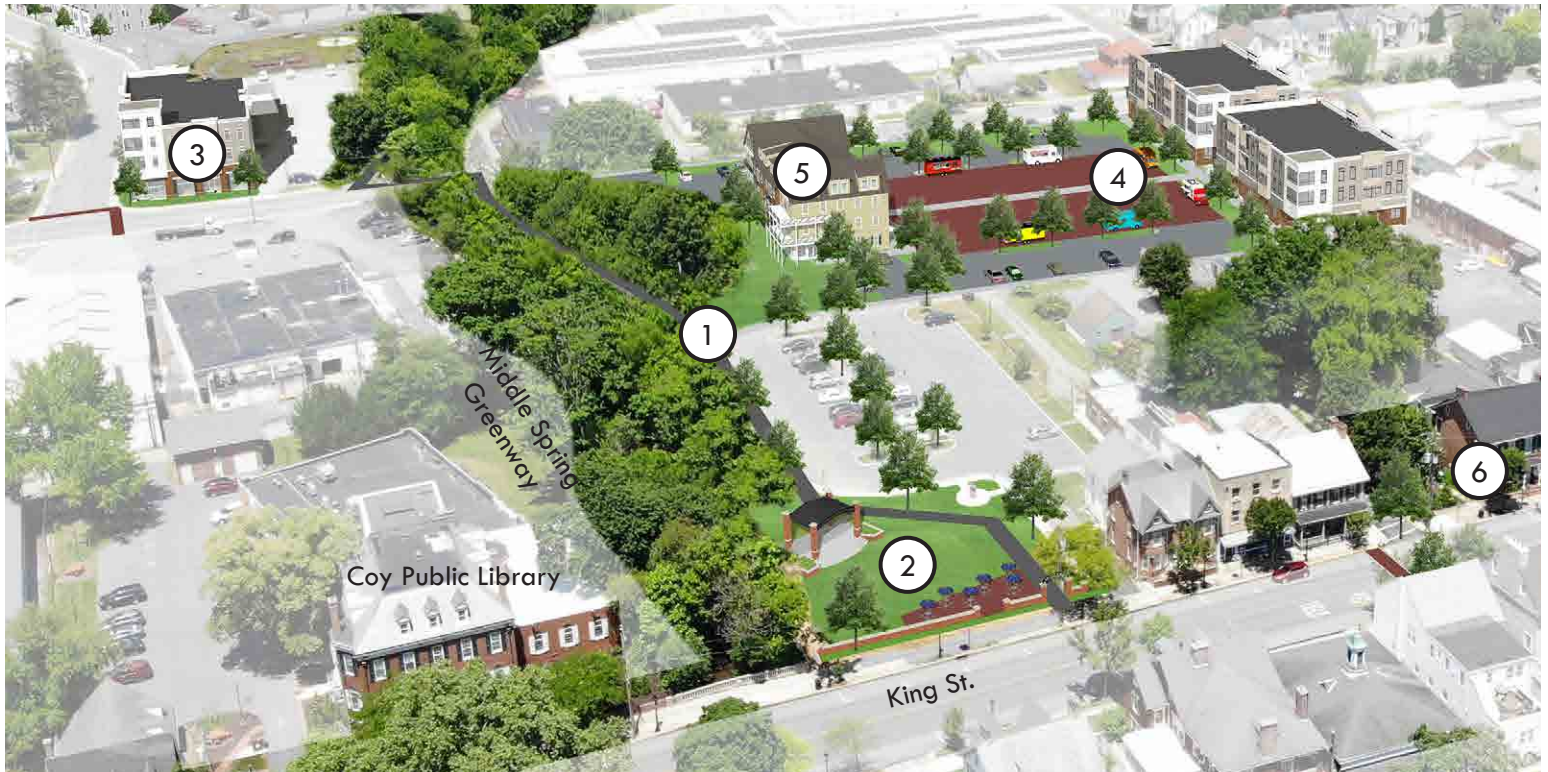
The Downtown Shippensburg Steering Committee guided the planning process from August of 2021 to July of 2022 to create a shared vision of revitalization and improved connectivity for Downtown Shippensburg. The design committee collaborated with the downtown planners and designers at Derck & Edson and the market study experts at Urban Partners to craft this shared vision for Downtown Shippensburg. Through this collaborative process the Committee has established a shared vision where the many individuals and organizations that care deeply about Shippensburg will come together to implement this plan of action.

During this eleven-month effort, numerous individuals were engaged with a vested interest in seeing Shippensburg Borough and Shippensburg Township

grow - including local residents, business owners, and members of Shippensburg University - in a collaborative planning process to build consensus and a shared vision for the Downtown. It is the goal of the Steering Committee that this Revitalization Plan will lead to meaningful actions and substantial investments by both the public sector and private sector.

Chapter 1 of this report has been designed to provide an executive summary of the plan action items including:

- Downtown Revitalization & Connectivity Goals
- Project Study Area
- Assets & Opportunities
- Executive Summary



### PROPOSED SHIPPENSBURG LIBRARY SQUARE ENHANCEMENTS

- |   |  |   |
|---|--|---|
| <p>1 Build the Middle Spring Greenway Trail</p> <p>2 Library Square - New civic space, lighting, trees, landscaping, plaza and amphitheater</p> | <p>3 Study how to consolidate municipal facilities &amp; police station into a new location</p> <p>4 Incentivize commercial &amp; residential development and a multi-purpose plaza &amp; parking at the Burd Street lot</p> | <p>5 Consider new apartments overlooking the greenway at the police station site</p> <p>6 Promote new restaurants and entertainment uses along King St.</p> |
|---|--|---|

# The Vision for Downtown Shippensburg

## Downtown Revitalization & Connectivity Goals

Discussions with the community and Steering Committee yielded the following goals for the revitalization & connectivity plan:

- 1** Promote Shippensburg as a destination for recreational tourism related to the Appalachian Trail, Cumberland Valley Rail Trail, State Parks and local parks.
- 2** Enhance the network of trails, sidewalks and transit choices to better connect the downtown, University, neighborhoods and active recreation users.
- 3** Create user-friendly design standards for storefronts, sidewalks and front yards that encourage clean and well-maintained properties.
- 4** Promote renovation of existing residences and encourage new residential construction to meet the needs of the community.
- 5** Identify and recruit retail, dining and service business types that are supported by the local retail market and are appropriate for downtown.
- 6** Identify and recruit entertainment businesses that are appropriate for downtown and will draw residents, University students and visitors to the area.
- 7** Plant street trees, build civic spaces and promote beautification of the greater Shippensburg area.
- 8** Enhance the lighting, on-street parking, crosswalks, and pedestrian safety of King Street and Earl Street.
- 9** Provide support for downtown businesses by securing grants for storefronts, wayfinding, parking and streetscape enhancements.
- 10** Promote social and environmental equity when implementing this plan.

## Study Area

The project study area includes King Street from Fayette to Prince Streets and Earl Street from King to Old Main Dr as well as properties fronting on:

- Burd Street - (Fayette to Prince)
- Penn Street - (North of King St)
- Martin Ave - (Fayette to Prince)



Study Area Boundary



King Street Streetscape



# Assets and Opportunities

## Assets

Shippensburg has a number of unique assets and opportunities that should be leveraged to make downtown Shippensburg an even more desirable destination for the region. These assets include Shippensburg University, the Cumberland Valley Rail Trail, recreational tourism, civil war history, historic architecture and close access to I-81.

### Shippensburg University

Shippensburg University currently has over 6,000 students and 345 full time faculty located within a half mile of the center of downtown. The proximity to the university represents an opportunity for the downtown to be a source of housing, food and entertainment for students, faculty, and visitors to the university.

### Cumberland Valley Rail Trail

The Cumberland Valley Rail Trail currently receives in the neighborhood of 110,000 travelers per year - the entrance of which dovetails directly into Earl Street at Shippensburg Station. This represents an immense opportunity to draw some of these visitors to the downtown as well as possibly expanding the trail to provide additional recreation opportunities for residents.

### Recreational Tourism

In addition to the rail trail, Shippensburg is located in close proximity to the Appalachian Trail and numerous state parks. There is great potential to capture recreational tourism revenue and position Shippensburg as an outdoor recreation destination.

### Historic Architecture

Shippensburg has a number of fabulous structures dating back to the 18th century as well as Civil War history connections that could be leveraged into a historic tourism opportunities.

## Access to major transportation corridors

Lastly, Shippensburg is located within minutes of major transportation corridors such as I-81 and route 11. This allows easy access to major adjacent metropolitan centers, jobs and visitors.



Cumberland Valley Rail Trail



Shippensburg University



Shippensburg History Center

## Executive Summary

The plan focuses on three main strategies that will have the greatest impact on downtown improvement: 1). Beautification and Livability, 2). Business Recruitment & Downtown Enhancement, and 3). Trails, Greenways, and Civic Spaces.

### 1 Implement programs for Neighborhood Greening, Beautification and Downtown Livability

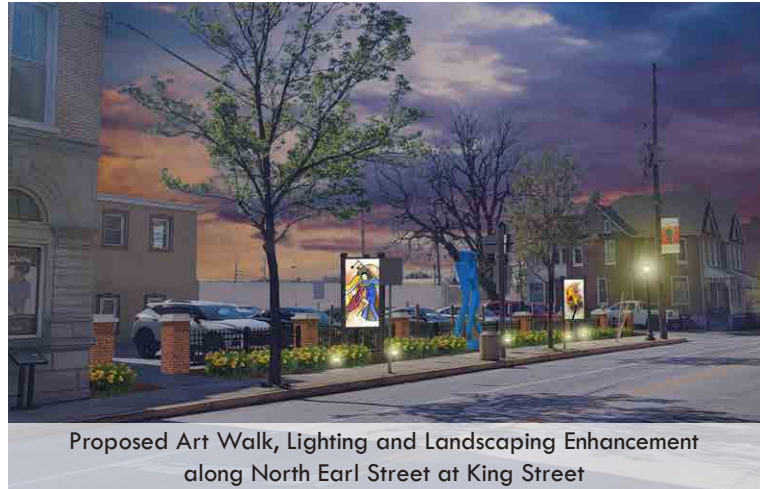
See page 15 for the action items

### 2 Recruit businesses and Implement Downtown Enhancement Initiatives

See page 20 for the action items

### 3 Build and Enhance Trails, Greenways and Civic Spaces

See page 25 for the action items



Summary of Plan Action Items



## Chapter 2: Defining the Issues & Opportunities

During the listening and analysis activities of this revitalization plan, issues and opportunities were identified that guide this plan. This process began by listening to the 15 member Steering Committee followed by the 22 participants at the October Focus Group Meeting. In February of 2022, 64 people participated in a Shippensburg Town Hall Meeting.

