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Making Connections

2007 Comprehensive Plan

Borough of Mechanicsburg, Pennsylvania

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Mechanicsburg's 2007 Comprehensive Plan - *Making Connections* is a planning and policy guide for implementing future community decisions and projects. The Borough of Mechanicsburg is located within the heart of Pennsylvania's prospering Capitol region. Incorporated in 1828, the Borough currently provides a wide range of services to its over 9,000 residents and nearly 200 businesses.

The Borough's Planning Commission led the community through a comprehensive planning process to identify how it can best leverage its assets and improve its quality of life within the next 10 to 15 years. As part of this process, Mechanicsburg leaders and residents discovered that many aspects of the community's everyday life are interconnected: land use patterns, infrastructure service, transportation options, economic prosperity, social fabric, recreation and regional relationships.

Some of these connections are strong and flourishing, some have become disjointed and others have yet to reach their fullest potential. Establishing, maintaining and enhancing connections between these elements are keys to the Borough's future vitality.

Another realization gleaned from the comprehensive planning process is that the Borough's future planning efforts are part of a journey. Just as a sailor plots a heading to cross the sea or a driver defines a route to a destination, a community utilizes its comprehensive plan to chart its course in obtaining its desired quality of life. Likewise, every successful journey requires:

- A road map illustrating recommended directions or strategies;
- Tools such as a compass to guide one along waypoints toward a goal; and
- A log book of experiences from which to reflect on past and present opportunities and challenges.

Consequently, Mechanicsburg's Comprehensive Plan is comprised of three (3) parts and supporting appendices:

Part One: The Road Map outlines the Borough's key planning recommendations and initiatives – some being physical projects while others are policy-oriented efforts. Part One is based on key facts, findings and community member input received throughout the planning process. In general, Part One outlines opportunities, challenges, goals and recommendations for leveraging Mechanicsburg's assets as related to future land uses, housing, infrastructure, transportation, civic amenities and regional relationships.

Part Two: The Compass defines a series of steps or actions needed in order to implement the Comprehensive Plan's recommendations. Part Two contains specific projects, policies and strategies derived from the detailed recommendations outlined in Part One. Funding sources and opportunities for building and/or strengthening relationships are identified to address the recommendations. Accompanying each action is a timetable for completion, a listing of key stakeholders responsible for overseeing its completion and

relevant community goals. A Progress Report to track the advancement of the Plan's recommendations is also included.

Part Three: The Log Book summarizes the factors that have shaped the findings, objectives and recommendations outlined in Parts One and Two. Background facts and the conclusions of technical analyses are briefly described and mapped. Analyses generally focus on demographic and economic trends, land use patterns, housing characteristics and infrastructure systems.

Appendices contain a series of public comment summaries, technical studies and other general observations received throughout the planning process. This section also contains a glossary of terms and abbreviations.

Symbols & Photos: Throughout the Comprehensive Plan document, a series of graphic symbols are identified along the side of the main body of text. These symbols and their general purpose are outlined below. In addition to these symbols, photos illustrating historical development patterns, current Borough character as well as ideas from other communities are provided. All historical photos were provided by the Mechanicsburg Museum Association.

Highlights a fact or bit of background information

Summarizes a Comprehensive Plan recommendation

Outlines a selection of key issues and influences that were considered as part of developing the Comprehensive Plan recommendations

Part One Overview

A good road map illustrates different types of information: the influences of and the alternatives for reaching a destination. The influences impacting the Mechanicsburg's Comprehensive Plan present opportunities and challenges. Part One first highlights these factors that shape the Borough's effectiveness of delivering quality services to the community.

What is a Comprehensive Plan?

A comprehensive plan is a document that identifies the goals, objectives, principles, guidelines, policies, standards, and strategies for the growth and development of a community. Pennsylvania state law governs the basic contents for each comprehensive plan, allowing change and development for all municipalities to occur in a coordinated manner and assisting municipal leaders with day-to-day land use planning decisions.

A comprehensive plan differs from a zoning ordinance in that it is adopted as a resolution rather than as an ordinance or law. The comprehensive plan serves as a guide, whereas the zoning ordinance is a legal instrument that is used to implement regulations and provisions that are consistent with the principles of the adopted comprehensive plan.

The second portion of the Comprehensive Plan's Road Map identifies ways in which Mechanicsburg can enhance its quality of life through planning goals and recommendations. Goals identify the community's long-term aspirations. The Plan's recommendations detail mechanisms related to land use, transportation, infrastructure, amenities and business development strategies that Mechanicsburg's leadership, residents and business owners can utilize in achieving its goals. The goals and recommendations outlined in response to the community's opportunities and challenges have also been designed to complement and reinforce the objectives of the Cumberland County Comprehensive Plan and other related County planning initiatives.

Opportunities and Challenges

In preparing the Comprehensive Plan, the Borough engaged community leaders, residents and business owners in discussions to highlight past successes, reveal issues needing attention and outline preferences for the future. Many of these points were discussed at the Comprehensive Plan's Town Hall Meeting. In addition to the issues outlined below, written feedback from the meeting is included within the Plan's appendix. On the surface, some items that emerged as challenges appeared to be hurdles or problems without viable solutions; however, challenges are, in reality, unexplored opportunities. Opportunities and challenges are influenced by internal and external factors. Internal factors are those that the Borough can manage; external influences are those beyond the community's control.

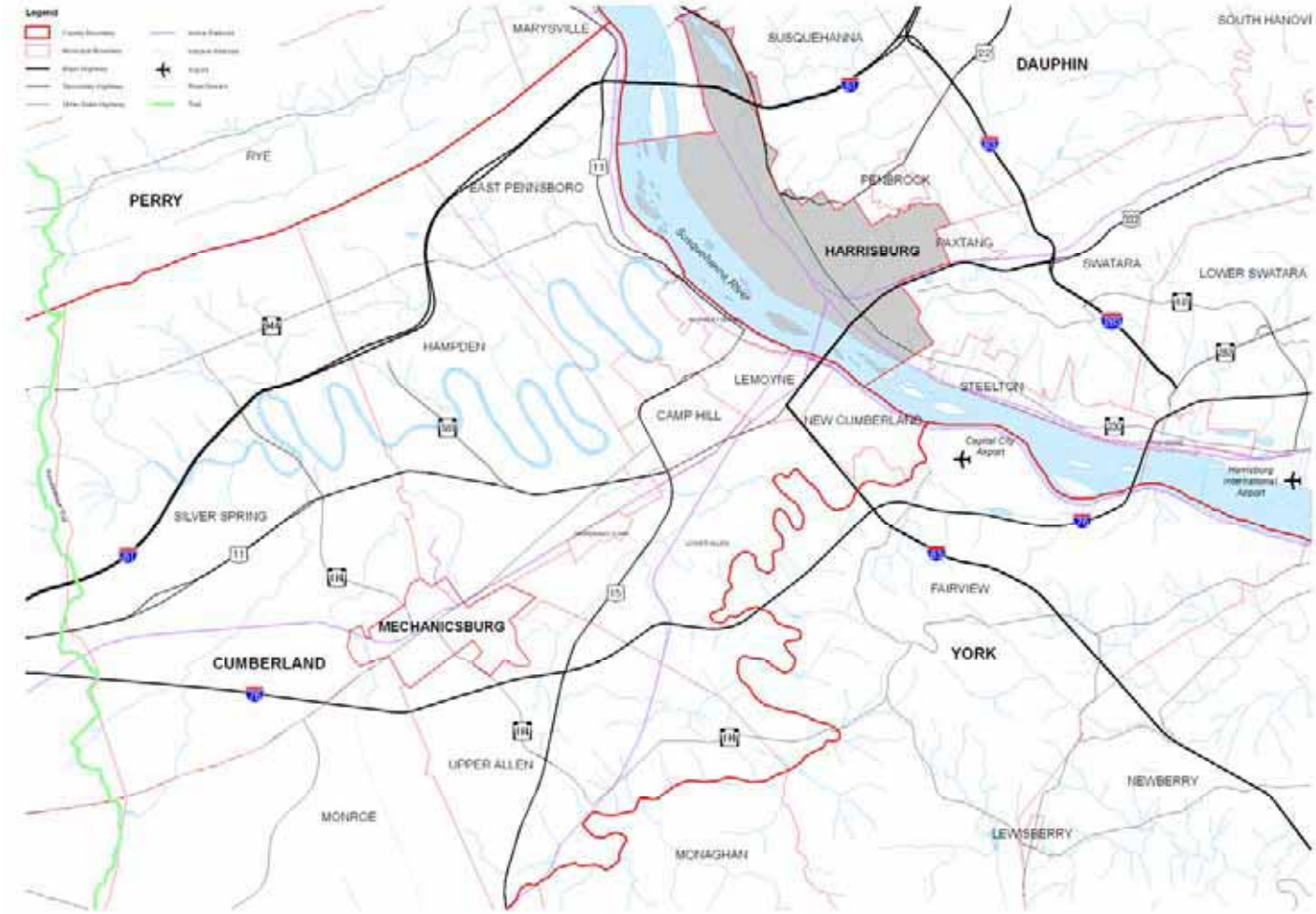
The Borough's significant opportunities and challenges are related to reinforcing its place in the region, strengthening the vitality of its Downtown and business community, safeguarding the character of its residential neighborhoods, providing safe and efficient transportation options, maintaining the effectiveness of its infrastructure systems as well as delivering quality borough services and amenities. An overview of these key issues is outlined on the following pages.

a. **Mechanicsburg's Place and Significance in the Capitol Region**
   The Borough's location is one of its many strengths. With its geographic center at the intersection of State Routes 641 and 114 and its proximity to the Pennsylvania Turnpike, I-81 and Route 15,

Mechanicsburg is easily accessible to the Harrisburg region and beyond. The Borough is situated within south central Pennsylvania, a region that is experiencing growth on multiple levels. The community's centralized location and proximity to Philadelphia, New York City, Baltimore and Washington, DC also provides opportunity for the Borough to market its businesses, residential lifestyle and accessibility to customers and commuters in these larger surrounding metropolitan areas.

Distance to major cities from Mechanicsburg	
Harrisburg, PA	10 mi
Baltimore, MD	83 mi
State College, PA	100 mi
Philadelphia, PA	113 mi
Washington, DC	114 mi
New York, NY	183 mi
Pittsburgh, PA	195 mi

Currently, however, the community does a limited amount of marketing to the region. There are opportunities to highlight assets such as safe neighborhoods suitable for residents of all ages, a school district acclaimed for quality instruction and programs, historic architecture and craftsmanship, its proximity to institutions of higher education including Messiah College (Bowmansdale), US Army War College (Carlisle) and Dickinson College (Carlisle) as well as easy accessibility to farmland and outdoor recreation opportunities in the surrounding area. The combination of these and other lifestyle characteristics distinguish Mechanicsburg from other communities in Central Pennsylvania.



Mechanicsburg is situated in the Chesapeake Bay Watershed; the community's decisions are part of a large ecological system. Many organizations, such as the Chesapeake Bay Foundation, spearhead initiatives to ensure that community-scale planning projects minimize negative impacts on the watershed's long-term health.

Some people noted during the comprehensive planning process that the community may be viewed as "behind the times." To ensure that those in surrounding communities view, this is in relation to other positive attributes of Mechanicsburg, the Borough is challenged to respond proactively to both its assets and limitations. With such an outlook, the Borough can strengthen its position of being an attractive, viable community for families, consumers, professionals and industry throughout the region and the State.

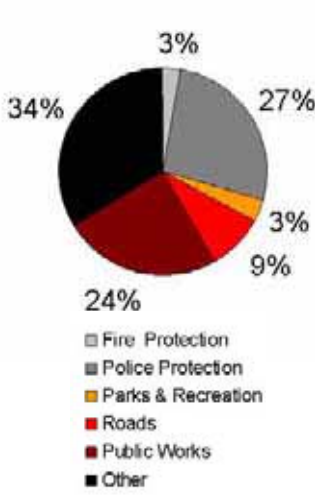
b. Borough Services

Mechanicsburg's residents and leaders exhibit dedication and professional expertise in enhancing Borough life. From developing ordinances to implementing projects and programs, the Borough's Staff, elected officials and volunteer commission and committee members are increasingly doing more and providing more service by effectively using available resources. Providing and administering quality public services in today's economy requires education, efficiency, and establishing priorities. Keeping the costs of delivering services relatively low while providing high quality amenities is a Borough priority. Moreover, because the Borough's ordinances have been amended through the years, the community would benefit from the completion of a comprehensive review of their provisions, especially those oriented toward land development. This review can help ensure that "disjointed" regulations can be addressed and opportunities for improved land development controls can be prepared.

One on-going challenge for many Pennsylvania municipalities is to continue providing high quality services while balancing needed financial investments that have emerged from rising material and labor costs. Some Mechanicsburg residents have expressed that the community's spring and fall clean-up days could be reinstated. To offset some of the costs needed to complete these and other additional activities, the Borough could offer awards, incentives and celebrations to citizens who join with the municipality to assist in completing these efforts.

Another challenge is minimizing development impacts on the community's and region's natural resources. Mechanicsburg is situated within the Chesapeake Bay watershed, and the community's decisions are part of a large ecological system. Consequently, the way in which services, especially infrastructure improvements, are implemented impact both the effectiveness and character of development and conservation.

Moreover, communities are required to respond to state and federally mandated projects such as the recent US Environmental Protection Agency's (EPA) Municipal Separate Storm Sewer System (MS4) mandate. As required by this legislation, communities must provide infrastructure systems that collect and convey stormwater separately



Public works and public safety are two of the community's significant expenses.

from sanitary sewage. The legislation applies to all stormwater facilities including those serving roadways and streets. Communities must also eliminate infiltration/inflow from separate sewer systems, map existing stormwater facilities and compile data related to the EPA's permit application process.

Complying with such a mandate for essential services requires both significant financial and manpower investments within a defined deadline. These types of projects may require communities to re-balance annual budgets and reallocate resources from other projects, such as seasonal recreation programming, to complete required infrastructure improvements. These types of decisions can be addressed in the Borough's annual update to its Capital Improvement Plan, featuring projects in the context of a ten-year timeline.

c. Mechanicsburg Business Community

Economics and environment are two factors influencing business vitality in the Borough.

Economic prosperity

In the Borough's early days, the community was well known for quality products crafted by numerous resident tradesmen and mechanics. In comparison to those times, today's business community of nearly 200 establishments provides a wide variety of services and goods. As business opportunities have expanded, the presence of a distinguishable "niche," or market cluster, for which Mechanicsburg could be easily identified is less apparent. As businesses change in the Borough, the upper floors of some buildings are becoming less utilized. These underutilized areas represent opportunity to introduce new uses.

Business Survey

Based on a Winter 2005 field survey, businesses were categorized into 11 general classifications. More than **35%** of the businesses in Mechanicsburg are considered retail and consumer including crafts, music, furniture, drugstores, food stores, clothing, hobbies, jewelry, shoes, electronics, hardware items, antiques and books. More than **15%** of the businesses, such as beauty/barber shops, tailors, laundry/cleaners, travel agencies and realty agencies, provide personal services to residents.

The Borough's current business community primarily serves the local residential market. However, increasing volumes of regional traffic travel through the community each day. Finding ways to cater to these visitors could further bolster the local economy.

Environment

Businesses owners and residents take pride in the character of the Borough's 1.3-mile Main Street corridor. Non-residential and residential uses are dispersed all along the street. Many businesses occupy slender, multi-storied buildings; some business markets have evaluated Mechanicsburg as a place to call home but are challenged to resolve constraints associated with smaller building footprints common to the corridor.

The recent creation of groups such as Main Street Mechanicsburg (MSM) and the Historical and Architectural Review Board (HARB) seek to promote business vitality while maintaining the integrity of the community's identifiable architectural heritage. Successful adaptive re-use projects such as the Joseph T. Simpson Library, the School House Apartments, the Brethren House Apartments and Jo-Jo's Pizza exemplify that property owners can respond to and thrive with changing technology, consumer demands and business practices without sacrificing the character of older structures. While many structures have the potential to be modified for low impact non-residential uses such as bed and breakfasts, the community is generally concerned that the integrity of structures remain intact when conversions from one use to another occur.

d. Residential Character

Neighborhoods are shaped by the people who live in them as well as by their physical form of development.

Population

While adjacent townships have grown in population in recent decades, the number of Mechanicsburg residents has generally remained steady. Even with a small population decline in recent years, Mechanicsburg remains the second largest borough among Harrisburg's West Shore communities and of those boroughs in Cumberland County. This stability signifies that many people are drawn to the quality of life Mechanicsburg offers - a sense of community and a rich history.

Population Changes

Mechanicsburg's population has declined over the last twenty years, representing a trend that is significantly different than its surrounding townships and some of the comparable benchmark boroughs evaluated. With 450 fewer residents in 2000 than in 1980, Mechanicsburg has lost nearly 5% of its residents in the past two decades. Population totals have continued to rise in surrounding Hampden, Lower Allen, Monroe, Silver Spring and Upper Allen Townships signifying that Borough residents could be choosing to move to these neighboring communities or out of the region all together. Moreover, in the past twenty years, the greatest proportion of Mechanicsburg's population loss occurred among its youngest residents, a trend generally inconsistent with other communities studied. The Borough currently has 20% fewer residents under the age of 18 than it did in 1980.

However, Mechanicsburg's demographics are changing. In comparison to previous decades, more Borough property owners are choosing to rent their homes. With this shift, the community's ownership patterns are beginning to mirror those of other Boroughs in the Harrisburg region. Also similar to many Pennsylvania communities, Mechanicsburg's median age is rising – that is, a greater number of older residents coupled with fewer younger residents now live in the community. Recognizing these shifts have occurred, residents and community leaders desire to emphasize a trait that has attracted and retained many to Mechanicsburg – a place where neighbors know neighbors and families know families. To fulfill this desire, the Borough may need to identify programs and amenities that respond to this changing (aging) population as well as attract the types of residents that are being lost (younger families). The Borough then must determine how such amenities and services would alter the range of those currently provided.

Development Patterns

Mechanicsburg is also nearing build-out – the time in a community's life where all land has been developed. Consequently, opportunities for new growth in existing neighborhoods are limited; a majority of development will occur as "in-fill" - re-development amongst existing development. The Borough possesses a diverse housing mix serving a population with variety of interests and income levels.

Because maintaining consistency between future in-fill development and existing neighborhood character is important to the community, the Borough's ordinance and development guidelines will need to be updated to ensure compatibility of this growth.

The last large block of fallow land, the Hess Farm, was also approved in 2006 for development that will extend the Borough's historical urban form by adding a mixture of various, new residential housing products in a "traditional neighborhood development" that is unique to the Borough and surrounding communities. These patterns provide Mechanicsburg the opportunity to grow in population and marketability to first-time home buyers, young families and young professionals. As part of this traditional neighborhood development, open space along with a small component of supporting non-residential uses provide amenities that residents often can enjoy.

Housing Patterns

Households in Mechanicsburg (2000):	4,023
Owner-Occupied	2,514
Renter-Occupied	1,509
Housing Units in Mechanicsburg Built Before 1939:	40%
Housing Units in Mechanicsburg Built Between 1990 and 1999:	4%
Vacant Housing Units (2000):	146
Vacant Housing Units (1980):	94

e. Transportation

One of Mechanicsburg's intensive undertakings is maintaining a quality, efficient transportation system that accommodates drivers, pedestrians and mass transit.

Road Network

Of the 40-mile street and alley network in the community, approximately 85% is Borough-owned. Findings from the Borough's current signalization and paving evaluations identify several opportunities and needed improvements. Traffic flow could become more efficient through the re-timing of traffic signals; paving integrity and durability could be also be improved by addressing impacts of excessive traffic diversions from congested arterial roadways as well as poor stormwater drainage. The greatest challenges in realizing the benefits of these improvements are allocating of capital funds and coordinating project phasing.

Pedestrian Network

Mechanicsburg also has an extensive sidewalk system. Although almost all portions of the Borough are served, some critical connections have yet to be constructed or have been lost over time. Sidewalks are important for safely and efficiently interlinking various residential neighborhoods, Downtown businesses, open spaces, schools, historical resources and other cultural amenities. Improvement to the physical conditions (cracks, surfacing, etc.) of some sidewalk routes also needs to occur in order to maximize pedestrian safety. Commonwealth support for sidewalk improvements is conveyed through initiatives such as the Safe Routes to Schools program.

Transit

For those utilizing mass transit, Capital Area Transit (CAT) provides public services to and from the Borough; however, the frequency and number of stops is limited. The potential addition of Corridor One – a proposed transit route connecting Mechanicsburg to development throughout the Harrisburg region, could provide future commuters with more frequent and faster mass transit options. A range of potential viable concepts for the corridor exist including bus rapid transit or rail service. If a Corridor One transit station were located in the Borough, officials and residents will likely face several questions such as:

- "How can commuter parking best be accommodated to ensure efficiency and minimize impacts on surrounding residential development?" and
- "What opportunities exist to rehabilitate underutilized parcels in proximity to the rail line?"

f. Parking

There is a perception in the Borough that an inadequate supply of parking exists. From analysis completed as part of the Comprehensive Plan, the occupancy of a few lots throughout various portions of the week is moderately high while a majority of lots are lightly used. The public parking areas that were studied were generally utilized to capacity at each studied time of the day. The private lots that were studied were less consistently full during the studied times of the day.

Existing Parking Supply

There are an estimated 3,200 parking spaces in Downtown Mechanicsburg and its immediate vicinity. Approximately 80% of these spaces are located off-street and 20% on-street. Of this off-street parking supply:

- Non-residential (non-institutional) uses account for approximately 55%;
- Residential uses account for approximately 30%; and
- Institutional uses account for the remaining 15%.

Generally, the sharing of parking spaces between adjacent land uses, with the exception of public lots, does not occur within the Borough. One of the greatest parking challenge the Borough faces is optimizing the existing supply of parking based upon the demands of surrounding land use activity and ways in which to better inform customers, residents, visitors and business owners of the lots' locations throughout the Downtown area. Outside of the Downtown area

studied, residents express that mechanisms should be studied to address parking shortages that occur at some of the community's parks and recreation spaces.

g. Public Spaces

The Borough's public spaces are made up of its streetscapes and civic green spaces.

Streetscape

A streetscape includes all of the public realm improvements and amenities (e.g. lighting, sidewalks, signage) within the right-of-way. Streetscapes are often a community's memorable signature. Over time, Mechanicsburg's streetscapes, especially along its primary roads (Main, Market, Shepherdstown, Simpson and York), have evolved in appearance and function. Several of these streetscapes are also narrow because of building setbacks established years ago. Streetscapes which possess narrow sidewalks and accommodate multiple components, such as building stoops, utility poles and signage, are often "quaint" but present challenges to both pedestrians and motorists. Pedestrian circulation and universal accessibility may be difficult; drivers must often quickly distinguish specific features from a myriad of messages and obstructions.

