

APPENDIX A - PUBLIC OUTREACH RESULTS

- Shippensburg Borough Questionnaire results and highlights
- Shippensburg Borough Phone Interview Summary
- Results of the SWOT Analysis- Borough Perspective
- Shippensburg Township Questionnaire results and highlights
- Shippensburg Township Phone Interview Summary
- Results of the SWOT Analysis- Township Perspective
- Public Meeting Input

Shippensburg Borough Public Input Section

Household Questionnaire Results

In the course of developing this Comprehensive Plan, 240 planning questionnaires were sent out to households in the Borough, 190 questionnaires were sent to homeowners, and fifty (50) were sent to renters. The people to receive questionnaires in the Borough were randomly selected from an up-to-date address list provided by the Borough. The Joint Planning Steering Committee members from the Borough and the Township approved this method and residents were given four weeks to mail back their responses to Spotts, Stevens and McCoy, Inc. There were a total of seventy-six (76) surveys that were returned and tallied, giving the Borough a successful 31.6% response rate. A total of eleven (11) renters responded and sixty-five (65) homeowners returned the questionnaire.

An example of the questions asked in the survey, and the results to each question of the questionnaire are found in the Appendix. The results from the questionnaire were used to construct the Borough's Vision, Goals, and Objectives and helped to drive the planning process from the beginning of the project.

The highlights of the Shippensburg Borough questionnaire results are given below. Most of the residents who responded have lived in the Borough for twenty years or longer and owned between 10,000 to 20,000 square feet of property ($\frac{1}{4}$ - $\frac{1}{2}$ acre). Most responsive age groups were the 45-54 year-old

group and the 65-and-older group. Of these, most either worked in the Borough or were retired.

Highlights

1. Respondents indicated a number of things that they liked about the community, such as schools, small town atmosphere, recreational opportunities, housing costs/quality, public water and sewer services, safety, availability of good health services, road maintenance and systems, residential neighborhoods, the historic downtown area, proximity to Shippensburg University, and the existing pedestrian and bikeway circulation. Respondents typically disliked the taxes, the job and shopping opportunities, and the availability of public transportation.
2. The respondents agreed to all general community issues listed in question six of the questionnaire. These included traffic congestion, natural resource protection efforts, historic culture and downtown revitalization, supporting programs to encourage owner-occupied housing, and improving amenities in the downtown section to attract businesses and consumers to utilize the downtown area.
3. When asked to rank the four most important planning issues that need to be addressed, the following priority was identified: first was economic vitality and stability of the downtown and economic development; second was police/crime watch response times, third was growth management; and fourth was a tie between recreational greenways and conversions of homes into apartments, particularly student housing.
4. The three most important environmentally sensitive areas within the Borough identified by the respondents were waterways (including Dykeman Pond and Branch Creek to Middle Spring Creek), water quality/supply, and air quality.
5. The majority of the respondents would be willing to have their taxes increased for transportation and street improvements and for emergency management services (fire, police, ambulance protection).
6. The majority of the respondents thought additional commercial uses were needed. Most respondents stated this use would be best accommodated by the rehabilitation and redevelopment of vacant and underutilized buildings and lots within the downtown area.
7. Residents stated that they would particularly like to see new commercial development in the downtown include restaurants/taverns, movie theatre, and clothing stores.

8. There was a difference of opinion on whether or not the Borough needs additional industrial development. There was an even split between those who responded to this question; however, a clear majority responded that the most appropriate area to develop industry is within the Shippensburg Industrial Park, located near Dykeman Pond.
9. Retail and wholesale trade was the most preferred industry type, followed by high technology research firms, services, and professional offices.
10. Among the most important features to protect or preserve in the Borough are waterways and stream corridors, the Dykeman Pond and fish hatchery, the historic character, the buildings that express the local heritage and culture (particularly in the downtown area), the old tavern/old courthouse, and the relationship between the community and the University.

Borough Phone Interview Survey Summary

Twelve people in Shippensburg Borough were interviewed over the phone to identify the issues of greatest concern to them as well as their views in general. The interviewees were identified by the Joint Planning Committee and included residents, resident business people, residents actively involved citizen organizations and groups, current and retired Borough Authority employees, and Shippensburg University employees.