The focus group meeting provided clear guidance on the topics of greatest concern to the community. This meeting connected individuals from 3 community groups within Shippensburg and gave feedback on their visions and concerns.

The core challenges most important to the revitalization of Shippensburg are:

- #1 - Shippensburg has lost many of their traditional anchor uses in the downtown.

- #2 - The downtown has no central gathering place for regular informal and formal events.
- #3 - King Street and Earl Street have many gaps of non-commercial uses between storefronts, this makes the downtown feel very unwelcoming.
- #4 - Shippensburg University has created a campus environment with few incentives for students to leave campus - including 14 dining/ restaurant/ cafe options.
- #5 - Many residential properties surrounding downtown are on 200 feet deep lots, leaving a lot of vacant land and gravel parking areas.
- #6 - Shippensburg has several organizations committed to promoting businesses in the downtown, but no full-time manager focused on the needs of the downtown.

Understanding these issues along with the market opportunities provided by Urban Partners gives clarity as to which topics should be the focus for Chapter 3 - Revitalization Plan Recommendations.



Blanks Walls



Underutilized Sites



# Defining the Issues & Opportunities

## Steering Committee

The Shippensburg Revitalization and Connectivity Steering Committee is comprised of 15 members. The group met 6 times, over a 11-month period, to review and guide the Consultant Team on key decisions for this Revitalization Plan. The committee members are:

Allen Dieterich-Ward, Sandra Mailey, Bruce Hockersmith, Mike Fague, Kathy Coy, Kevin Plasterer, Steve Oldt, Steve Hoffman, Charles Patterson, Jamie Keener, Scotte Brown, Kim Garris, Duaine Collier, Jody Cole and Mitchell Burrows

Please see the acknowledgments on page 3 for more information on each committee member and their involvement in the Shippensburg community.

## Focus Group Meeting

Derck and Edson hosted a focus group meeting on October 5, 2021 via Zoom to listen to the community on what they wanted to see in Shippensburg. About 22 people participated in three small groups focusing on the business community, the campus community and the neighborhood as a whole. Utilizing Zoom’s breakout rooms and polling features valuable feedback was gathered from the community.



1. How important is it to have things to do after 5 PM in the downtown? (Single Choice) \*

19/19 (100%) answered



## Community Character Survey

As a part of the neighborhood focus group there was a community character survey to get a better understanding of what the community would prefer the commercial buildings, residential buildings and gathering places look like in Shippensburg.





## Challenges identified by Focus Group attendees and downtown consultants

**Challenge #1:** Shippensburg has lost many of its traditional anchor uses - grocery stores & clothing stores



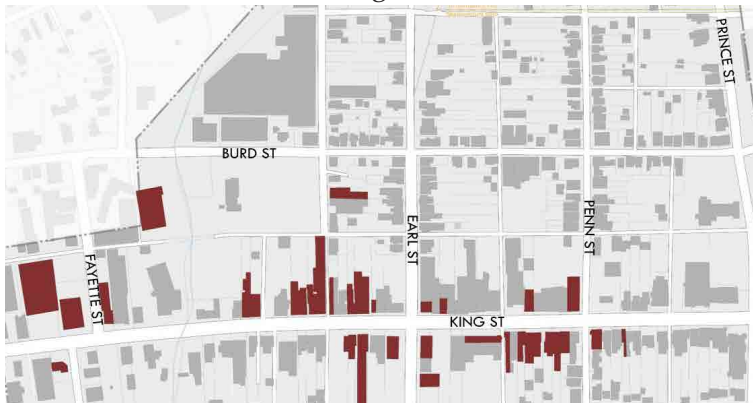
Historical photo of King Street Shippensburg

**Challenge #2:** The downtown has no central gathering place for regular informal and formal events.



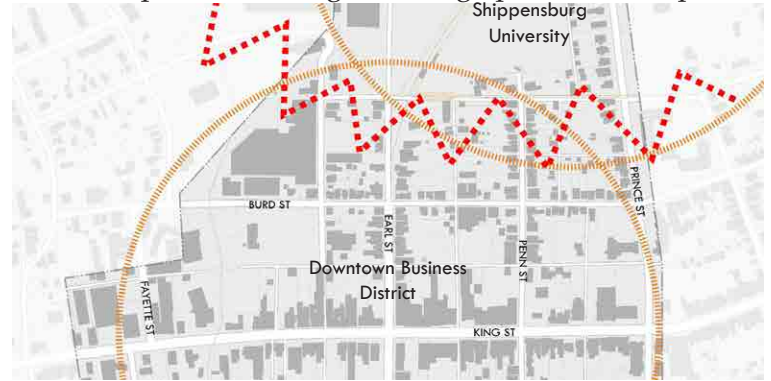
Historical photo of gathering space at the corner of King and Earl St.

**Challenge #3:** King Street has many gaps of non-commercial uses between storefronts, this makes the downtown feel unwelcoming for walkable retail.



Map showing commercial uses in red and the many existing gaps between businesses

**Challenge #4:** Shippensburg University has created a campus environment with few incentives for students to leave campus - including 14 dining options on campus.



Analysis map showing the 5-minute walk circles from campus, downtown and the disconnect between the two

**Challenge #5:** Many residential properties surrounding downtown are on 200 feet deep lots, leaving a lot of vacant land and gravel parking areas.



Existing deep lots with vacant space behind buildings along N. Earl St.

**Challenge #6:** Shippensburg has several organizations committed to promoting businesses in the downtown, but no full-time manager focused on the needs of the downtown.



Image from downtown Lititz where a full-time downtown manager recruits new businesses to locate in the downtown on a regular basis



## Opportunities identified by attendees at the focus group meetings

**Opportunity #1:** Support a pro business culture in Borough and Township government



Pro business culture

**Opportunity #2:** The University and its students, faculty, staff and visitors are a key asset for downtown.



Build upon the existing Shippensburg University bus transit system, bike share program, Downtown Center on King Street with new ways of linking to downtown

**Opportunity #3:** Support entrepreneurs who are bringing new customers downtown



The Cumberland Shop and Art of Pie are examples of businesses that are drawing customers downtown

**Opportunity #4:** Utilize the rich history of Shippensburg as an asset.

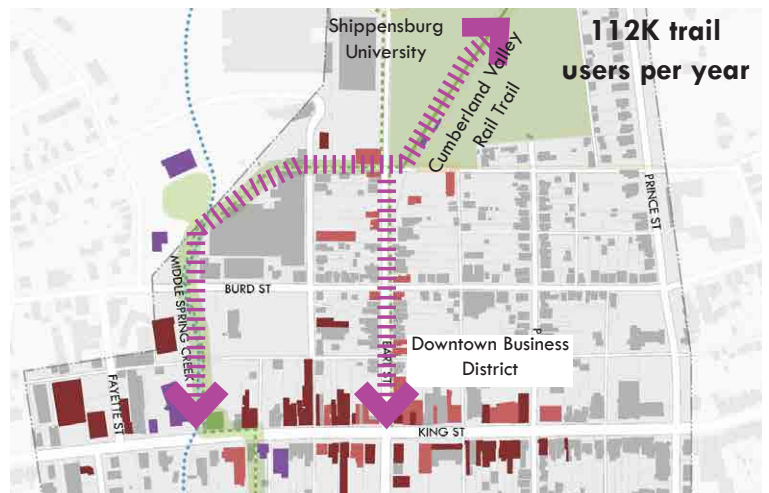


This railroad car is the home to the Cumberland Valley Railroad Museum



Shippensburg offers important destinations for those interested in the civil war, railroading, early industry and the University as a draw to the region.

**Opportunity #5:** Utilize the Cumberland Valley Rail Trail as one of Shippensburg's best assets.





# Town Hall Meeting

A Community Town Hall was held on February 17, 2022, in downtown Shippensburg. During this meeting, the public was introduced to the ideas for the Shippensburg Revitalization and Connectivity Plan via a presentation. Participants had the opportunity to provide feedback on each idea and ask questions at three stations featuring each of the big ideas. Everyone completed a comment card where they shared whether they liked, didn't like, or were unsure of each idea and provided some general information about themselves. They also had the opportunity to join one of the downtown enhancement teams to provide support and stay involved. With 48 people joining in person and 16 via Zoom we were able to gather immediate feedback on the preferences and priorities of the general public.



## Downtown Shippensburg Town Hall Meeting

Please visit the project stations and circle your preferences!

**1 Shippensburg Beautification, Livability, & Greening**  
Please circle the option that best represents your preference for each recommendation.

<b>1A: Facade Enhancement Program</b> Like it! Not Sure Don't Like it	<b>1B: Maintenance Program</b> Like it! Not Sure Don't Like it	<b>1C: Promote 2nd floor living above stores</b> Like it! Not Sure Don't Like it
<b>1D: Residential Infill/rehabilitation in downtown neighborhoods</b> Like it! Not Sure Don't Like it	<b>1E: Parks/Murals/Wayfinding Program</b> Like it! Not Sure Don't Like it	

Do you support these initiatives to promote Beautification, Livability and Greening within the downtown and surrounding area?

Highly Favorable    Favorable    Neutral    Unfavorable    Highly Unfavorable

**2 Downtown Business Retention, Recruitment & Leadership**  
Please circle the option that best represents your preference for each recommendation.

<b>2A: Hiring a Downtown Manager</b> Like it! Not Sure Don't Like it	<b>2B: Business Recruitment Plan</b> Like it! Not Sure Don't Like it	<b>2C: Recruiting New Restaurants to Downtown</b> Like it! Not Sure Don't Like it
<b>2D: Mixed Entertainment Anchors</b> Like it! Not Sure Don't Like it	<b>2E: Experiential Retail</b> Like it! Not Sure Don't Like it	

Do you support these initiatives to promote Downtown Business Retention, Recruitment, & Leadership within the downtown and surrounding area?

