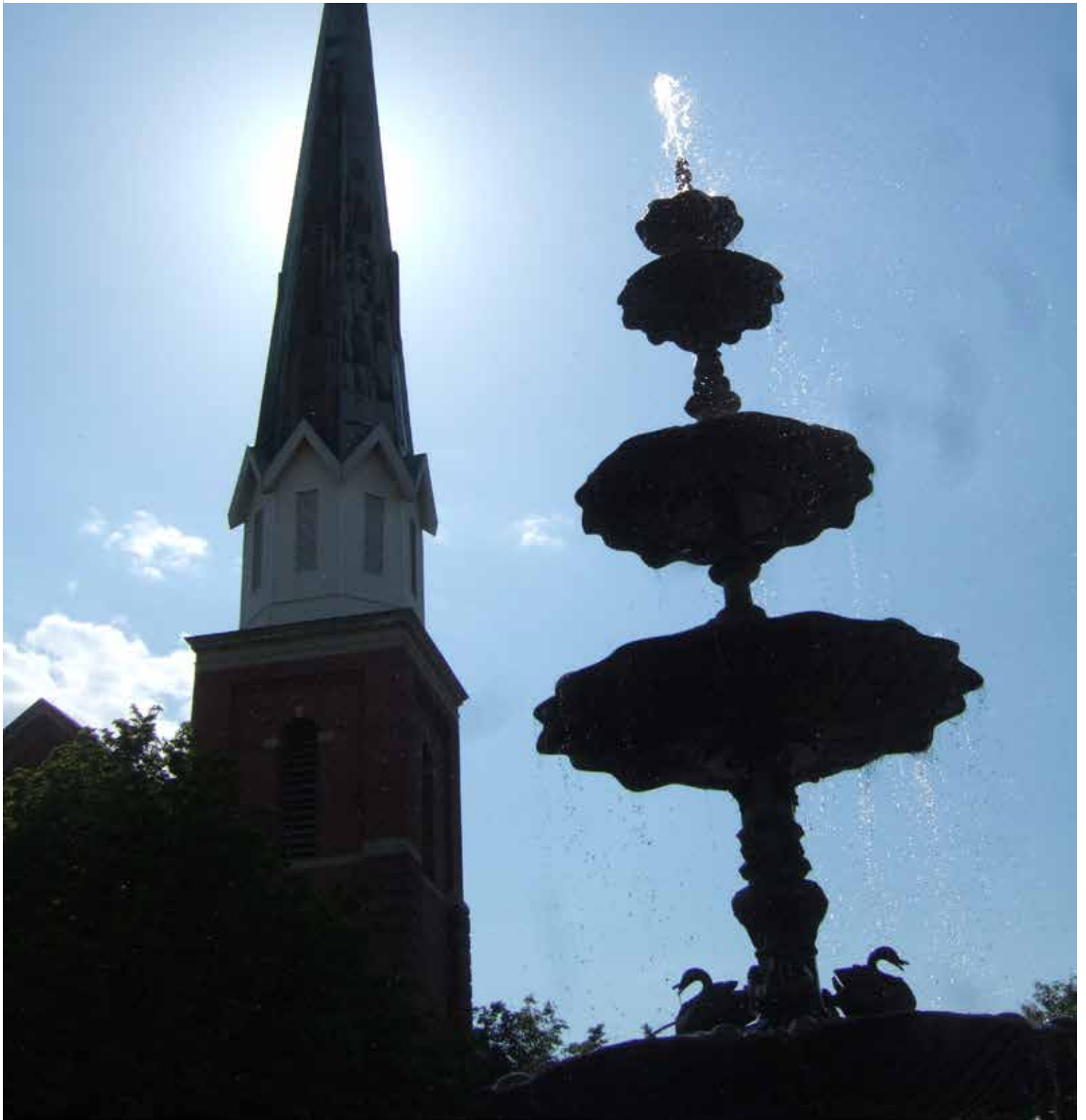


CHAMBERSBURG

Strategic Plan for Continued Revitalization





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

SECTIONS

Plan Purpose	6
Vision Statement	8
Background & Process	10
Economic and Demographic Trends	16
Parking Analysis	20
Five-Year Action Plan	24
Organization	
Design	
Asset Enhancement	
Promotion	
Safe, Clean, and Green	
Preliminary Enhancement Options	32
Conclusion - Next Steps	54

Image Credits

Images on pages 9, 14, 27, and 31 were generously provided by Downtown Chambersburg Inc.

All other photos are by Derck & Edson.



PLANNING GRAPHICS

Infill Development	35
Gathering Spaces	36
Trailhead Gateway	37
Alley Enhancement	38
Community Signage	39
Facade Enhancement	40
Outdoor Dining	41
Mural Art	42
Green Streets	43
Retail Enhancement	44
Market Concept	45
Structured Parking	46
Roy Pitz Plaza	47
Co-Work Space	48
Adaptive Reuse	51
3rd Street Gateway	52
Water Access	53



DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

ACKNOWLEDGEMENTS

Acknowledgements

*Downtown Chambersburg Inc. raised \$49,500 for the Downtown Visioning and Master Plan Update process.
Thank you to the following financial contributors:*

Pen-Mar Regional Association of Realtors - \$15,000
Borough of Chambersburg - \$8000
Volvo Construction Equipment - \$5000
Wilson College - \$5000
Chambersburg Hospital - \$3000
TB Wood's - \$2000
Franklin County Redevelopment Authority - \$2500
Greater Chambersburg 21st Century Partnership - \$1500
Community Development Corporation of Franklin County - \$1000
General Management Services LLC - \$1000
Keystone Health - \$1000
The William & Diane Nitterhouse Foundation - \$1000
Salzmann & Hughes, P.C. - \$1000
Smith Elliott Kearns and Company, LLC - \$1000
Vacon - \$1000
Trinity Episcopal Church - \$500

Thank you to members of the Visioning and Master Planning Committees:

Corey Alleman
Ann Wagner
Jessica Walter
Sam Thrush
Jeffrey Stonehill
Phil Wolgemuth
Bill McLaughlin
Jack Jones
Patrick Pierce
Denice Bigham
Brian Speer
John Hart
Paula Hepfer
Janet Pollard
Louisa Cowles
Laura Sponseller
Stacy Mellott

Thank you to our other partners in downtown revitalization:

Greater Chambersburg Chamber of Commerce
Borough of Chambersburg
BOPIC (Elm Street program)
Downtown Business Council
Franklin County Government
Franklin County Area Development Corporation



DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

PLAN PURPOSE

Creating a plan for continued revitalization has far-reaching impact that begins with the planning process and continues through the implementation of the plan.

As such, this plan will be available for all community stakeholders to encourage increased focus on strengthening and expanding the social, economic, and physical vitality of Chambersburg.

With continued communication and collaboration by local community leadership, these efforts will include broad based opportunities for:

- *Local employment*
- *Job training and workforce development*
- *Community volunteer involvement*
- *Economic development activities*
- *Expanded community partnerships*
- *Diverse housing choices*

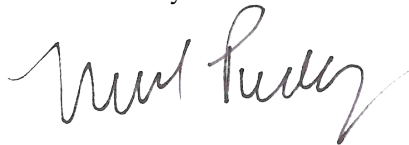
The Downtown Master Plan - Chambersburg

Downtown Chambersburg Inc. (DCI) is pleased to present the Downtown Master Plan. The Downtown Master Plan provides a framework for DCI and its partners to leverage the existing cultural, historical, retail and natural assets located in downtown Chambersburg to attract more private investment to the area while improving the overall quality of life offerings in the greater Chambersburg area. Downtown Chambersburg is the heart of the community -- and is a reflection of the community. Downtown Chambersburg has a lot to be proud of and the future is bright.

DCI contracted with Pennsylvania Downtown Center and Derck and Edson to utilize a vision-based strategy that garnered input from a variety of stakeholders during the planning process and was rooted by the Main Street economic development model. Beyond obtaining qualitative data, a local and regional market analysis was also completed. Throughout the process, visual renderings were created that demonstrated how concepts could transform a space.

The ultimate goal of this plan is to show prospective investors that Chambersburg is a great place to do business and to live. The Downtown Master Plan does not stand alone and is one part of an overall economic development strategy that makes Chambersburg, PA a place that people want to "be".

Sincerely,



Noel Purdy
President
Greater Chambersburg
Chamber of Commerce



DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

VISION STATEMENT

Downtown Chambersburg is a crossroads...

- We are a crossroads of cultures, where arts and diversity unite.
- We are a crossroads of flavors, where local food and diverse international fare combine.
- We are a crossroads of economic prosperity, where new ideas and traditional values converge.
- We are a crossroads of living, where vibrant and healthy lifestyles abound.

Vision Statement

Our Vision for Downtown Chambersburg

Situated at the crossroads of Routes 11 and 30, among the idyllic agricultural landscape of the Cumberland Valley, Downtown Chambersburg is a blending of old and new. With a nod to our Colonial roots and storied Civil War past, Downtown Chambersburg is a place that reveres our history, and celebrates our future. It is an inviting place to visit and a welcoming place to call home. It is a fusion of cultures, traditions and people.

Downtown Chambersburg is a crossroads...