Residential streetscape

Civic green spaces

As the community approaches build-out, opportunities to expand locations of civic green space and to conserve natural resources are becoming more limited. Determining the locations and connections to these features presents a unique challenge as Borough residents and leaders desire to build upon the community's existing network of park and recreation amenities.

Memorial Park pavilion / play area

h. Natural Resources

The quality and extent of natural resources within Mechanicsburg has been, in large, shaped by the previous patterns of development. As the community approaches its build-out, opportunities to conserve additional lands for open space become more limited. Resource characteristics which are typically more sensitive to disturbance, such as floodplains and karst geology (areas susceptible to sinkhole formations), are also present within the Borough and have also influenced the community's residential and non-residential development.

Consequently, to optimize the impact and sustainability of Mechanicsburg's existing natural environment, the Borough will need to strategically define ways in which to manage these resources. Current conditions upon which the community can enhance its natural resources network include strengthening connections between existing parks and open spaces as well as the expanding the Borough's existing street tree network.

Goals

Based on public input and the Borough's identified opportunities and challenges, a distinct set of Comprehensive Plan goals have been formulated. Goals are also the philosophical foundation for the Plan's recommendations. These guiding statements include:

Goal #1 Foster the provision of diverse housing opportunities that complement and/or enhance existing neighborhood character as well as encourage home ownership and long-term residency

Goal #2 Leverage the Borough's location in the region, changing socio-economics and demographics, architectural character and established historic Downtown to strengthen, expand and create sustainable business and community activities

Goal #3 Promote revitalization efforts, new growth and educational opportunities that encourage collaboration and respect the Borough's cultural, historical and social integrity

Goal #4 Provide an efficient, informative and interconnected multi-modal network for pedestrians, cyclists, vehicles and mass transit to maximize safety and minimize congestion

Goal #5 Optimize and coordinate planning and fiscal resources to continue the delivery of high-quality and cost effective Borough services

Goal #6 Embrace and enhance the community's natural resources as ecological, recreational and civic amenities for local and regional users

Goal #7 Pursue short-term planning and policy opportunities in context of their long-term potential

Goal #8 Foster opportunities for pursuing additional multi-municipal cooperative efforts

Comprehensive Plan Recommendations

The following discussion outlines a series of recommendations that will enable the Borough to enhance connections and collaboration among its physical, social and fiscal resources. Recommendations are identified within the context of several elements including future land use and housing, infrastructure and transportation, as well as civic amenities. When viewed collectively, these elements form the "Comprehensive Plan."

Each recommendation is formulated to:

- Address an identifiable opportunity or challenge;
- Be flexible in order to respond to future market and funding opportunities;
- Promote connections and continuity of development; and
- Enhance quality of life for future generations.

A view of Mechanicsburg's Main Street corridor.

Moreover, recommendations outlined in this Plan seek to be consistent with the components of the Cumberland County Comprehensive Plan as well as considering planning patterns of the Borough's adjacent municipalities. Specifically, land use patterns have been formulated which align with County objectives including promoting land use revitalization and "in-fill" development. A diversity of housing types and densities are also identified. Residents and community leaders also explored various transit-oriented opportunities considering broader County- and region-wide transportation planning efforts. Finally, the Plan outlines a foundation for strengthening future economic development initiatives aimed to showcase both community and regional assets and talents.

How does the Borough elevate its prominence and make itself competitive with neighboring communities and with the region? One of the most effective, efficient and economical ways in which this can be done is to build upon the community's existing assets, while taking into consideration the development of adjacent portions of surrounding municipalities. Mechanisms for achieving the community's goals are provided as a series of projects and recommendations outlined below in relationship to the following*:*

- Future Land Uses and Housing;
- Transportation, Transit and Infrastructure;
- Civic and Natural Amenities;
- Business Development;
- Regional Relationships; and
- Impacts on Policies/Ordinances.

#1
Create a Downtown Mixed Use Zoning Overlay

#2
Recruit and locate new Downtown Businesses

a. Future Land Use and Housing Plan

The Future Land Use and Housing Plan illustrates the relationship of various types of residential and non-residential development within the Borough. Strategies enhancing and conserving development character are outlined below.

The proposed Future Land Use and Housing Plan has been designed to complement the land use patterns of surrounding municipalities; no conflicts have been created based upon review of adjacent existing

municipalities land use patterns. The Borough should evaluate the land use provisions within its current Zoning Ordinance to enable the implementation of the flowing recommendations.

Downtown Mixed Use District

The Downtown Mixed Use District is the Borough's most historic and intensely developed area. As part of the comprehensive planning process, the Borough examined the community's business mix, structural characteristics, parking relationships and resident spending patterns. These efforts identified opportunities to unify land use patterns, reduce automobile dependency for local residents as well as to strengthen economic development geared toward families and individuals within the community and throughout the region. Discussions related to specific business development strategies are described in later portions of the Recommendations section.

Including setbacks as part of compatibility standards could prevent mis-matched development as exemplified in another community.

Based upon analysis findings, the Borough should strategically recruit and locate compatible new businesses that optimize and respect the integrity and vitality of existing activity. In-fill development is also encouraged. Where feasible, the Borough should promote the adaptive re-use of existing structures to encourage retaining the community's historic character while accommodating modern necessities.

Pursue facade rehabilitation maintenance/ enhancement projects to encourage increased street level activity.

The overall character of Downtown is influenced largely by its architectural heritage and development trends of the Victorian and Civil War eras. To ensure that these historical characteristics remain intact, the Borough should encourage on-going collaboration among groups such as the Main Street Mechanicsburg (MSM), Historical and Architectural Review Board (HARB) and Mechanicsburg Museum Association (MMA) to pursue projects such as building facade rehabilitation and maintenance enhancements throughout the District. These efforts will enable the community to reinforce the attractiveness and versatility of this area's character with the preservation of existing structures and integration of new and compatible development. Compatibility standards should also be created and adopted in order to ensure that Downtown's integrity is preserved. These common, yet flexible, guidelines, integrated into provisions of a Downtown Mixed Use Zoning Overlay, will encourage harmonious relationships between building sizes, building setbacks, building orientation, structure/facade compatibility, parking, lighting, outdoor storage/service areas, signage and, where applicable, historic characteristics. Consequently, many of the compatibility standards should be evaluated in context of findings emerging from the Comprehensive Plan's background inventory – such as the Downtown Building Height Map. The Borough can utilize this inventory to identify form-based opportunities to strengthen continuity between structural patterns and streetscape character. To reinforce the active, welcoming streetscape that Main Street offers, the feasibility of improved sidewalks and street lighting should also be evaluated and implemented. Attractive streets attract consumers.

Main Street looking west with the intersection of Market and Main. (Hunter photo prior to 1929)

The specific land use components of the Downtown Mixed Use District include: a restaurant/entertainment core, consumer service nodes as well as residential areas.

Restaurants/Arts/Entertainment Core
To capitalize upon existing visibility, traffic patterns and economic spending patterns, the Borough should encourage the location of restaurants/arts/entertainment in the heart of Downtown - in proximity to the Main-Market Streets intersection. The proximity of these uses will create pedestrian foot traffic to support surrounding retail and service uses. The focus of non-residential uses should be on the ground floor of Downtown buildings. Detailed business ideas for this Core are outlined in Part One Section d. Business Development Plan and within the Comprehensive Plan Appendix.

The Borough should encourage reuse of upper floors as residential and office uses. These blocks currently feature adequate building square footage and nearby parking that could support these types of businesses as opportunities arise. Where suitable, parking resources could be optimized by developing shared parking strategies with other surrounding businesses and/or civic organizations.

Consumer Service Nodes
To optimize economic impact, pedestrian activity, parking resources and traffic patterns, professional office and service oriented uses should be situated adjacent to the Borough's retail core toward the east and west extents of the Main Street Corridor where larger sites and structures are available.

Creating a Destination
The Downtown Restaurant/Arts/Entertainment Core should provide a diversity of restaurants, retail shops, pubs, galleries and studio spaces. Destination restaurants, strategically placed, will create much needed pedestrian foot traffic to support the surrounding retail. Larger buildings should be oriented or marketed for uses such as destination restaurants or regional-scale entertainment venues. Smaller buildings should be converted to small taverns and specialty retail. As business ideas and structures are developed, future tenants and owners should consider patterns of existing business in proximity to Mechanicsburg. Within a 5-mile radius, it is estimated that the following number of businesses exist:

Retail Trade: 766 total businesses			
Home Improvement	38	General Merchandise	18
Food Stores	66	Auto Dealers	75
Apparel/Accessory	60	Furniture/Home Furn.	103
Eating/Drinking	181	Misc. Retail	225
Finance/Insurance/Real Est: 359 total businesses			
Banks, Savings & Lending	99	Securities Brokers Invest	45
Insurance Carriers	105	Real Estate-Trust-Holding	110
Services: 1,464 total businesses			
Hotels/Lodging	17	Personal Services	361
Business Services	372	Motion Pic/Amusement	81
Health Services	232	Legal Services	71
Education Services	61	Social Services	87
Other Services	182		

However, along the Main Street Corridor, industrial-type uses, including those that are auto-oriented, should not be encouraged and should be located in other commercial and industrial areas of the community.

Residential Development

To further optimize economic development opportunities, residential uses that occur within the Downtown Main Street's central blocks should be limited to the upper floors of buildings. This strategy enables storefronts to predominate at the street level.

Architecture is a distinctive component of Mechanicsburg's residential development

On the eastern and western ends of Main Street, existing residential development should be maintained. These blocks are generally characterized as smaller lots with older structures hosting various single-family, multi-family and local professional service-oriented land uses. Compatible, low-impact, non-residential uses, such as bed and breakfasts and smaller professional consulting offices, should be encouraged within these areas so long as parking and other infrastructure demands between land uses do not conflict.

Moderate intensity residential redevelopment can provide additional opportunities for home ownership.

Just as it will be important for the character and impacts of non-residential uses to be compatible with surrounding residential development, the Borough should also develop a strategy to encourage compatibility between single-family dwellings and structures converted to multiple dwellings. Where the conversion of single-family structures occurs, the Borough should encourage the redevelopment of housing products that are geared toward ownership, especially for young families, young professionals, first-time home buyers and/or independent older residents. Where possible, especially on the outer extents of Downtown, homes should be encouraged to "re-convert" to their original single-family character and use.

Throughout remaining portions of the Downtown Mixed Use District, single and multi-family housing opportunities should continue to be encouraged. Additional discussions related to other in-fill development opportunities are described in later portions of the Recommendations section.

#3 Delineate Northside & Southside Overlay Districts

Northside

The Northside area currently contains a variety of housing types on constructed in both the 19th and 20th centuries. As redevelopment opportunities arise in the area north of Downtown, the Borough should encourage the inclusion of additional moderate intensity single-family and multi-family residential housing products which are attractive to all types of home buyers, especially young professionals, first-time owners, young families and independent older residents. Similar to

Downtown neighborhoods, the Borough should encourage the redevelopment of housing products that are geared toward home ownership, especially where the conversion of structures occurs. As opportunities arise, subdivided homes should be encouraged to "re-convert" to their original single-family character and use. Incentives should be included in the community's Ordinances to expand opportunities for this type of conversion.

Porches and moderate building heights contribute to the character of Northside.

Some smaller-scale non-residential uses exist throughout this area. Businesses providing neighborhood-oriented services are encouraged to remain in the future so long as the scale and nature of activity remains compatible with existing surrounding development.

Consequently, the Borough should create and adopt Compatibility Standards as part of a Northside Residential Overlay. Such standards should include provisions that ensure harmonious land use relationships, building scale, building setbacks, building orientation, accessory buildings and alley access. Expanding upon the height data gathered for Downtown structures, the Borough should complete building height inventory for Northside and (see below) to determine suitable forms of height for future in-fill and redevelopment.

Compatibility guidelines can address street frontage standards to promote pedestrian and vehicular safety.

Southside

Many of the homes built in Mechanicsburg's Southside were constructed during the first half of the 20th century. Lot sizes are generally somewhat larger than in Downtown and Northside. However similar to Northside, the Borough should also encourage the redevelopment of moderate intensity single-family and multi-family residential products that complement the existing residential patterns to the south of Downtown. The scale and character of non-residential uses should also be evaluated in context of surrounding homes to ensure development compatibility. With these patterns, Southside can be attractive to young professionals, first-time home buyers, young families and independent older residents.

Narrow front setbacks are currently present within many blocks of Southside.

In generating Compatibility Standards as part of a Southside Residential Overlay, the Borough can make certain that land use relationships, building size, building setbacks, building orientation, accessory buildings and alley access are well-suited between existing development and redevelopment.

Similar to Downtown and Northside neighborhoods the Borough should encourage the redevelopment of housing products that are geared toward home ownership.

#4
Conserve the character of the existing lower intensity residential

Lower Intensity Residential Neighborhoods

Beyond Mechanicsburg's central area of denser, more historical development, several neighborhoods of lower intensity residential uses exist. The mixture of smaller and moderately sized lots hosting predominately single-family homes should be encouraged to continue in the future. To maintain the appeal and character of these neighborhoods, the Borough should encourage on-going property and structural maintenance. To enhance the integrity, quality and safety of these areas, additional pedestrian connections should be constructed to better link these neighborhoods to the Borough's institutions and other civic spaces.

#5
Assess standards for non-residential uses

Other Commercial/Industrial Land

Mechanicsburg possesses many viable commercial and industrial businesses outside of the Downtown Mixed Use District. These uses range in building size, development scale and parking demand. The Borough should complete a comprehensive evaluation of land use regulations related to these uses. As part of this assessment, the community can determine if any standards or amendments are needed to enhance compatibility between these uses and surrounding residential development. An example enhancement includes increasing the quantity and quality of site landscape for buffering and/or stormwater management purposes. Other areas of enhancement include outdoor storage and signage.

6.5 acres of open space exist for each 1,000 Borough residents. National standards recommend 5 to 10 acres per 1,000 people.

Open Space/Recreation

Mechanicsburg possesses a variety of passive and active open space and recreation opportunities which should be conserved. Moreover, because of the community's approaching build-out, the Borough will likely need to work with surrounding communities and the Mechanicsburg Area School District if parks and open spaces are expanded. The way in which specific recommendations will emerge is through updating its Comprehensive Parks, Recreation and Open Space Plan.

#6
Develop guidelines to encourage creative, compatible in-fill

In-fill/Redevelopment Opportunities

As the Borough approaches its build-out, in-fill and redevelopment are anticipated to occur throughout the community. Mechanicsburg should develop and adopt Borough-wide policies to ensure that additional non-residential, residential, mixed use and civic spaces complement the historical and architectural character of surrounding development. Describe existing forms and designs to justify the needs/benefits of using a form-based approach. Specific opportunities for in-fill uses on current vacant and under-utilized parcels include:

- Additional business opportunities between Main and Locust;
- Rehabilitation of older homes;

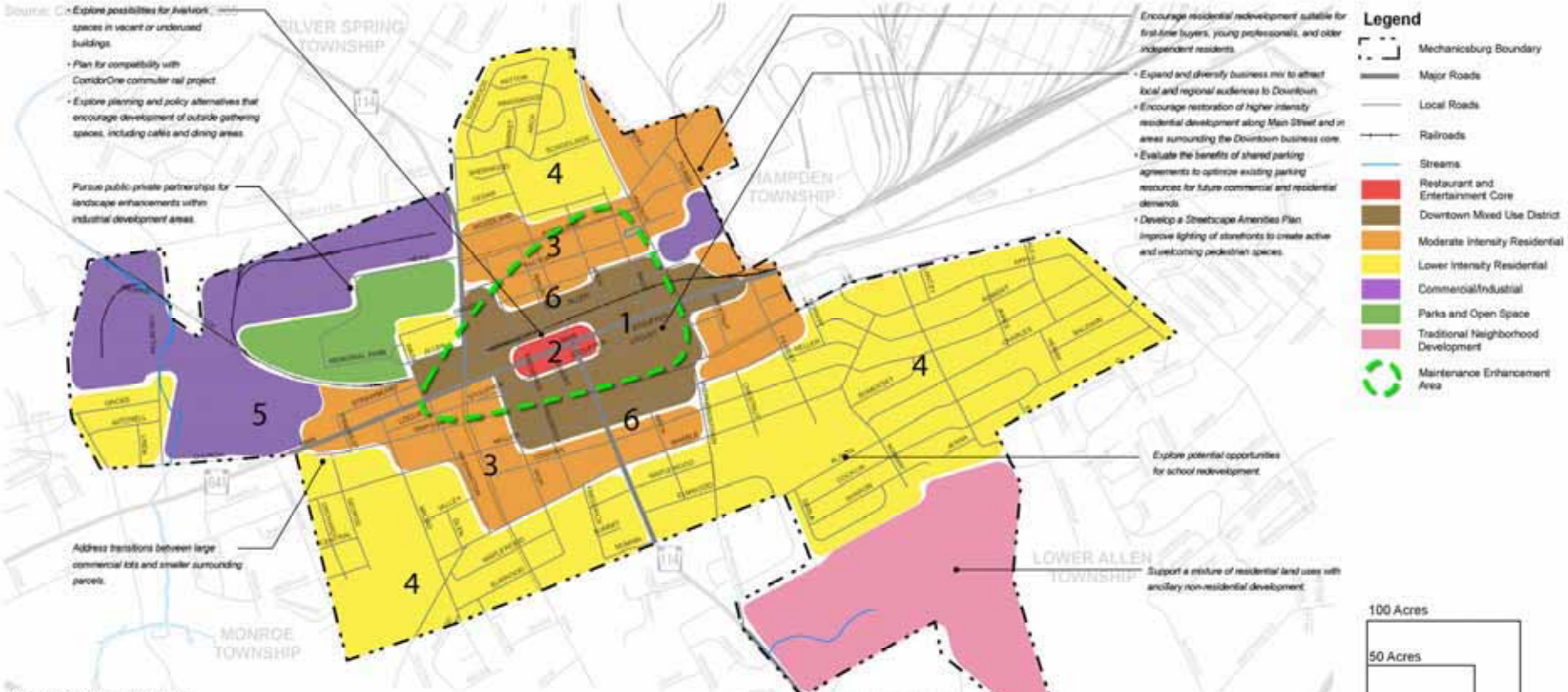
- Development of Heritage Square in proximity to the Main/Market intersection;
- Pocket ("mini") parks throughout the Borough; and
- Live/work lofts/studios within proximity to the South Allen Street area.

Live/work spaces are often attractive to craftsmen/mechanics who can utilize street-level work areas and upper floor dwelling space. Based upon existing and surrounding structures along this Corridor, the Borough could encourage the transformation or rehabilitation of some existing buildings into these unique living environments. (See additional discussion as part of *Infrastructure*)

Successful in-fill blends new and existing buildings and structures with compatible setbacks, building height and orientation.

#7
Develop guidelines to encourage quality adaptive reuse that complements existing neighborhood character

Borough parcel and boundary data provided by Cumberland County (2005).



Major Recommendations

#1 Create a Downtown Mixed Use Zoning Overlay to improve the continuity, functionality and character of the Downtown Area.

#2 Encourage the expansion of viable business markets in strategically located areas to optimize architectural and infrastructure resources.

#3 Delineate Northside and Southside Residential Overlay Districts to unify moderate intensity residential development areas.

#4 Conserve the character of existing lower intensity residential development to safeguard the continuity of larger lot housing areas.

#5 Assess and potentially expand Site Design Standards applicable to future large-scale commercial and industrial development/redevelopment in order to improve compatibility between non-residential uses and surrounding residential activity.

#6 Encourage in-fill development that adheres to the character of surrounding neighborhoods to ensure the compatibility between new and existing development.

In 2004, an average of 20,000 vehicles per day traveled on Main Street (between York and Market). Truck traffic accounted for about 13% of these trips.

b. Transportation, Transit and Infrastructure Plan

The Transportation, Transit and Infrastructure Plan highlights recommended improvements to the Borough's circulation, parking and stormwater resources. Recommended improvements should be evaluated in conjunction with the Borough's long-term Capital Improvements Program and annual Paving Plan to determine their feasibility and prioritization.

Transportation and Transit

In possessing an intricate network of roadways, fiscal resources and coordination are needed to align needed infrastructure improvements. Relevant recommended transportation improvements assessed as part of the Comprehensive Plan include:

- Resignalization of 9 intersections;
- Installation of signalization at the offset intersection of Simpson, Shepherdstown and Walnut Streets;
- Realignment of the Shepherdstown/Market intersection and the Allendale connection to Hess Farm; and
- Evaluation of cartway efficiency to determine if sidewalks, public space and/or parking opportunities could be improved.

#8 Implement traffic resignaling updates

Because many of these occur along state-owned roads, a portion of these projects will require cooperation with PennDOT.

Intersections

As part of Mechanicsburg's re-signalization project, the Borough should replace all the hardware, signal poles and signals and further provide a spreadspectrum communication system for the 9 intersections illustrated on the following plan. Newly installed system can be adjusted based on volume and time of day planning, provide real-time data to the Borough office and allow for remote timing adjustments as necessary. Such a communication system would be the 1st of its type in PennDOT District 8-0. Based upon available federal funds and Borough contributions, construction of the system could begin as early 2007 and be completed in early 2008. As improvements are implemented, the community should continue to evaluate the effectiveness of the traffic signalization to insure that safety and efficiency goals are being met. Level of Service (LOS) data as well as traffic volumes related to this project are located within the Appendix.

#9 Realign intersections to improve safety and efficiency

The major intersection at Mechanicsburg's western boundary

In addition to the signalization project, several intersections could be realigned to improve circulation especially at rush hours. At the intersection of Shepherdstown Road and Market Street, alternatives methods of improvement that the developer of Hess Farm is currently exploring include realignment, signalization or installation of a roundabout. Improvements should be

implemented based upon the Borough's and PennDOT's review and determination.

#10
Develop a palette of traffic calming mechanisms

When the Hess Farm Site Development Plan is submitted for review and approval, the accompanying detailed traffic impact study, as required by the Borough, should be closely reviewed by both Borough Staff and PennDOT to insure that the recommended road and traffic signal improvements address road safety concerns and reduce, as much as possible, traffic impact on the community and surrounding municipalities.