The majority of the people surveyed like the rural, friendly, historic, and small-town aspect of the Region. The presence of the Borough surrounded by a rural setting and a people still having a strong sense of community was mentioned frequently. Most of the people were in favor of the historic features and culture and saving the rural character and small-town feel. Many noted that the Region has good transportation access to major centers and the need to preserve open space, recreation areas, surrounding farmland, and the beauty of the natural environment.

The location of Shippensburg University adjacent to the Borough was seen as a positive attribute to the Region, and many stated that they wished for the relationship between the community and the University to continue to improve.

Most of the people felt the Shippensburg Area has a good public school system; one interviewee stated that the education system from elementary to the university level was very good.

All interviewees felt that the Borough was an important regional center, and expressed concern on how to keep the focus of economic activity in the

downtown area, as the Township is becoming increasingly developed with big box stores to the detriment of the downtown. The preservation of historic features in the downtown was mentioned quite frequently, and most thought that an effort to keep the unique character was extremely important. The architecture of downtown buildings was noted as worthy of preservation.

Several interviewees said that they would like to see more industry and commerce locate in the area to create more jobs, to aid the tax base, and to provide balanced land use.

Many of those interviewed felt that planning was important for the area. The amount of growth was cited as a major concern, and many indicated their disapproval of sprawl-type development particularly. Many stated that now was the time to plan cooperatively with surrounding municipalities. Planning for transportation improvements, particularly along King Street, was mentioned frequently as a problem that should be resolved as the University continues to expand.

One concern from people with small children is the limited activities for children (ages 3 and up especially) during the day and after school hours. Some expressed safety and concerns where permanent residents were mixed with student populations. The topic of student housing was mentioned as an issue, and respondents stated that the Borough should use stronger enforcement tactics to clean up these areas where necessary. Most were appalled by the poor maintenance of non-owner-occupied houses in the Borough and stated that they would like to see strict enforcement of ordinances and codes forcing landlords to maintain the houses they rent out to students in better condition.

Some people pointed out their concerns with water and sanitary sewer infrastructure and the costs associated with those services. They felt they were paying too much for their public services compared to other areas in the state. Concerns about water resources, including quality, were raised by some that were worried about future water quality and the costs of making water fit for consumption.

Almost all the people wanted to see the area stay much the same as it is now, maintaining the small town and the rural character of the area with a unique and economically vibrant downtown.

Many people said that the Borough should seize the opportunity to work closely with other local governments and Shippensburg University to coordinate planning efforts on a regional basis. Also mentioned were the benefits of working with existing citizen groups to preserve and to improve the community for generations to come.

The following concerns were also mentioned:

- The development of the Exit 29 area (I-81 and King Street).
- The need to enforce the Zoning Ordinance and property maintenance regulations in order to maintain the quality of the residential communities, particularly as they address student housing.
- Lack of job opportunities causing the younger generation to leave the area.
- The need to attract the types of businesses and industry that will diversify the tax base and ensure long-term opportunities for job creation and retention within the Borough.
- More efforts are needed to encourage community ties and relationships with the University.
- The need to keep this area a safe, clean, and friendly place to raise children and to encourage the younger people attending the University to stay in the area.
- The need to increase the percentage of owner-occupied housing.

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT): Borough Perspective

The Committee members from both the Township and the Borough were given the opportunity in the beginning of the process to record their feelings on the SWOT in their region. The results of this exercise helped to get the issues and concerns identified early on in the planning process as well as help facilitate conversations and stimulate brain-storming on regional solutions to these problems. The regional and individual municipal results are found below, including responses by the Shippensburg Area School District:

Strengths: Regional

- Jointly working on comprehensive plan
- Available undeveloped land
- Planned performing arts center
- Planned Wal-Mart
- Programmed improvements to PA 174 commencing in 2004/05
- Geographic location
- University
- Recreational opportunities: boating, hiking, cycling, hunting, etc.
- State Parks
- The people
- LOCATION! Being located between Carlisle and Chambersburg is a plus.