- We are a crossroads of cultures, where arts and diversity unite. Revel in the sights, aromas, flavors, and sounds of concerts, festivals and events. Downtown Chambersburg celebrates its people, beliefs, faiths, and backgrounds creating an everyday mosaic of living in this diverse community.
- We are a crossroads of flavors, where local food and diverse international fare combine. Explore a new lunchtime gathering spot, gather at the farmers market, and remember a special occasion. Downtown Chambersburg is booming with fresh, innovative restaurants and casual outdoor cafés. Grab a quick bite, or linger with friends, downtown is the place to be.
- We are a crossroads of economic prosperity, where new ideas and traditional values converge. Support the growth of our local businesses and trendy boutiques, while cultivating innovative entrepreneurial ideas for tomorrow. Downtown is the ideal hub for the independent businesses and progressive ideas that give Chambersburg the character of a thriving 21st Century economy.
- We are a crossroads of living, where vibrant and healthy lifestyles abound. Spend your days riding the trail and enjoying the natural beauty of our creek and waterways, and your evenings taking in a performance or exploring a gallery. Downtown Chambersburg provides a lovely mix of experiences in a friendly, walkable and bikeable downtown to live, for the young and young at heart.

This vision will be realized by a collaborative, unified and focused partnership of private, public, and non-profit progressive leaders, vested business owners, committed community members, and dedicated residents.





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

BACKGROUND and PROCESS

Development of Project Boundary

For the purposes of this plan, the downtown study area is a the core community emanating several blocks away from the square in all directions.



Public Outreach and Stakeholder Inclusion

In Chambersburg, planning for continued revitalization began with the outreach and targeted engagement of the current community. The process was both deliberate and intentional in the inclusion of key stakeholders and broad public input throughout.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

March 17, 2014 - Capitol Theatre

In conjunction with the Pennsylvania Downtown Center, members of the community participated in an SWOT exercise. Each individual participant was asked to identify what they personally perceived as either strengths, weaknesses, opportunities, or threats within the core downtown. Those individuals then collaborated in small groups to share their perspectives and reach consensus within their group to achieve a common list under each SWOT category.

Each group shared excerpts of their report with the rest of the attendees to gain insight and feedback. The results of this exercise became an important tool to guide future planning efforts.

Blue Sky Session

April 24, 2014 - Central Presbyterian Church

To ensure that every participant had an equal opportunity to express their thoughts related to public and private realm development within the community, two Sticky Walls™ were posted, and participants were asked to write their comments on individual index cards and adhere them to the wall under the corresponding public or private area.

By allowing small group discussions to occur concurrently with individual participation, a broad and inclusive response was achieved. More than 360 individual responses were posted and recorded. The information gathered with this exercise provided further definition to the design concepts as well as provided the basis for future land use and development planning. Complete results of the exercise from this meeting can be found in the appendix.

Background and Process

Character Preference

November 17, 2014, Central Presbyterian Church

The final outreach meeting to gain input from the public, a broadly advertised and promoted public event, was held on November 17, 2014 at the Central Presbyterian Church. That meeting was designed and executed to facilitate measurable input related to 21 essential physical elements of successful downtowns (heretofore known as the Character Preference exercise).

Describing how something should look or exist in the future can be a very nebulous and therefore anxiety-inducing request for non-planners. With this understanding, the Character Preference exercise for the Chambersburg community was organized using 138 photographs exemplifying the following essential elements: awnings, benches, bicycle racks, building styles, community brand, districts, facades, flags & banners, landscape, lighting types, murals, gathering spaces, play areas, performance spaces, public art, seating, gateway features, signage, and trash receptacles, water access, and wayfinding.

Participants were given 24 individual tickets with which they were able to cast votes for individual preferences in each category, allowing them one vote for each category and three additional bonus votes for areas of particular interest. Simultaneously, an on-line version of the same exercise was posted for broad community input.

In total, 19,514 votes were cast. Within each category, there were one or two selections that comprised the majority of votes cast. The details of each preference provided the foundation for future design and planning decisions, to ensure that all solutions were firmly rooted in community sentiment and preference.

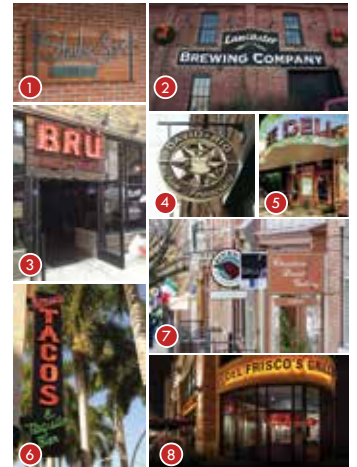
Complete results of the exercise and support graphics are included in the appendix.



COMMUNITY BRAND



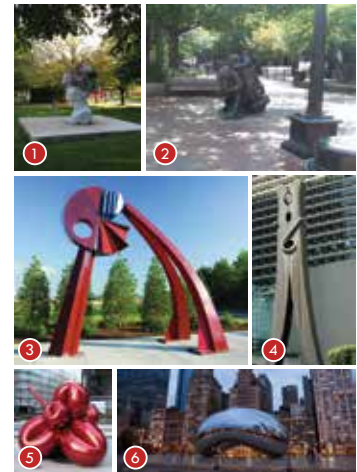
SIGNAGE



GATHERING SPACES



PUBLIC ART



WATER ACCESS



AWNINGS



The image boards above represent a sampling of the 21 individual topics that were on display in the church (shown at left) and available for voting. These same images were available digitally to provide expanded opportunities for input and voting. The ability to study each image as it relates to Chambersburg was a valuable aspect of the exercise and provided an important basis for future design concepts.

Background and Process

Stakeholder Outreach

March 17, 2014, Chamber Office

The planning team met with the following groups to solicit input for the Master Plan:

- North Quadrant property owners
- Franklin County Redevelopment Authority,
- Chambersburg Area Development Corporation,
- Franklin County Visitors Bureau

Stakeholder Outreach

March 17, 2014, Borough Council Chambers

The planning team met with Chambersburg Borough Staff, including all department heads and borough administration to discuss current initiatives, planning projects, code issues, public works, and other Borough led activities and services that should be considered within the framework of the Master Plan.

Stakeholder Outreach

April 21, 2014, Chamber Office

The planning team met with the following groups to solicit input for the Master Plan:

- Council for the Arts,
- Franklin County Arts Alliance,
- Chambersburg Ballet,
- Capitol Theatre,
- Cumberland Valley School of Music
- United Churches of the Chambersburg Area

Public Outreach

May 19, 2014, King Street Church

During this public meeting, the planning team reviewed community perceptions survey data and broad market realities based on Claritas Tapestry Segmentation information. Additionally, this meeting was a forum to gain input and edits of the initial draft of vision statement.

Public Outreach

June 16, 2014, Chambersburg Area Senior High School

The planning team shared early conceptual drawings of enhancement options in the downtown for feedback and discussion. The team then split the attendees into small working groups to begin identifying potential projects for Main Street plan following the Keystone Communities structure including economic development, design, promotions, organization and safe, clean and green.

Public Outreach

July 21, 2014, Wilson College

The planning team presented the final vision statement and eight (8) visual slides that represent composites of qualities that stakeholders would like to see integrated into the downtown revitalization effort. During the meeting, participants further worked on prioritizing the strategies and action items that form the Five-Year Main Street action plan.

Development Opportunities

February 12, 2015 – Chamber Office

With a very broad understanding of the character and pattern of development envisioned for downtown Chambersburg, we worked with the Steering Committee to develop a comprehensive list of development opportunities. Within the built framework of the downtown, there were four main categories of development that could occur as follows:

- **New Construction** – through a variety of circumstances, vacant spaces either exist or open up in a core community, which create space for new construction to occur
- **Adaptive Reuse** – within a fabric of historic buildings, many structures become functionally obsolete, requiring new uses to occupy their spaces
- **Facade/Renovations** – buildings that are being used in appropriate manners can often exhibit opportunities for a range of renovations including interior, façade, exterior spaces, and/or structural
- **Public Realm** – the spaces that interconnect private spaces, such as sidewalks, parks, streets, and alleys all provide opportunities for development activities that enhance the economy of place.

Within these four broad categories, the stakeholder committee identified six specific new construction opportunities within the core downtown that could advance the vision. Additionally, that same group identified eight renovation opportunities that could simply enhance the physical aesthetic of the community, more than a dozen opportunities for adaptive reuse in the community, and more than 30 opportunities in the public realm.

Background and Process

Priority Projects/Concepts

April 16, 2015 – Chamber Office

Each of the more than 50 development options were reviewed, analyzed against the character preferences, and prioritized. A smaller group of select projects were identified to be developed into conceptual renderings to serve the local economic development activities. The graphic depictions endeavor to combine the data collected during the process with real project opportunities in the community.

It is important to understand that these graphics are philosophical in nature, which is to say they inspire a type of development thinking and pattern that reflect the community input gathered during the planning process. Each sketch is an optional scenario that showcases a number of replicable design elements. In no way are these plans and sketches fully entitled nor do they imply any approval, rather they encourage creativity and aspiration within the built environment.

* 2nd street liberty to north part
Street trees + underground utilities
* Street trees to underground utilities on
Main Street, shifted down towards
McKinley St.
* Public Space + Performance Space
in vacant lot near US 30 west end
Creek
* Water Access + Bath along Creek
below Rail-to-Trail bridge

Re-use
"torpedo factory"
Arts incubator
(gallery + studios)
in old P.O.
building

HENNINGER FIELD AND
OLD HIENZ PLANT AREA
TRANSFORMED INTO
RECREATION AREA

More development
Roy Pitz - Make
more of that building

Renovation + Facade
The old Public Opinion
Building turned into
Public Art Space, coffee shop
Rebil

New Construction
(adaptive)
* Washington House lot,
Constructing (left apartment)
(right) in the downtown
encourage use of the
downtown,

Notecards were filled out by participants to denote a variety of perceived project opportunities in the categories of:

1. New Construction
2. Adaptive Re-Use
3. Facade/Renovations
4. Public Realm

Adaptive Re-use
Grant Street
Project
Incorporate the Roy Pitz
Style all along Grant
Street. Bars, Restaurants,
housing

* Reno
add mixed-use
residential above
businesses downtown
(loft style)

access the the creek/grills,
tables around the creek
play on both sides of creek
by there lunch/ice cream
parking lot.