Cartways

Some portions of Mechanicsburg's roadways may have wider cartways (pavement surfacing) than may be needed for their traffic and/or parking volumes. These types of conditions present an opportunity for the Borough to explore traffic calming measures including the feasibility of additional streetscaping/landscaping, extended sidewalk areas at corners (commonly referred to as neckdowns), planted medians or other techniques. Traffic calming is intended to promote lower traffic speeds and improve pedestrian and bicycle safety. To successfully realize feasible techniques, the Borough should host meetings with PennDOT to discuss project concepts along state-owned roads. Projects along Borough roads should be discussed with neighborhood residents. After evaluating cartway efficiency and safety issues to determine project feasibility, the Borough should draft a Traffic Calming Plan including developing cost estimates for recommended measures. As appropriate, the community should enter into agreements with PennDOT to ensure safety and maintenance of areas ultimately improved. As part of traffic signalization efforts and discussions with PennDOT, the community should also explore and discuss strategies related to future management of regional truck traffic. Through a two-part approach – internally addressing traffic calming needs and externally evaluating regional truck traffic impacts with other Tri-County initiatives, the Borough has the opportunity to take an advocacy/leadership role in sustainable land use/transportation management as well as to improve the safety of its roadways.

"Neckdowns" can serve as traffic calming devices while also widening sidewalk space for dining and/or public gathering.

#11
Utilize select alleys and side streets to enhance outdoor dining/shopping

As part of these and other streetscape improvements, the Borough should also evaluate and determine the feasibility and desired character of erecting new traffic sign poles and street signage, especially along major roadways. These upgrades are aimed to improve physical and visual consistency and appeal along Mechanicsburg's streets. Alleys and side streets are another significant component of Mechanicsburg's transportation network and serve many purposes. They provide access to off-street parking and/or loading areas, serve as short-cuts from the main road network and offer pedestrians alternative routes from narrow sidewalks on busier

Underutilized alleys and service areas can be converted to public space.

#12 Optimize Corridor One transit and development opportunities

thoroughfares. Alleys and side streets also commonly provide access to the community's few remaining factories, warehouses and carriage houses. As these structures have typically served as the genesis of Mechanicsburg and the activity from which it is named, the Borough should strive to highlight their significance through interpretative displays and/or signage.

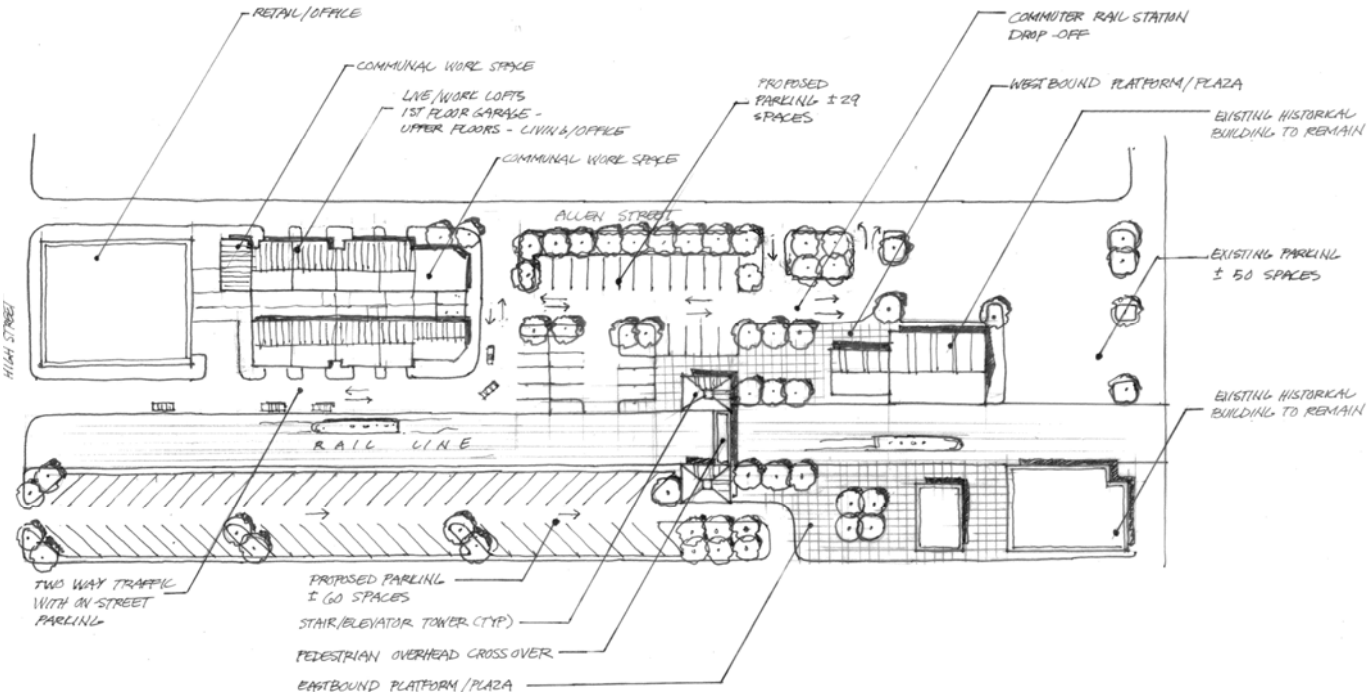
Because some alleys possess short sight distances, the Borough should evaluate alley accident patterns, and occurrence to determine ways in which the safety, visibility, circulation and accessibility of alley traffic could be improved. As part of this alley evaluation, the Borough should also assess the feasibility of utilizing portions of some alleys (e.g. Railroad Avenue) to enhance sidewalk-oriented dining and shopping experiences as well as possibilities for preserving and/or re-use some alley carriage homes to complement this activity. The Borough should begin by hosting a meeting to discuss the project's concept with adjacent property owners. The Borough will need to evaluate and determine alternative access/circulation patterns and signage needs for traffic routing as well as likely entering into agreements with property owners to ensure safety and maintenance of the improved areas.

First trolley through town.
Date unknown.
(Brenneman photograph)

Mass Transit

The Borough should evaluate and plan for potential local and regional opportunities resulting from the long-term development of the Corridor One corridor. Mechanicsburg should also consider the potential relationship and/or impacts of increased railroad traffic. Coordination of future land uses and circulation patterns along the corridor should be considered in context of the presence and locations of at-grade crossings. The Borough can capitalize on the arrival of Corridor One and its Mechanicsburg stop in several ways. The stop will likely be a catalyst for development in the areas adjacent to it. The transit stop could include additional mixed use and/or transit-oriented in-fill development and parking immediately surrounding it as well as satellite parking areas on the periphery. Transit-oriented development generally focuses on creating pedestrian friendly places with easy access to different types of mass transit. A key action should include hosting a meeting with interested property owners to discuss the impacts and benefits of potential development, infrastructure and circulation. Other actions include evaluating and determining development, leasing and/or acquisition costs and ordinance implications associated with potential improvements and entering into agreements with property owners to ensure safety and maintenance of improved areas.

Looking North toward the proposed Corridor One route



An illustrative concept of in-fill, development infrastructure and circulation opportunities that could be considered for the Corridor One route.

The Borough can build upon its existing architectural and parking infrastructure by introducing opportunities for live /work loft space adjacent to the Corridor One route.

#13
Institute a Downtown Parking Strategy

Parking
Based upon the Comprehensive Plan's completed parking inventory and analysis, the Borough should institute a Downtown Parking Strategy. Such a strategy will enable the community to optimize the efficiency and access of its existing and potential parking facilities.

Given the relationship between supply and demand in some Downtown parking sheds, it would appear that some parking areas could be transformed to new development. Other parking areas, however, may not want to be lost because of their proximity/ convenience to particular uses or their visibility. One of the first locations the Borough should target in determining improved efficiency is within the Primary Parking Strategy Area as illustrated on the Transportation, Transit and Infrastructure Plan.

A key component of this effort is promoting discussion between the public and private sectors to identify the feasibility and benefits of joint parking efforts given the Borough's plentiful parking resources. The Parking Strategy can be enhanced through improved wayfinding which will maximize the visibility of the various parking locations within Downtown. (See additional discussion in the Civic Amenities Plan). Where suitable, the Borough, property owners and institutions may establish access easements/joint use parking agreements. This overall approach to improved parking efficiency and access can also be incorporated into the community's business recruitment efforts and in-fill development projects. Through an in-fill approach, upper floor structured parking areas could be constructed in conjunction with new ground floor retail space. This additional parking could service both new development and other parking needs in the vicinity. An example of this type of relationship is illustrated on the following page.

Evaluating Parking Needs

There is a general perception that parking shortages occur within Downtown and at many of the community's parks and open spaces. In the Spring of 2006, public and private parking demands were inventoried in the area generally bound by Keller, Washington, Green and Filbert Streets. Based on this sampling, the highest parking occupancy (79%) occurred in the southeast on Friday at 9:00am. The peak hour parking occupancy for the south central and southwest portions of Downtown occurred on Sunday at 10:00 am. The lowest peak hour occupancy (26%) occurred in the northeast on Wednesday at 8:00pm - this portion of Downtown has one of the Borough's largest parking supplies and the lowest occupancy rates.

Given the relationship between supply and demand in some parking sheds, it would appear that some parking areas could be replaced with new development (such as redevelopment of higher and better uses between Main and the railroad tracks). Other parking areas, however, may not want to be lost because of their visibility or their proximity/convenience to particular uses. The Borough may also want to consider amending parking requirements to reduce required parking ratios or to better utilize on-street parking as part of the Borough's overall parking strategy. More detailed parking findings are located in Part 3.

An example of in-fill non-residential development with upper story structured parking.

Infrastructure

The Borough's most significant stormwater issues that should be addressed occur along certain Borough roads. Many issues are related to the presence of karst formations that make up the Borough's geological patterns. These formations, at times, cause sinkholes which can make development and stormwater management challenging. Consequently, the Borough should explore, create and adopt development and stormwater management policies which reflect the sensitivity of the Borough's geology. Further, to minimize negative impacts of storm events on public and private property, stormwater management improvements should be constructed including (but not limited to):

Topography, geology and municipal budgeting considerations can influence stormwater management decisions.

- Stabilizing the Mulberry Drive roadway to enable the pavement to withstand the constant subgrade saturation;
- Working with Mechanicsburg Area School District to implement improvements along Broad Street;
- Developing and constructing a combination underground and open channel improvement strategy, in cooperation with PennDOT, to alleviate stormwater impacts along Shepherdstown Road;
- Eliminating stormwater ponding issues at Market and Main Street, and Norway and Main Street;
- Working with adjacent communities to improve drainage swales and pipe infrastructure along Simpson Street;
- Evaluating options to improve Darla Road stormwater issues and develop cost estimates for potential solutions; and

#14 Address stormwater management issues

- Determining suitable mechanisms for minimizing stormwater inputs in Northern portions of the Borough.

Depending upon the direction that these improvements take and other modified site development regulations, the Borough could work with property owners to improve existing stormwater areas that have fallen into disrepair or have no stormwater outlets, and develop small-scale stormwater management facilities such as pocket parks/wet weather parks. Designated wet weather areas assist in minimizing stormwater impacts on land and sewage systems during and following a precipitation event. These areas can be landscaped to make more attractive neighborhood amenities and/or to provide valuable public recreation space during dry weather and function as stormwater management facilities during wet events. The Borough also has the opportunity to work with public agencies (e.g. Bureau of Forestry, Penn State University Extension Service) to explore suitable urban forestry techniques that could be utilized to resolve some stormwater management challenges.

An example of an innovative stormwater management system incorporated into streetscapes.

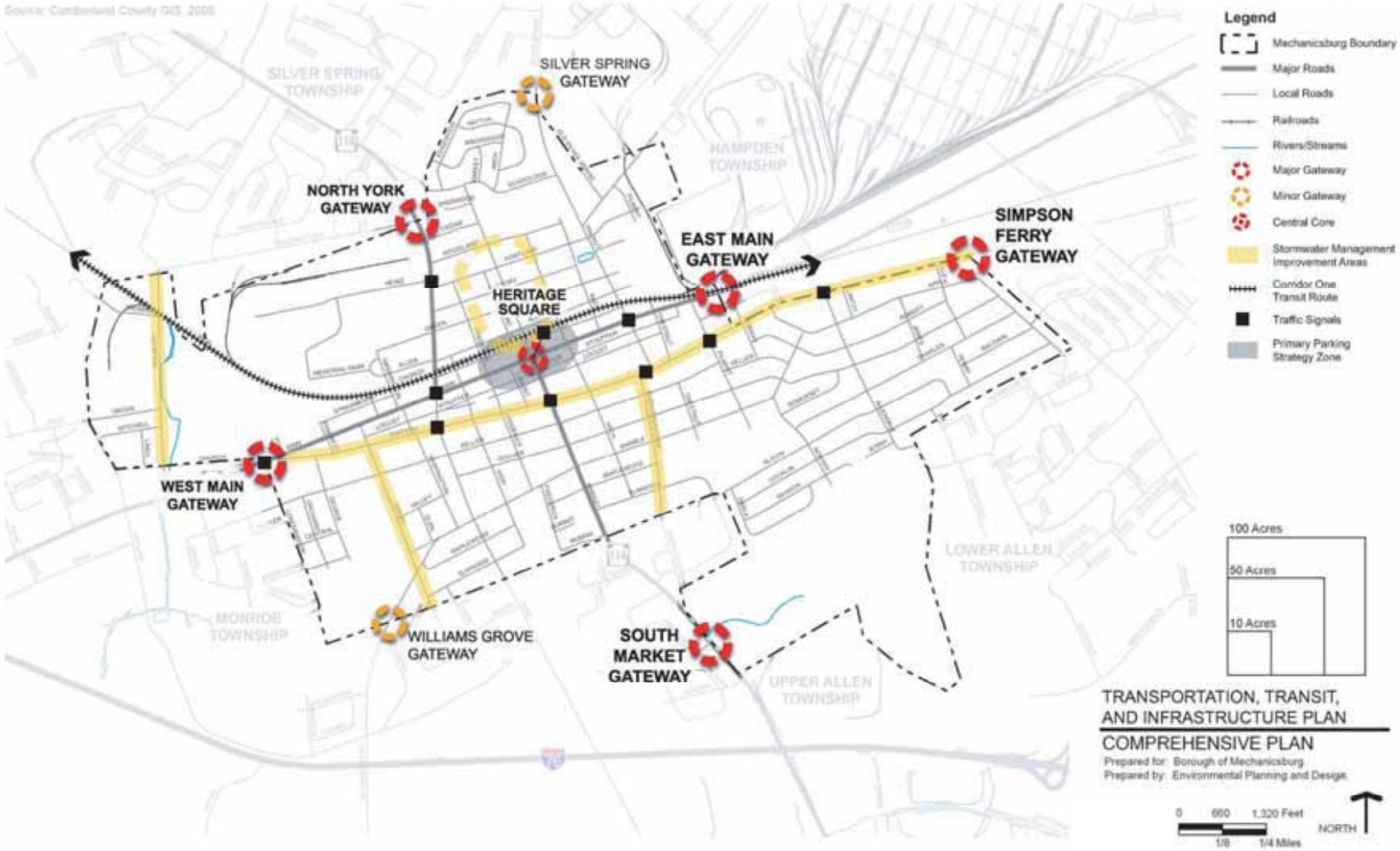
#15 Explore opportunities for burying or moving utility lines and poles underground or into alleys

In conjunction with these and other road and alley improvements, the Borough could pursue the opportunity to bury above ground wires or move utility poles to alleys. Coordination of these improvements with other capital improvements projects is a necessity.

The Borough also has the opportunity to realize some cost savings by developing additional partnerships with adjacent municipalities. Joint efforts related to composting, waste collection and sewer improvements could be a first step in increasing the effectiveness of these and other services and programs.

Utility lines in alleys can remain above ground or be placed below the surface in conjunction with other infrastructure improvements.

Borough parcel and boundary data provided by Cumberland County (2005).



A historic photo on Main Street looking west.

c. Civic Amenities and Natural Resources Plan

The Civic and Natural Amenities Plan identifies the locations of the Borough's key cultural and natural resource spaces. Opportunities for interconnections between passive and active recreation areas are also depicted. As the Borough is nearly built out, most opportunities for enhancing this system of amenities can be realized through leveraging existing resources within and surrounding the Borough.

Cultural Resources

The principal institution within Mechanicsburg that records the community's heritage is the Mechanicsburg Museum Association. The museum and other cultural institutions can play a development role in promoting a niche to capture travelers to town.

#16
Explore the feasibility of creating Heritage Square

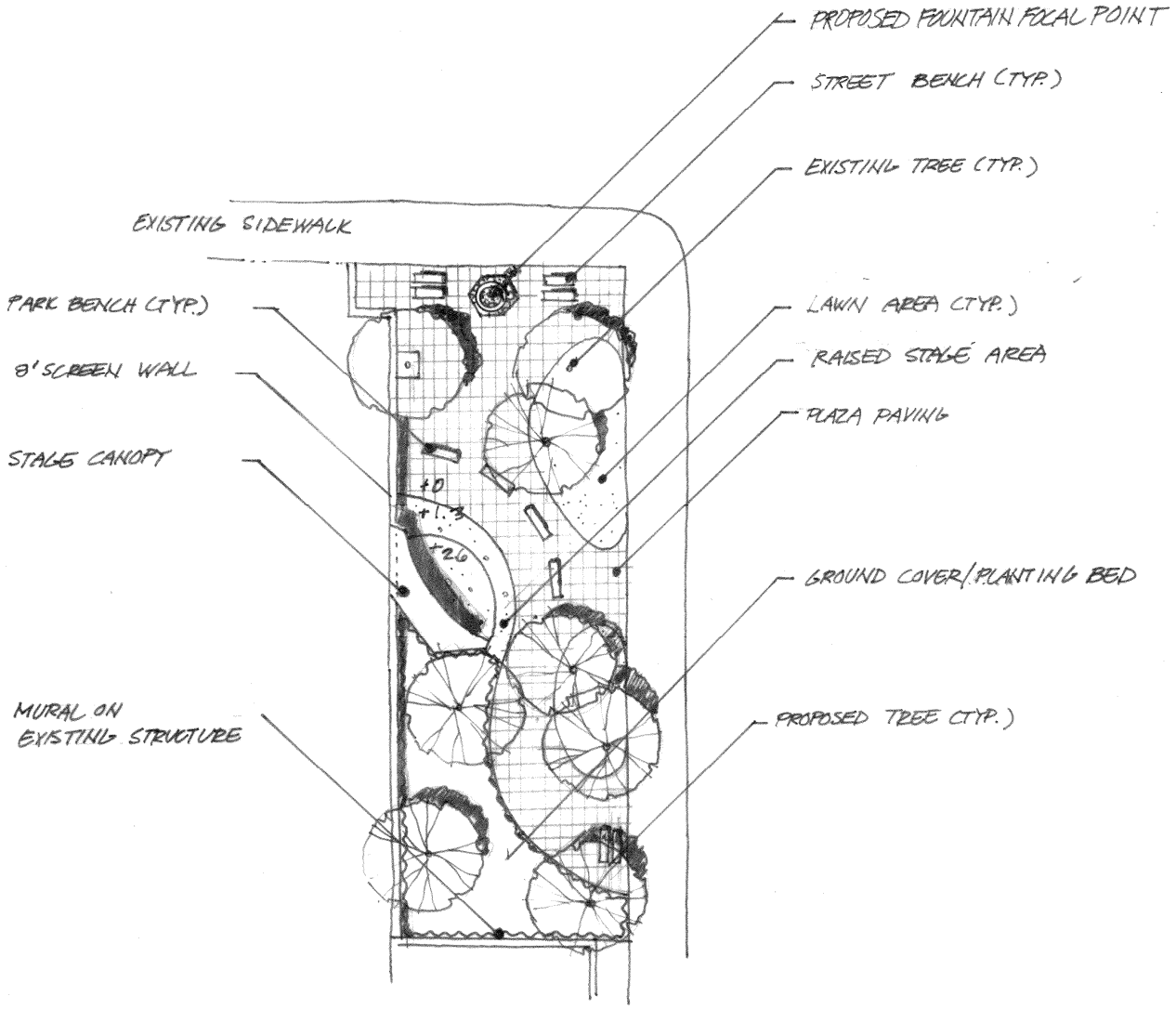
The Mechanicsburg Museum Association adaptively restored 5 buildings in the Downtown and took up stewardship of the Passenger Station, which was restored by the Borough for offices following the American Bicentennial. Besides the National Register building, the Stationmaster's House (also listed on the National Register), the Freight Station, the Washington Street Station and the Frankenberger Tavern are vital parts of the museum and the future of Mechanicsburg's heritage.

In conjunction with recommended stormwater improvement projects, the Borough could work with the Museum Association to restore an old police lockup building on North Railroad Street. As a small masonry structure, this building could speak to today's residents about early methods of incarceration.

The Mechanicsburg Museum Association also created the Cumberland Collaborative in 2005 which links all museums, historical organizations, art centers and galleries in Cumberland County. For the first time in over 100 years, these representatives from institutions are meeting on a regular basis to share resources, avoid duplication of programs, to coordinate schedules and to assist each other with large tasks. By the end of 2007, approximately 40 organizations will be a part of the group. To optimize fiscal and physical resources, coordination for future cultural events in the Borough should occur through the Collaborative.

Open Space

One of Mechanicsburg's commonly referenced spots is the Main and Market Street intersection. This area, designated as Heritage Square, possesses the potential to become a keystone of the Borough's public gathering spaces and a place to celebrate community history. Given this area's centralized location, the Borough should explore the feasibility and benefits



A conceptual design idea for Heritage Square including paved areas for gathering and landscaping with four-season interest.

Small-scale seating areas can provide settings for informal gatherings.

Greenways link pedestrians, cyclists and natural resources.

of incorporating various seating opportunities, a performance/display platform and/or a landmark feature into this highly visible crossroads as a step in enhancing the function and character of the Downtown streetscape. The proposed Heritage Square could be physically and visually linked with the existing Museum Square (Passenger and Freight Stations with the Stationmaster's House) to attract visitors and direct them to other locations within the Borough.

The expansion of other more traditional park and recreation opportunities is also recommended. Because several future green space opportunities are within close proximity to Borough borders, the community has the opportunity to participate in a series of potential multi-municipal projects. These efforts include the possible expansion of recreation opportunities in conjunction with Hampden Township as well as developing greenway links to the Borough's north with Silver Spring Township as part of Cumberland County's anticipated Trindle Spring Greenway. As part of the greenway project, the communities should also study the feasibility of establishing pedestrian connections to the nearby Appalachian Trail which extends from Maine to Georgia.

A view along the Trindle Spring Greenway corridor.

Based upon previous Borough initiatives, the community could incorporate tree-lined street corridors into the overall greenspace/greenway network. Besides providing visual appeal, these corridors become important links in sustaining the health of the Borough's natural environment.