- The growth factor in the area is overwhelming.
- Rural atmosphere
- Attractive to retirees
- Good work force
- Cultural opportunities via Shippensburg University
- Good educational facilities - local school district and university
- Near I-81 - opportunity for business
- Growing economy and low unemployment
- Strong University
- Beautiful rural landscape
- Availability of utilities
- Co-operation of all nearby municipalities and both counties
- Good access to rail and highway transportation

Strengths: School District

- Standard and Poors evaluation of the School District indicates average results with below-average costs, which has resulted in below-average tax burdens when compared with state-wide averages.
- The School District has a "highly qualified" professional staff as defined by the No Child Left Behind (NCLB) Act
- Currently meeting the Adequate Yearly Progress (AYP) under the NCLB Act.
- The District is financially stable with below-average indebtedness.
- The five District buildings are well maintained and in good condition.

Strengths: Borough

- Recently revised and strong zoning ordinance
- Good work ethic
- Historic heritage
- Small town atmosphere
- Cheaper housing than Maryland, Washington D.C., New York, and New Jersey.
- Shippensburg University: although located in the Township, its effects spill into the Borough
- Numerous committed citizens

Strengths: Township

- Location relative to I-81
- Currently have sufficient housing, including student housing, as well as parks and farmland
- Still some green space - bucolic atmosphere

- Non-polluting commercial
- University - employment and culture
- Zoning Ordinance
- Interest in regional land use planning

Weaknesses: Regional

- No Zoning Ordinance in Southampton Township and other surrounding municipalities
- Exit 29 ramps are underdesigned for the volume of traffic that they serve
- Lack of intergovernmental cooperation
- No facilities such as a YMCA
- The amount of vacant land, unfortunately, is not tremendous.
- Roads are not adequate to handle the traffic that more commercial growth could bring
- I-81 corridor becoming a warehouse corridor - trucks volume, congestion
- Lack of "quality" jobs creating exodus of young people
- Divided into two counties: a stepchild of both
- Local government units are too small for effective planning and for provision of modern services
- Agriculture threatened by low incomes for farmers and development of prime land in housing and commercial uses
- Turnover of Borough Council and other municipal bodies hinders continuity of decision-making process
- Lack of support of county commissioners from both counties due of distance from county seats
- Lack of an adequate technological infrastructure
- Too many layers of government, extending time for decision making
- Empty storefronts

Weaknesses: School District

- Large elementary schools
- Larger than average class sizes
- Need to continue improving the percentage of students going on to post high school education

Weaknesses: Borough

- Very little available land
- Existing roads cannot handle current traffic
- Downtown historic district limits traffic improvements
- High number of low to moderate-income families.

- Street system designed for horse and buggy
- Land-locked
- Limited tax base
- Lack of a technology industrial park marketing plan
- Lack of a green strip through the Borough along stream
- Lack of a transportation loop around Borough
- Population is too small to support adequate police, fire, zoning enforcement, parks and recreation, etc.
- Lack of support for enforcement of zoning, HARB rules, rental regulations
- Excessive traffic on King Street
- Lack of coordination between municipal government and citizen civic activities

Weaknesses: Township

- Extent of tax-exempt properties, including the University and the Township Park
- Small size
- Outdated Zoning Ordinance
- Rt. 174 (Walnut Bottom Rd.) too narrow
- No police force
- Large number of students living off-campus in the Township
- Inability to obtain cooperation with other adjoining municipalities toward regional comprehensive planning

Opportunities: Regional

- Municipalities have an opportunity to work together to plan and control growth
- Schreiber Foods expansion brings high visibility to area
- Local transportation task force has preliminary plan in place
- Location: we have the opportunity to grow commercially with what little land we have left
- Increased interest in regional planning
- Coordinate long-range planning of Township, Borough, and University, especially of roads and multi-unit housing
- Potential to become a recreational destination (Performing Arts Center, Gettysburg, State Parks, Summer Stock Theatre)