FACADE IMPROVEMENTS
QUEEN/MARK ST.
3/DRS + RESTAURANTS



Participants add green and red dots to an aerial photo of the borough during the July 6, 2015 public workshop at the Recreation Center.

Community Outreach DOT exercise

July 6, 2015 - Borough Recreation Center

The planning team organized a public workshop to gain input from residents in and around the downtown; with a targeted effort made to reach residents of the Elm Street community.

Participants were asked to place green dots on buildings and places that should be protected, spaces that are meaningful and important, and places that make you want to live in town. Concurrently, they were also asked to place red dots on buildings and places that are failing, spaces that are unsafe or deteriorated, and places that negatively impact your quality of life.

In addition to the map exercise, attendees were asked to provide specific feedback on desired services/businesses in the community, the look of downtown and how best to communicate with stakeholders on planning and redevelopment issues moving forward. Results of all input can be found in the appendix.

Background and Process





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

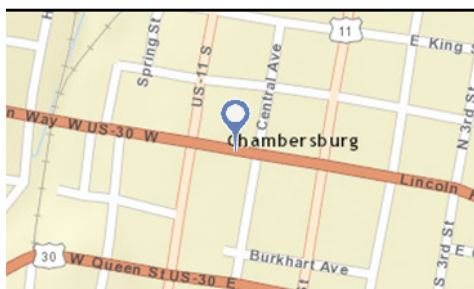
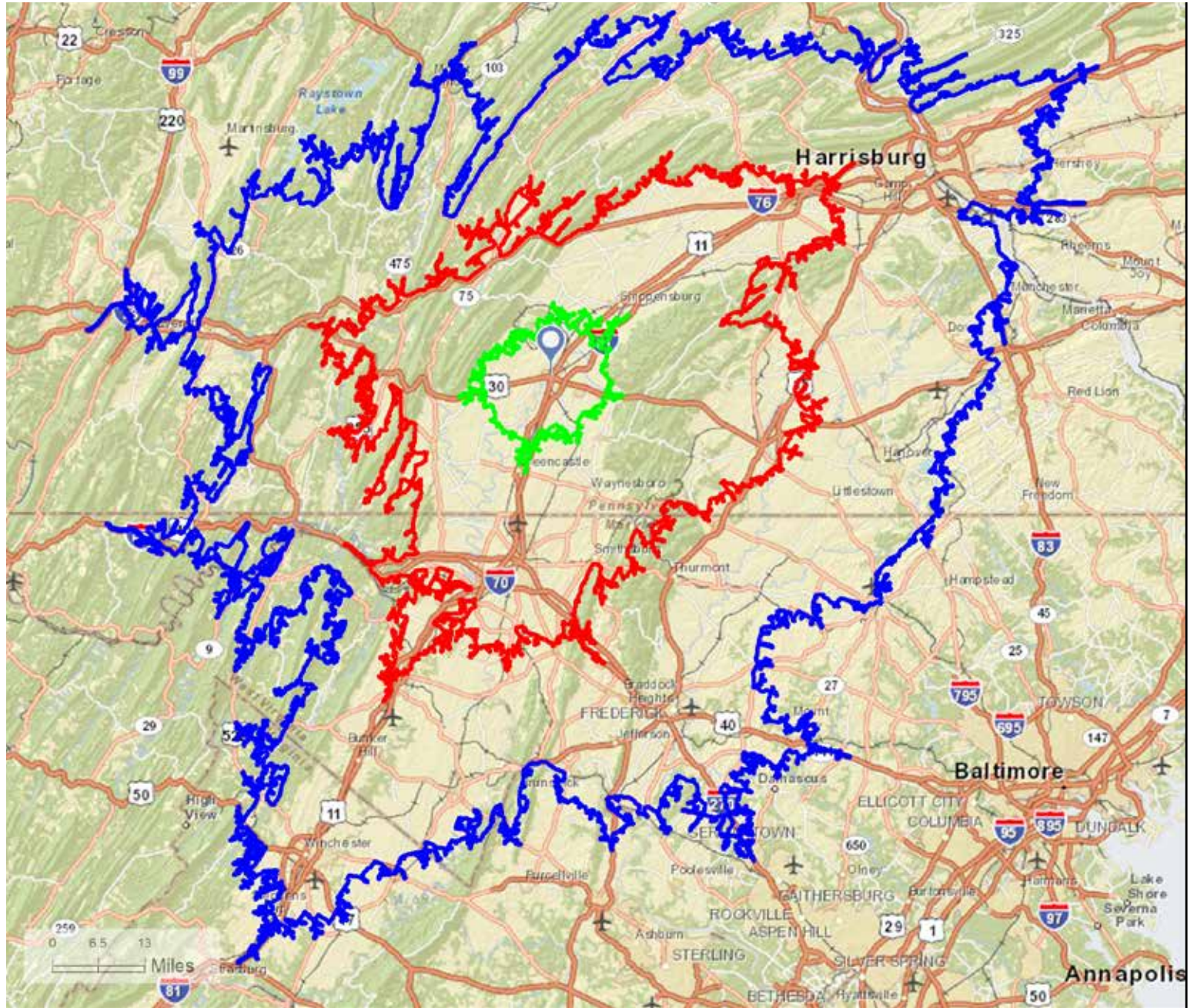
ECONOMIC and DEMOGRAPHIC TRENDS

Economic and Demographic Trends

Market Scan

The following pages represent excerpts from a analysis of the market context for the development of the Downtown Master Plan.

The report summarizes economic and demographic conditions impacting the downtown Chambersburg study area, the potential market support for retail, commercial and support uses in the study area, examines a varying trade area defined by 15, 45, and 75 minute drive-sheds.



Within the larger map above, drive sheds are depicted:

- Green - 15 minute drive
- Red - 45 minute drive
- Blue - 75 minute drive

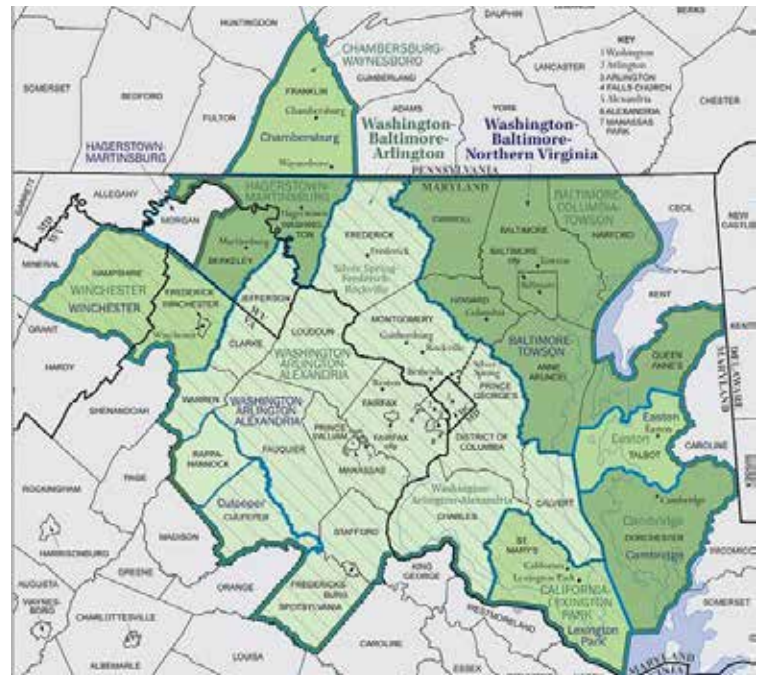
These geographic areas encompass other strong markets which can both be competitors and assets to build upon with economic development activities.



Economic and Demographic Trends

Economic Situation

With Chambersburg's geographic location, first situated in a valley between the Broad and Kittatinny Mountain to the west and the South Mountain to the south and east but also along the Interstate 81 corridor allows for very unique trade area determination. At a national level, Chambersburg and all of Franklin County is identified by the US Census Bureau as part of the Washington-Baltimore-Arlington Combined Statistical Area, which recognizes that a portion of the trade area relates to a unique regional context compared to other Pennsylvania communities. Locally, Chambersburg is in Southcentral export region defined by DCED and the Dutch Country Roads tourism region, but in both cases border closely to the Alleghenies region.