Highly Favorable    Favorable    Neutral    Unfavorable    Highly Unfavorable

**3 Trails, Greenways, and Civic Spaces**  
Please circle the option that best represents your preference for each recommendation.

<b>3A: Library Civic Space</b> Like it! Not Sure Don't Like it	<b>3B: Cumberland Valley Trail Extension</b> Like it! Not Sure Don't Like it	<b>3C: King Street Enhancements</b> Like it! Not Sure Don't Like it
<b>3D: New Trail and Greenway</b> Like it! Not Sure Don't Like it	<b>3E: N. Earl Street Triangle Park</b> Like it! Not Sure Don't Like it	

Do you support these initiatives to promote Trails, Greenways, & Civic Spaces within the downtown and surrounding area?

Highly Favorable    Favorable    Neutral    Unfavorable    Highly Unfavorable

Please tell us about yourself below...

**Where do you live?**

- Near the Downtown (AREA A)
- In the Shippensburg Area (AREA B)
- In the Great Shippensburg Area (AREA C)

**Why do you visit Downtown?**

- (Check all that apply)
- I live in downtown
  - I shop in Shippensburg
  - I visit Shippensburg for events
  - I am a Shippensburg University student
  - I work at Shippensburg University



**How often do you frequent downtown Shippensburg?**

- (Check all that apply)
- |  |                                       |
|--|---------------------------------------|
| <input type="checkbox"/> Daily               | <input type="checkbox"/> Monthly      |
| <input type="checkbox"/> Weekly              | <input type="checkbox"/> Infrequently |
| <input type="checkbox"/> A few times a month |                                       |

**What is your age range?**

- 24 and under
- 25 to 44
- 45 to 64
- 65 and over
- I prefer not to answer

**Are there any regional restaurants or businesses you would like to see expand in Shippensburg?**

**Are there any particular types of entertainment or arts venues that you would like to see expand in Shippensburg?**

**What do you feel is the most important improvement that should be made to enhance Downtown Shippensburg?**



## Market Opportunities for Shippensburg

As part of the information gathering phase for the plan, Urban Partners conducted a real estate market assessment evaluating residential and commercial opportunities for downtown Shippensburg. This analysis identified the range of feasible uses that could potentially support a more active mixed-use environment in the downtown area while strengthening the overall economy. The assessment is tailored to match market opportunities with the unique physical and locational characteristics of the area. Below is a summary of opportunities identified for downtown Shippensburg based on area market supply and demand. The full market analysis memorandum can be found in Appendix A.

### Entertainment

#### Movie Theater

- Based upon industry standards, downtown Shippensburg could support a small movie theater (5,000 to 10,000 SF)

#### Bowling Center

- Based upon industry standards, downtown Shippensburg could support several bowling lanes, best combined with other entertainment activities

#### Mixed Entertainment Center

- Mowery Entertainment from Carlisle believes Shippensburg is an ideal market and hopes to develop a 10,000 to 15,000 SF facility
- The facility would include several bowling lanes, bar/restaurant, golf simulator, and arcade (foosball, ping pong, billiards)
- An outdoor area could offer additional games, firepits, dining, and live music

### Retail

#### Clothing and Apparel Stores

- Family Clothing Stores: 2 stores initially @ 1,500 to 5,000 SF (could include clothing geared toward students or recreation)
- Women's Clothing Stores: 1 store initially @ 1,500 to 2,000 SF (could include specialty boutique appealing to visitors)
- Shoe Store: 1 store initially @ 1,500 to 2,000 SF (could include athletic shoes geared toward running and hiking)

#### Home Furnishing and Improvement Stores

- Gift/Souvenir Store: 1 store initially @ 1,500 SF (could appeal to visitors as well)

- Art Dealer: 1 gallery @ 3,000 SF or 2 galleries @ 1,500 SF (could appeal to visitors as well)
- Furniture Store: 7,000 SF store
- Electronics Stores: 1 store initially @ 1,500 to 2,000 SF

### Hospitality

#### Food & Dining Establishments

- Coffee Shop: 1,500 SF establishment
- Restaurants: Multiple establishments @ 1,500 SF to 5,000 SF each
- Specialty Food Store: 5,000 SF store (permanent farmers' market or similar offering fresh, local foods)

### Residential

#### Smaller High-Quality Townhouses and Twins

- 2 BR and 3 BR homes with modern, high-quality finishes, garages, outdoor space, & adequate storage
- Could appeal to university employees, downsize for empty nesters, or upgrade for young singles or couples
- Location near work, commercial/cultural amenities, recreational amenities
- Up to 20 units, full buildout

#### Larger Twins with Shared Green Space

- Larger 3 BR to 4 BR twins with high-end finishes, garages, and shared green open/play space (5,000 SF)
- Could appeal to higher-earning area employees with young families seeking proximity to work
- Should be close to University and downtown cultural amenities
- Ideal scale would be up to 20 homes on large infill site

#### Smaller Modest Townhomes

- 2 BR and 3 BR homes with pad parking focused on smaller households and budgets
- Could appeal to first-time home buyers
- Initial phase of up to 12 units to test the market
- Should be close to university & downtown amenities

#### Downtown Condominiums

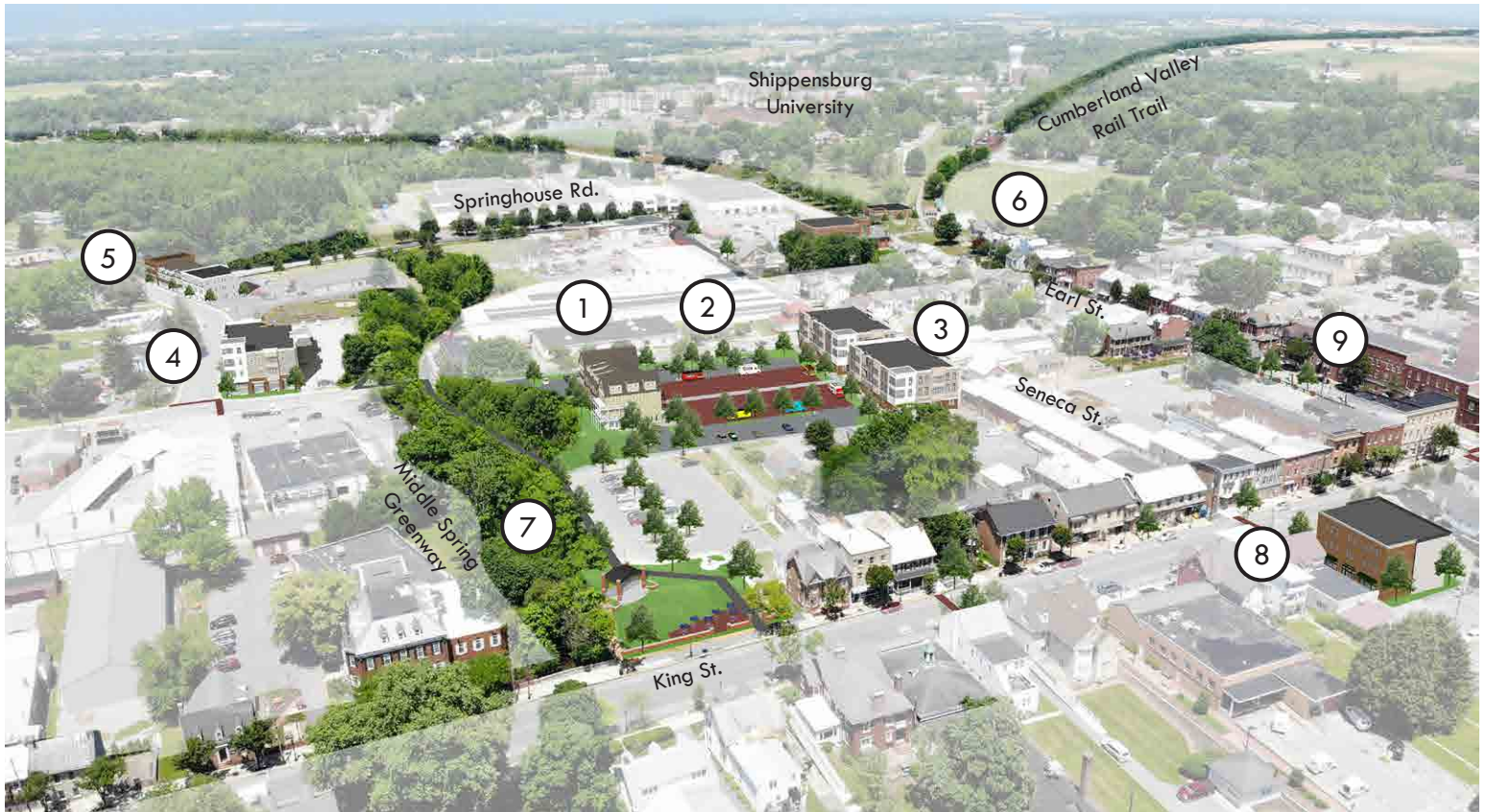
- 2 BR to 3 BR units with higher-end finishes and off-street parking
- Could appeal to empty-nesters and young professionals seeking denser housing
- Modest-scale project of up to 10 units in rehabilitated downtown building
- Should be pursued in a later phase once downtown townhouse market has been established

## Chapter 3: Revitalization Plan Recommendations

Through the process of listening, surveying and prioritizing the revitalization action items most appropriate for Shippensburg, this plan has identified three downtown enhancement strategies each with five action items. The strategies are:

For each action item, an 'Action Item' list is provided to describe the actions to be taken to achieve the desired outcome. For each of the initiatives, the results from the Town Hall Meeting are presented in the form of a chart highlighting the level of public support for each item.

1. Implement programs for Neighborhood Beautification, Downtown Livability and Greening
2. Recruit Businesses and Implement Downtown Enhancement Initiatives
3. Build and enhance Trails, Greenways and Civic Spaces



This illustration highlights the importance of business recruitment, facade enhancement and streetscape improvements on King and Earl Streets in coordination with new trails to better connect the Cumberland Valley Rail Trail and Shippensburg University to downtown businesses.