Opportunities: School District

- Encourage the technological infrastructure to develop a Wide Area Network initiative to provide more educational opportunities.
- Reduction in size of the large elementary school buildings
- It is time to prepare for our increasingly diverse population

Opportunities: Borough

- Municipalities have an opportunity to work together to plan and control growth
- Schreiber Foods expansion brings high visibility to area
- Borough portion of inner loop will open up development
- Regionalization of services
- Housing stock is suitable for renovation and adaptive re-use
- The Cumberland County Redevelopment Authority has been a real success in Shippensburg

Opportunities: Township

- With the University continuing to grow, we as a Township have the opportunity to grow with it
- Regional co-operation - water, sewer, planning
- Development of a Joint Comprehensive Plan and Zoning Ordinance to be able to control growth in the future

Threats: Regional

- Lack of zoning may allow undesirable uses to develop
- Additional warehousing and truck intensive use development
- Warehousing in areas without zoning
- Poor highway systems leading to the interstate
- Vacant properties
- K-Mart shopping center becoming an eyesore
- Little land for development - potential for commercial development
- Poor coordination of land use regulations at municipal boundaries
- I-81
- Factory farms
- Small local businesses threatened by corporate giants
- Loss of physicians due to statewide problem
- Increased traffic
- Uncontrolled growth of transportation, agri-business, and housing
- Wal-Mart

- Failure to adapt forms of government, taxation, and education to future population growth
- Overabundance of distribution centers and truck traffic
- Failure to prepare the existing population for an increasingly diverse population

Threats: School District

- Ultimately, AYP cannot be met under current law
- Overcrowding
- Cost of addressing future increases in student enrollment

Threats: Borough

- Rapid, uncontrolled expansion of surrounding municipalities will further overburdening streets
- Infrastructure not keeping up with growth
- The aging of the fixed real estate in the Borough
- Loss of businesses and new housing to surrounding townships, leaving the borough landlocked and decaying
- Uncontrolled traffic growth

Threats: Township

- Vacant properties
- Little land available for development
- Small roads, more traffic

Shippensburg Township Public Input Section

Household Questionnaire Results

In the course of developing this Comprehensive Plan, eight-six (86) questionnaires were sent to households in the Township: sixty-eight (68) questionnaires to homeowners and eighteen (18) to renters. The people to receive questionnaires in the Township were randomly selected from an up-to-date residential address list provided by Shippensburg Borough. The Joint Planning Steering Committee members from both the Borough and the Township approved this method and residents were given four weeks to mail back their responses to Spotts, Stevens and McCoy, Inc. There were a total of thirty-four (34) surveys that were sent back and tallied, giving the Township a successful 39.5 % response rate. No renters replied to the survey, therefore all surveys were received by homeowners within the Township.

A sample questionnaire and a complete tally of the responses to each question is provided in the Appendix. The responses from the questionnaires were used to construct the Township's Vision, Goals and Objectives, and helped to drive the planning process from the beginning of the project.

The highlights of the Shippensburg Township questionnaire results are given below. The majority of the residents who responded have lived in the Township for at least 20 years, own between 10,000 to 20,000 square feet (1/4 to 1/2 acre) of property, and either work in the Township or are retired.

Questionnaire Results Highlights

1. Respondents indicated that they like many of the existing qualities of the Township, including schools, the rural atmosphere and farmland, recreational opportunities, housing cost and quality, the availability and quality of public water and sewer services, emergency services, road maintenance and systems, residential developments, availability of public transportation, shopping opportunities, and the location of Shippensburg University within the Township. Respondents typically disliked the taxes. The majority had no opinion or disliked the job opportunities within the Region.
2. The respondents agreed with all of the general community issue statements listed in item 6 of the questionnaire, with the exception of the need for additional public parks and recreation facilities. The agreed-upon issues included traffic congestion; natural resource protection efforts; farmland protection; the need to redevelop and rehabilitate underutilized and deteriorated properties; the importance of enforcing existing regulations; improving existing parks, recreation facilities, and programs; supporting programs that encourage home ownership; and the preservation of historic buildings.
3. When asked to rank the four most important planning issues which need to be addressed, the following priority was revealed: first was farmland and open space preservation, second was updating the Zoning Ordinance, and third and fourth were a tie between growth management and police and crime watch response times.
4. The three most important environmentally sensitive areas within the Township identified by the respondents and in sequential order included: farmland preservation; water supply; and a three-way tie for third which included wooded areas, air quality, and Burd Run and other waterways.