The Cedar Run Greenway, running through the southeastern section of Mechanicsburg, should also be considered for connection to conservation efforts in surrounding communities. As part of the future development of this area, the Borough should work with the development community to ensure that floodplain areas on the property are not adversely affected.

Gateways/Wayfinding

#17 Construct gateways to increase community visibility and sense of pride

Another important component to a successful circulation network is the creation of a unified gateway and wayfinding system. A gateway designates a point of arrival, such as a sign along a municipal boundary, and generally is geared toward vehicular traffic. Wayfinding refers to the provision of context clues and/or signage that guide both vehicular and pedestrian travelers to identified destinations.

Based on the myriad of directional guides and the traffic patterns currently within the Borough, Mechanicsburg should establish major gateways in proximity to the locations where busier roadways intersect Mechanicsburg's boundaries. Minor gateways can announce one's arrival or departure along other

Gateways can take many forms such as portals, signage or landscaping.

important roads. Recommended locations for gateway enhancements are illustrated on the Transportation, Transit and Infrastructure Plan.

Once within the Borough, wayfinding should guide to notable points of interest such as public spaces/buildings, parking areas and historical attractions along key segments of the pedestrian network. Scaling of gateways and wayfinding should be suitable for ease of reading by both pedestrian and vehicular traffic. Although Mechanicsburg receives a significant amount of truck traffic, the routes on which they travel are not delineated as well as they could be. Wayfinding could be developed for this traffic and alternative routes explored. The Borough should further study the potential locations of this guiding system to determine appropriate locations for system components in context of available rights-of-way, sight distances, surrounding architectural features historical character and residences. Graphic patterns developed as part of the gateway and wayfinding network could also be incorporated into a unified and unique street signage system.

#18
Create a coordinated Borough wayfinding / signage system

In general, five types of gateway and wayfinding signage could be explored in conjunction with the Mechanicsburg future system. Major gateways, which identify entrances/portals, could feature larger-scale architectural elements and/or signs. Minor gateways could feature smaller-scale architectural elements and/or signs and designate entrances/portals. These first two types of signage should be situated in highly visible positions along heavily traveled thoroughfares.

Wayfinding provides directions, identification and information about key community resources.

Other types include directional signs - those designed to orient users to a destination or special place. Identification signs mark the arrival to a destination or special place. Lastly, informational signs provide detail and/or explanations about destinations or special places.

Mature trees along a residential street.

Where trees aren't present, a tree lawn can provide opportunities for potential tree planting.

#19 Designate primary and neighborhood pedestrian connections

Tree Lined Streets

In addition to establishing a distinguishable character to the Borough's road network, street trees provide shade and potentially aids in reducing homeowners' cooling costs. Building upon the Comprehensive Plan's initial analyses, the Borough's Shade Tree Commission should develop a Street Tree Planting Strategy to determine and prioritize those roads and neighborhoods that could benefit from the addition of street trees. An on-going loss of street trees can adversely impact aesthetics and climatic influences. As projects are prioritized, the Shade Tree Commission should develop an educational campaign identifying tree care activities as well as the community's tree planting mechanisms. Projects should be prioritized in conjunction with other sidewalk and/or right-of-way improvements. With this overall strategy, the Borough could also pursue public funding/grant opportunities to implement identified projects.

Potential criteria for determining tree planting projects could include the availability of existing "tree lawn" (area between a sidewalk and roadway that has the capacity to host a tree) and the existing patterns/density of street tree plantings in a given area. Both maintenance/enhancement areas and new planting areas should be addressed. Initial recommendations for enhancements to streets with some existing tree plantings include Main, Market and Simpson.

Pedestrian Network

The Borough should develop a designated pedestrian network utilizing its system of existing sidewalks. This network can host the main portion of the Borough's wayfinding signage guiding residents and visitors to the community's broad range of amenities. The primary routes of this network utilize the Main and Market Street corridors. Neighborhood connections can be designated to provide formal links for pedestrians traveling between home and a civic destination. A key component of this network's success should also include coordination with the community's Safe Routes to School effort.

To highlight the significance that this pedestrian network can play in connecting destinations within the Borough, the recommended relationship of the system's components is illustrated on the Civic Amenities Plan. As part of developing a safe and efficient system, the Borough should complete sidewalk construction along portions of the network that currently do not feature sidewalks and address existing sidewalks in need of repair. While all sidewalks should be assessed on a continuous basis, portions of those along streets such as Simpson, York and Green readily exemplify these needs and could be refurbished to create more walkable streets.

In conjunction with the Safe Routes to School initiatives that community members are leading to improve pedestrian safety for children, the community's pedestrian network should be designated to

optimize accessibility and efficiency between neighborhoods and school facilities. Primary and neighborhood connections should be designated to clearly identify preferred, safe routes. Specifically, in implementing part of this network, the community should evaluate needed improvements of the following intersections.

For Broad Street Elementary:

- Broad and Main
- Broad and Simpson Ferry
- Broad and Keller
- York and Keller
- York and Simpson (all corners)
- York and Main (all corners)
- Broad and Coover
- Broad and Williams Grove Road

For Elmwood Elementary School:

- Traffic calming along Elmwood in front of the School
- Shepherdstown and Elmwood
- Extend sidewalks

For Northside Elementary School:

- East Allen and North Race
- Race and Factory
- Race and Green
- Portland and Walnut
- Woodland and Race
- Market and Portland
- Market and Schoolside
- Walnut and Schoolside
- Arch and Portland
- Arch and Woodland
- Market and Schoolside
- Main and Walnut

In addition to pedestrian connection improvements, some sidewalk should be reconstructed to improve pedestrian safety.

Koser Park play area.

#20
Update the Borough's Comprehensive Parks, Recreation and Open Space Plan

#21
Encourage the preservation of Memorial Park

#22
Allow murals on buildings subject to review

Enhancing the Overall Civic Amenities Network

To balance the demands upon and ensure continuity among the Borough's civic and natural amenities, the community should complete a thorough update of its Comprehensive Parks, Recreation and Open Space Plan. This type of plan helps a community identify conservation and recreation needs. Applicable facility surpluses and/or deficiencies, phasing alternatives and potential partnerships with private and/or public entities including joint ventures with adjacent municipal entities should also be identified. Completing the Plan within the framework established by the Pennsylvania of Department of Conservation and Recreation increases the Borough's potential eligibility to receive future funding that could be applied toward future environmental restoration, conservation and recreation improvements.

These planning efforts, along with identified greenway initiatives, could provide the opportunity to work with the Mechanicsburg Area Parks and Recreation Department to identify possible connections to existing parks and recreation space in Mechanicsburg and to surrounding communities. In conformance with National Park and Recreation Association Standards, the Borough should strive to increase its acreage of park and recreation land per capita. One goal could be providing 10 acres per 1,000 residents with the optimal goal of 15 acres per 1,000 residents when Mechanicsburg reaches build-out and accounting for potential Hess Farm development. Ways in which these goals could be achieved include the preparation of Master Plans for each of the existing park sites as well as for proposed additional green spaces (e.g. Joint Use Recreation Area with Hampden Township and the Hess Farm tract).

Urban Forestry

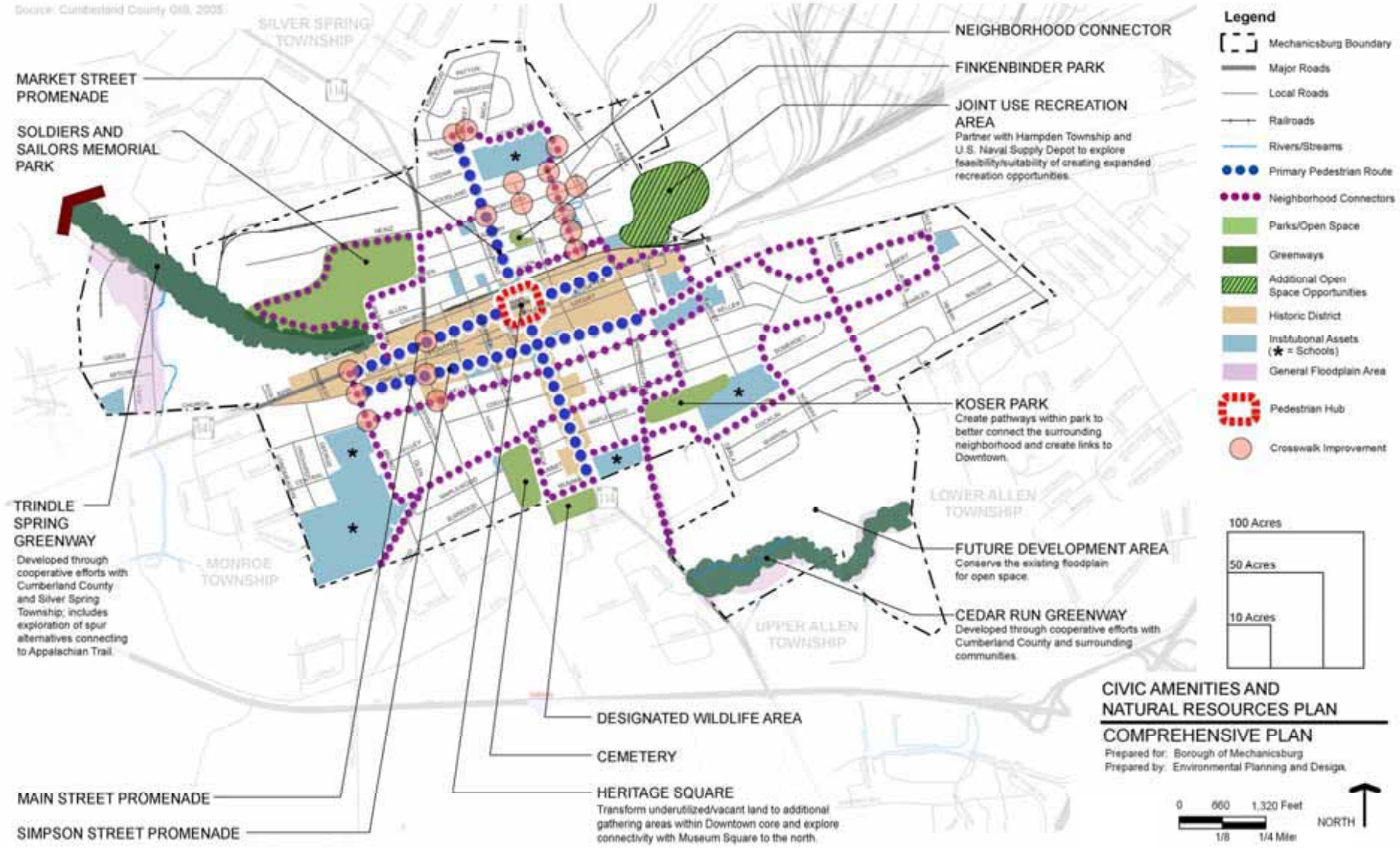
According to the US Department of Agriculture, urban trees are an important part of every community, serving both infrastructural and aesthetic needs. Functionally, trees in urban areas help to reduce air pollution, reduce stormwater run-off, cool residences in hot summer months, and absorb noise pollution. Trees also serve people psychologically by imparting a sense of comfort and privacy. Street trees, in particular, help define urban spaces and are often used to calm traffic in residential neighborhoods.

Source: *Urban and Community Forestry: Improving Our Quality of Life.* USDA Forest Service, Southern Region. Forestry Report R8-FR 17. April 1990. Reprinted April 1997.

Master planning efforts and preservation efforts for Memorial Park should consider findings emerging from the 2005 Tree Survey prepared by local Boy Scout members. A copy of the Tree Survey is contained within the Comprehensive Plan Appendix.

Lastly, in addition to its park land, the Borough can expand "public" spaces through the use of structures. The Borough should explore and create a process for reviewing and approving submissions for murals in non-residential areas. Artistic displays can increase the sense of public space without need for land acquisition.

Borough parcel and boundary data provided by Cumberland County (2005).



Building upon an emerging theme common to several existing businesses in the community, the Borough can establish a "fix, fixture and furnish" market.

d. Business Development Plan

One of the focal points of the Comprehensive Plan was evaluating the opportunities and challenges for enhancing economic development in the Borough. The Borough's strategy for future Downtown business development is outlined to service the population within at least a 5-mile radius.

Mechanicsburg has the opportunity to capture business from 32,000 households situated within such a radius of the Borough. These households have an average income of nearly $74,000. Given the community and region's demographics and spending patterns, the primary niche upon which the Borough should consider establishing itself includes restaurants, arts and entertainment. These destination types of businesses should also occur within the "core" area of the community's Downtown. Ideal businesses for the Borough's restaurant/arts/ entertainment "core" include fine dining, outdoor cafes, casual dining/pubs, art galleries and studios, art and culinary schools; and specialty retail such as up-scale kitchen accessories, electronics and specialty gift shops. Successes within this core can be leveraged to bolster business opportunities in other locations along and in proximity to central Main Street.

Understanding Purchasing Power

As the Mechanicsburg market area has become more diverse, it is important to understand the complexion, or characteristics, of potential buyers – this complexion is also known as market segmentation. Market Segmentation is the process of partitioning markets into segments of potential customers who have similar characteristics and are likely to exhibit similar purchasing behavior. Different market segmentations make up the potential customer-base residing within the 5-mile radius of Downtown Mechanicsburg. Demographics studied to identify these markets include education, income, housing and race. Lifestyle information includes travel, eating out, shopping, reading material, television preferences, etc.

Within a 5-mile radius of Mechanicsburg's center there are nearly 84,000 people. The median age is 40.0. The average household income is $73,706, and the median household income is $59,076.

Within a 3-mile radius of Mechanicsburg's center there are 37,700 people. The median age is 41.4. The average household income is $65,358, and the median household income is $53,236.

Within a 1-mile radius of Mechanicsburg' center are approximately 10,500 people. The median age is 38.6. The average household income is $57,484, and the median household income is $47,787.

The focus of future restaurant uses should be geared toward attracting both local and regional audiences. Based on demographic data, analysis of current economic characteristics within a 5-mile radius and successful current uses, Mechanicsburg should expand the business mix to include:

Fine Dining, Outdoor Cafes, Casual Dining, Pubs: There are a sufficient number of fast food establishments. Outdoor cafes should be encouraged on street corners, underutilized side streets and within converted alley areas.

Specialty Retail: Upscale kitchen accessories, electronics and specialty gift shops, also, craft type retail that provides home décor for early American style homes.

Because of the ample supply of parking within the area bounded by Arch Street – High Street – Strawberry-Locust, the initial business revitalization effort should concentrate on Main Street from Frederick Street to Arch Street (Target Area). The area to the east and west of the Target Area is primarily residential; bed and breakfasts should be encouraged and the office uses currently existing in the Target Area should

be relocated to either the second floors of the Target Area or into the areas directly east and west of the Target Area. The buildings with larger footprints should be converted to restaurants; where a very small side street is located adjacent to the building, the Borough should consider abandoning these types of side streets for use as outdoor cafés.

Building upon an emerging theme common to several existing businesses in the community, the Borough can also establish a "fix, fixture and furnish" market. Example businesses include architectural/interior design shops, specialty hardware stores and furniture stores. This theme celebrates the Borough's craftsman heritage and illustrates a unique community identity. Additional upscale and supporting retail can also be added to complement this market.

Clustering similar "destination" type uses promotes increased pedestrian traffic. To further enliven streetscape activity, the Borough should work with property owners to creatively integrate outdoor seating into various locations in this area including side/deep rear lots, alleys/rights-of-way and/or extended sidewalk space. In general, the Borough should work with private developers to attract tenants that reinforce the character of the restaurants/arts/entertainment core. Groups such as Main Street Mechanicsburg should also work with operators of retail and service establishments to synchronize active business hours to optimize consumers' time and economic vitality.

e. Regional Relationships

The Borough's planning strategies and projects impact its surrounding communities. In order to balance these impacts, the community can participate in a series of multi-municipal collaborative planning strategies. The opportunities include but are not limited to recreation, conservation, education and stormwater management.

#23-30 Continue Pursuing regionally oriented efforts to enhance quality of life and to optimize physical, fiscal and human capital

Based upon the Comprehensive Plan's recommendations, there are many opportunities for developing and/or enhancing joint planning efforts. Potential activities that the Borough can pursue in the short and long-term include:

- Developing a Joint Recreation Area with Hampden Township;
- Creating a portion of the Trindle Spring Greenway in cooperation with Silver Spring Township;
- Expanding programming opportunities throughout all seasons of the year in cooperation with the Mechanicsburg Area School District;
- Developing a marketing strategy to attract regional audiences;

- Expanding life-long learning opportunities in collaboration with Mechanicsburg Area School District and other community nearby institutions of higher learning; and
- Conducting periodic joint School District and Council coordination meetings.

As these efforts come to fruition, the Borough should continue to explore additional opportunities for multi-municipal efforts.

f. Impacts on Policies/Ordinances

#31 Institute an overall Maintenance Enhancement Strategy

In recent years, the Borough has adopted several new ordinances including those focused on/oriented toward for rental property, property maintenance and traditional neighborhood development. Local elected and appointed officials and borough staff, residents and businesses are gradually developing an understanding of these provisions. By sponsoring additional opportunities to promote education, understanding, appreciation and enforcement of Mechanicsburg's land development regulations, community relations, and services, Borough's leaders and residents can improve the effectiveness of administering and implementing the community's plans and policies.

#32 Evaluate alternative stormwater management mechanisms

To address maintenance enhancement issues, the Borough should also evaluate the suitability of expanding the provisions and enforcement of existing property maintenance ordinances. Target areas, generally within the central portion of the Borough, should be identified where "pilot" projects on both residential and non-residential parcels could be promoted. Pilot projects should be designed to improve the safety and "health" of structures and/or properties that are currently experiencing various degrees of neglect.

#33 Adjust parking ratios within the Downtown Overlay

Some property maintenance concerns could be the result of past stormwater problems. In conjunction with developing additional maintenance enhancements, the Borough should continue to evaluate alternative stormwater management mechanisms. Opportunities for utilizing engineered systems and/or natural infiltration should continue to be explored in order to identify the most encompassing and cost effective solutions to various stormwater problems impacting different areas of the community. Where appropriate, Mechanicsburg should explore such alternatives with neighboring communities – especially those on higher ground where water drains into the Borough. The Borough should also outline strategies and desired stormwater management outcomes as related to future development on Hess Farm to ensure that existing stormwater management challenges are not further intensified by additional development in the southeast portion of the community.

One of the contributing factors to Mechanicsburg's stormwater problems is impervious surface – a surface which does not permit water to penetrate. Parking lots are a common contributor to

impervious surface coverage. The amount of parking existing in the Borough is the result of standards applied through the Borough's Zoning Ordinance. As surpluses of off-street parking exist within certain areas of the community and new development is anticipated, the Borough should evaluate amending both standards for parking quantities and for parking surfacing. These adjustments could both optimize the amount of parking as well as to promote less impervious surface coverage. Typical remedies for a surplus such as that which the Borough is experiencing include reducing parking ratios and or allowing uses to factor on-street parking into their requirement. To ensure success of this policy change, adjustments of ratios should be in done in consultation with Main Street Mechanicsburg.

Another mechanism for reducing stormwater impacts is the use of riparian buffers. These vegetated areas serve as natural filters removing sediment and metals before surface water flows to a nearby stream or drainage area. The inclusion of riparian buffers within the future development of Hess Farm is strongly encouraged to mitigate potential stormwater impacts as well as to provide quality habitat areas. The re-establishment of riparian buffers along other drainage areas throughout the Borough are also encouraged.

The extent of uses currently permitted within Main Street/Downtown and the proposed Downtown core currently does not include all those recommended as part of the business development plan. Consequently, current zoning provisions should be evaluated to accommodate the uses recommended within the Downtown Mixed Use District. The development of Compatibility Standards applicable to the Downtown, Northside and Southside areas will also aid in ensuring that in-fill and building rehabilitation efforts reflect the Borough character. As part of these standards, the Borough should develop a series of form-based guidelines that enable property owners to accommodate modern business and residential needs within the context of surrounding existing development. Codifying these provisions enables the community to ensure that desired development character continues and incompatible building patterns are minimized.

Main Street Mechanicsburg and the Mechanicsburg Chamber of Commerce are organizations that currently promote economic vitality and community events in the Borough. As the community expands services and goods to both local and regional audiences, additional coordinated organization and management will be required. Establishing agreements or memoranda of understanding at the initiation of such efforts will enable all participants to establish the purpose, roles/responsibilities and generally anticipated outcomes of these efforts. Expertise of many entities will be needed including local, County and State governments, Main Street Mechanicsburg, business owners, and the local Chamber of Commerce to ensure continued economic success. One of the greatest challenges in pursuing consumers throughout a region is the ability to safeguard

#34 Encourage the use of riparian buffers to reduce stormwater impacts

#35 Develop a process to codify the form of Downtown development

#36 Create an expedited approval/ review process for Downtown priority areas

#37 Create reports on development activity and Ordinance applications

#38 Encourage Planning Commission comments on special exceptions, conditional use and variance applications

and enhance relationships that exist among local businesses and professionals. To encourage that the objectives of Downtown business development are fulfilled within identified priority areas, the Borough should consider drafting and adopting suitable revisions to its development review process that will enable pursuing parties to secure various approvals for proposed development within a timely manner.

#39-40 Prepare graphics and diagrams to outline Ordinance procedures and roles

Whether within Downtown or within other areas of the community, as future developments and redevelopments are pursued, the Borough's Zoning Officer should prepare an annual report identifying each year's application activity. This document provides Borough leaders and officials with an easy-to-use summary of past decisions to reference as new projects emerge and to promote continued consistency in implementing development objectives and decisions.

#41 Identify the feasibility and mechanics suitable for providing tax breaks in the historic district or maintenance/ enhancement area

Although not required as part of all applications for development, the Planning Commission is encouraged to review applications for special exceptions and variances along with conditional uses. This type of review provides several benefits including offering additional feedback/context to deciding bodies (e.g. Council, Zoning Hearing Board) for consideration in the approval process and raising awareness among Planning Commission members about the full range of development activity happening the community.

As part of updating Ordinance provisions, including identifying roles and responsibilities for new types of development approvals, the Borough should create a series of graphics and diagrams to illustrate the procedures associated with the application filing and review process. As part of this process, the role of HARB should be established to enable the group's review and comment of architectural treatments at appropriate times and level of detail to complement Borough leadership's standard review periods.