### PROPOSED ENHANCEMENTS

- |  |   |  |
|--|---|--|
| <ul style="list-style-type: none"> <li>1 Adaptive reuse of police station as apartments</li> <li>2 Multi-purpose plaza and parking at Burd St.</li> <li>3 New commercial and residences at Seneca St.</li> </ul> | <ul style="list-style-type: none"> <li>4 Consolidation of Borough Hall facilities</li> <li>5 Senior apartments</li> <li>6 New plaza, restaurants and University gateway building at Shippensburg Station</li> </ul> | <ul style="list-style-type: none"> <li>7 Trail and Library Civic Space</li> <li>8 New retail and restaurants on King Street, crosswalks, &amp; greening</li> <li>9 New arts walk, streetscape and restaurants on Earl St.</li> </ul> |
|--|---|--|



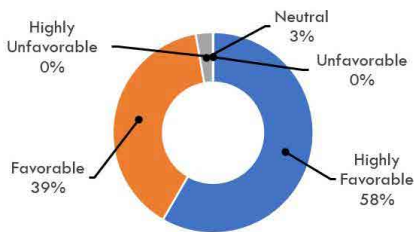
# Revitalization Plan Recommendations

## Strategy 1 - Implement programs for Neighborhood Beautification, Downtown Livability & Greening

This strategy focuses on making Shippensburg a desirable place to live, work and shop. Creating more places to live in the downtown will increase downtown commerce and by focusing on beautification and greening the downtown will become a place where people want to walk down the sidewalks. Form a "Downtown Beautification Committee" to coordinate and implement these action items.



### Community Survey Response



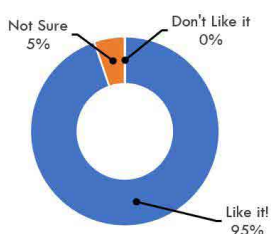
## Action Item 1A - Establish a Facade Enhancement Program to incentivize investment in commercial storefronts and residences.

### Action Items:

1. Seek facade enhancement grants to match local investment.
2. Create a design guideline with standards for commercial and residential improvements.
3. Start a community group that meets regularly to encourage businesses and property owners to enhance their storefronts.



### Community Survey Response





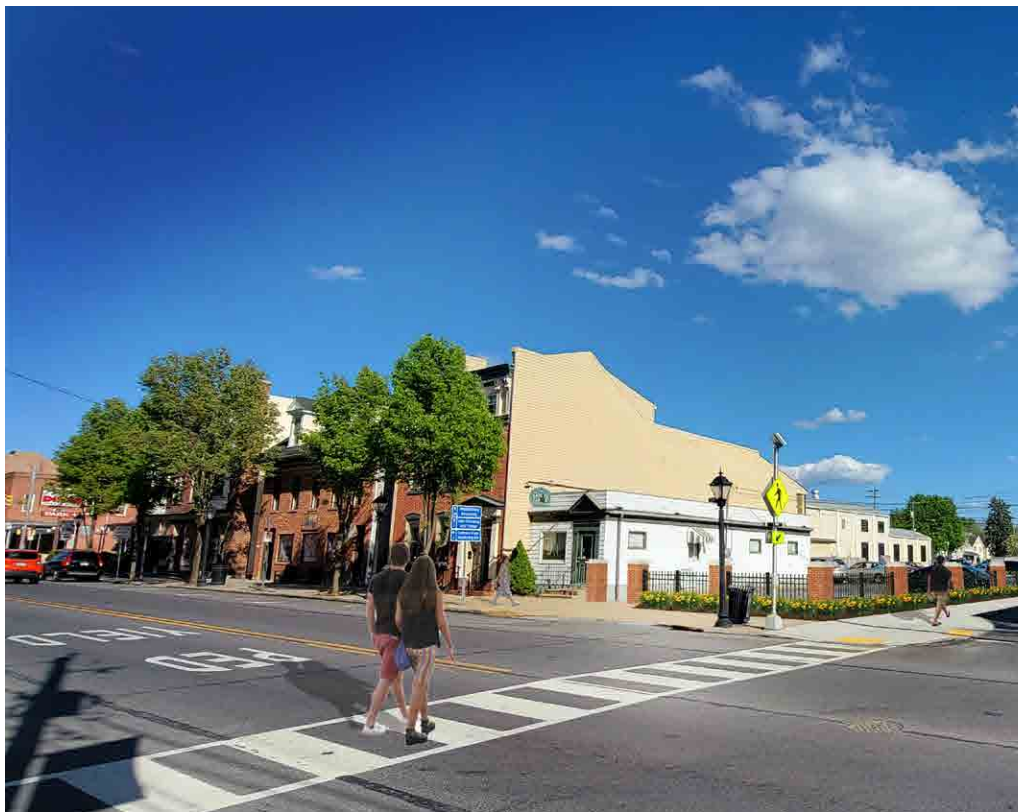
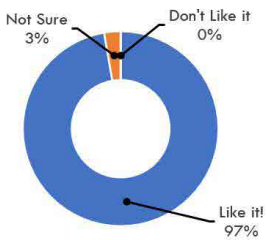
**Action Item 1B - Create a program to promote maintenance, cleaning and greening of hanging baskets, porches, sidewalks and landscaping.**

**Action Items:**

1. Create a street tree inventory and replacement planting program. Seek street tree planting grants.
2. Organize volunteer efforts to promote cleaning and maintenance of sidewalks and storefronts.
3. Create incentives for & promote a street tree, street furniture, and streetscape planter program to make downtown streets welcoming.



**Community Survey Response**



View of existing parking lot with no greening



View of proposed landscape enhancements at parking lots on King and Earl Streets, including ornamental fence, planters, flowers and lighting



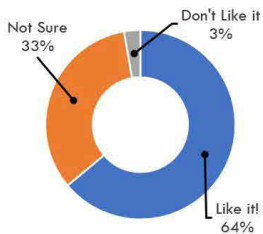
## Action Item 1C - Develop a program to incentivize the development of apartments and condominiums above stores.

### Action Items:

1. Identify shared parking sites at municipal or church lots suitable for use by apartments/others.
2. Borough to identify a streamlined process for adaptive reuse and land development approvals for upper floor residences.
3. Consider tax incentives to promote investment in downtown buildings
4. Contact property owners to discuss new residences



### Community Survey Response



## Action Item 1D - Encourage residential rehabilitation, new townhomes and accessory dwellings throughout the neighborhood adjacent to downtown.

### Action Items:

1. Engage residents in the process.
2. Identify sites for infill residences on underutilized sites.
3. Create a brochure to highlight the benefits of adapting garages into accessory dwelling units.
4. Review zoning and reduce obstacles such as minimum unit sizes, parking or max. impervious coverage standards
5. Identify potential sites for community gardens



Before Rehabilitation



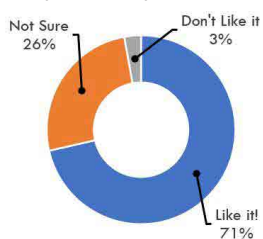
Plant Community Gardens



After Rehabilitation



### Community Survey Response





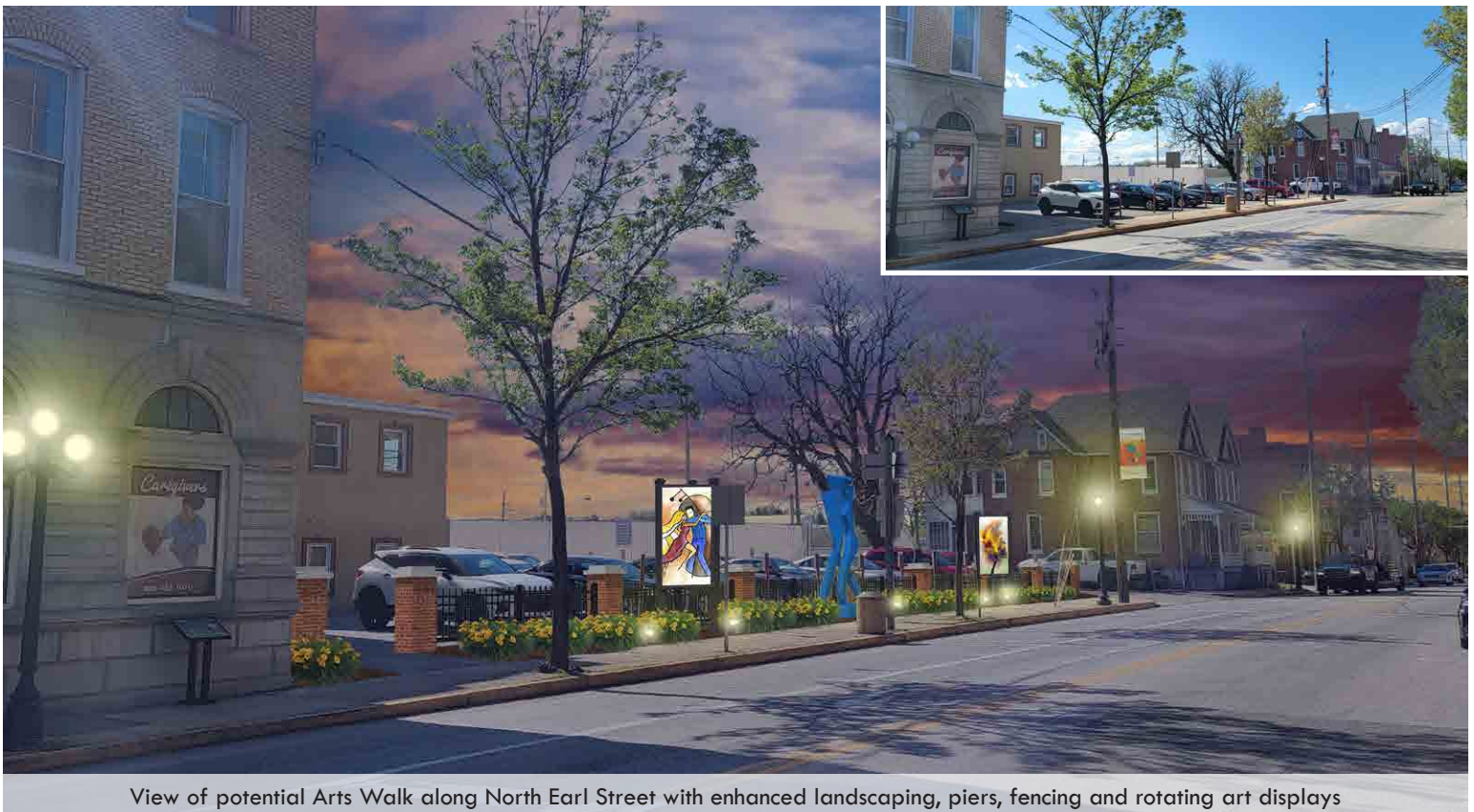
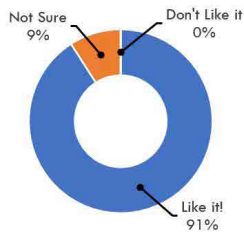
**Action Item 1E - Establish and fund a capital improvement program to build pocket parks, street trees, sculptures, murals, wayfinding and information kiosks.**

**Action Items:**

1. Engage community leaders to establish a capital improvement program for parks, masonry piers, fence, sculptures, murals, wayfinding & kiosks.
2. Identify potential locations for future murals & art installations.
3. Identify locations for wayfinding signage & kiosks
4. Partner with local arts organizations to promote art.