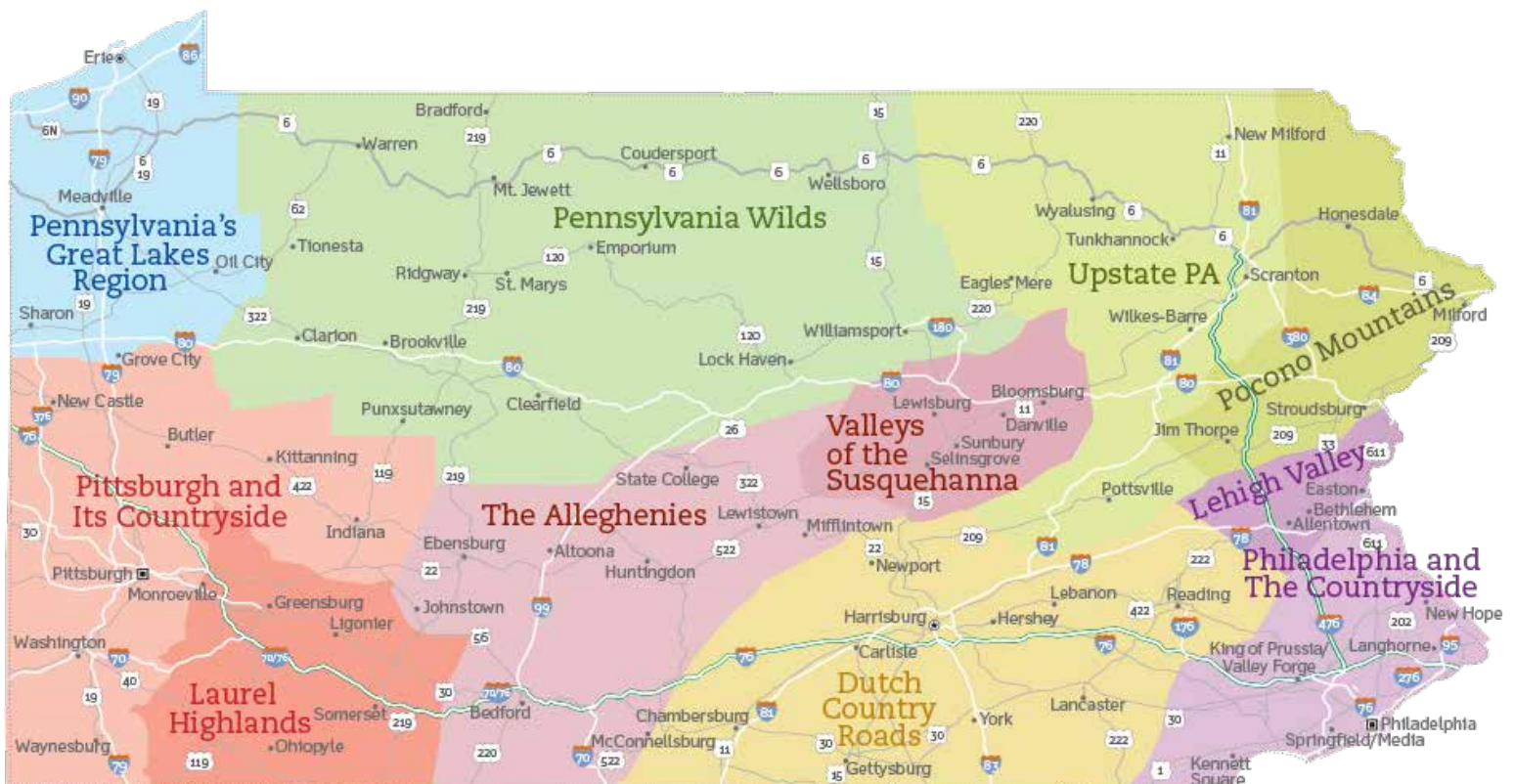
Census Quick Facts

The 2014 population of Chambersburg Borough is estimated by the US Census at 20,602 (which represents 13.4% of Franklin County).

The average commute time to work is 19 minutes for a Chambersburg resident.

Comparative median income results:

- Chambersburg Borough \$39,960
- Franklin County \$52,637
- Pennsylvania \$52,548
- United States \$53,046



Economic and Demographic Trends

Trade Area Determination

Demographic and consumer expenditures information was collected in the following areas determined by reasonable driving distances:

1. 15 minute drive-shed (a hyper local trade area) – which could be considered a convenience trade area
2. 45 minute drive-shed (a regional trade area)
3. 75 minute drive-shed (a more tourist or macro-regional trade area) – which could be considered a destination trade area

	Market Information Within		
	15 Minutes	45 Minutes	75 Minutes
Total Population	62,374	448,641	1,711,259
Number of Households	24,826	172,445	664,480
Median Household Income	\$ 49,343.00	\$ 53,259.00	\$ 59,630.00

Consumer Spending Patterns

At a very high level, spending patterns on retail goods and services in these drive sheds are as follows:

1. 15 minute – consumers are spending between 10-15% less than the national average
2. 45 minute – consumers are spending between 5-10% less than the national average
3. 75 minute – consumers are spending between 3-5% more than the national average

Based on the broad demographic and market reality, retailers that can draw customers from the 60-75 minute drive sheds can begin to tap into a more robust spending habit when compared to the national average. Noting the median incomes on the previous page, the 30-45 minute drive shed represents median income levels that exceed the state average and may also offer increased sales opportunities.

	Market Leakage Within	
	15 Minutes	
Lawn and Garden	\$2,160,429.00	
Beer, Wine, and Liquor	\$5,551,200.00	
Health and Personal Care	\$15,264,045.00	
Clothing	\$12,342,008.00	
Special Food Service*	\$2,407,538.00	
Drinking Places	\$2,962,758.00	
Shoe Stores	\$1,297,833.00	

Within a 15-minute drive of the square, the following retail categories are leaking consumer spending to surrounding areas. Effectively, this is money being spent by the more than 62,000 people living within 15 minutes that leaves that same area and therefore represents potential market share that could be gained by retail establishments in the community. Leakage represents existing opportunity for capturing spending that is leaving a specific geographic area. Combining the categories at left with the vision statement begins to highlight parallels with desire and opportunity in the marketplace.

*examples include catering and event spaces

Within the same 15-minute drive of the square, the following retail categories indicate a surplus of consumer spending in the immediate area. Effectively, this is money being drawn into the region from those living beyond the 15 minute drive-shed. In a surplus situation there is the ability to identify the types of retail activities that are bringing people into your region and begin to strategically align new businesses to the categories shown at right to create value added experiences in the downtown for these customers.

	Market Surplus Within	
	15 Minutes	
Building Materials/Supplies	\$19,233,011.00	
Grocery Stores	\$44,618,348.00	
Specialty Food Stores	\$5,355,688.00	
Jewelry, Luggage, Leather	\$4,170,969.00	
Sporting Goods, Hobby, Books, Music	\$4,487,658.00	
General Merchandise	\$252,494,122.00	
Full Service Restaurants	\$13,393,430.00	



DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

PARKING ANALYSIS

The supply and demand for parking spaces within a community is constantly shifting depending on the tenant mix within the building inventory. As such, efforts should be focused on optimizing the use of the existing spaces while working with developers on parking needs and availability during the pre-development phases of projects. Such efforts may include:

- **Shared Parking Strategies** - explore the value of shared parking agreements that marry compatible parking users to increase capacity for peak hour parking needs
- **Parking Signage** - explore the use of consistent and highly legible parking signage to delineate not only parking lots, but spaces within any lot that can be used for public parking as well as public parking meters
- **Green Infrastructure** - consider alternatives to impervious coverage within parking lots to promote water quality, reduced heat island effects, and greater green space.
- **Vertical Parking Integration** - explore opportunities to utilize topography to facilitate multi-level parking facilities and parking under buildings to maximize land area.

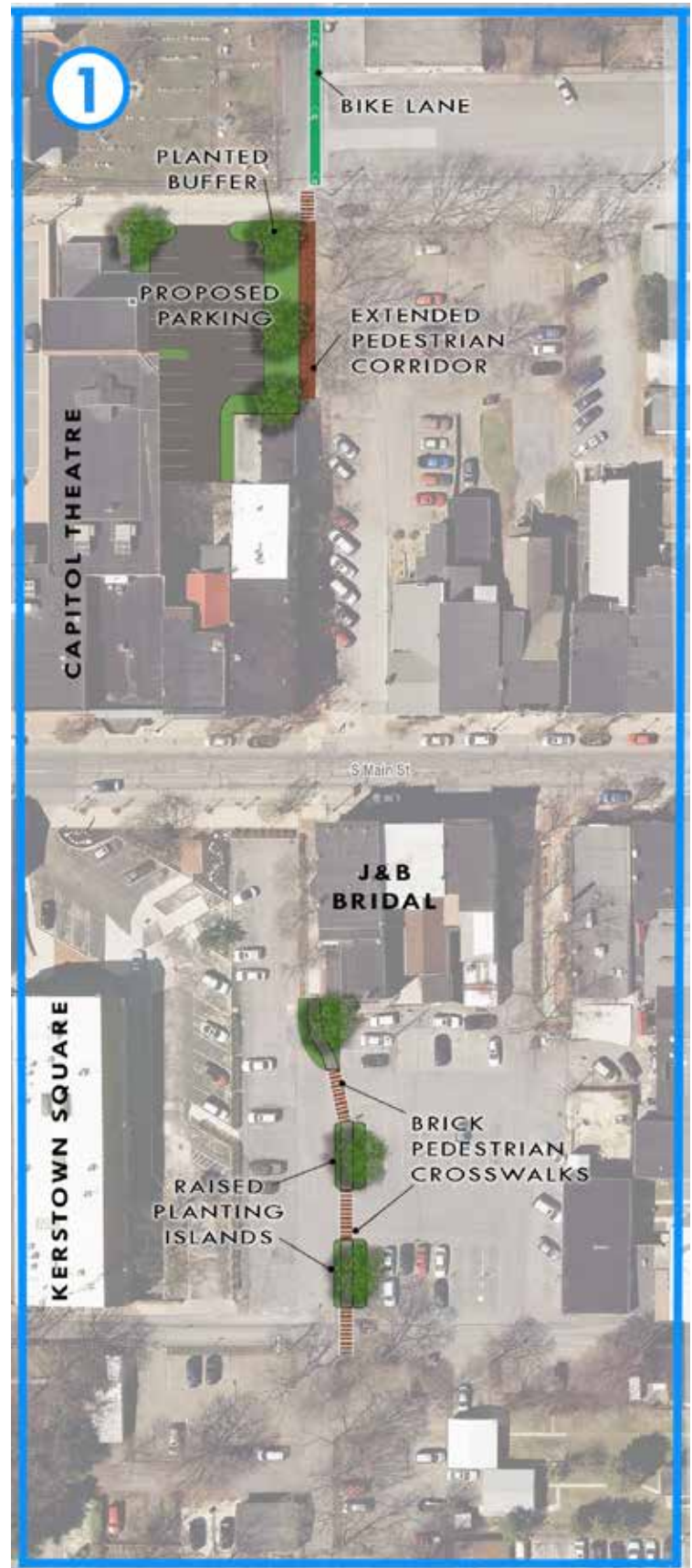
Parking Analysis

Pedestrian Access and Parking Efficiency

Large surface parking areas exist along the rear of many buildings on the east side of Main Street. Within these large parking areas, there are many opportunities to realign parking stalls and aisles to accommodate buffered pedestrian access linkages to and from businesses on Main Street. Additionally, the same reorganization of stalls and aisles can yield areas where paving can be removed and green space (either surface or tree canopy) be added.