5. The majority of the respondents would be willing to have their taxes increased for emergency management services (fire, police, ambulance protection).
6. The majority of the respondents did not think that additional commercial uses were needed in the Township; however, if these types of businesses would be proposed, the majority felt development should occur along Walnut Bottom Road (Rte. 174) or along Ritner Highway (U.S. Rte. 11).
7. A clear majority did not think additional industrial development was needed in the Township. If provided, a majority responded that the most appropriate area to develop industry is within an industrial park.
8. The preferred types of businesses the respondents would like to see encouraged in the Township are professional services and offices, high technology research firms, agriculture, and retail and wholesale trade.
9. The majority of the respondents felt that the increase of residential development in the Township over the last ten years was acceptable.
10. Preferred locations for additional residential developments were as follows: in and around existing residential developments, on lots along existing roads, in new single-family developments, in retirement communities, in assisted-living facilities, and in infill locations (i.e., areas that have existing services but are currently vacant). There was little support for condominiums and townhouses, student housing developments, mobile home parks, and conversion of single-family homes into multi-family units.
11. When asked about the style of development most preferred for residential developments, the majority chose conservation development. This technique preserves the special features of a tract as open space, locates houses to maximize views of open space, and configures road systems and lot lines to respect open space and house locations.

Township Phone Interview Summary

Nine people from Shippensburg Township were interviewed over the phone to determine their views on various issues and key points of concern. The people interviewed were identified by the Joint Planning Committee and included residents, local business people, individuals actively involved in citizen organizations, an affiliate to the local office of the Region's representative to Congress, and current and retired employees of Shippensburg University.

The majority of the people surveyed like the rural, friendly, small town aspect of the Region. The location and easy access to major urban centers (New York, Washington D.C., Philadelphia, and Harrisburg) combined with a rural setting and people with a strong sense of community were mentioned frequently. Most interviewees favored preservation of this small town atmosphere and rural beauty. They liked the situation of surrounding an old, unique borough center and favored preservation of historic and culture features as well as keeping the downtown area economically viable.

It was noted that the Region has good transportation access to major centers; however, the volume of traffic through the downtown area - particularly on King Street - is seen as a problem that will continue as the region grows. People are pleased with the quality of emergency services (fire and police protection), but are concerned about the ability of these agencies to continue to provide these services in the face of rapid growth and the number of volunteers for fire protection services being at an all time low. People also felt strongly about regionalization of a police force, open space and recreation planning, and land use planning overall. They supported the cooperation between municipalities of the region for planning purposes, especially in regard to transportation issues. Most interviewees expressed concern about new development along Baltimore Road, noting that truck traffic will continue to create a problem since they cannot make a left turn onto Queen Street to gain access to commercial areas.

Most interviewees stated that that having Shippensburg University within the Township was a good thing, noting that they would like for the relationship between the community and the University to continue to improve.

Some people were concerned about the various community facilities becoming overburdened, particularly noting the school system, the public water supply, and the road infrastructure. They stated that now was the time to guide development, before it is too late to keep the small town atmosphere they know and value in the area.

A concern noted by people with small children is the lack of activities for children (ages 3 and up) during the day and after school hours. Some expressed concerns about safety in areas where there is a mix of permanent and student populations. The topic of student housing was mentioned as an issue, and respondents stated that the Borough should use stronger enforcement tactics to clean up these areas where necessary. Most were appalled by the poor maintenance of non-owner-occupied houses in the Borough and stated that they would like to see strict enforcement of ordinances and codes forcing landlords to maintain the houses they rent out to students in better condition.

Some people mentioned concerns about water and sewer infrastructure and the costs associated with those services. They felt they were paying too much for their public services compared to other areas in the state. Water resources, including quality, were a concern of some.