#42-43 Prioritize improvements to continue providing quality services to community residents

As part of Borough-wide initiatives, community leaders and stakeholder organizations (e.g. Main Street Mechanicsburg, Mechanicsburg Museum Association and HARB) should identify and evaluate mechanisms that may be suitable for providing financial incentives for quality development and/or redevelopment within the Mechanicsburg's historic district and/or maintenance enhancement area. Incentives, if determined feasible, could aid in strengthening connections, continuity and longevity among land uses in the heart of the community.

As part of encouraging quality development, the Borough's Shade Tree Commission should also work with community leaders to establish, plan and prioritize the planting of shade trees in identified areas. Depending upon the scale of proposed phasing, some tree planting projects may be incorporated into the community's capital improvements. These projects, like other components of

infrastructure, should be evaluated and prioritized annually as part of the Borough's on-going Capital Improvement Planning.

g. Comprehensive Plan

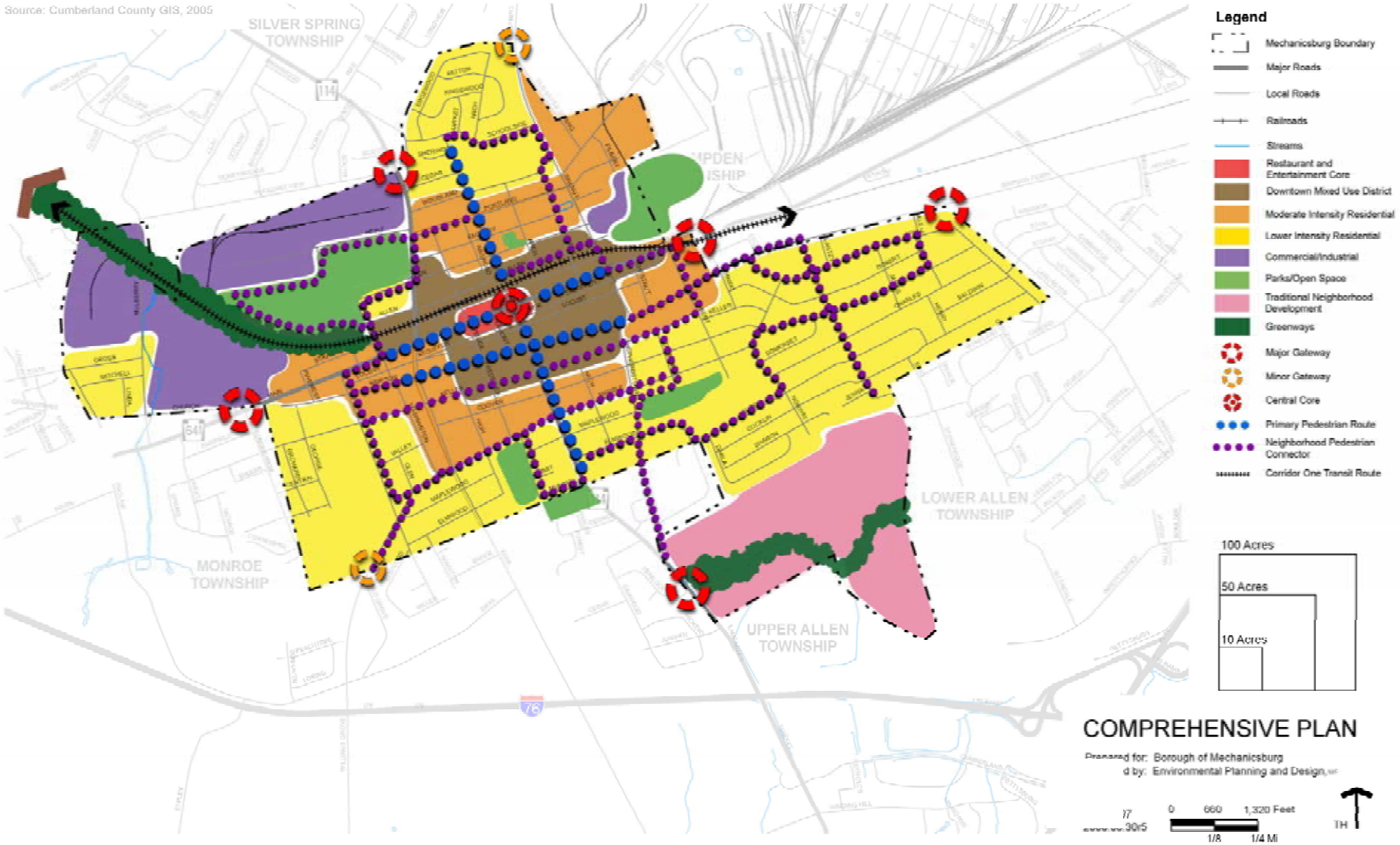
The Comprehensive Plan provides a long-term picture that seeks to organize and optimize the Borough's many planning opportunities. A summary of these opportunities are illustrated on the following diagram. The diagram is a representation of the relationship between recommended land use and housing, transportation and infrastructure as well as civic amenity enhancements. Together, these components form an integral Plan that seeks to balance community aspirations and available resources.

#44
Produce an annual Comprehensive Plan status report

To ensure the implementation of desired goals and objectives, Planning Commission in conjunction with Borough Staff should complete an annual status report of the Comprehensive Plan. The status report should identify the recommendations that have been accomplished as well as outline desired goals for the following year. Updates and coordination among the community's various officials, staff members, advisory boards and civic organizations should occur at least three times a year to understand the opportunities and challenges of the year's various projects. The status report should be submitted to Borough Council for review prior to an annual Planning Summit. The formal Planning Summit should be hosted with Borough Council, Planning Commission and Municipal Staff in attendance to formally discuss the successes and potential enhancements to future implementation strategies and budgeting resources.

#45
Conduct annual coordination among Borough leaders and community organizations

Borough parcel and boundary data provided by Cumberland County (2005).



The Essence of the Comprehensive Plan's Goals

1 *Enhancing housing opportunities*

2 *Strengthening economic and community development*

3 *Respecting the Borough's existing cultural and historic integrity in future efforts*

4 *Ensuring efficient movement*

5 *Delivering high quality and cost effective services*

6 *Embracing natural resources and amenities*

7 *Balancing short-term pursuits with long-term potential*

8 *Fostering multi-municipal cooperation*

Part Two Overview

A compass orients a traveler to his surroundings and intended destination. The Mechanicsburg Comprehensive Plan includes two tools that function much like a compass helping guide elected and appointed officials and Borough staff in navigating through the Plan's Road Map and implementing the Plan's recommendations. These two tools, an Action Plan and Progress Report, are intended to assist the community in staying on course and to fulfill its goals.

Action Plan

The Action Plan is a summary of the implementation steps, or actions, necessary to complete the major recommendations outlined in Part One. Actions vary from recommendation to recommendation with some being more project-oriented and others being more policy driven. Each recommendation and its related actions are organized based on topical categories such as land use, transportation and civic amenities. For each recommendation and its subsequent actions, key stakeholders. Stakeholders can fulfill several roles, including those who are primarily coordinating activities and those who most often will provide support through time and/or resources to realize the Comprehensive Plan's recommendations. Throughout different phases of the implementation, the Borough recognizes these roles and stakeholders may also change depending upon the expertise that an Action may require. For reference, a listing of stakeholder abbreviations follows the Action Plan.

Comprehensive Plan goals related to each Action are also noted. This reference identifies the primary purpose that the Action seeks to fulfill. Abbreviated versions of each goal are noted to the right. Another component of the Action Plan is implementation timeframe. Some recommendations and related actions could be completed in the next few years, while others may likely take a decade. It is anticipated that physical, policy and economic influences will impact the feasibility and priorities of the recommendations. Consequently, the Action Plan is intended to respond to opportunities that emerge, issues that arise and projects that are completed from year to year. Based upon these aspects, the Action Plan should be reviewed and priorities updated on a yearly basis. New actions can be added and assignments of stakeholders refined. Each recommendation can be classified into one of five timeframes:

- Immediate Action;
- High Priority Action;
- Medium Priority Action;
- Low Priority Action; and
- On-Going Action.

PART TWO

Table 1: Action Plan

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Future Land Use and Housing Plan					
1	Create a Downtown Mixed Use Zoning Overlay to improve the continuity, functionality and character of Downtown area	Immediate	BC, PC	BS/E, HARB, MSM	1, 2, 3
	a. Identify development character and intensities of non-residential and residential land uses suitable for inclusion within the Overlay area				
	b. Determine the Downtown Mixed Use boundary and draft Overlay ordinance text				
	c. Conduct public participation opportunities to evaluate and adopt regulations				
2	Encourage expansion of viable business markets in strategically located areas to optimize architectural and infrastructure resources	On-going	BC, PC	BS/E, HARB, EC	2
	a. Encourage restoration and adaptive re-use of existing structures to accommodate modern business practices				
	b. Work with community organizations to establish marketing strategies and information for use in recruiting desired businesses and marketing available buildings/sites				
3	Delineate Northside and Southside Residential Overlay Districts to unify moderate intensity residential development areas	Immediate	BC, PC	BS/E, HARB	1
	a. Conduct character and massing studies in areas adjacent to Downtown's northern and southern boundaries				
	b. Evaluate similarities and unique characteristics of studied neighborhoods				
	c. Determine Northside and Southside boundaries and draft Overlay ordinance text that distinguishes the neighborhoods' desired characteristics				
	d. Conduct public participation opportunities to evaluate and adopt regulations				
4	Conserve the character of existing lower intensity residential development to safeguard continuity of larger lot housing areas	On-going	BC, PC	BS/E, HARB, STC	1
	a. Update Borough Ordinances, as appropriate, to address land use, setback and parking provisions				
	b. Conduct public participation opportunities to evaluate and adopt regulations				

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Future Land Use and Housing Plan					
5	Assess and potentially expand Site Design Standards applicable to future larger-scale commercial and industrial development/re-development in order to improve compatibility between non-residential uses and surrounding residential activity	High	BS/E, PennDOT	BC, PC, STC	2, 3
	a. Evaluate compliance and overall effectiveness of existing required site improvements (e.g. parking, landscaping, access, etc.)				
	b. Outline desired building, landscaping, screening and other site improvements based upon evaluation findings and prepare draft Ordinance refinements				
	c. Conduct public participation opportunities to evaluate and adopt regulations				
6	Encourage in-fill development adhering to the character of surrounding neighborhoods to ensure compatibility between new and existing development	Immediate	PC	HARB, MSM, PRC, EC, COC, MMA	1, 3
	a. Prepare an In-fill Development Guide outlining form-based standards and approval process that promote new development and civic spaces on underutilized and/or vacant areas				
	b. Conduct public participation opportunities to evaluate and adopt regulations				
	c. Encourage live/work-oriented development that optimizes use of existing infrastructure and expands economic development opportunities				
7	Develop guidelines to encourage quality adaptive reuse that fits into the character of the existing neighborhood	High	PC	BC, MSM, HARB, MMA	1, 3
Transportation, Transit and Infrastructure Plan					
8	Complete resignalization improvements for identified intersections to optimize roadway network efficiency	High	BC, BS/E	PC, MSM, HARB, PennDOT, CG, MMA	4, 5
	a. Replace hardware, signal poles, signals and provide a spreadspectrum communication system				
9	Promote realignment of intersections and thoroughfares to promote efficiency and safety of future neighborhood development at former Hess Farm	Medium	BS/E, PennDOT	PC, PD, STC, SRTS	4
	a. Evaluate development proposals for roadway improvements and determine suitable solutions				

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Transportation, Transit and Infrastructure Plan					
10	Implement feasible traffic calming techniques to lower traffic speeds and improve pedestrian and bicycle safety	Medium	BC ,BS/E, PD, PennDOT	MSM, SRTS	4
	a. Evaluate the travel direction of the Borough's alley network				
	b. Host meeting with PennDOT to discuss project concept				
	c. Evaluate cartway efficiency and safety issues to determine project feasibility, benefits and range of potential traffic calming techniques				
	d. Create a Borough Traffic Calming Plan				
	e. Develop cost estimates associated with recommended traffic calming measures				
	f. Enter agreements with PennDOT to ensure safety and maintenance of improved areas				
11	Evaluate the feasibility of closing portions of Railroad Avenue to enhance sidewalk-oriented dining and shopping experiences	Medium	MSM	BC, PC, BS/E, MMA	3, 4
	a. Host meeting with adjacent property owners to discuss project concept				
	b. Evaluate and determine alternative access/circulation patterns and signage needs for traffic routing				
	c. Enter agreements with property owners to ensure safety and maintenance of improved areas				
12	Evaluate and plan for potential local and regional opportunities resulting from the long-term development of Corridor One	Low	PC, CAT	BC, HARB, MMA, EC, HATS, CCPC, PennDOT	3, 7
	a. Host a meeting with interested property owners to discuss potential development, infrastructure and circulation impacts and benefits				
	b. Evaluate and determine development, leasing and/or acquisition costs and ordinance implications associated with potential improvements				
	c. Enter agreements with property owners to ensure safety and maintenance of improved areas				
13	Develop a detailed Downtown Parking Strategy to optimize efficiency and access of existing and potential parking facilities	Medium	MSM, CFBO, CG, COC	BC, BS/E, PC,	4, 5

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Transportation, Transit and Infrastructure Plan					
	a. Coordinate with business leaders/community to develop a unified strategy to capitalize on existing parking resources				
	b. Maximize the visibility of parking locations for Downtown businesses through wayfinding and marketing				
	c. Establish dialogue between the Borough and various business/civic uses regarding shared parking alternatives				
	d. Draft access easements/joint use agreements between the Borough, property owners and institutions				
14	Construct stormwater management improvements to minimize negative impacts of storm events on public and private property	Medium	BSD, BS/E	BS/E, PC, DEP	5
	a. Stabilize the Mulberry Drive roadway to enable the pavement to withstand the constant subgrade saturation				
	b. Work with Mechanicsburg Area School District to implement improvements along Broad Street				
	c. Develop and construct a combination underground and open channel improvement strategy, in cooperation with PennDOT, to alleviate stormwater impacts along Shepherdstown Road				
	d. Work with adjacent communities to improve drainage swales and pipe infrastructure along Simpson Road				
	e. Evaluate options to improve Darla Road stormwater issues and develop cost estimates for potential solutions				
	f. Eliminate stormwater ponding issues at Market and Main Street as well as Norway and Main Street				
	g. Determine additional stormwater management concerns within the northern portions of the Borough and identify suitable mechanisms for minimizing property impacts				
15	Explore opportunities for burying or moving utility lines and poles underground or into alleys	Low	BC, BS/E, Util	PC, MSM	5
Civic and Natural Amenities Plan					
16	Evaluate the feasibility of creating Heritage Square to enhance the Borough's system of public spaces	Low	MSM	BC, BS/E, PC, HARB, PRC, MMA, COC, PennDOT	3
	a. Complete a feasibility and property assessment study to determine the project's potential physical and financial implications				

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Civic and Natural Amenities Plan					
	b. Work with property owners and Main Street Mechanicsburg to identify design alternatives				
	c. Develop parcel specific plans to define common area improvements including amenities such as seating, vegetation, gathering areas and lighting				
	d. Incorporate decorative paving at the intersection of Market and Main as part of long-term Heritage Square				
17	Construct major and minor gateways to increase community visibility and sense of pride	High	MSM, MMA, CG	HARB, PC, BC, BS/E	4, 7
	a. Determine desired areas and available rights-of-way for constructing gateways				
	b. Create a consistent design theme among the gateway components				
	c. Explore potential public and/or private funding opportunities and partnerships				
	d. Develop Phasing Strategy for constructing gateways				
	e. Incorporate defined phasing into the Borough's Capital Improvement Program				
18	Implement a Wayfinding Signage System to highlight community assets and improve pedestrian and vehicular mobility	Medium	MSM, MMA, CG	BC, BS/E, PC, SD, HARB, PRC, SRTS, CAT, PennDOT	2, 4
	a. Determine desired facilities/points of interest to be identified by signage				
	b. Coordinate signage placement with overall pedestrian network signage				
	c. Design hierarchy and specific standards for sign types				
	d. Explore potential public and/or private funding opportunities				
	e. Develop a phasing strategy for constructing signage and incorporate into Capital Improvement Programming				
	f. Place signage in defined areas				
19	Designate primary and neighborhood pedestrian connections to determine prioritized investments related to Borough amenities and improve connections between public spaces, institutional uses and residential development	Medium	PC, SD, MSM, SRTS	BC, BS/E, PRC, STC, CFBO, CG, MMA, PennDOT	4
	a. Designate streets as primary or neighborhood connections				

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Civic and Natural Amenities Plan					
	b. Coordinate pedestrian strategy with Safe Routes to School efforts				
	c. Prepare symbology and markers in conjunction with wayfinding signage				
	d. Develop mapping/literature of pedestrian network				
	e. Expand system as opportunities arise				
20	Update the Borough's Comprehensive Parks, Recreation and Open Space Plan	Medium	PRC, EC	DCNR, BC, PC, SD, STC	6
	a. Explore opportunities of developing a Multi-municipal Plan				
	b. Evaluate the feasibility and roles of implementing potential parks and open space improvements				
21	Encourage the preservation of Memorial Park through various planning activities including a tree inventory survey and reforestation plan	Medium	PRC, STC	BC, PC, CG	6
22	Allow murals on buildings subject to review	Low	PC, SD, MSM, SRTS	BC, BS/E, PRC, STC, CFBO, CG, PennDOT	4
Regional Relationships					
23	Expand recreation opportunities through development of the Mechanicsburg-Hampden Township Joint Recreation Area	Low	PRC	BC, BS/E, PC, SD	6, 8
24	Construct the Trindle Spring Greenway in cooperation with Silver Spring Township	Low	EC, PRC	BC, BS/E, PC, STC, CCPC	6, 8
25	Foster business and development concepts that highlight opportunities for artisans and craftsmen	Medium	COC, MSM	BC, PC	1, 2
26	Collaborate with community organizations to develop a marketing strategy for regional audiences and to attract businesses and new residents	High	COC, MSM, CG	BC, BS/E, PC, PRC	2, 6
27	Continue to collaborate with the Mechanicsburg Area School District to expand joint opportunities for life-long learning educational programming	On-going	BC, SD	BS/E, PC	5, 8
28	Establish periodic (quarterly or semi-annually) meetings between the Mechanicsburg Area School District and the Borough Council to discuss joint opportunities	On-going	BC, SD	BS/E, PC	5, 6
29	Explore the feasibility and economic benefits of developing additional cooperative efforts with surrounding Townships	Medium	BC, PC	HARB, SD, EC, MSM	8
30	Partner with other west shore boroughs for regional main street promotions	Medium	MSM	CG, COC	2, 8

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Impacts on Policies/Ordinances					
31	Expand the Rental Property Ordinance to address other property types and develop an overall Maintenance Enhancement Strategy	Low	BC, PC	BS/E, HARB, MSM	1, 3, 7
	a. Assess historical and current patterns of compliance with Borough maintenance standards/enforcement strategy				
	b. Outline desired maintenance improvements				
	c. Conduct public participation opportunities to evaluate and amend regulations				
32	Evaluate and permit additional stormwater management techniques, such as pervious surface treatments, and other best management practices, to minimize impacts of future flooding throughout the Borough	Medium	EC	BC, BS/E, PC	5, 8
	a. Identify civic sites where testing of pervious surface treatment could occur				
	b. Construct tests at identified sites				
	c. Prepare a summary of findings and develop recommendations for consideration of permitted techniques for inclusion in the Borough's construction standards				
33	Adjust parking ratios within the Downtown Mixed Use Zoning Overlay	Immediate	BC, PC	MSM, COC	4
	a. Assess potential ratio alternatives based upon existing parking supply and demand patterns				
	b. Determine applicable ratios and develop Ordinance provisions				
	c. Conduct public participation opportunities to evaluate and adopt regulations				
34	Develop provisions for the conservation and re-establishment of riparian buffers in order to reduce stormwater impacts	Medium	EC	BS/E, PC, BC, DCNR, DEP, PRC, STC	6
	a. Identify and prioritize areas suitable for establishing/re-establishing riparian buffers				
	b. Evaluate potential riparian buffer provisions to determine the desired range and effectiveness regulations				
	c. Assess the opportunities and challenges associated with various conservation techniques				
	d. Prepare and adopt riparian buffer/conservation provisions as part of the Borough's zoning/subdivision ordinance				
35	Develop a process to codify the form of downtown development and to remove ambiguity and conflicts from the HARB	High	BC, PC	BS	2, 5

Ref. #	Action	Priority	Coordinating Stakeholders	Supporting Stakeholders	Related Goal(s)
Impacts on Policies/Ordinances					
36	Create an expedited approval/review process that addresses broad scale development issues and finer details architectural elements at suitable times for downtown priority areas	High	BC, PC	BS	2, 5
37	Work with the Zoning Officer to create reports summarizing land development plans, special exception and conditional use applications for Planning Commission and Council review/approval as well as annual reports of development activity	Medium	BS	BC/PC	2, 5
38	Define processes for Planning Commission review and comment on special exception and conditional use applications and variance prior to Zoning Hearing Board review	Medium	BC, PC	BS	2, 5
39	Refine Borough land development-related ordinances and procedures to incorporate easy-to-understand diagrams, flow charts, etc.	High	BC, PC	BS	2, 5, 7
40	Formalize procedures for HARB to manage decisions regarding architectural treatments	Medium	BC, PC	HARB	3, 7
41	Explore the suitability of offering tax breaks for costs of property improvements in the historic district or enhancement/maintenance areas	Medium	BC, PC	HARB, MSM	2
42	Establish planting street tree programs, and prioritize plantings within the Borough	On-going	STC	BC, PC	6, 7
43	Prioritize projects within the Borough's Capital Improvements Plan including: road maintenance, street tree initiatives, utility relocation, sidewalks/curbs, and traffic calming	On-going	BC	BS/E	5, 7
Comprehensive Plan Status					
44	Produce an annual status report of the Comprehensive Plan and summarize for Borough Council	On-going	ISC	BC, BS/E, PC	5,7
45	Conduct annual status updates/coordination between Borough leadership, staff, advisory boards	On-going	ISC	BC, PC, BS/E, CG	5, 7
46	Hold annual Planning Summits with Borough Council, Planning Commission and Municipal Staff regarding the implementation of the Comprehensive Plan	On-going	ISC	BC, BS/E, PC	5,7

Participant Key

BC	Borough Council
BS/E	Borough Staff/Engineer
PC	Borough Planning Commission
SD	Mechanicsburg Area School District
HARB	Historic and Architectural Review Board
EC	Environmental Council
MSM	Main Street Mechanicsburg
ZHB	Borough Zoning Hearing Board
PRC	Parks and Recreation Commission
STC	Shade Tree Commission
MMA	Mechanicsburg Museum Association
SRTS	Safe Routes To School
FD	Fire Department
PD	Police Department
COC	Mechanicsburg Chamber of Commerce
BSD	Borough Sewer Department
CCPC	Cumberland County Planning Commission
PennDOT	Pennsylvania Department of Transportation
DCNR	Pennsylvania Department of Conservation and Natural Resources
DEP	Pennsylvania Department of Environmental Protection
DCED	Pennsylvania Department of Community and Economic Development
CAT	Capital Area Transit
Util.	Utilities (United Water, cable, phone, etc.)
CG	Civic Groups
ISC	Implementation Steering Committee
HATS	Harrisburg Area Transit Study
CFBO	Community & Faith Based Organizations

Progress Report

A traveler can track progress of reaching a destination by comparing the number of miles completed to those remaining. The Comprehensive Plan's Progress Report utilizes a similar concept to measure implementation success. This worksheet tool is designed so that Borough leaders can identify advancements made in completing the Comprehensive Plan's recommendations and, consequently, fulfilling the community's goals.