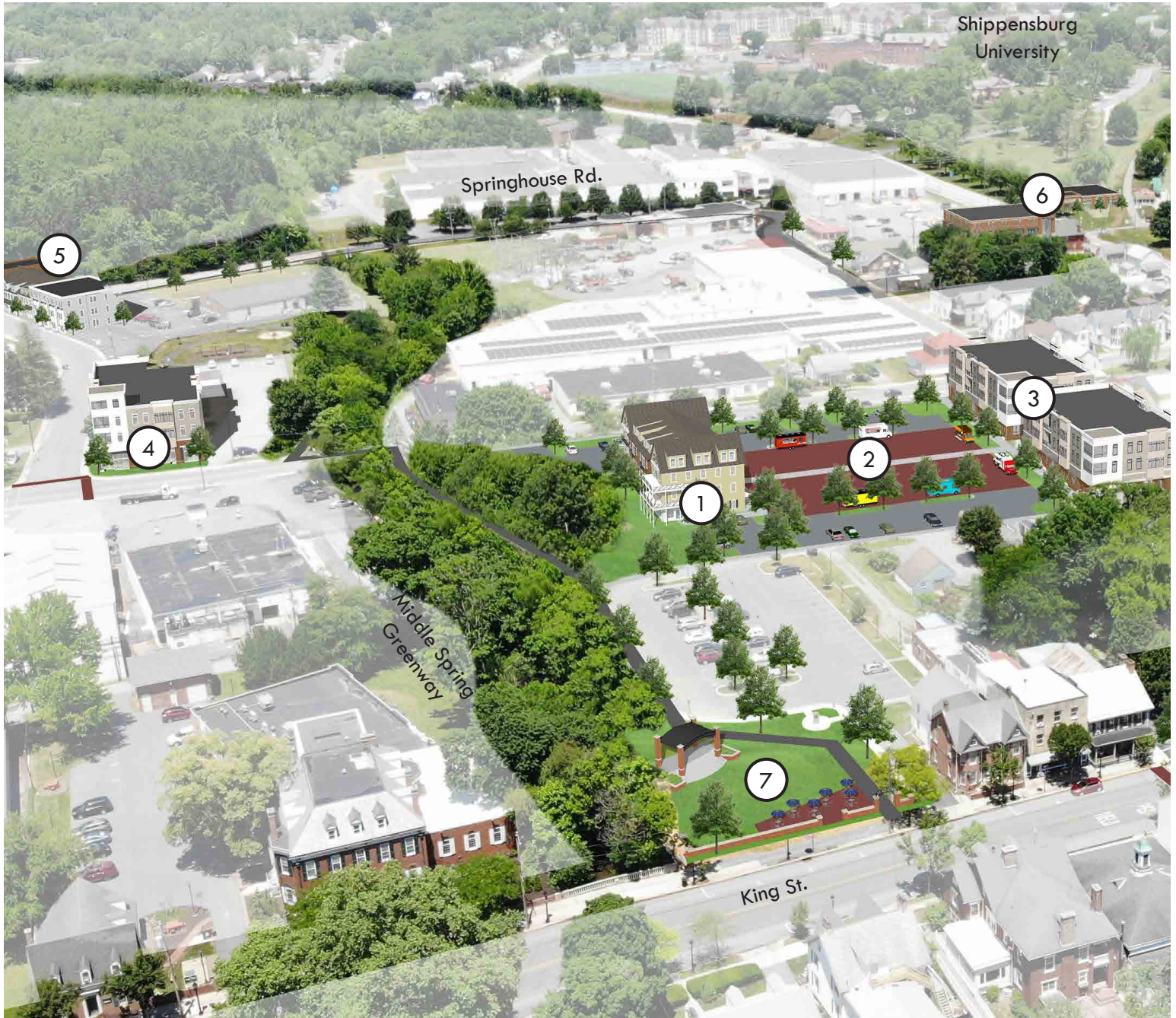
**Community Survey Response**



View of potential Arts Walk along North Earl Street with enhanced landscaping, piers, fencing and rotating art displays



Action Item 1F - Encourage the Borough to enhance/redevelop municipal land surrounding the proposed Middle Spring Creek Greenway and Trail with new residences, green spaces and a public plaza.



## PROPOSED ENHANCEMENTS

- 1 Adaptive reuse of police station as apartments
- 2 Multipurpose plaza and parking at Burd St.
- 3 New commercial and residences at Seneca St.
- 4 Consolidation of Borough Hall Facilities
- 5 Senior Apartments
- 6 New plaza, restaurants and University gateway buildings at Shippensburg Station
- 7 New civic space at Library Square



## Strategy 2 - Recruit Businesses & Implement Downtown Enhancement Initiatives

Shippensburg needs a clear plan for expanding its existing businesses and recruiting new businesses to the downtown. The market study has identified the business and residential uses most likely to be successful. By hiring a full-time downtown manager to lead this effort, Shippensburg can better secure grants, promote new investment, attract businesses, remove regulatory obstacles and realize the economic development goals of this downtown plan. The plan calls for the formation of a "Downtown Business Development Committee" to coordinate and implement these action items. Recruit realtors, major property owners, individuals willing to meet with prospective businesses to join this team and implement the recruitment plan.

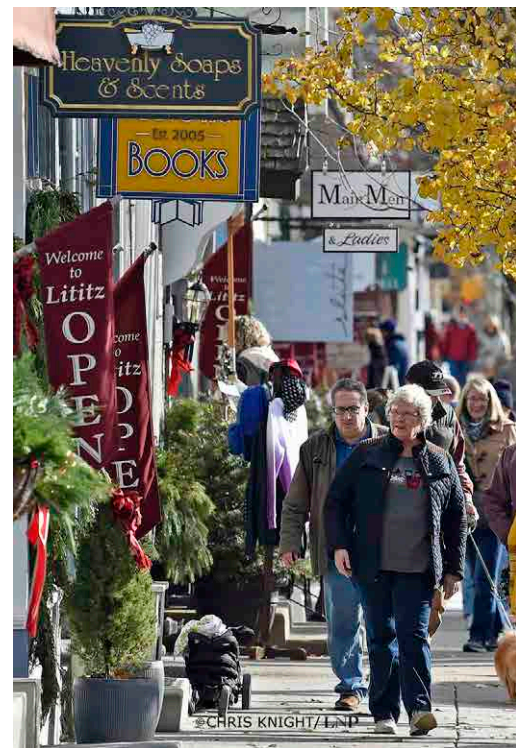
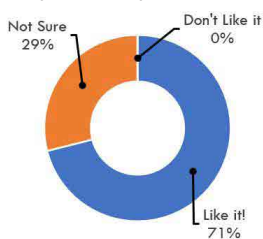


**Action Item 2A - Hire a Downtown Manager to secure grants, recruit businesses and implement the downtown plan.**

### Action Items:

1. Prepare a job description in coordination with potential funding organizations.
2. Hire the Downtown Manager
3. Coordinate business recruitment, grant writing, downtown revitalization initiatives and the three Downtown Enhancement Teams.

### Community Survey Response





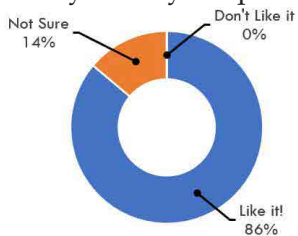
## Action Item 2B - Write, publish and implement a Business Recruitment Plan with an emphasis on Experiential Retail and Recreational Tourism.

### Action Items:

1. Summarize market opportunities from the market assessment in Appendix A
2. Prepare and manage the maps and lists of opportunity sites, potential downtown businesses, recruitment brochures. See Appendix
3. With support from a branding/marketing firm, prepare a Business Recruitment Plan with emphasis on experiential retail and recreational tourism.



### Community Survey Response



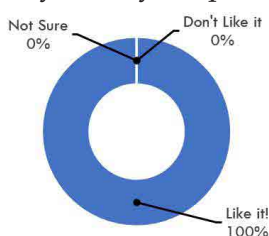
## Action Item 2C - Recruit restaurants to downtown.

### Action Items:

1. Identify restaurants within the greater Carlisle, Chambersburg and Shippensburg area that might be good additions to Shippensburg.
2. Identify locations and collaborate with property owners to attract new restaurants to the King & Earl Street corridors.
3. Consider securing a revolving loan fund to underwrite the cost of kitchen renovations.



### Community Survey Response





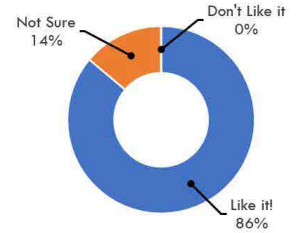
**Action Item 2D - Recruit mixed entertainment and cultural arts anchors to downtown including bowling, virtual golf, a community theater, an art cinema or galleries.**

**Action Items:**

1. Identify and approach arts organizations and entertainment businesses to better understand where and how they could be expanded in downtown Shippensburg.
2. Collaborate with potential site owners, Chamber of Commerce and Small Business Development Center to support this goal.
3. Consider securing a revolving loan fund to underwrite the cost of initial renovations.
4. Consider Tax Increment Financing or a Local Economic Revitalization Tax Assistance to help attract these anchor businesses.