Almost everyone who was interviewed wanted to see the area continue to grow, embrace, and implement good land use practices. Most felt keeping a small town atmosphere with appropriate development patterns was important. Many felt that the area will change and that the Township should be prepared to guide that change to limit growth to appropriate areas. Some mentioned the desire to attract clean, high-tech businesses and industry to enhance the tax base of the Township.

Many people said that the Township should seize the opportunity to work closely with other local governments and Shippensburg University to coordinate planning efforts on a regional basis. It was recommended that the Township work with the business community to assure that the necessary infrastructure and land use regulations are in place to accommodate business development. Some noted that the growth along the I-81 corridor will affect the area and that proper land use controls must be in place to regulate such development.

Several other issues of concern were noted:

- Rapid growth in the Region and the need to plan for this growth in cooperation with the surrounding municipalities in order to preserve the character of the Township and the integrity of the Borough downtown.
- Transportation throughout the Region and the effects the growth from Shippensburg University has on the existing road infrastructure.
- Regionalization in planning and regionalization in providing services to residents is favored by most.
- Preservation of the remaining farmland is important.
- The provision of emergency services may become increasingly difficult, particularly for the fire department due to its reliance upon volunteers.
- Attracting the right kinds of businesses and industry to diversify the tax base and ensure long-term opportunities for job creation and retention within the Township.
- Increase in truck traffic on Baltimore Road and Walnut Bottom Roads.

Analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT): Township Perspective

The Committee members from both the Township and the Borough were given the opportunity in the beginning of the process to record their feelings on the SWOT in their region. The results of this exercise helped to identify issues and concerns early in the planning process as well as to facilitate conversations and promote brainstorming on regional solutions. The regional and individual municipal results are found below, as well as responses by the Shippensburg Area School District.

Strengths: Regional

- Jointly working on comprehensive plan
- Available, undeveloped land
- Planned performing arts center
- Planned Wal-Mart
- Programmed improvements to PA 174 commencing in 2004/05
- Geographical location
- University
- Recreational opportunities (i.e. boating, hiking, biking, hunting, etc.)
- State parks
- The people
- Location between Carlisle and Chambersburg is a plus
- Rate of growth
- Rural atmosphere
- Attractive to retirees
- Good work force, work ethic
- Cultural opportunities - via Shippensburg University
- Good educational facilities - local school district and university
- Near I-81 - opportunity for business
- Growing economy and low unemployment
- Availability of utilities (water, sewer, electric)
- Availability of land for development residential or industrial
- Location gives easy accessibility to major cultural and business centers
- Good access to rail and highway transportation

Strengths: School District

- Standard & Poors evaluation of the School District indicates average results with below-average costs, which has resulted in below-average tax burdens when compared with state-wide averages
- The School District has a "highly qualified" professional staff as defined by the No Child Left Behind (NCLB) Act

- Currently meeting the Adequate Yearly Progress (AYP) under the NCLB Act
- The District is financially stable with below-average indebtedness
- The five District buildings are well maintained and in good condition

Strengths: Borough

- Recently revised and strong zoning ordinance
- Schreiber Foods planned expansion - will facilitate first phase of inner loop
- Good work ethic
- Historic heritage
- Small-town atmosphere
- Cheaper housing than Maryland, Washington D.C., New York, and New Jersey
- Shippensburg University (although located in the Township, its effects spill into the Borough)
- Numerous committed citizens

Strengths: Township

- Location relative to I-81
- Currently have sufficient housing, including student housing, as well as parks and farmland
- Still some green space - bucolic atmosphere
- Non-polluting commercial
- University - employment and culture
- Zoning Ordinance
- Interest in regional land use planning

Weaknesses: Regional

- No Zoning Ordinance in Southampton Township and other surrounding municipalities
- Exit 29 ramps are underdesigned for the volume of traffic that they serve
- Lack of intergovernmental cooperation
- No facilities such as a WCMA
- The amount of vacant land, unfortunately, is not tremendous.
- Roads are not adequate to handle the traffic that more commercial growth could bring
- I-81 corridor becoming a warehouse corridor - trucks volume, congestion
- Lack of "quality" jobs creating exodus of young people
- Divided into two counties: a stepchild of both