An existing pedestrian alley on the west side of Main Street ends abruptly in a paved area. With cooperation and planning by adjacent property owners and the borough, there may be an opportunity to extend the pedestrian corridor to the alley and then create a painted bike lane to connect to the Rail Trail (extending west). A vacant space (south of the pedestrian access, shown at right) could be reconfigured as expanded parking for adjacent businesses and commercial tenants.

The improved and extended bike and pedestrian access would then be linked to a dense concentration of parking which provides opportunities for downtown patrons to park once and move throughout the community outside their vehicle.



The existing pedestrian alley is shown at left with the conceptual extension depicted on the plan above, indicating expanded parking and strong connections to the Rail Trail from both the north and south side of Main Street.



Vertical Parking Development and Infill

Large surface parking lots are often considered undesirable land uses within an urban context however; there is always a need for safe, efficient, and easily accessible parking spaces to support downtown living and business uses. The natural topography of the existing lot slopes from east to west towards the Conococheague Creek which would enable better access to a multi-level parking structure. An additional vertical level of parking in this location effectively doubles the parking capacity available for adjacent infill development over current surface parking, or simply adds parking quantity to support redevelopment of upper floor spaces along Main Street. The architectural style and patterning of the decks can also enhance the continuity of the streetscape and provide opportunities for signage and access to existing buildings.

The existing surface parking lot adjacent to the Conococheague Creek is shown below, with the conceptual parking structured depicted in the graphic above.

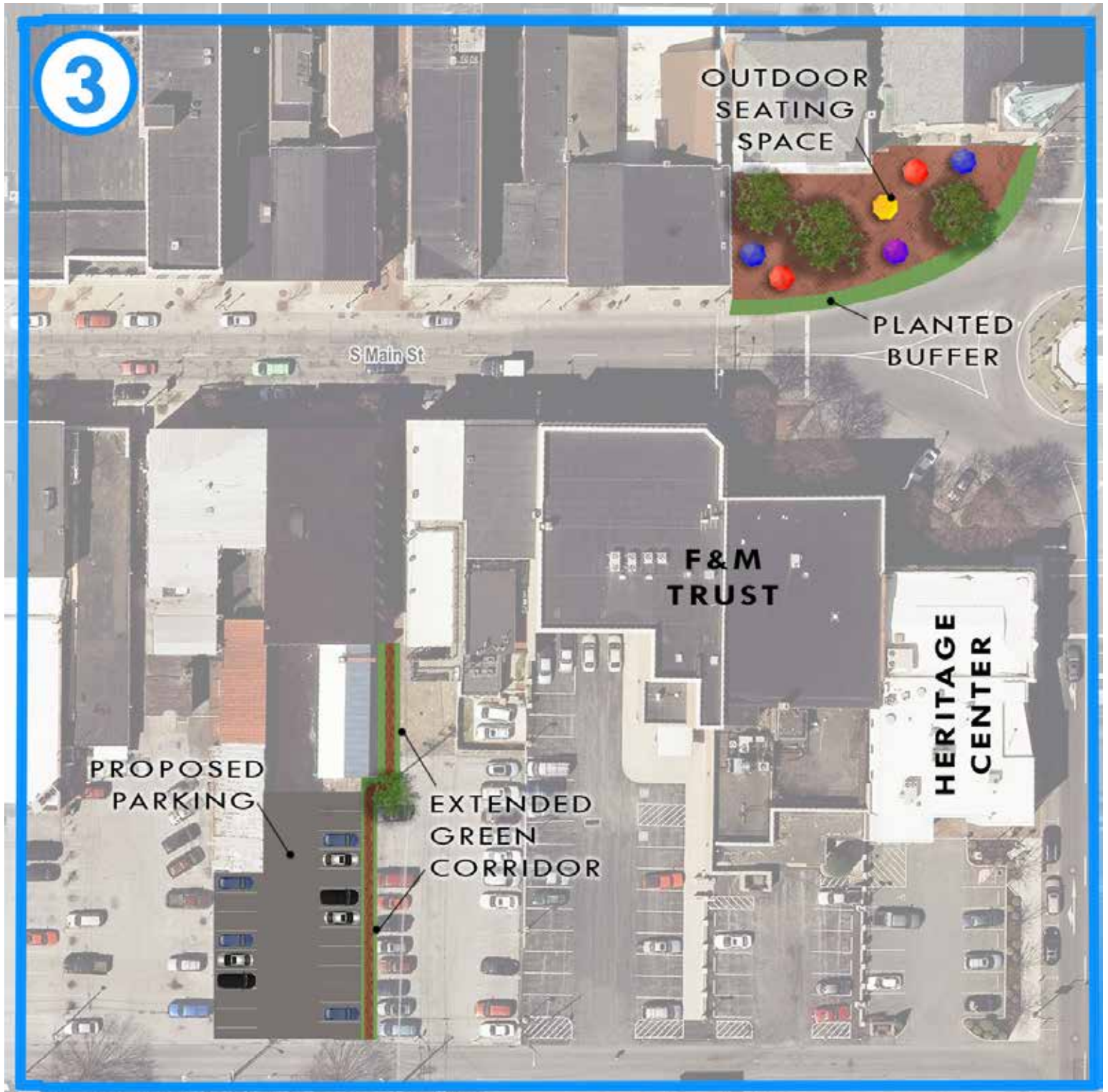


Parking Analysis

Pedestrian Access and Parking Efficiency

Parking behind many Main Street structures simply relates to property lines and often is dimensionally too large. By realigning parking stalls and aisles, there are opportunities to extend pedestrian connections and green space into existing surface lots. Additionally, parking on the square could be limited to allow for expanded social spaces.

The existing lot east of Main Street can be realigned to extend the pedestrian walkway (shown in photo and depicted below), while limiting parking at the square yield outdoor dining space which could activate adjacent redevelopment opportunities.





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

ACTION PLAN

Downtown Chambersburg is a crossroads...

- We are a crossroads of cultures, where arts and diversity unite.
- We are a crossroads of flavors, where local food and diverse international fare combine.
- We are a crossroads of economic prosperity, where new ideas and traditional values converge.
- We are a crossroads of living, where vibrant and healthy lifestyles abound.

The Plan and Goals

To achieve the vision of the Downtown Chambersburg Inc. (DCI), goals and action items were derived from the planning process. Input gathered from field reconnaissance, stakeholder interviews, board meetings, public outreach efforts, business interviews, and community collaboration formed the guiding principles of these goals and action items, with one very clear constant: the plan and its goals should respect the heritage and legacy of Chambersburg while continuing to revitalize the community in the future.

The individual goals are organized within broad categories defined by Pennsylvania's Keystone Communities program, which houses the Main Street® program. The approach defines organization, promotion, economic development (asset enhancement), and design as the four proven focus areas of nationwide downtown revitalization efforts. The following categories are built from the that Main Street® model developed by the National Trust for Historic Preservation and are consistently used across the country and fully endorsed in Pennsylvania.

For each of the following goals and action items, illustrative support documentation is provided as well.



Economic Development/Asset Enhancement

Goal 1: Incentivize investment in downtown Chambersburg.

1. AE-1.1 - Simplify the Revolving Loan Fund to make it more user-friendly.
2. AE-1.2 - Continue to promote LERTA (Local Economic Revitalization Tax Assistance) as an economic development tool in downtown.
3. AE-1.3 - Explore creating new incentives with development groups.
4. AE-1.4 - Develop a NAP (Neighborhood Assistance Program) plan, identify partners and submit to DCED.
5. AE-1.5 - Continue to support the Keystone Communities façade program, review the program guidelines and apply for another round of grants (\$50,000).
6. AE-1.6 - Review and enhance the business recruitment package, expand promotion/marketing, provide a rent abatement program.

Goal 2: Promote adaptive reuse of vacant structures.

1. AE-2.1 - Work with realtors to develop a vacant or utilized building inventory.
2. AE-2.2 - Work with Franklin County Assessment office/GIS Department to provide the necessary resources.
3. AE-2.3 - Explore creating a land bank.
4. AE-2.4 - Create quality residential options - focus on 2nd and 3rd floor reuse.
5. AE-2.5 - Create an investor/landlord network - look at Carlisle's Landlord Association.
6. AE-2.6 - Educate property owners: zoning, permits, financial incentives for upgrades, facades, marketing, etc.
7. AE-2.7 - Evaluate strategies to be responsive to changing needs in the market, e.g. education center, healthcare center, etc.
8. AE-2.8 - Develop a toolbox of resources: revolving loan fund, additional grants, other sources of loans, gap financing options, other non-traditional lending, etc.
9. AE-2.9 - Work with the Design Committee to stage empty storefronts, to make them more marketable.
10. AE-2.10 - Develop a code review process to assess fire/panic and egress issues for existing architectural stock

Goal 3: Establish an Entertainment and Cultural Arts District.