**Community Survey Response**



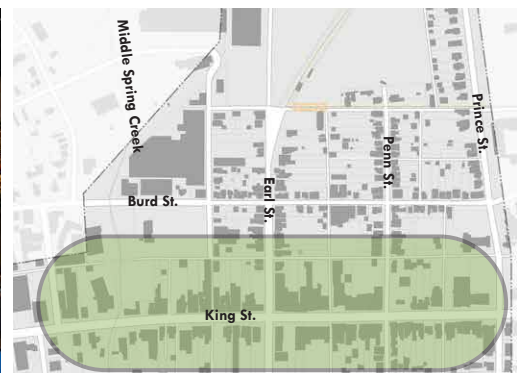
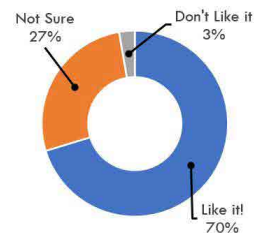
**Action Item 2E - Recruit retail businesses and a food market to downtown with emphasis on businesses that offer experiential retail.**

**Action Items:**

1. Identify and approach retail and food markets to better understand where and how they could be expanded in downtown Shippensburg.
2. Collaborate with potential site owners, the Chamber of Commerce and Small Business Development Center to support this goal.
3. Consider securing a revolving loan fund to underwrite the cost of initial renovations.
4. Consider Tax Increment Financing or a Local Economic Revitalization Tax Assistance to help attract these anchor businesses.



**Community Survey Response**







Potential infill development of retail and upper floor residences at underutilized parking areas along King Street at Penn Ave. Borough to establish form standards to promote active sidewalks frontages.



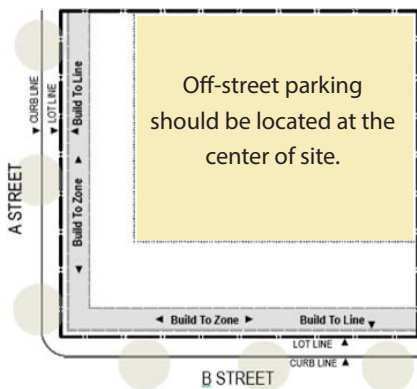
Potential infill development of a plaza, retail and upper floor residences at underutilized sites along King Street east of Earl Street. Borough to establish form standards to promote active sidewalks frontages.



## Action Item 2F - Create and adopt Zoning and Form Based Code standards to realize plan action items.

### Action Items:

1. Hire a planning consultant to draft zoning ordinance standards to reinforce plan action items, streamline zoning standards, and create greater emphasis on welcoming storefronts, quality streetscapes, an attractive public realm. See Appendix B for details.



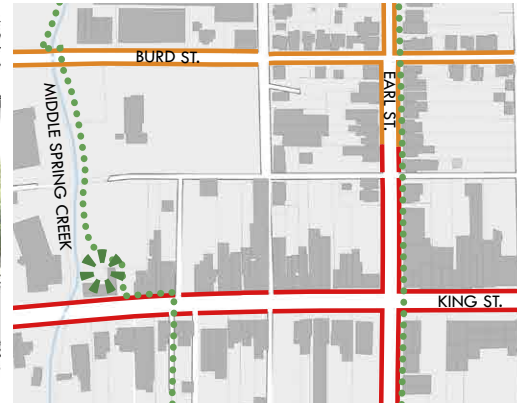
Parking Placement Diagram



Commercial Street Frontage Type



Max. Setback 12 to 18 Feet from curb  
Creates a comfortable sidewalk experience



### LEGEND

- CIVIC SPACE RECOMMENDED
- EXISTING TRAIL
- PROPOSED TRAIL
- COMMERCIAL STREET FRONTAGE: STOREFRONTS REQUIRED
- MIXED COMMERCIAL STREET: STOREFRONTS, PORCHES, STOOPS PERMITTED
- NEIGHBORHOOD STREET: PORCHES & STOOPS PERMITTED

Proposed Shippenburg Regulating Plan

## Action Item 2G - Evaluate and consider redevelopment of underutilized Borough properties.

### Action Items:

1. Engage a planning consultant and realtor to prepare programming and consolidation alternatives for how to best utilize Borough properties. This feasibility study should consider possible consolidation and relocation alternatives for Borough Hall facilities, the police department, municipal parking facilities and other related facilities. The Borough should consider the economic development and parking strategies throughout this report with emphasis on 1C, 1D, 1F, and 3C.



Borough Hall Site



Burd Street Borough Parking Lot

## Action Item 2H - Adopt this Revitalization and Connectivity Plan as an update to the Borough Comprehensive Plan

### Action Items:

1. The Borough Planning Commission and Council should consider adopting this plan as an update to the Borough Comprehensive Plan to ensure that future land use policies are consistent with its action items.



## Strategy 3 - Build and enhance trails, greenways & civic spaces

The final major strategy focuses on improving upon Shippensburg's existing network of trails while constructing new greenspaces/ civic spaces and fostering safe pedestrian connections between the downtown, the university and the CVRT. Civic spaces and greenspaces provide opportunities for events, performances and markets that will help make Shippensburg a thriving downtown destination. The plan calls for the formation of a Middle Spring Greenway Alliance committee to coordinate and implement these action items.

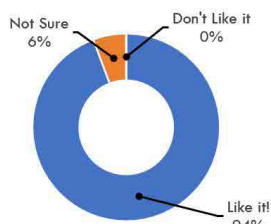


### Action Item 3A - Create a civic space at Library Square for community events and gatherings.

#### Action Items:

1. Create a community green space.
2. Construct a community stage with a movie screen for events.
3. Widen the existing sidewalk to create a multi-purpose trail
4. Add trees and landscaping to the edges of the greenspace
5. Construct an outdoor seating area
6. Add bike racks, benches and lighting.
7. Add a crosswalk with bumpouts and textured paving along King St.
8. Prepare a detailed design and cost estimate to secure donations and grants to support the project.

#### Community Survey Response



#### PROPOSED LIBRARY SQUARE ENHANCEMENTS

- |               |                                  |
|---------------|----------------------------------|
| 1 Stage       | 3 Lawn                           |
| 2 Dining Area | 4 Middle Spring Greenway & Trail |



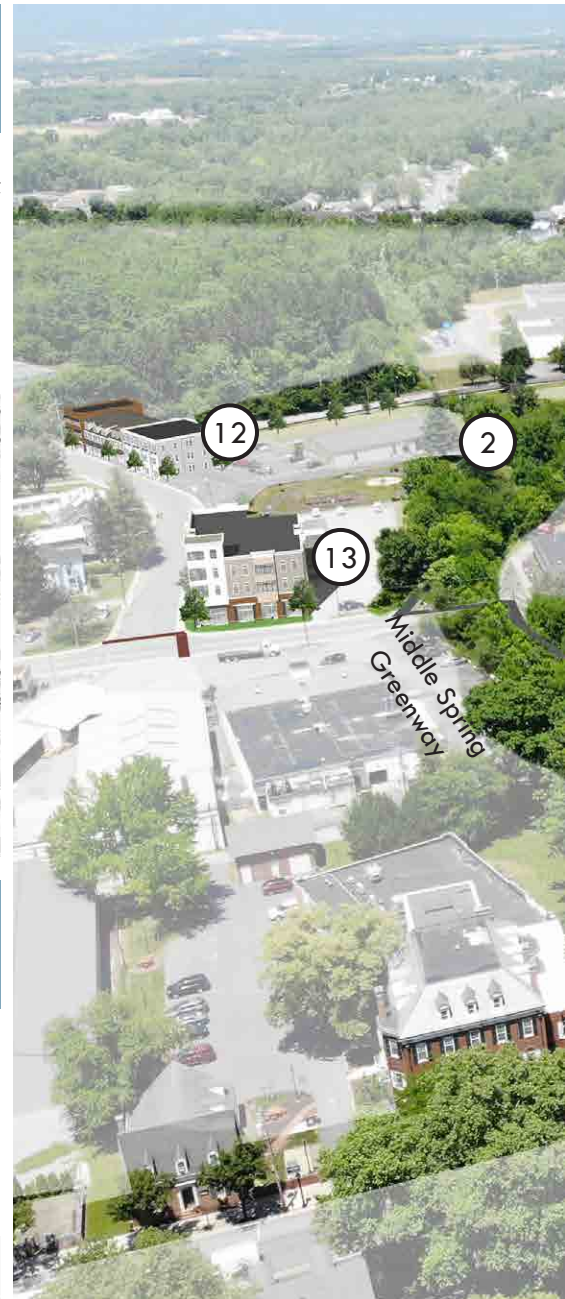
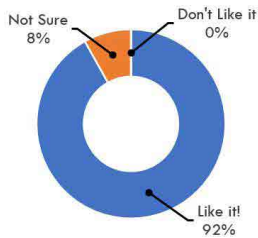
### Action Item 3B - Extend the Cumberland Valley Rail Trail bikeway, sidewalks, lighting, streetscape enhancements and signage south along Earl Street and west to Orrstown Road.

#### Action Items:

1. Construct an extension of the Cumberland Valley Rail Trail (CVRT) running west towards Orrstown Rd.
2. Add road "sharrows" along Earl Street connecting the CVRT into downtown.
3. Consider additional sidewalk, lighting, signage, and streetscape enhancements to improve the experience between the downtown and the CVRT.
4. Prepare a detailed design and cost estimate to secure funding for these improvements



#### Community Survey Response



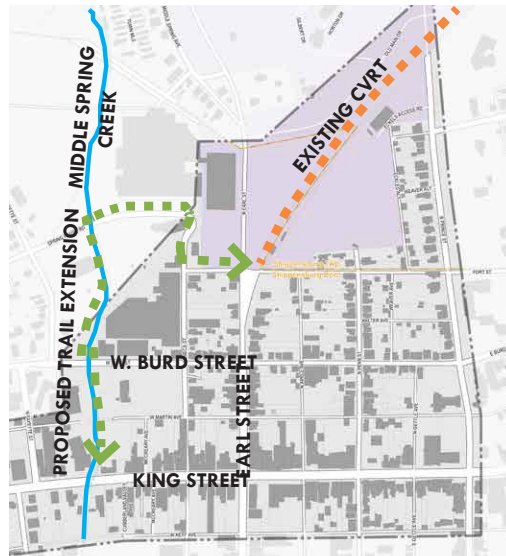
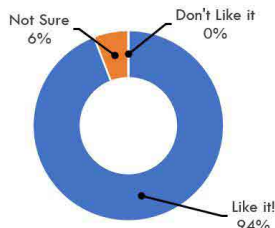
### Action Item 3C - Build a multipurpose trail, bike sharing stations and greenway from Shippensburg Station to the Coy Public Library via Fort Street and Middle Spring Creek.