- Local government units are too small for effective planning and for provision of modern services
- Agriculture threatened by low incomes for farmers and development of prime land in housing and commercial uses
- Turnover of Borough Council and other municipal bodies hinders continuity of decision-making process
- Lack of support of county commissioners from both counties due of distance from county seats
- Lack of an adequate technological infrastructure
- Too many layers of government, extending time for decision making
- Empty storefronts

Weaknesses: School District

- Large elementary schools
- Larger than average class sizes
- Need to continue improving the percentage of students going on to post high school education

Weaknesses: Borough

- Very little available land
- Existing roads cannot handle current traffic
- Downtown historic district limits traffic improvements
- High number of low to moderate-income families.
- Street system designed for horse and buggy
- Land-locked
- Limited tax base
- Lack of a technology industrial park marketing plan
- Lack of a green strip through the Borough along stream
- Lack of a transportation loop around Borough
- Population is too small to support adequate police, fire, zoning enforcement, parks and recreation, etc.
- Lack of support for enforcement of zoning, HARB rules, rental regulations
- Excessive traffic on King Street

Weaknesses: Township

- Extent of tax-exempt properties, including the University and the Township Park
- Small size
- Outdated Zoning Ordinance

- Rt. 174 (Walnut Bottom Rd.) too narrow
- No police force
- Large number of students living off-campus in the Township
- Inability to obtain cooperation with other adjoining municipalities toward regional comprehensive planning

Opportunities: Regional

- Municipalities have an opportunity to work together to plan and control growth
- Schreiber Foods expansion brings high visibility to area
- Local transportation task force has preliminary plan in place
- Location: we have the opportunity to grow commercially with what little land we have left
- Increased interest in regional planning
- Coordinate long-range planning of Township, Borough, and University, especially of roads and multi-unit housing
- Potential to become a recreational destination (Performing Arts Center, Gettysburg, State Parks, Summer Stock Theatre)

Opportunities: School District

- Encourage the technological infrastructure to develop a Wide Area Network initiative to provide more educational opportunities
- Reduction in size of the large elementary school buildings
- It is time to prepare for our increasingly diverse population

Opportunities: Borough

- Municipalities have an opportunity to work together to plan and control growth
- Schreiber Foods expansion brings high visibility to area
- Borough portion of inner loop will open up development
- Regionalization of services
- Housing stock is suitable for renovation and adaptive re-use
- The Cumberland County Redevelopment Authority has been a real success in Shippensburg

Opportunities: Township

- With the University continuing to grow, we as a Township have the opportunity to grow with it
- Regional co-operation - water, sewer, planning
- Development of a Joint Comprehensive Plan and Zoning Ordinance to be able to control growth in the future

Threats: Regional

- Lack of zoning may allow undesirable uses to develop
- Additional warehousing and truck intensive use development
- Warehousing in areas without zoning
- Poor highway systems leading to the interstate
- Vacant properties
- K-Mart shopping center becoming an eyesore
- Little land for development - potential for commercial development
- Poor coordination of land use regulations at municipal boundaries
- I-81
- Factory farms
- Small local businesses threatened by corporate giants
- Loss of physicians due to statewide problem
- Increased traffic
- Uncontrolled growth of transportation, agri-business, and housing
- Wal-Mart!
- Failure to adapt forms of government, taxation, and education to future population growth
- Overabundance of distribution centers and truck traffic
- Failure to prepare the existing population for an increasingly diverse population

Threats: School District

- Ultimately, AYP cannot be met under current law
- Overcrowding
- Cost of addressing future increases in student enrollment

Threats: Borough

- Rapid, uncontrolled expansion of surrounding municipalities will further overburdening streets
- Infrastructure not keeping up with growth
- The aging of the fixed real estate in the Borough
- Loss of businesses and new housing to surrounding townships, leaving the borough landlocked and decaying
- Uncontrolled traffic growth
- Narrow localism that opposes new ideas and change

Threats: Township

- Vacant properties
- Little land available for development
- Small roads, more traffic