1. AE-3.1 - Create an artist cooperative.
2. AE-3.2 - Create or support development of experiential and destination-based arts businesses.
3. AE-3.3 - Create a cultural arts educational facility.

Goal 4: Enhance dining and food shopping experiences.

1. AE-4.1 - Increase number of dining and purchasing options.
2. AE-4.2 - Encourage farm to table experiences; support local producers - identify ways to connect Jim's Farmers Market with Downtown Chambersburg.
3. AE-4.3 - Develop an aggressive and targeted restaurant recruitment and retention program.
4. AE-4.4 - Enhance existing or increase number of outdoor dining options.
5. AE-4.5 - Hold an international food festival to encourage start-ups & creative food festivals.
6. AE-4.6 - Create curb bump-outs to screen sidewalk dining and increase sidewalk width.
7. AE-4.7 - Develop shared community kitchen/culinary arts classes.
8. AE-4.8 - Investigate a permanent downtown farmer's market.

Goal 5: Leverage natural and built assets to increase economic growth - Nature-Based Placemaking.

1. AE-5.1 - Recruit businesses that support the users of the trail and waterways.
2. AE-5.3 - Provide a rent abatement program.

Goal 6: Utilize the full potential of the SBA HUBZone designation for Chambersburg.

1. AE-6.1 - Complete a HUBZone Plan.
2. AE-6.2 - Promote the business benefits of being in a HUBZone.
3. AE-6.3 - Promote the housing benefits of being in a HUBZone.

At right, images of the myriad events and activities that occur in downtown Chambersburg. Each of these activities require careful planning and organization, but ultimately build civic engagement and promote the community as a destination for healthy and vibrant living. These events will be the structure upon which continuing marketing, promotional, and economic development efforts are built.



Community Marketing/Promotion

Goal 1: Promote downtown Chambersburg as a restaurant destination.

1. CM-1.1 - Create a food festival involving only the local downtown restaurants and/or start-ups.
2. CM-1.2 - Promote the variety of international choices downtown.
3. CM-1.3 - Create multi-channel marketing campaign.

Goal 2: Promote downtown Chambersburg as a local arts scene.

1. CM-2.1 - Promote newly created arts events.
2. CM-2.2 - Promote more existing arts events.
3. CM-2.3 - Recruit more headliner musical events.
4. CM-2.4 - Inventory arts assets.
5. CM-2.5 - Coordinate Music Festival
6. CM-2.6 - Create an integrated communications plan that shows what there is to do in downtown.

Goal 3: Create an all-encompassing 11/30 program.

1. CM-3.1 - Use 11/30 to build the brand/identity of the Chambersburg region.
2. CM-3.2 - Promote local food, such as: fruit, vegetables, milk, beer, chocolate, cheese, applesauce, etc.
3. CM-3.3 - Promote locally-made, handmade products: furniture, candles, art, etc.
4. CM-3.4 - Work with Franklin County Visitor's Bureau to add the 11/30 sticker/brand to everything they promote, market, etc.
5. CM-3.5 - Work with local retailers to promote the 11/30 brand.
6. CM-3.6 - Develop a map of participating businesses, including parking information, downtown events and activities.

Goal 4: Promote healthy and vibrant lifestyles in downtown.

1. CM-4.1 - Plan more events in the downtown parks and green spaces.
2. CM-4.2 - Promote the new events in the downtown parks and green spaces.
3. CM-4.3 - Support community groups that work to support more walkable and livable ways of life.

Design

Goal 1: Create universal aesthetics/design guidelines.

1. D-1.1 - Enhance existing façade guidelines to include additional aesthetic guidelines (determined during Master Planning process) and using other towns as examples.
2. D-1.2 - Incorporate appropriate rehabilitation strategy into guidelines.
3. D-1.3 - Incorporate suggested sustainable building materials into guidelines.
4. D-1.4 - Review Borough sign ordinance.
5. D-1.5 - Update Borough sign ordinance.
6. D-1.6 - Work w/ Borough to review allowable uses/ design standards for infill projects (“form-based code” elements).
7. D-1.7 - Research and/or create incentives to facilitate private investment.

Goal 2: Improve public space amenities.

1. D-2.1 - Develop a downtown flower planter program.
2. D-2.2 - Create a self-generating funding structure to support the purchase, installation, and maintenance of the flower planter program.
3. D-2.3 - Create a maintenance plan for the flower planter program (could include seasonal changes, holiday decorations, etc.).
4. D-2.4 - Maintain and enhance mural project. (expand to large scale permanent murals).
5. D-2.5- Explore ways to enhance waterway assets.
6. D-2.6 - Explore opportunities to create outdoor performance venue(s).
7. D-2.7 - Conduct Parking Lot Analysis and Create education campaign.
8. D-2.8 - Evaluate management and operations of existing parking inventory and determine feasibility of DCI managing public parking lots in the central core.



Goal 3: Develop a storefront improvement/visual merchandising program in downtown.

1. D-3.1 - Develop incentives for cleaning and updating storefronts.
2. D-3.2 - Develop incentives to modernize storefronts (to accommodate café seating, multiple uses, etc.).
3. D-3.3 - Work with the Economic Restructuring/Asset Enhancement Committee to stage empty storefronts, to make them more marketable.
4. D-3.4 - Review codes and research overlay district to protect storefronts and encourage uses that align with downtown vision.

Goal 4: Enhance lighting in downtown.

1. D-4.1 - Inventory existing lighting of street lights and lamp posts (including quantity, locations, conditions, as well as lighting of storefronts, pedestrian areas, trees, signs, etc.).
2. D-4.2 - Identify priority areas in private & public spaces (particularly corridors and connectors) in downtown Chambersburg.
3. D-4.3 - Incorporate LED, solar, or other energy efficiency options.
4. D-4.4 - Identify possible funding sources for energy efficiency options.
5. D-4.5 - Identify linkages and connections that unite the downtown.

Goal 5: Create a wayfinding program.

1. D-5.1 - Identify potential partners for the program.
2. D-5.2 - Inventory existing signs.
3. D-5.3 - Inventory existing assets.
4. D-5.4 - Identify potential locations for signs.

Goal 6: Identify ways to create a more bike-friendly and pedestrian-friendly downtown.

1. D-6.1 - Explore the possibility of creating sharrows - bike lanes that share the road with vehicles vs. separate bike lanes.
2. D-6.2 - Inventory existing bike racks downtown.
3. D-6.3 - Offer an incentive program to install more bike racks downtown - work with business owners/property owners to install racks for employees.
4. D-6.4 - Consider installing curb bump-outs or other traffic-calming strategies.
5. D-6.5 - Research parking alternatives to existing parking - back-in diagonal parking, parallel parking options, etc.
6. D-6.6 - Support the Borough's Bike and Pedestrian Improvements Plan efforts including fundraising assistance.

Chambers Fort Park clearly represents the importance of connectivity within the borough by providing parking, walkways, and bridge connections to the Rail Trail, in addition to recreational gathering spaces and interpretive opportunities.



Safe, Clean, and Green

Goal 1: Identify ways to make Chambersburg perceived and realized to be safer.

1. SCG-1.1 - Pursue ways for the police staff to be more visible through beat police and/or bike patrol.
2. SCG-1.2 - Identify areas to improve street and alley lighting (work with the Design Committee).
3. SCG-1.3 - Identify ways to reduce loitering issues in the first block of South Main St. - install signage as needed.
4. SCG-1.4 - Identify ways to improve security between buildings and alleyways.
5. SCG-1.5 - Identify traffic-calming strategies (work with the Design Committee).

Goal 2: Identify ways to help make downtown Chambersburg greener.

1. SCG-2.1 - Create community gardens throughout the neighborhoods with the help of Wilson College's internship program.
2. SCG-2.2 - Create more green space downtown.
3. SCG-2.3 - Identify locations for new pocket parks.
4. SCG-2.4 - Identify alleys as connectors to pocket parks.
5. SCG-2.5 - Develop a "green alleys" strategy.

Goal 3: Identify ways to help make downtown Chambersburg cleaner.

1. SCG-3.1 - Encourage trash removal/pick-up at the rear of buildings.
2. SCG-3.2 - Work with trash collectors to provide residential trash containers.
3. SCG-3.3 - Increase the number of public trash cans in downtown.
4. SCG-3.4 - Create a community clean-up event through Keep PA Beautiful - connect with the Great PA Clean-up campaign each spring.
5. SCG-3.5 - Solicit business support for a "green clean-up" - hold an e-cycling event - recycle old electronics from businesses and residents.

Green space can be provided in a variety of sizes, scales, and vessels within the downtown framework. Planters, like the one shown at right can change the perception of not only the green element of a downtown, but also the general cleanliness and safety. Planters showcase an inherent value in the appearance of a community and require people to be engaged in the maintenance and engagement with the seasonal plants.



Organizational

Goal 1: Identify all the community partners needed to fulfill on the vision for downtown Chambersburg.

1. O-1.1 - Complete a comprehensive list of steering committee members and participants who attended the visioning process.
2. O-1.2 - Strategize where each partner can be plugged into the strategy and funding for downtown Chambersburg.
3. O-1.3 - Pursue opportunities to create formal partnership structures if needed to fulfill on the vision.
4. O-1.4 - Develop a strategy to help to maintain the inter-partnership communications.

Goal 2: Identify activities to bring new partnerships together.