The Progress Report is designed so that the Borough can simply and objectively assess the planning and policy advancements it has made. Recommendations are organized by implementation timeframe as established by the Action Plan. The Borough Planning Commission and Staff should update the following information annually on the worksheet:

- Number of Implementation Actions Previously Completed
- Implementation Actions Completed in Past 12 Months
- Ongoing Actions
- % Complete
- Estimated Completion Dates

Similar to the Action Plan, as part of the annual review, recommendations on the Progress Report should be added as they emerge or removed when completed.

Table 2: Progress Report

		Total # of Implementation Actions	Implementation Actions Previously Completed	Implementation Actions Completed in Past 12 Months	% Complete
Future Land Use and Housing Plan					
1	Create a Downtown Mixed Use Zoning Overlay to improve the continuity, functionality and character of Downtown area				
2	Encourage expansion of viable business markets in strategically located areas to optimize architectural and infrastructure resources				
3	Delineate Northside and Southside Residential Overlay Districts to unify moderate intensity residential development areas				
4	Conserve the character of existing lower intensity residential development to safeguard continuity of larger lot housing areas				
5	Assess and potentially expand Site Design Standards applicable to future larger-scale commercial and industrial development/re-development in order to improve compatibility between non-residential uses and surrounding residential activity				
6	Encourage in-fill development adhering to the character of surrounding neighborhoods to ensure compatibility between new and existing development				
7	Develop guidelines to encourage quality adaptive reuse that fits into the character of the existing neighborhood				
Transportation, Transit and Infrastructure Plan					
8	Complete resignalization improvements for identified intersections to optimize roadway network efficiency				
9	Promote realignment of intersections and thoroughfares to promote efficiency and safety of future neighborhood development at former Hess Farm				
10	Implement feasible traffic calming techniques to lower traffic speeds and improve pedestrian and bicycle safety				
11	Evaluate the feasibility of closing portions of Railroad Avenue to enhance sidewalk-oriented dining and shopping experiences				
12	Evaluate and plan for potential local and regional opportunities resulting from the long-term development of Corridor One				
13	Develop a detailed Downtown Parking Strategy to optimize efficiency and access of existing and potential parking facilities				
14	Construct stormwater management improvements to minimize negative impacts of storm events on public and private property				
15	Explore opportunities for burying or moving utility lines and poles underground or into alleys				

		Total # of Implementation Actions	Implementation Actions Previously Completed	Implementation Actions Completed in Past 12 Months	% Complete
Civic and Natural Amenities Plan					
16	Evaluate the feasibility of creating Heritage Square to enhance the Borough's system of public spaces				
17	Construct major and minor gateways to increase community visibility and sense of pride				
18	Implement a Wayfinding Signage System to highlight community assets and improve pedestrian and vehicular mobility				
19	Explore opportunities to permit murals within the Borough based upon approval				
20	Update the Borough's Comprehensive Parks, Recreation and Open Space Plan				
21	Encourage the preservation of Memorial Park through various planning activities including a tree inventory survey and reforestation plan				
22	Designate primary and neighborhood pedestrian connections to determine prioritized investments related to Borough amenities and improve connections between public spaces, institutional uses and residential development				
Regional Relationships					
23	Expand recreation opportunities through development of the Mechanicsburg-Hampden Township Joint Recreation Area				
24	Construct the Trindle Spring Greenway in cooperation with Silver Spring Township				
25	Foster business and development concepts that highlight opportunities for artisans and craftsmen				
26	Collaborate with community organizations to develop a marketing strategy for regional audiences and to attract businesses and new residents				
27	Continue to collaborate with the Mechanicsburg Area School District to expand joint opportunities for life-long learning educational programming				
28	Establish periodic (quarterly or semi-annually) meetings between the Mechanicsburg Area School District and the Borough Council to discuss joint opportunities				
29	Explore the feasibility and economic benefits of developing additional cooperative efforts with surrounding Townships				
30	Partner with other west shore boroughs for regional main street promotions				
Impacts on Policies/Ordinances					
31	Expand the Rental Property Ordinance to address other property types and develop an overall Maintenance Enhancement Strategy				

		Total # of Implementation Actions	Implementation Actions Previously Completed	Implementation Actions Completed in Past 12 Months	% Complete
32	Evaluate and permit additional stormwater management techniques, such as pervious surface treatments, and other best management practices, to minimize impacts of future flooding throughout the Borough				
33	Adjust parking ratios within the Downtown Mixed Use Zoning Overlay				
34	Develop provisions for the conservation and re-establishment of riparian buffers in order to reduce stormwater impacts				
35	Develop a process to codify the form of downtown development and to remove ambiguity and conflicts from the HARB				
36	Create an expedited approval/review process that addresses broad scale development issues and finer details architectural elements at suitable times for downtown priority areas				
37	Work with the Zoning Officer to create reports summarizing land development plan, special exception and conditional use applications for Planning Commission and Council review/approval as well as annual reports of development activity				
38	Define processes for Planning Commission review and comment on special exception and conditional use applications prior to Zoning Hearing Board review				
39	Refine Borough land development-related ordinances and procedures to incorporate easy-to-understand diagrams, flow charts, etc.				
40	Formalize procedures for HARB to manage decisions regarding architectural treatments				
41	Explore the suitability of offering tax breaks for costs of property improvements in the historic district or enhancement/maintenance areas				
42	Establish planting street tree programs, and prioritize plantings within the Borough				
43	Prioritize projects within the Borough's Capital Improvements Plan including: road maintenance, street tree initiatives, utility relocation, sidewalks/curbs, and traffic calming				
Comprehensive Plan Status					
44	Produce an annual status report of the Comprehensive Plan and summarize for Borough Council				
45	Conduct annual status updates/coordination between Borough leadership, staff, advisory boards and community organizations				
46	Hold annual Planning Summits with Borough Council, Planning Commission and Municipal Staff regarding the implementation of the Comprehensive Plan				

Part Three Overview

As a log book often serves to record the inventory and patterns of current activity, the Comprehensive Plan's Part Three documents the status of existing conditions in the Borough. This section of the Plan contains parcel mapping, municipal services information and socio-economic analyses. These components were important considerations in developing the Plan's physical and policy recommendations and influenced the manner in which the overall Plan evolved. Moreover, Part Three provides valuable background information to reference in future planning and improvement efforts.

Existing Conditions Mapping

The Borough's development patterns are most evident in the following series of maps. Information was collected throughout a 4-month period by resident volunteers. The volunteers, in cooperation with the Plan's planning consultants, incorporated the data into a Geographic Information Systems (GIS) computer file to illustrate the location and relationship of existing parcel characteristics and physical influences. Mapping completed includes: land use, community facilities, historic resources, thoroughfares, parking, generalized building conditions, accessory buildings, building vacancy, sidewalks and street trees.

a. Land Use

The Land Use map illustrates the principal way in which each parcel of land in Mechanicsburg is currently utilized. The classifications for this map include residential, commercial, office, mixed use, institutional, industrial, utilities, park/recreation, parking/outdoor material storage, vacant, conversion and other. Some parcels contain more than one land use. Where a secondary land use exists, it has also been symbolized within the parcel.

Residential

The Borough's predominate land use is residential with 77% of the parcels hosting single-family residential development and 8% supporting multi-family residential uses. The Borough of Mechanicsburg also has a wide variety of housing types. Of all structures in the Borough, 63% are single-family detached homes and 20% are either homes classified as twins (duplexes), single-family attached homes, or single-family semi-detached homes.

In looking at specific areas, neighborhood patterns emerge. In the central downtown core, a majority of housing types are multi-family units with scattered single-family parcels on smaller lots. Immediately surrounding downtown, areas of higher intensity development also exist, but these slightly larger lots are generally characterized by a combination of attached and detached single-family homes. Multi-family land uses are more scattered in these areas.

Beyond the central neighborhoods, parcels become even larger and neighborhoods contain more moderate intensity with single-family detached parcels and less multi-family development.

The outermost residential neighborhoods are generally characterized by lower intensity development with almost all residential lots containing single-family detached homes.

Commercial and Office

Commercial parcels are generally found in the center of Mechanicsburg or along major roads near the Borough's perimeter. Few parcels are used solely for office development; most offices share parcels with either commercial and/or residential land uses and are thusly classified as mixed use.

A detailed listing of existing businesses in the Borough (as of Winter 2006) was also compiled as part of comprehensive planning activities. Businesses were categorized into 11 classifications as illustrated on the following Table. Business names and addresses are included in the Appendix. A map illustrating a generalized pattern of business activity in the Downtown was subsequently created for additional detailed planning analyses (see Parking).

Table 3: General Business Classifications

Classification	Number of Businesses[1]	Typical Businesses within Classification
Art	3	Galleries, Supplies, Artists
Auto	11	Auto Body Shops/Garages, Auto Parts/Specialties, Car Washes, Sales and Service
Business Service	2	Office Supply
Dining	12	Restaurants
Entertainment	2	Recreation, Social Clubs
Financial	9	Banks, Mortgage Services, Financial Centers
Industrial	12	Printing, Processing, Fleet Service, Construction, Wholesale
Medical	10	Dental, Eye, Doctors, Chiropractor, Family Practice
Professional	24	Insurance, Attorneys, Engineers, Planners, Interior Design
Retail/Consumer Goods	69	Crafts, Music, Furniture, Drugstores, Food Stores, Clothing Stores, Hobbies, Jewelers, Shoes, Electronics, Chamber of Commerce, Hardware Stores, Antique Stores, Bookstores
Personal Service	33	Beauty/Barber Shops, Tailors, Laundry/Cleaners, Travel Agency, Realty
Total	187	

1: Within the Main Street Mechanicsburg boundary

2: Residential properties have been inventoried based upon lots originally identified by Main Street Mechanicsburg.

Main Street looking west
c.1949-50 (Hunter photograph)

Mixed Use
Mixed Use development accommodates multiple land uses on one parcel. A common example of such development is within Downtown buildings possessing a commercial store at street level and offices and/or residential dwelling on upper floors. Most parcels in the center portion of Main Street are designated as mixed use. A limited number of mixed use parcels occur outside of the Downtown area.

Institutional
Institutional land uses includes a wide range of public and private service-oriented entities. Libraries, schools, museum facilities, places of worship, and health facilities are just some of the institutions that fall into this category. More detailed descriptions of these uses are outlined as part of the Community Facilities map.

Industrial
The concentration of industrial development occurs in the Borough's northwest corner. Parcels, and consequently, building footprints, in this area are generally larger and possess access to major roadways. Other smaller industries exist throughout the community with many in proximity to the Norfolk Southern cargo line that runs east-west through the center of Mechanicsburg.

Utilities
Utilities encompass parcels dedicated to infrastructure systems serving the general public. Activities such as electrical substations, water treatment stations, telephone support systems and other related infrastructure are included. Public access to these parcels is typically restricted.

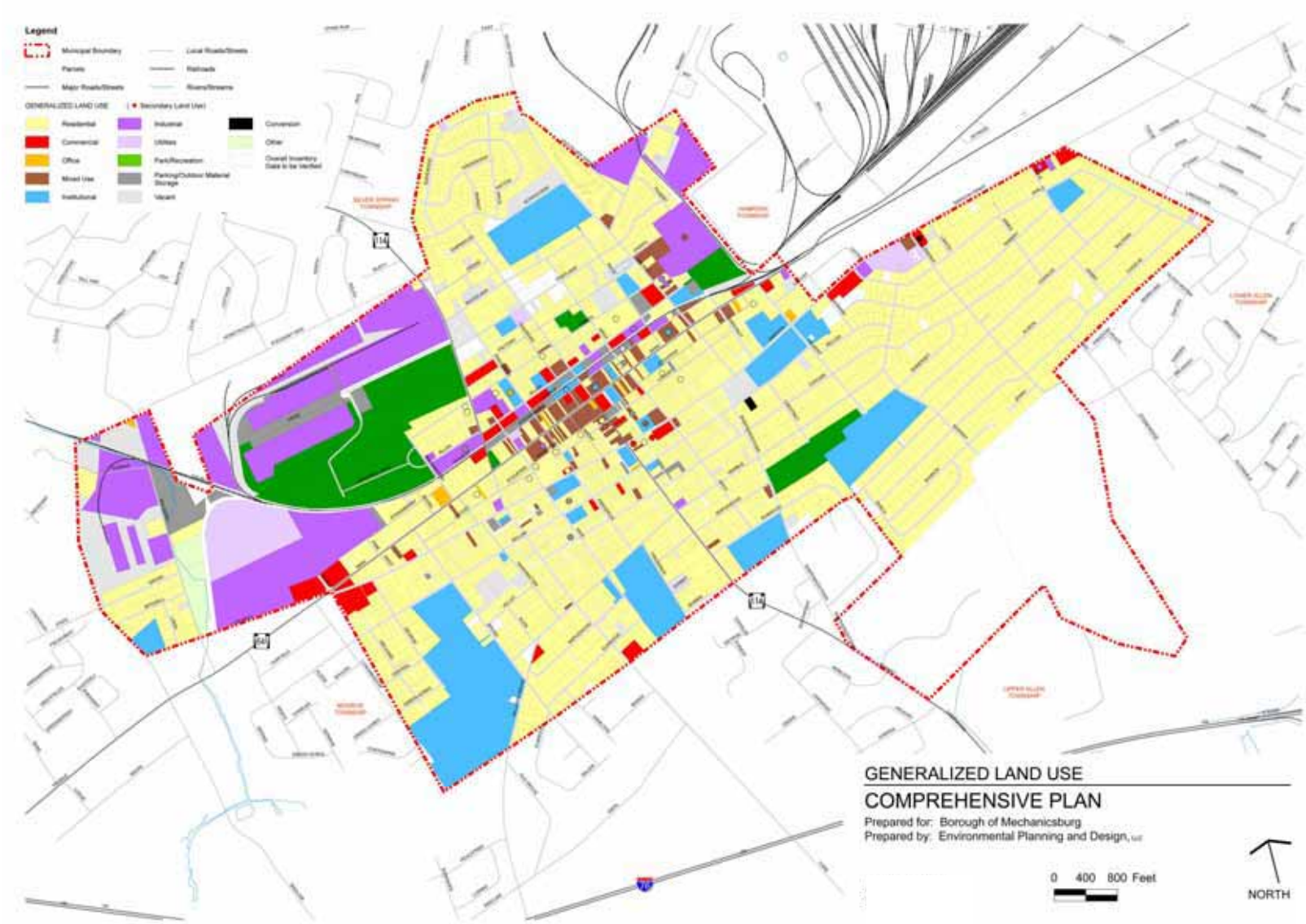
Park/Recreation/Natural Resources
The park and recreation designation represents developed open spaces or recreational facilities. More details on park opportunities in the Borough are provided as part of the Community Facilities descriptions.

Parking/Outdoor Storage
Designated parking/outdoor storage areas encompass off-street parking areas as well as parcels used primarily for storage of non-residential equipment and/or supplies.

Vacant
Vacant parcels identify where opportunities for future development or activity could be constructed. See the Vacant Structures map for information related to structural vacancies.

Conversion
Parcels noted as “conversion” identify where a property’s original land use (residential) and has been noticeably transformed to accommodate a new type of land use (office).

Borough parcel and boundary data provided by Cumberland County (2005).



Borough parcel and boundary data provided by Cumberland County (2005).

b. Community Facilities

The Community Facilities Map illustrates the location of major institutional facilities such as parks, libraries, health facilities, schools, places of worship, and other similar uses. These facilities include a range of publicly and privately owned opportunities intended to foster community interaction, safety and wellness.

Parks

Park, recreation facilities and programming are managed by the Mechanicsburg Area Parks and Recreation Board comprised of members from the Borough and the Mechanicsburg Area School District. In addition to opportunities in Upper Allen and Shiremanstown, residents can visit a number of parks of various sizes in different locations throughout the Borough. At approximately 46 acres in size, the community's largest park is Soldiers and Sailors Memorial Park. The facility contains facilities for both active recreation (swimming, ballfields, courts, etc.) and passive recreation (picnicking). The park also serves as an important buffer between adjacent larger industrial development and residential neighborhoods.

Residents can also visit Koser Park (10 acres) and Finkenbinder Park (2 acres). Facilities are also available at Northside Park (3 acres) adjacent to Northside Elementary School for other types of active recreation activities. Each of the park's amenities are outlined in brochure information provided by the Park and Recreation Board and contained within the Comprehensive Plan's Appendix.

Community Library

Cumberland County manages the operation of the Joseph T. Simpson Library, located at 16 North Walnut Street. As part of the Cumberland County Library System, users of the Joseph T. Simpson Library can access volumes within each of the system's participating libraries. The Simpson Library also provides numerous programs geared toward various age groups throughout the year.

The structure in which the library is located also exemplifies an effective adaptive re-use of existing architecture. Before the library opened in 1996, the building served as headquarters for various businesses including a grain store, egg business and a craft store. As part of the library's development, efforts were focused to ensure that the structure's former character remains largely intact today.

Places of Worship
Within the Borough, more than 15 places of worship representing many faiths exist. The institutions, found throughout the Downtown area and within various neighborhoods, occupy both older and newer structures.

Schools
The Mechanicsburg Area School District serves Mechanicsburg, Upper Allen Township, and Shiremanstown Borough. The School District operates four of its seven facilities within the community including Broad Street Elementary, Northside Elementary, Elmwood Elementary and Mechanicsburg Area Senior High School. The former Filbert Street School is currently utilized for administrative use.

Museum Facilities
The community museum in Mechanicsburg is operated by the Mechanicsburg Museum Association. Not only does the museum preserve buildings and assist other public entities with preservation concerns, the Mechanicsburg Museum Association collects the "memories" of Mechanicsburg by oral history programs, collection of artifacts from businesses and families, saves the football films from high school, keeps the history of Irving Female College (the first female college in the United States) and holds collections relative to the Civil War and other conflicts, newspapers, clothing and tools.

Other Facilities
Other public safety facilities in the community include the Mechanicsburg Community EMS, Washington Fire Company, and Citizens Fire Company. These companies rely upon the assistance of more than 80-200 volunteers. In 2005, more than 400 fire/EMS calls were answered in the Borough.

Seidle Memorial Hospital provides patient care to community residents as well as those within the region. Approximately 40 beds are available at the facility; public emergency care services, however, are not provided.

Historic Resources
The Historic Resources Map highlights Mechanicsburg's two historic districts as well as the locations of important historic structures.

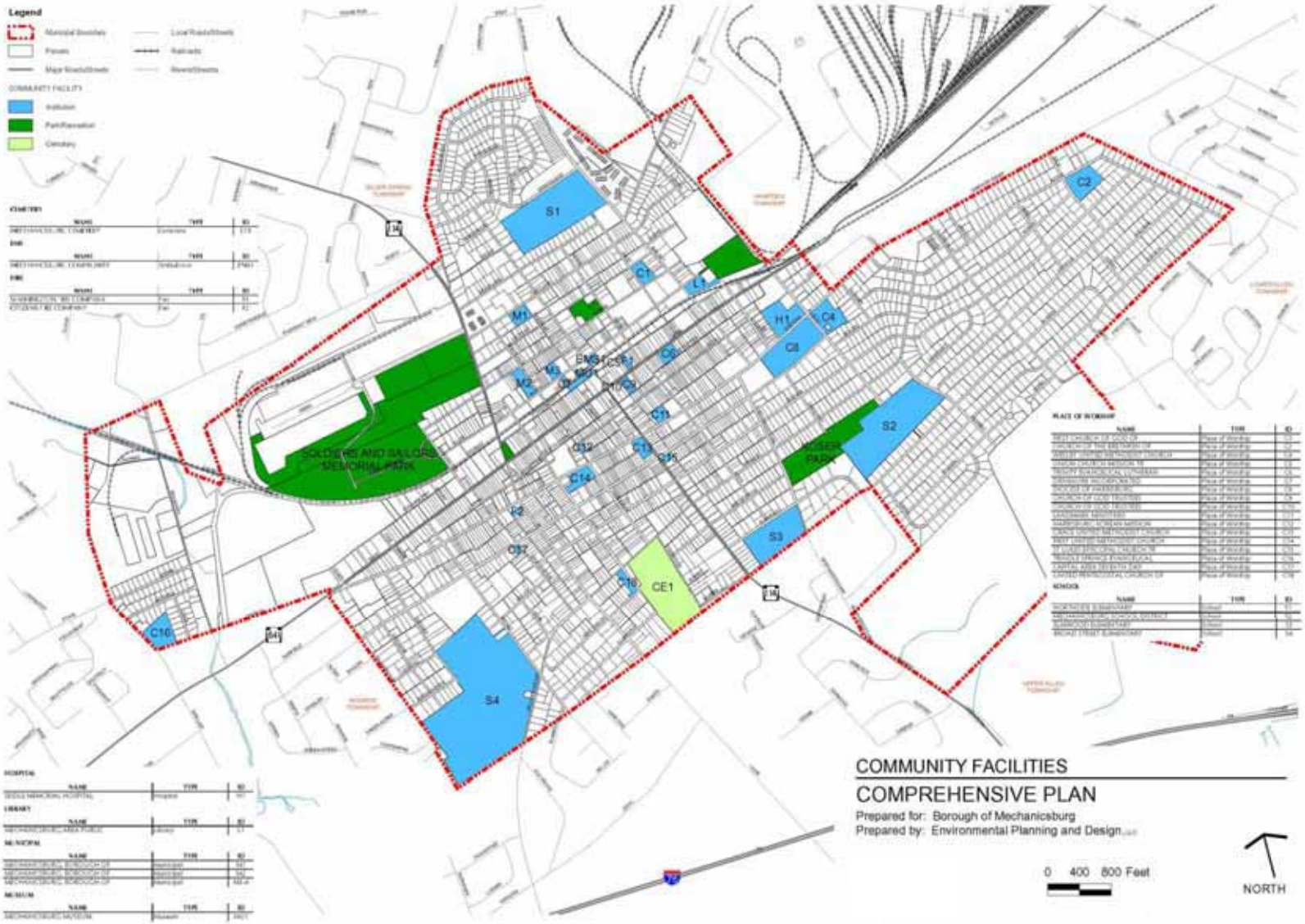
The Mechanicsburg Local Historic District, designated by the Borough, is essentially two linear districts intersecting at Market and Main Streets. Within the Local Historic District is a Commercial Historic District listed on the National Register of Historic Places. The area is comprised primarily of the historic business core with a variety of building styles, sizes and configurations.