#### Action Items:

1. Construct a multi-purpose trail and greenway along Middle Spring Creek connecting the King St, the library and the Cumberland Valley Rail Trail together. This trail could also extend down the creek all the way to Dykeman Spring Nature park providing further recreational opportunities.
2. Prepare a detailed design and cost estimate to secure funding for these improvements.



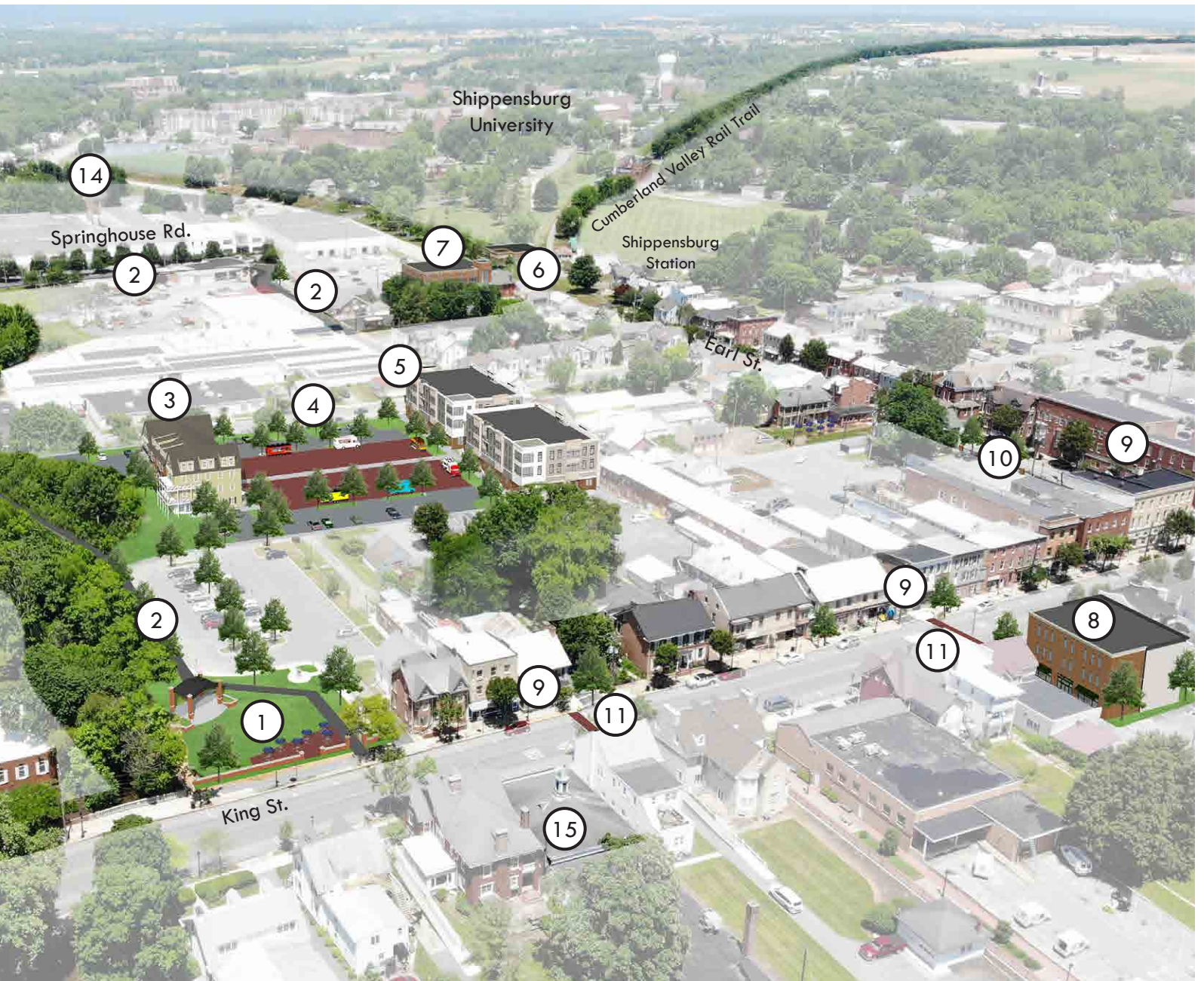
#### Community Survey Response



#### PROPOSED ENHANCEMENTS

- 1 Library Square Civic Space
- 2 Middle Spring Greenway & Trail
- 3 Apartments Overlooking Greenway
- 4 Multi-purpose Plaza & Parking
- 5 Apartments Above Commercial





- ⑥ Restaurants/Campus Store/Plaza
- ⑦ Mixed Entertainment Venue
- ⑧ Infill Retail & Residential
- ⑨ Facade Enhancement/Beautification/ New stores
- ⑩ Arts Walk Lighting & Displays
- ⑪ Crosswalks & Landscape Enhancement
- ⑫ Senior Apartments
- ⑬ Mixed Use/Borough Office Consolidation
- ⑭ New Trail Extension to Orrstown Road
- ⑮ Museum & Restaurant

### Action Item 3D - Organize and facilitate regular events at Library Square and Shippensburg Station

#### Action Items:

1. Create regular events to draw residents, students, customers, trail users & out-of-town visitors to Shippensburg
2. Seek community partnerships, local sponsors and a coordinated calendar of events to host events at both Library Square and Shippensburg Station
3. Collaborate with the business community, University, Borough, DOIT, and SACOC



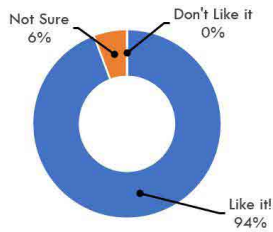
**Action Item 3E - Transform King and Earl Street with enhanced gateway signage, crosswalks, greening, lighting and street trees.**

**Action Items:**

1. Add curb bump outs with greening/landscaping at key downtown intersections. See Appendix F for details.
2. Add crosswalks/textured paving along King and Earl St.
3. Add downtown wayfinding, signage, sculpture, bus shelters and bike racks
4. Enhance the downtown streetscape with greening, street trees, and pedestrian lighting.
5. Prepare a detailed design and cost estimate to secure funding for these improvements.



**Community Survey Response**



**Action Item 3F - Transform the Foreman Triangle site at North Earl Street into a plaza and destination for sculpture, community gardens and the beginning of a Shippensburg Station fitness loop.**

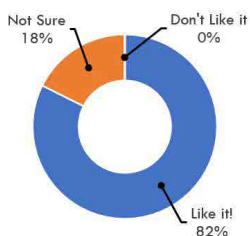
**Action Items:**

1. Transform the N Earl St. triangle at the terminus of the Cumberland Valley Rail Trail into a community park/destination. This park could include elements such as sculpture, community gardens, directional signage as well as pathways connecting to the rail trail and the start of a proposed Shippensburg Station fitness loop.
2. Prepare a detailed design and cost estimate to secure funding for these improvements.



Foreman Triangle Site at Earl & Fort Streets

**Community Survey Response**





## Chapter 4: Implementation Strategies

### Form 3 Downtown Implementation Committees

To implement the action items of the Shippensburg Revitalization and Connectivity Plan, the plan recommends the Shippensburg Community form three implementation committees, one for each of the downtown enhancement strategies:

1. **Downtown Beautification Committee**
2. **Downtown Business Development Committee**
3. **Middle Spring Greenway Alliance**

It is important that these committees be comprised of individuals who know the history of what has worked in the recent past, as well as those who have the passion, energy, time and resources to carry the action items to completion.

### Recruit Doers and Collaborators

Recruit individuals who have been active leaders in bringing fresh ideas, new business networks, local businesses, local realtors, local bankers, local foundations and municipal expertise to become members of these implementation committees. In addition, these committees will require active participation from and the full financial and organizational support from the Borough of Shippensburg, Shippensburg Township, and Shippensburg University. Recruit and secure committee members from the Shippensburg Revitalization and Connectivity Steering Committee who have been champions for the plan and have the passion to see that its action items get implemented.

### Timeline and Capital Budget Requirements

This six-year timeline anticipates the need to secure grants and local matching funds, then implement the design, construction and implementation of the priority projects. This plan of action will require over \$100K in local funds for a downtown revitalization office and hire a Downtown Manager, provide local matches for grants and fund various planning studies to get this plan started. With this level of financial commitment in place and a great hire with deep experience in economic development, project management and grant funding strategies, the Shippensburg business district will begin to show success. By following the plan outlined in Chapter 3, Shippensburg can best realize this Downtown Revitalization Plan.

### Implementation Committees & Tasks

During the visioning process, three groups emerged

with shared interests from within the Shippensburg community. This plan recommends the committees focus on the following:

#### Downtown Beautification Committee

- Design of Storefronts, Buildings & Neighborhood Greenspaces
- Promotion of Downtown & Neighborhood Livability, Greening and Beautification

#### Downtown Business Development Committee

- Economic Restructuring & Business Recruitment
- Grants, Funding Sources & Organization

#### Middle Spring Greenway Alliance

- Design of Trails, Sidewalks and Streetscapes
- Promotion of Nature Based & Recreational Tourism - Bicycles, Transit & Hiking
- Environmental Sustainability

To realize the goals of this Downtown Plan and build momentum to support ongoing economic development, each committee should complete the following tasks by the end of 2023:

1. Under the direction of Shippensburg Borough Council and the Borough Manager, each committee should appoint one or two chairpersons, have at least 8 active committee members and have met at least 8 times.
2. The Borough, in coordination with Shippensburg University and local philanthropic and economic development organizations, should fund and hire a Downtown Manager to coordinate the three Downtown Implementation Committees. The manager should engage with the business community on a monthly basis and pursue and secure grant funding sources to implement the plan action items.