1. O-2.1 - Identify events, festivals, programs, etc. to blend various cultures and traditions through music, food and architecture.
2. O-2.2 - Build off of current relationships and grow new relationships with the Hispanic community: identify ways to connect the Christmas Parade and Hispanic traditions into one blended event.
3. O-2.3 - Support the creation of the Diversity Business Council, which will work to engage Latino and other ethnic business leaders with the Chamber of Commerce and downtown revitalization efforts.
4. O-2.4 - Support the creation of a Resident Advisory Committee/Commission.



Strong organizations need committed volunteers and far-reaching partnerships. The current activities and partnerships that exist in Chambersburg were a direct benefit to this planning process and can be seen on display with any of the events that currently occur in the borough, from history and culture to food and fun, organizational capacity is necessary and present providing a sustainable base to expand in the coming years.

Goal 3: Apply for Keystone Community or Keystone Communities Main Street Designation with DCED.

1. O-3.1 - Develop a five year sustainability plan.
2. O-3.2 - Review other documentation needed for Designation application.
3. O-3.3 - Update any necessary documentation needed for Designation application.
4. O-3.4 - Apply for redevelopment grant for downtown renovation project.

Goal 4: Increase volunteer involvement in the downtown revitalization process.

1. O-4.1 - Maintain an ongoing volunteer inventory and volunteer skills inventory.
2. O-4.2 - Implement a volunteer development initiative.





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

PRELIMINARY ENHANCEMENT OPTIONS

Preliminary Enhancement Options

Setting the Stage

The development of the overall plan focused on several guiding principles geared toward the strengthening of the core downtown and the enhancement of a traditional downtown sense of place. Among these principles were the following:

1. Expand the overall tax base within the core downtown and study area.
2. Continue to enhance Main Street with signage, lighting, and streetscape enhancements.
3. Grow a broad continuum of housing in the downtown, preferably on upper floors.
4. Create more street-level activity and interactions to enhance walkability, pedestrian energy, and duration of visitor stays.
5. Provide guidance and support for development patterns in select areas.
6. Encourage the use of diverse construction materials, architectural styles, and built forms to continue the evolution of downtown and protect against homogeneity.
7. Support projecting signs on buildings to enhance the traditional retail district aesthetic.
8. When possible, explore and support structured parking within all redevelopment projects.
9. Emphasize opportunities for adaptive re-use of high quality architectural stock.
10. Provide business support for growing employment base, including dining, retail, and service.

The map on the following page graphically depicts several focus areas for economic development activities within the study area. Visualizations of a variety of preliminary enhancement options follow. While these recommended improvements are shown to be location-specific, the concepts behind them are intended to be transferable to other properties and locations throughout the downtown, where opportunities arise.



Preliminary Enhancement Options

Utilizing the results of the information gathering phases, including an area-wide photo inventory and field analysis, the following preliminary enhancement options were developed. Each design graphic embodies the character preferences expressed during the community meeting and depicts the enhancement in locations specifically noted during the planning process.

The intent of these graphics is not to portray the exact details and final design of the improvement, but rather reveal the inherent opportunities to further enhance the sense of place in Chambersburg and interpret the community's voice in real-world settings.

The key map below indicates the location of the following 19 conceptual revitalization graphics.



Preliminary Enhancement Options

INFILL DEVELOPMENT

Within any historic downtown, the notion of infill development will be present. The final form and use of any infill project is largely predicated largely upon market conditions, demand, and the available financing. The multi-story structure depicted showcases the value of building to the pre-established setbacks to maintain a consistent street scale, which embraces the concepts of form-based development. The impact of building height can be affected by the recess of upper floors and the addition of street trees which brings the overall scale of the building down to a more pedestrian oriented level. Similarly, awnings, signage, and traditional storefront windows will animate the streetscape environment.



Preliminary Enhancement Options



GATHERING SPACES

Adjacent to Fort Chambers Park is an undeveloped parcel of land. During the visioning process, the desire for a dynamic and flexible outdoor festival/performance space was expressed prevalently. While a public space use may not be the ultimate plan for this property, the sketch depicts the central components of such a festival space arranged to fit this particular parcel. The natural topography of the parcel allows for integrated terraced seating and a tensile canopy adjacent to the Lincoln Highway. Additionally, closer to the existing park, a permanent pavilion structure is depicted that may accommodate comfort stations for public activities.



Preliminary Enhancement Options

TRAILHEAD GATEWAY

Vibrant and healthy lifestyles benefit from enhanced bicycle and pedestrian opportunities. The existing rail trail in Chambersburg Borough creates opportunities for adaptive reuse of nearby properties in ways that support and enhance the trail users experience. The addition of high visibility crosswalks and bicycle parking emphasizes that Chambersburg is a bike and pedestrian friendly community. These trail enhancements coupled with murals and colorful umbrellas create a welcome arrival experience for traffic entering the downtown from points west along US Route 30.



Preliminary Enhancement Options

ALLEY ENHANCEMENT

Within the dense fabric of downtown, alleys play a vital role in the circulation of pedestrians to and from parking facilities which exist behind the buildings. The existing alley next to Olympia Candy Kitchen (connecting South Main Street to Black Avenue) sets a high precedent for the type of inviting spaces that can exist within alleys. Across the street, a similar alley connects South Main to South Central Avenue, albeit a slightly narrower space. The addition of graphics on the wall (whether pure art or regulated advertising) begin to add purpose and interest to the space, which promote the creation of window openings into the alley for increased visibility for downtown businesses.



Preliminary Enhancement Options



COMMUNITY SIGNAGE

Signage is crucial to inform, direct, and attract users. With the prevalence of one-way streets in the core downtown, signage can be tailored to fit the perspective of the vehicular traffic very effectively. Conversely, pedestrian signage must take into account all circulation patterns within the downtown fabric. Wayfinding signage should consider both user groups in its scale, placement, and design. Likewise, projecting (or commonly termed blade) signs should reflect creative design that enhances the experience for the pedestrian along the street. If necessary, decorative paving treatments can be utilized to unify the various intrusions into the sidewalk by sign posts, utility poles, and street lights.



Preliminary Enhancement Options

FACADE ENHANCEMENT

Façade renovations have been a staple of the Main Street® program, one that has been met with much success and accolades across the state and country. Traditionally, façade projects restore a building to its former grandeur. Along South Main Street though, opportunities exist for a more additive approach to façade enhancements. Alterations to color can add a level of depth and character to a building while highlighted the patterns and fenestrations that are present in the design. As depicted, an awning that reflects the prospective use can be effective for bringing a tall building to a comfortable scale for the ground floor uses and may also be an effective location for dimensional, more iconic signage.



Preliminary Enhancement Options

OUTDOOR DINING

Outdoor dining is a broadly accepted hallmark of vibrant, creative, and livable communities when they are located in highly visible locations. Coupled with façade enhancements, there is an opportunity to enrich the northwest corner of the square in Chambersburg. The addition of a low evergreen hedge and protective fence can help mitigate the impact that passing traffic may have on diners. On the building, incorporating a ghost sign (a wall painted logo that is weathered to appear older) can create visual interest on an otherwise blank building wall, creating an opportunity to reinforce the community character and image.



Preliminary Enhancement Options



MURAL ART

Arts and culture represent the intangible aspects of a community that influences the duration and repeatability of visits by guests and the sense of pride for local residents. Mural arts programs have been successfully implemented in many communities as a way to express the history, heritage, and vitality of the local place. Chambersburg has the benefit of being along the historic Lincoln Highway which has successfully utilized art as a way to promote history. Likewise, any blank wall in the community, particularly with the one-way nature of circulation, can be thought of as a canvas and can add interest to an otherwise overlooked experience.



Preliminary Enhancement Options



GREEN STREETS

Paved road surfaces contribute a significant amount of stormwater runoff in any built environment. The concept of road dieting gained prominence in Carlisle, but some of those principles can be applied in Chambersburg. Rhodes Drive is a critical, albeit short street in the borough. It is a direct access route for first responders leaving the Chambersburg Fire Department, which means it is also a one-way street. By adjusting the curb alignment along the north side of the street, there is an opportunity to add a linear bio-retention facility to treat stormwater runoff, while also buffering the adjacent sidewalk. The addition of lights and banners creates the feeling of a linear park along the street.



Preliminary Enhancement Options



RETAIL ENHANCEMENT

Retail storefronts and their window displays can be a very effective way to create visual interest and personality in a community. When windows are too small, covered over with announcements, or blocked by displays, visitors and new residents can perceive a sense of being unwelcome. This is often an unintended consequence of the daily operation of the business in a competitive economy and some cultural patterns. Working with downtown merchants to consider imaginative and dynamic merchandising and window displays can dramatically increase the level of engagement the store has with core customers and potential customers as well.



Preliminary Enhancement Options

MARKET CONCEPT

Activity in any community is a definitive measure of vitality.

For residents, activities provide opportunities for civic engagement and relationship building, for people visiting your community those same activities have the power to create lasting memories and inspire return trips. Within the more dense urban fabric of the core downtown, spaces to accommodate such events can be limited. Looking creatively at surface parking lots that are routinely open during certain days will yield opportunities for flexible event spaces. The market concept depicted here is temporary and flexible to accommodate parking and event needs appropriately.



Preliminary Enhancement Options



STRUCTURED PARKING

Surface parking lots, while necessary for business and commerce in any community, typically consume large quantities of developable land. Surface parking also contributes to stormwater runoff and heat island effects within the downtown core. Smart growth principles suggest the exploration of structured parking facilities in higher density locations to maximize efficiency in parking areas, reduce stormwater impacts, and free up land for in-fill development. Although subtle, the topography adjacent to the King Street Church provides a natural opportunity to incorporate a multi-level parking facility to increase efficiency and parking density.