Within the Borough's limits, there are also five houses registered with the National Register of Historic Places, and six more that are

potentially eligible for listing in the future. A complete listing of significant historic community resources and events is available through the Mechanicsburg Museum Association.

Some of Mechanicsburg's historic resources

Borough parcel and boundary data provided
by Cumberland County (2005).



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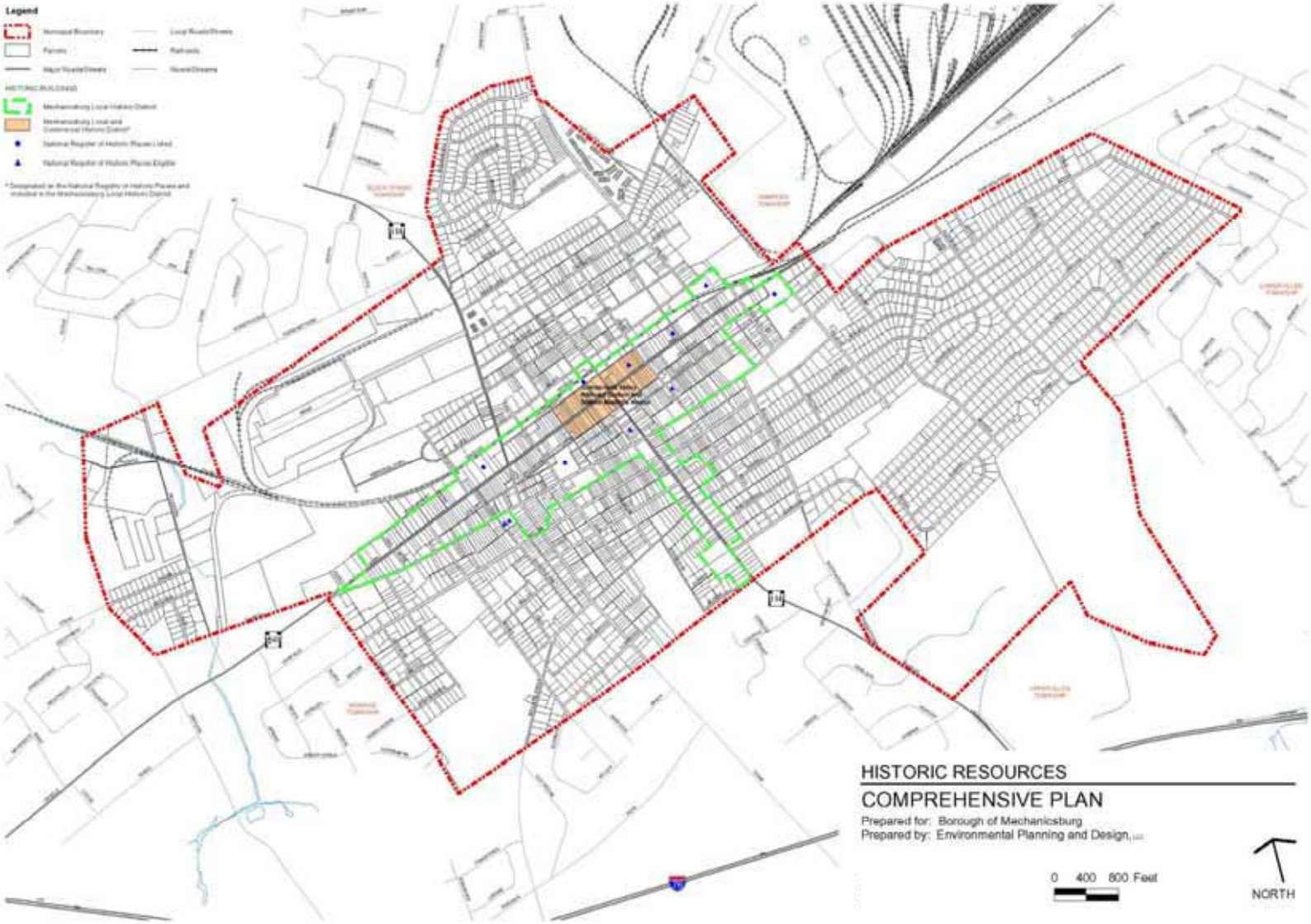


c. Thoroughfares and Parking

Thoroughfares

The Borough contains both State and locally owned roadways. This system is comprised of approximately 6 miles State-owned roads, 27 miles of Borough-owned roads and 18 miles of alleys servicing development. Primary streets of this network include the community's east-west axis - Main Street (Highway 641), its north-south axis - Market Street (Highway 114), Simpson Street and York Street. The Pennsylvania Turnpike is also easily accessible via Market Street to Route 15. The overall network and its intricacies are illustrated on the Thoroughfares Map.

In conjunction with the comprehensive planning process some detailed transportation concerns were assessed. The Borough has an annual road improvement program. The program varies widely from year to year based on the budgets available and the necessity for repairs in different areas. The previous Borough Engineer did a comprehensive pavement survey of the entire Borough. The Manager retains this survey and consults the document annually. The Borough Manager, Borough Engineer and Roadmaster meet each year to determine, based on the available budget what streets will be improved each summer construction season. The Borough Engineer prepares annual bid packages and administers the construction of the program.

The Borough currently has 9 signalized intersections. The existing signal hardware is outdated electromechanical controllers, running on fixed-time cycles, with minimal actuation. Level of Service (LOS) data as well as traffic volumes analyzed as part of the Borough's proposed signalization project are included with the Appendix.

In addition to signalization concerns, the intersection of Shepherdstown Road and Market Street (SR 0114) is currently a skewed intersection that handles a significant volume of traffic diverting through downtown Mechanicsburg. The intersection is currently stop controlled and regularly backs up during peak hours. Immediately adjacent to this intersection is a large tract of land that is slated for development referred to as the Hess Farm. In conjunction with the Hess Farm development, this intersection is anticipated to be re-aligned and/or reconfigured.

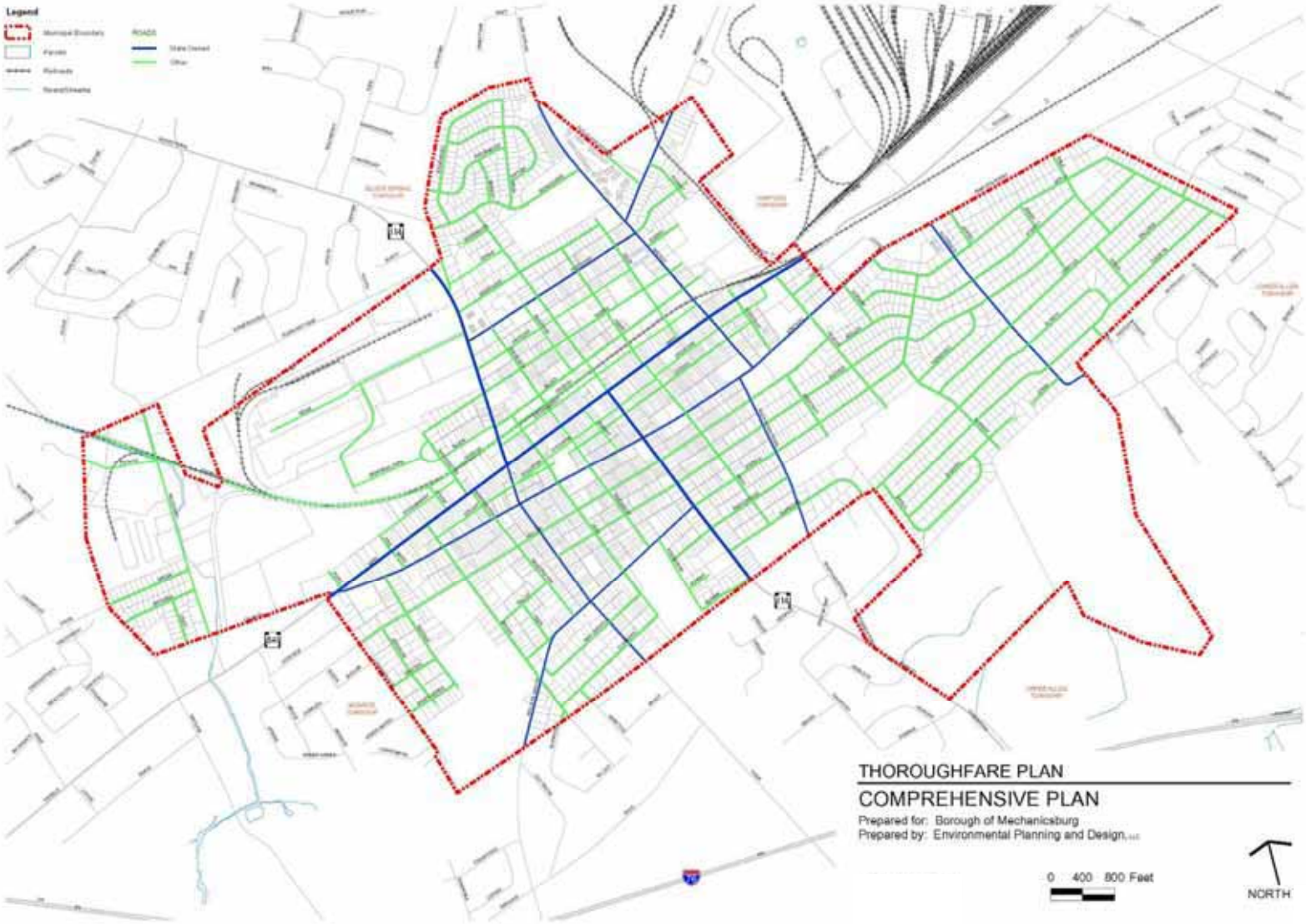
Allendale Road is a local collector street on the south eastern edge of the Borough. Allendale currently follows an S-shaped alignment with relatively narrow lanes and poor pavement condition. Allendale Road parallels the eastern edge of the proposed Hess Farm development previously discussed. As part of the Hess Farm project, the developer has indicated that Allendale Road will be realigned and utilized as an access point for the development.

Parking

In addition to roadways, parking resources in Mechanicsburg are plentiful. As part of the Comprehensive Planning process, the Borough inventoried parcels with on-street and off-street parking. Thousands of off-street parking spaces exist in the Borough with the greatest concentration of spaces occurring in the Downtown. More than 75% of the Borough's parcels feature at least one on-street parking space.

To understand the efficiency and patterns of use of these spaces, community volunteers conducted a parking analysis of the Downtown Business Area. Sample parking counts were taken on nearly 30 lots over a four-day period. The lots that were counted were generally situated along or near Main Street. Counts were taken at each of the lots on a Wednesday, Friday, Saturday and Sunday. The lots were each counted at the hours of 9:00 am, 12:00pm, 4:00pm and 8:00pm. Parking patterns were then evaluated in context of the types and locations of land uses in the Downtown area. Opportunities and challenges of future business growth were then assessed. Detailed information compiled as part of this analysis is included within the Comprehensive Plan Appendix.

Borough parcel and boundary data provided by Cumberland County (2005).



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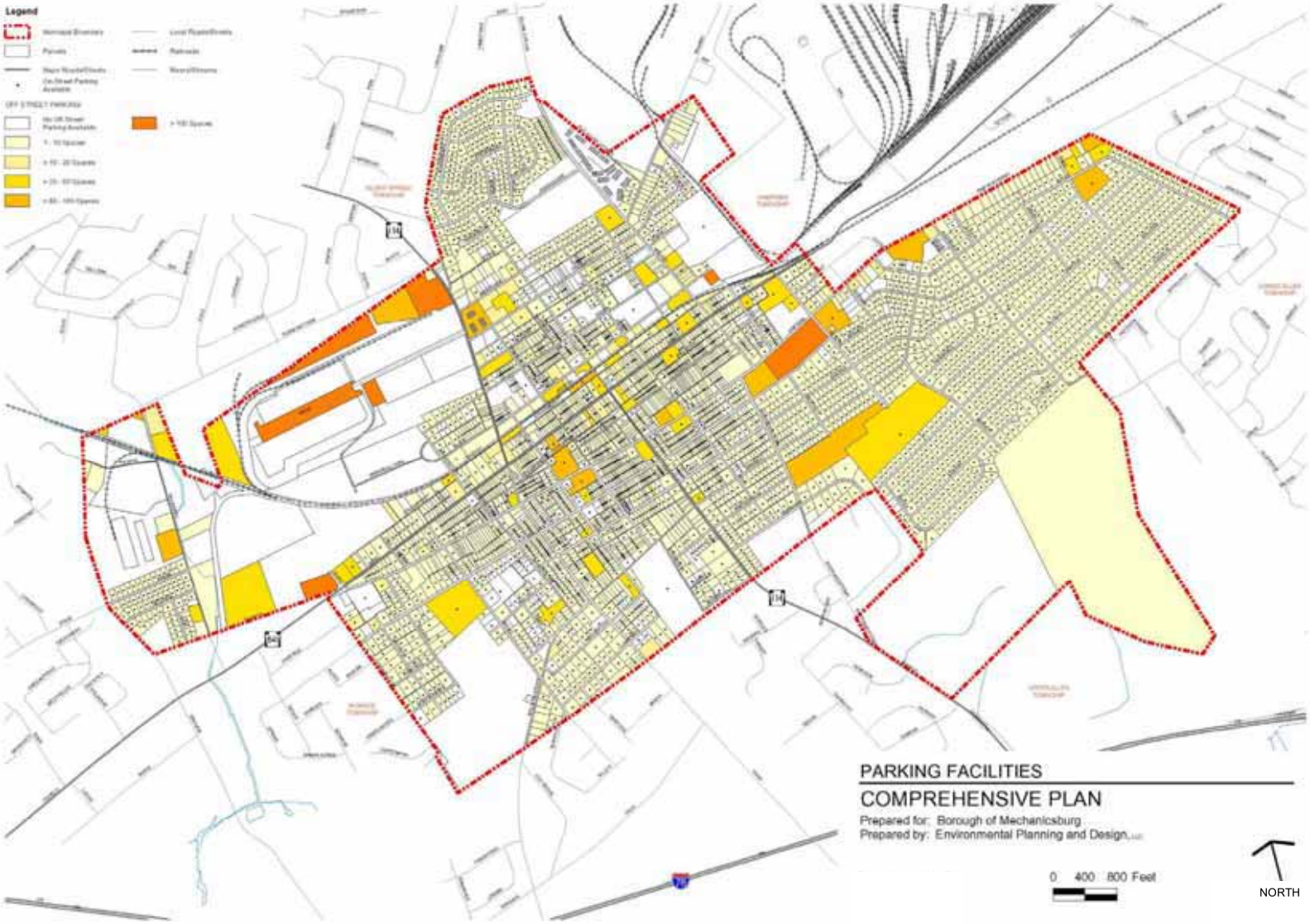

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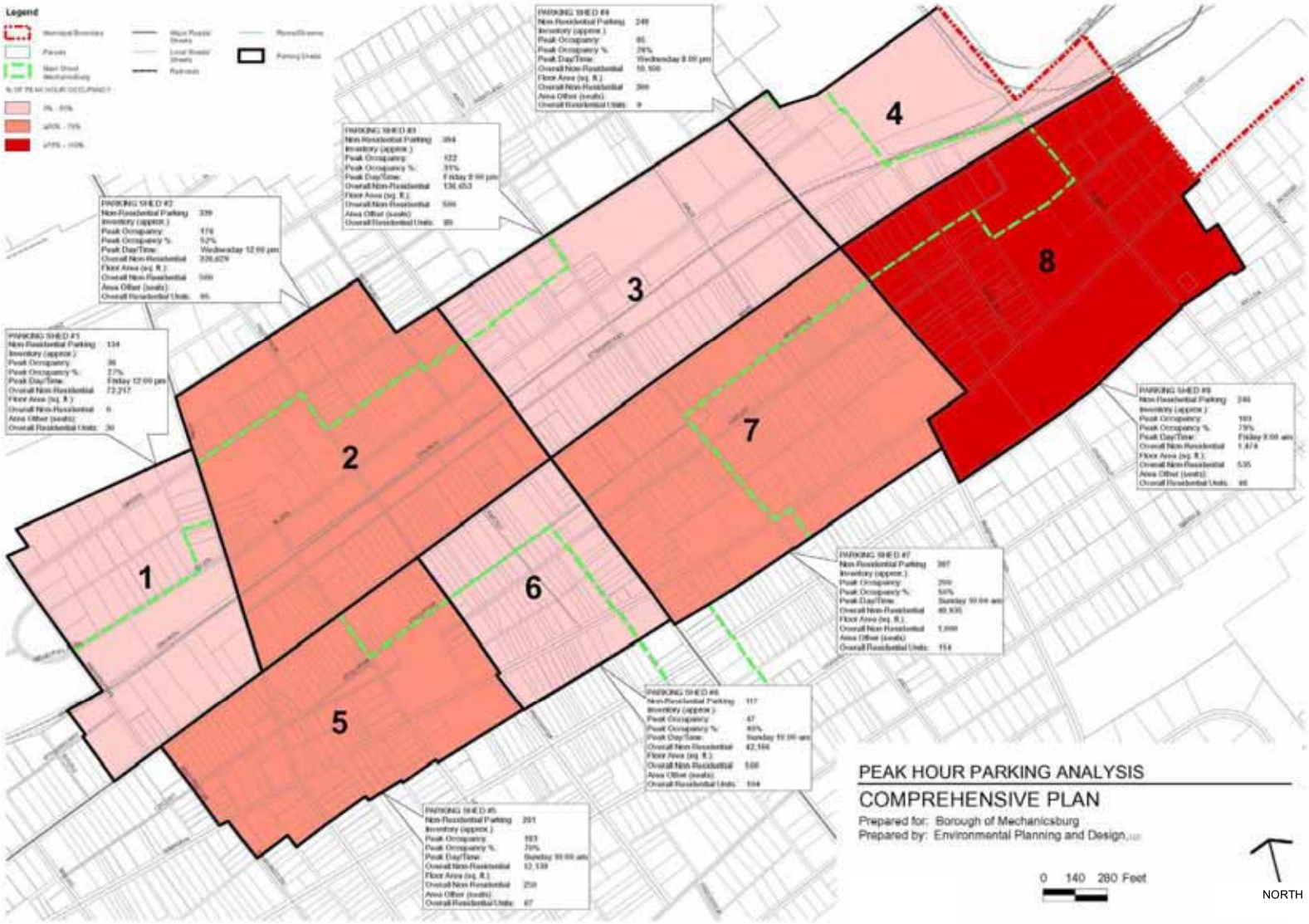

d. Building Conditions

The Building Conditions map reflects the general condition of buildings. Classifications were assigned on a block-by-block basis into broad categories of good and moderate. If one or less of the following conditions were met on buildings, the block received a good rating:

- Peeling paint
- Roof in poor condition
- Chimney in poor condition
- Visible cracks in facade
- Visible cracks in foundation
- Missing/dilapidated windows, railings, etc.

If two or more of the above conditions were met, the block received a moderate rating.

Overall, Mechanicsburg's buildings are in good condition, with the majority of structures needing future maintenance considerations concentrated within Downtown and surrounding vicinity.

e. Accessory Buildings

The Accessory Building Map shows parcels that contain sheds, garages, or carriage houses. Within Mechanicsburg, accessory buildings are rather well-distributed. Most homes with accessory garages and/or carriage homes occur near the Borough's geographic center; sheds are also common. Nearly half (1,670) of the Borough's 3,500 parcels contain an accessory structure. Of the accessory structures inventoried:

- 50% are sheds/tool storage;
- 45% are garages/vehicle storage;
- 3% are inhabited carriage homes; and,
- 2% are un-inhabited carriage homes.

Borough parcel and boundary data provided by Cumberland County (2005).

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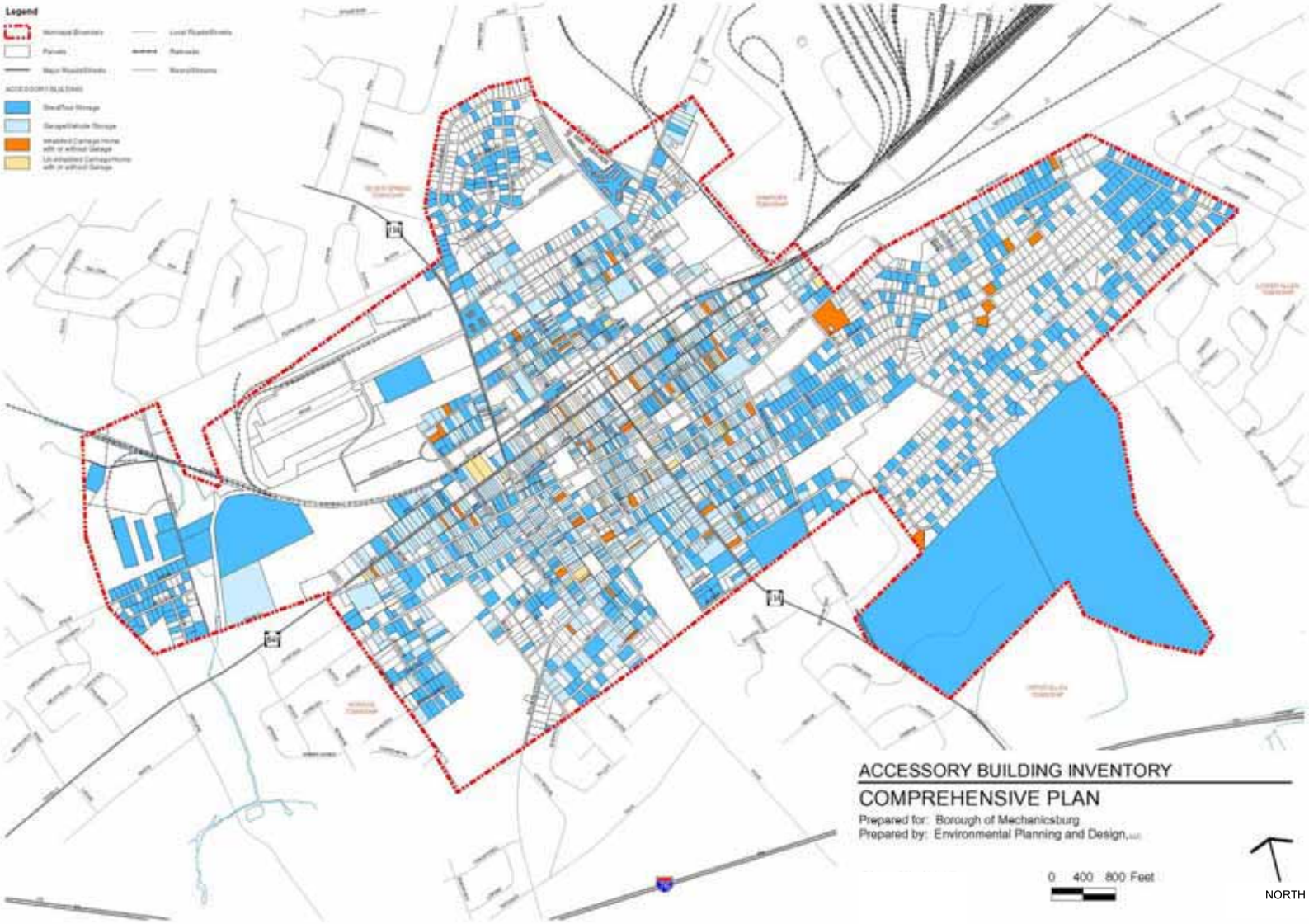


Vacant Structures
Only 1% of the Borough's structures are considered unoccupied or vacant. This is a low vacancy rate, particularly with regard to the residential sector. Although the vacancies are for the most part scattered rather than concentrated, the majority of vacant buildings are mixed-use or commercial and are concentrated along Main Street and its surroundings.