On an annual basis, each committee should:

1. Present a report to Borough Council on their progress no less than once per quarter.
2. Choose no less than two implementation tasks to accomplish each year.
3. Request small project funding from the Borough and large project funding to be approved by the Borough and secured by the Downtown Manager from grant sources.
4. Representatives from each committee should meet monthly and all volunteers from the committees should meet at least twice per year to share progress and coordinate efforts across groups.



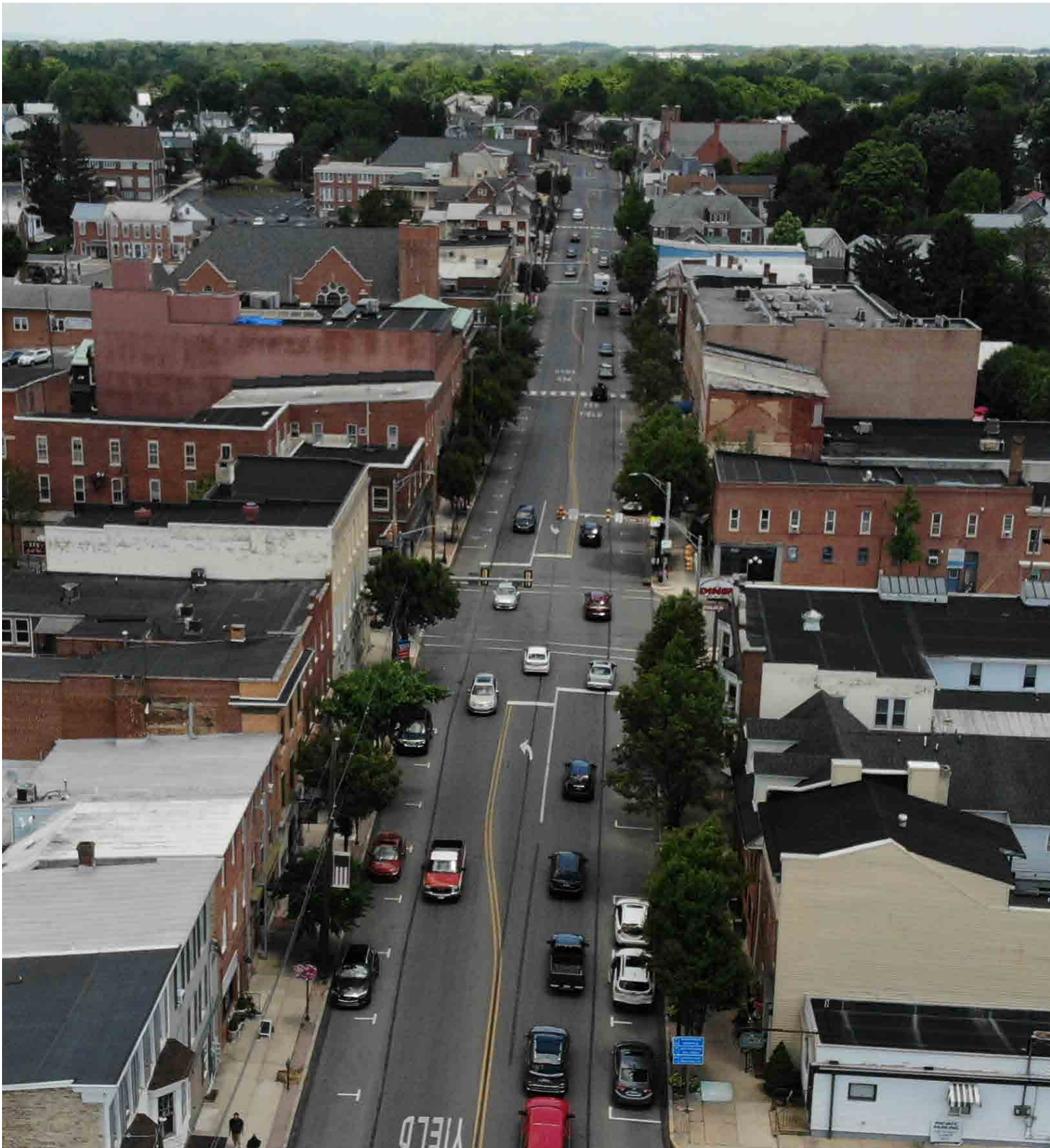
## Shippensburg Implementation Plan

Action Items	Organization	Promotion	Economic Vitality	Design	Lead Organization	Timeline					
						Near	Mid-Term			Long-Term	
						2022/23	2024	2025	2026	2027	2028
<b>Strategy 1: Implement programs for Neighborhood Beautification, Downtown Livability &amp; Greening.</b>											
Form a "Downtown Greening & Livability Team" to implement these action items.	•				Downtown Beautification Committee, DOIT	S					
1A: Establish a Facade Enhancement Program to incentivize investment in commercial storefronts and residential porches & front facades.				•	Downtown Beautification Committee, Borough		S	O	O	O	O
1B: Create a program to promote maintenance, cleaning and greening of sidewalks, street trees and landscaping.				•	Downtown Beautification Committee, DOIT, SACOC, Borough	S	O	O	O	O	O
1C: Develop a program to incentivize the development of apartments and condominiums above stores.			•		Downtown Beautification Committee, Borough, Long Range Planning Committee		S	O	O	O	O
1D: Encourage residential rehabilitation and new townhomes and accessory dwelling throughout the neighborhood adjacent to downtown.			•		Downtown Beautification Committee, Borough, Realtors, Developers, Downtown		S	O	O	O	O
1E: Establish and fund a capital improvement program to build pocket parks, street trees, sculptures, murals, wayfinding and information kiosks.			•		Downtown Beautification Committee, Borough, Arts Organizations, SU	S	O	O	O	O	O
1F: Encourage the Borough to enhance/redevelop municipal land surrounding the proposed Middle Spring Creek Greenway and Trail with new residences, green spaces and a public plaza.			•		Downtown Beautification Committee, Borough	S	G	F			
<b>Strategy 2: Recruit Businesses &amp; Implement Downtown Enhancement Initiatives.</b>											
Form a "Downtown Enhancement & Business Recruitment Team" to implement these action items.	•				SACOC, DOIT, Downtown Business Development Committee, SADC, Downtown Manager	S					
2A: Hire a Downtown Manager to secure grants, recruit businesses and implement the downtown plan.	•				Borough, SU, Downtown Business Dev. Committee	S					
2B: Write, publish and implement a Business Recruitment Plan with an emphasis on Experiential Retail and Recreational Tourism.		•			Borough, Downtown Business Dev. Committee, Downtown Manager	S	O	O	O	O	O
2C: Recruit restaurants to downtown.			•		SACOC, Downtown Manager, Downtown Business Dev. Committee	S	O	O	O	O	O
2D: Recruit mixed entertainment and cultural arts anchors to downtown including bowling, virtual golf, community theater, art cinema or galleries.			•		SACOC, Downtown Manager, Downtown Business Dev. Committee	S	O	O	O	O	O
2E: Recruit retail businesses and a food market to downtown with emphasis on businesses that offer experiential retail.			•		SACOC, Downtown Manager, Downtown Business Dev. Committee	S	O	O	O	O	O
2F: Write and adopt Zoning and Form Based Code standards to realize plan action items.			•		Borough Planning Commission, Downtown Business Dev. Committee, Downtown Manager	S	G	O			
2G: Evaluate and consider redevelopment of underutilized Borough properties.			•		Borough Planning Commission, Downtown Manager	S	G	F			
2H: Adopt this Revitalization and Connectivity Plan as an update to the Borough Comprehensive Plan			•		Borough, Planning Commission, Downtown Manager	S					



Shippensburg Implementation Plan											
Action Items	Organization	Promotion	Economic Vitality	Design	Lead Organization	Timeline					
						Near	Mid-Term			Long-Term	
						2022/23	2024	2025	2026	2027	2028
<b>Strategy 3: Build and enhance Trails, Greenways &amp; Civic Spaces</b>											
Form a "Downtown Trails and Civic Spaces Team" to implement these action items.	•				MSGA/Coy Library/CVRTC/SCPRA	S	O	O	O	O	
3A: Create a civic space at the Library for community events and gatherings.				•	MSGA/Coy Library	F	G	D	C		
3B: Extend the Cumberland Valley Trail bikeway, sidewalks, lighting, streetscape enhancements and signage south along Earl Street and west to Orrstown Road.				•	Borough/SCRPA/CVRTC	G	D	C			
3C: Build a multipurpose trail, bike sharing stations and greenway from Shippensburg Station to the Coy Public Library via Fort Street and Middle Spring Creek.				•	MSGA, Middle Spring Watershed Association, CVRTC, Coy Library/SU Foundation	G	D	C	C		
3D: Organize and facilitate regular events at Library Square and Shippensburg Station.	•				DOIT, CVRTC, Coy Library, MSGA	O	O	O	O	O	
3E: Transform King and Earl Street with enhanced gateway signage, crosswalks, greening, lighting and street trees.				•	Borough/Township		F	G	D	C	
3F: Transform the Eckels Field and Foreman Triangle into a plaza and destination for sculpture, community gardens and the beginning of a Shippensburg Station fitness loop.				•	SU/CVRTC		F	G	D	C	
<b>Timeline</b>											
S - Start Project		G - Seek Grants			D - Design						
O - Ongoing Implementation		F - Feasibility Study			C - Construct						
<b>Potential Organizations to Implement the Shippensburg Revitalization &amp; Connectivity Plan</b>											
Organization	Abbreviation				Status						
Downtown Beautification Committee	DBC				To be formed						
Downtown Business Development Committee	DBDC				To be formed						
Middle Spring Greenway Alliance	MSGA				To be formed						
Borough of Shippensburg	Borough										
Township of Shippensburg	Township										
Shippensburg University	SU										
Shippensburg University Foundation	SUFoundation										
Rail Trail Alliance	RTA										
Downtown Organizations Investing Together	DOIT										
Shippensburg Area Chamber of Commerce	SACOC										
Shippensburg Area Development Corporation	SADCO										
Cumberland Valley Rail Trail Coalition	CVRTC										
Shippensburg Community Recreation & Park Authority	SCRPA										
Middle Spring Watershed Association	MSWA										





**DERCK** EST. 1940  
**& EDSON**  
CAMPUSES DOWNTOWNS ATHLETICS

*in association with*  
**URBAN PARTNERS**