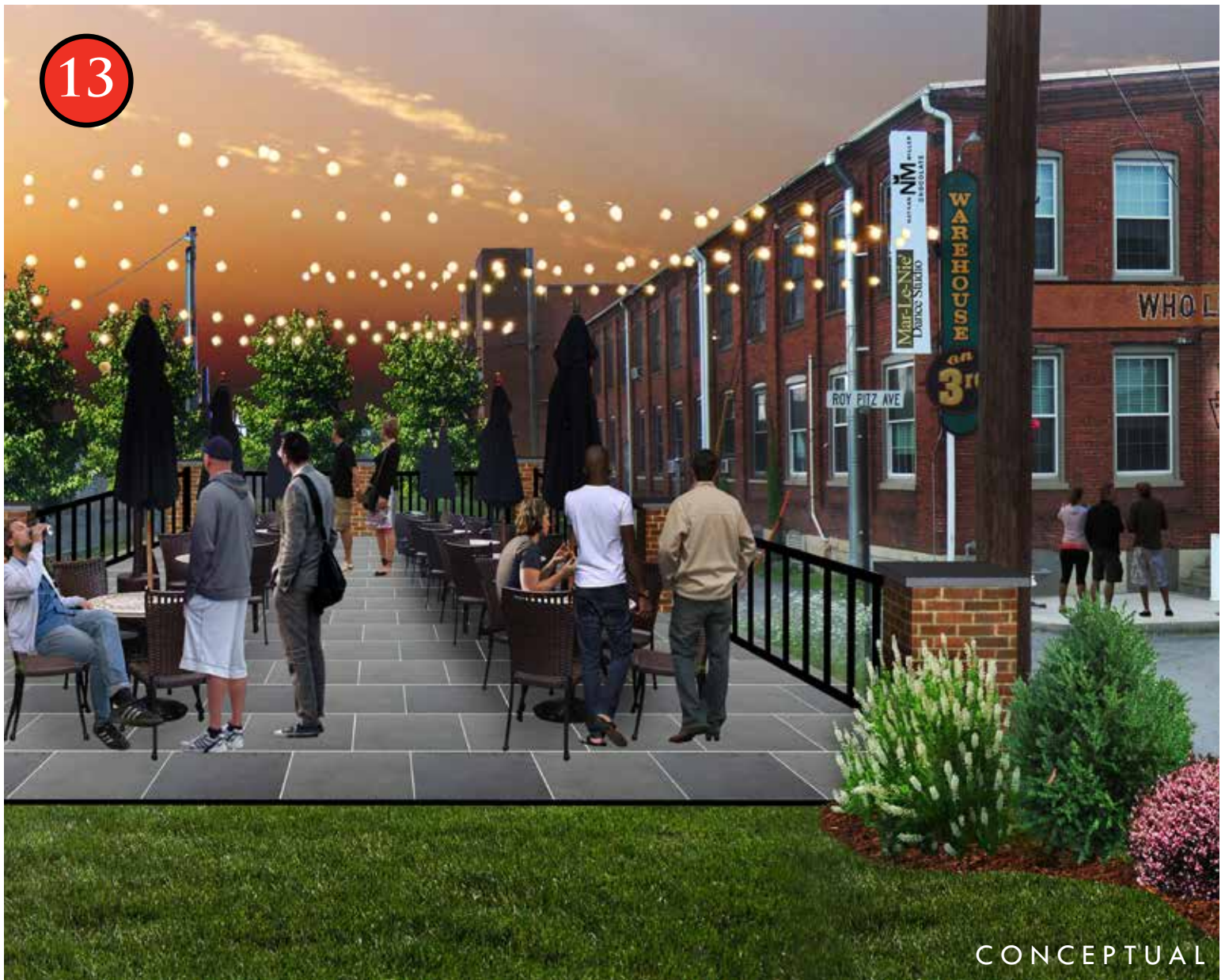
Preliminary Enhancement Options

ROY PITZ PLAZA

Public/private partnerships are instrumental in community revitalization. With a destination brew-pub establishment like Roy Pitz, there is a built in community connection. In these situations, there may be opportunities to marry public realm and private realm to create a space that is mutually beneficial. The Third Street right-of-way that is adjacent to the building is depicted as an outdoor event terrace, which can benefit the community while simultaneously being a space for Roy Pitz to utilize to grow their business outside their four walls.



EXISTING



CONCEPTUAL

Preliminary Enhancement Options



CO-WORK SPACE

Co-working spaces have developed as a truly viable office use in many historic downtowns in Pennsylvania. Generally, these flexible office environments have best suited upper floors in larger traditional “main street” buildings. The final fit-out of such space varies with highly flexible floorplans which can include common areas, kitchenettes, a central reception area, conference rooms, and private offices. With a growing telecommuter trend, co-working spaces represent a non-traditional, yet growing office market that fits the unique historic architecture of Chambersburg.



CONCEPTUAL

Preliminary Enhancement Options



CO-WORK SPACE

A more detailed depiction of a common area in the co-working or co-creation space begins to emphasize the ability to adaptively reuse existing architectural features and develop a unique aesthetic. Exposed brick walls and rough sawn hardwood floors represent a pseudo- industrial aesthetic that adds character and ambiance that is desirable for certain office or artist tenants.



Preliminary Enhancement Options



CO-WORK SPACE

Quality of life spaces can make the difference between a space being highly desirable and not generating any interest. Roof gardens and patios serve to add useable social spaces which are accessible to upper floors when ground level space is not available. This type of roof space while serving as an event space can also help mitigate and treat stormwater runoff, provide shade, and improve environmental air quality.



Preliminary Enhancement Options

ADAPTIVE RE-USE

Southgate represents a tremendous amount of space and potential within the community fabric and infill or redevelopment would be a significant catalyst for the neighboring residential areas. The rail trail corridor provides a prime opportunity to link these spaces physically and visually to other portions of the borough. Applying the character preferences for building façade styles, the sketch depicts a food market focused adaptive reuse of one building. In addition to the reuse, a mural and garden space is also depicted between the building and the rail trail. The garden space could be an area of urban agriculture bringing fresh produce to the surrounding neighborhood.



Preliminary Enhancement Options



3RD STREET GREENWAY

Connections are always important. In Chambersburg, the Grant Street corridor represents an important redevelopment opportunity on the fringe of the downtown core. Third Street, which now terminates at the Roy Pitz facility, provides a strong visual connection currently. As depicted (from Grant Street looking south), Third Street could provide an important bicycle and pedestrian link. Using native plantings, shade trees, and flexible paving, the connection becomes a park-like space which connects the core downtown to future development opportunities, giving residents and visitors a unique greenway experience.



Preliminary Enhancement Options



WATER ACCESS

The Conococheague Creek represents an important natural corridor within the developed core of Chambersburg. Running generally parallel to US Route 11, the creek extends from the northern borough line through to the southern boundary, passing Wilson College, Fort Chambers Park at the confluence of Falling Spring Branch and crossing under the historic Lincoln Highway. The integration of this natural corridor and the established rail trail creates a unique synergy for alternate modes of transportation in the borough. Depicted in the sketch is a natural access point which could accommodate recreational uses, fishing, and put-in/take-out access for canoes and kayaks.





DOWNTOWN CHAMBERSBURG

strategic plan for continued
revitalization

CONCLUSION

Conclusion

The Downtown Master Plan is the result of intentional collaboration, broad public outreach, copious stakeholder input, creative vision for the future, and an appreciation for the history and present focus of Chambersburg.

It is also a living document that must evolve as implementation occurs. Many of the strategies and action items in this plan document are already in progress which speaks to the appetite and energy for fresh perspectives and an aspirational blueprint for the core downtown.

The time period between updated Master Plans varies based on progress and economic realities within each community. At a minimum, an internal audit occurring yearly is advisable to keep track of progress on projects and initiatives within the overall framework of the plan. At 5-7 year intervals, a more substantial review of the guiding principles and progress of the projects identified in the Preliminary Enhancements section may be warranted. At the 7-10 year interval, a complete plan update is recommended.

Other Planning Documents

This plan does not stand alone within the broader Chambersburg community and was developed to provide areas to create synergy and collaborative opportunities with other planning documents. Of particular importance and focus will be:

- the Elm Street Plan update,
- the Bicycle/Pedestrian Plan,
- the Main Street 5-year Action Plan (referenced in this Master Plan)
- Comprehensive Plan updates
- Regulatory Ordinances

As these plans develop through their individual processes, efforts should be made to include appropriate cross references to emphasize any unique opportunities for collaboration related to: Workforce development

Implementation

The presence of a strong local leadership makes application for Main Street designation through the Keystone Communities program a crucial first step. Additionally, the following initiatives should be considered as implementation tools beyond the traditional private investment activities that are encouraged and highly desirable:

1. **Tax Increment Finance (TIF) District** – In areas where existing tax base is low, TIF Districts can be an effective tool for redevelopment. Improved properties in the district generate higher taxes than the pre-development tax base. The increments generated can be reinvested in a variety of public improvements specifically contained in the TIF District. A TIF district requires participation by taxing bodies (county, local, and/or school district), although not all of them are required. They may choose to participate at varied levels to mitigate their tax impact.
2. **Public Grants** – Although they are very competitive and require local match money, public grants still represent a viable implementation strategy. Grants for consideration should include Redevelopment Capital Assistance Program, Commonwealth Finance Agency Greenways Program and Multi-Modal Program, Growing Greener Program (DCNR), various DEP programs, and others.
3. **In-Kind Support** - Local planning support, guidance, and advocacy should not be overlooked as a viable resource for redevelopment. The organization and its partner relationships offer a vast array of information that can positively impact the nature of a development project in the community.



September 25, 2015
Version 1.0