Types of Structures
The Types of Structures Analysis illustrates the location and relationship of six building structure classifications: residential – detached, residential – attached, apartment, commercial, industrial/warehouse/utility and institutional. The pattern reveals that the central portion of the community contains almost every type of structure whereas the northern and southern portions of Mechanicsburg are primarily detached residential units. The majority of larger industrial structures is located in the community's north western quadrant.

Land Use versus Structure Type
This map identifies the differences between where residential uses exist in non-residential structures and where non-residential uses are located in residential structures. A majority of these differences are located within the central portion of the Borough.

Age of Structure
The Age of Structure Map presents data based upon Cumberland County information. Of the total number of structures, a minor percentage were constructed in the last decade. Structures constructed prior to 1900 are concentrated within the central portion of Mechanicsburg. Age data was limited in the County's database for many parcels along Main Street.

Downtown Structure Height
As part of the Comprehensive Plan's Business Assessment, Borough representatives began inventorying the number of floors of structures within the community, focusing on the Downtown area. A majority of these structures are two and three stories in height. Very few parcels contain one-story structures as those forms have traditionally been discouraged in the Downtown area.

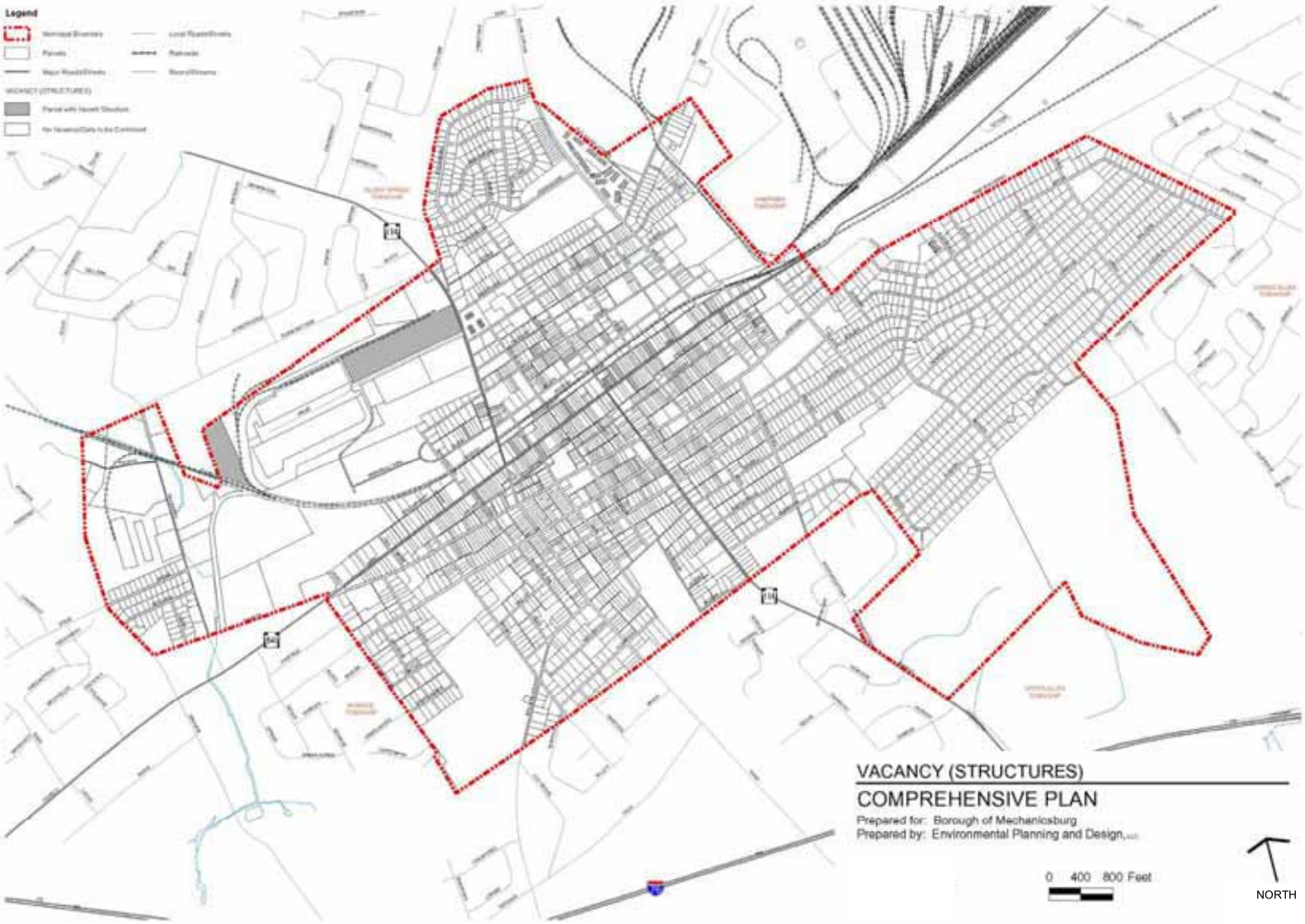
Sidewalks
The Sidewalks Map indicates parcels within Mechanicsburg that include a sidewalk. A sidewalk is present on nearly 75% of the lots in the Borough. More than 75% of these lots contain sidewalks that are considered to be in "fair" condition. Those in need of repair primarily occur within the central portion of the community. This map can also assist the Borough in defining where future sidewalk connections should be placed as well as priorities for improvements.

Street Trees

The Street Trees Map shows the location of street trees and readily available space for future street trees in the Borough.

Only 10% of the Borough's parcels contain one or more trees in their tree lawn, while approximately 60% of the Borough's parcels have a tree lawn that is suitable for planting a street tree.

Borough parcel and boundary data provided by Cumberland County (2005).



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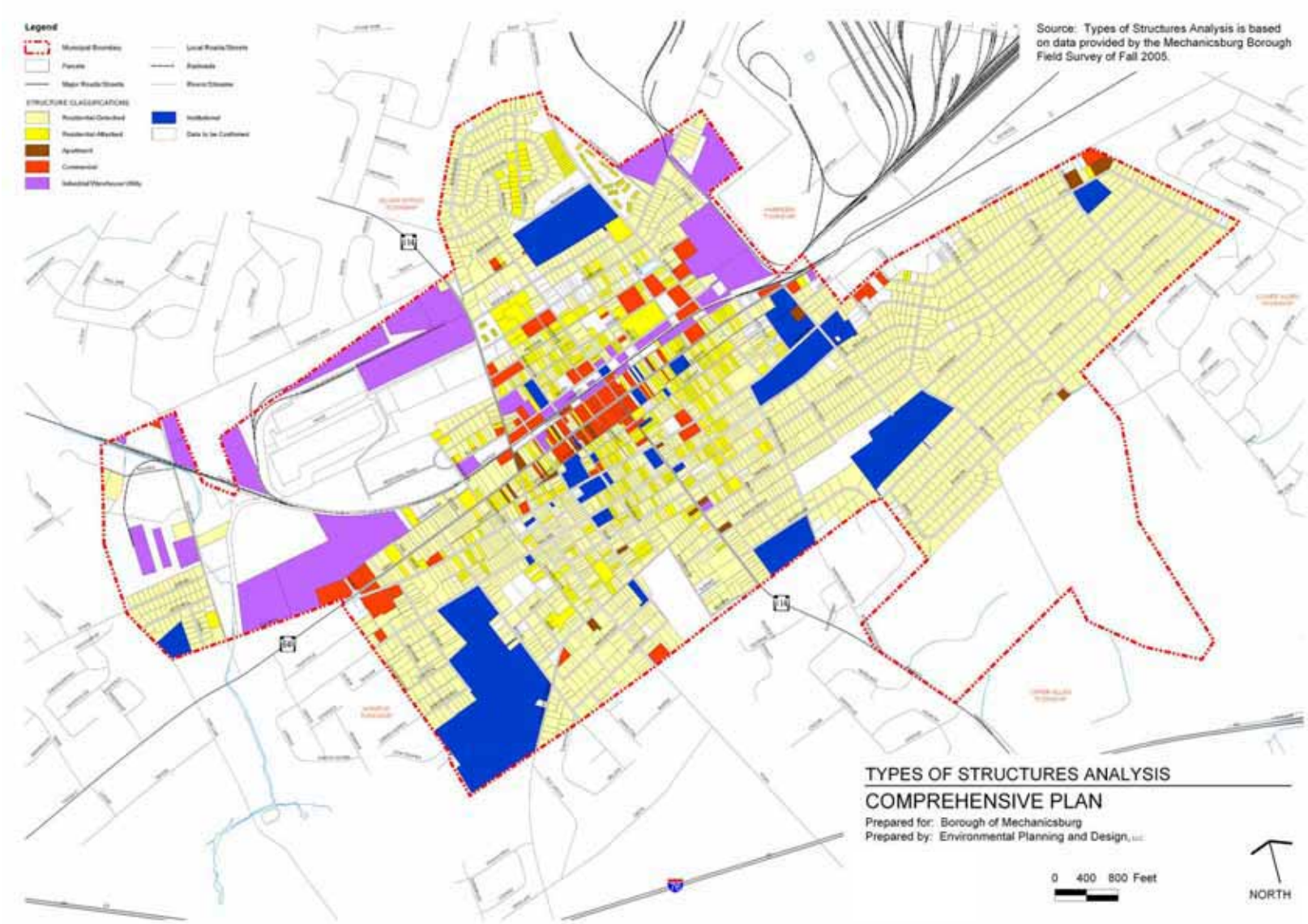

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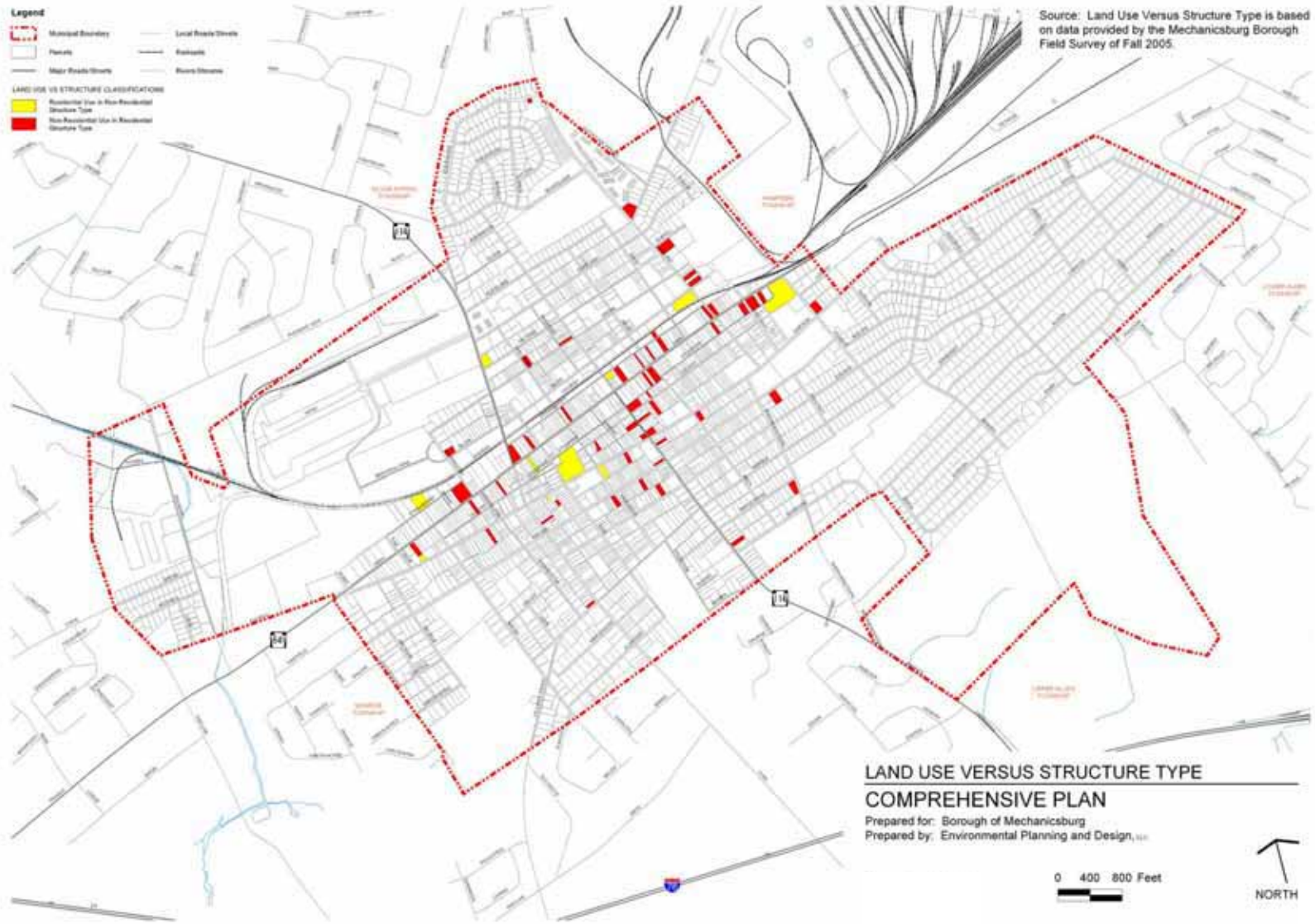

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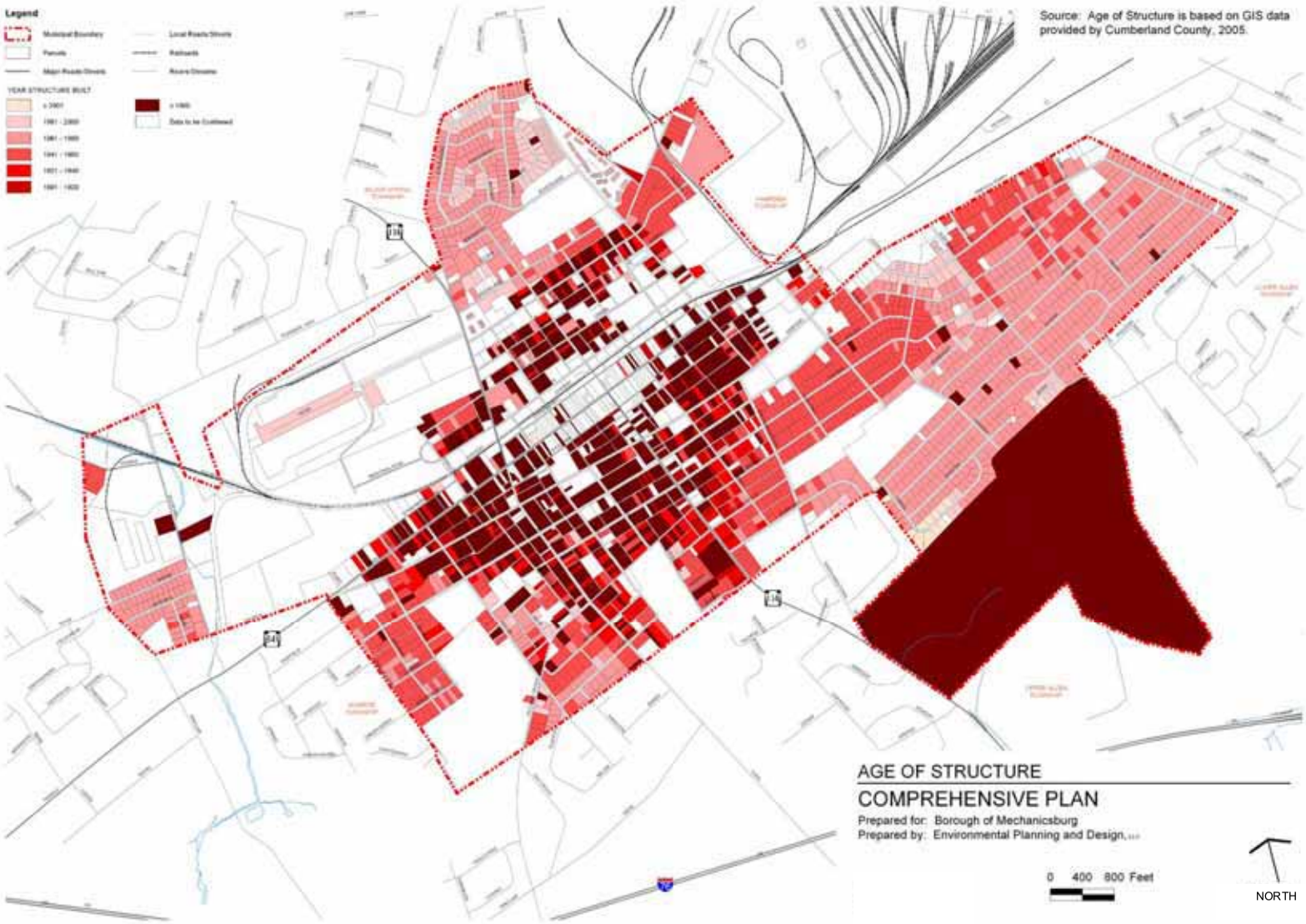

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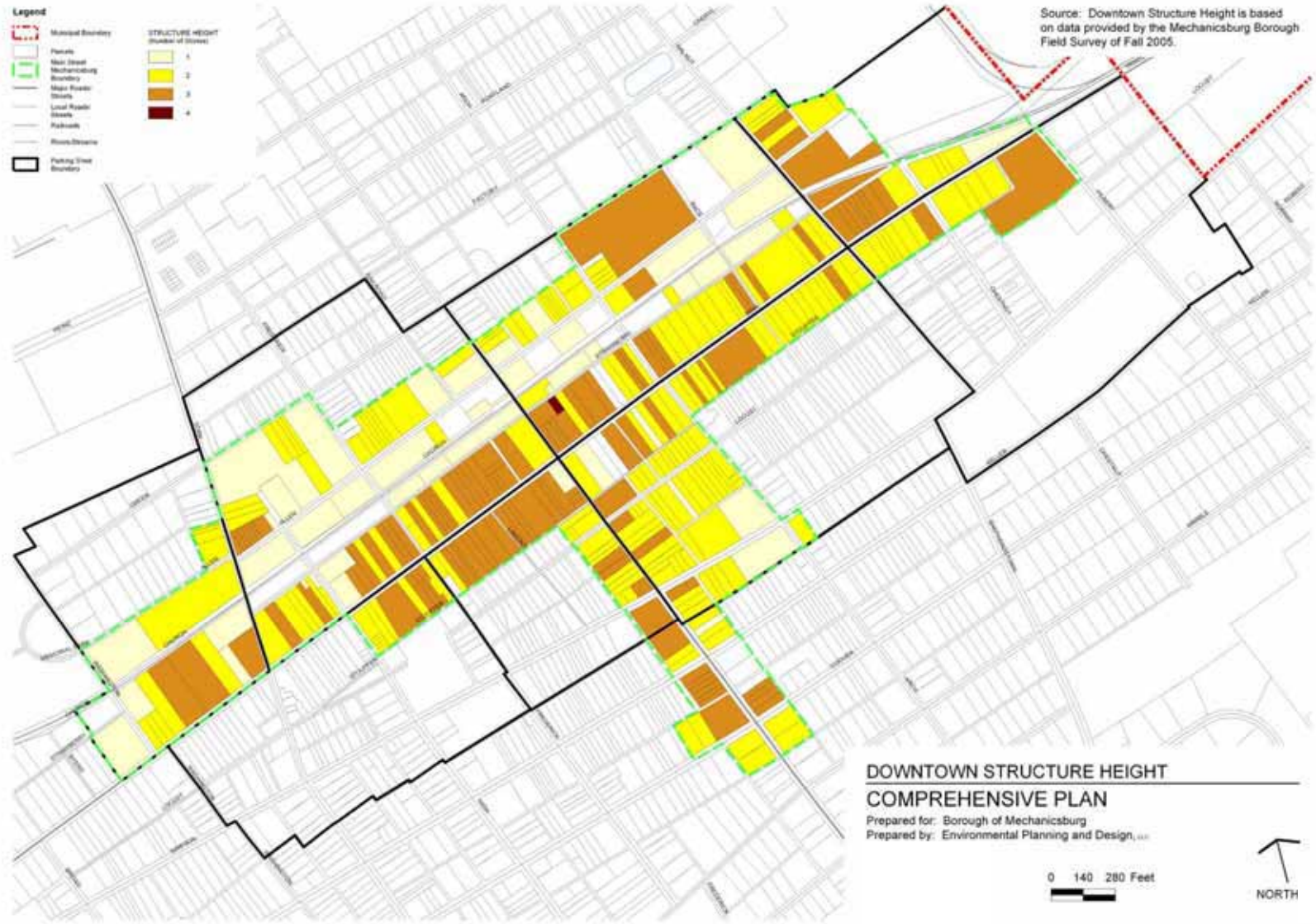

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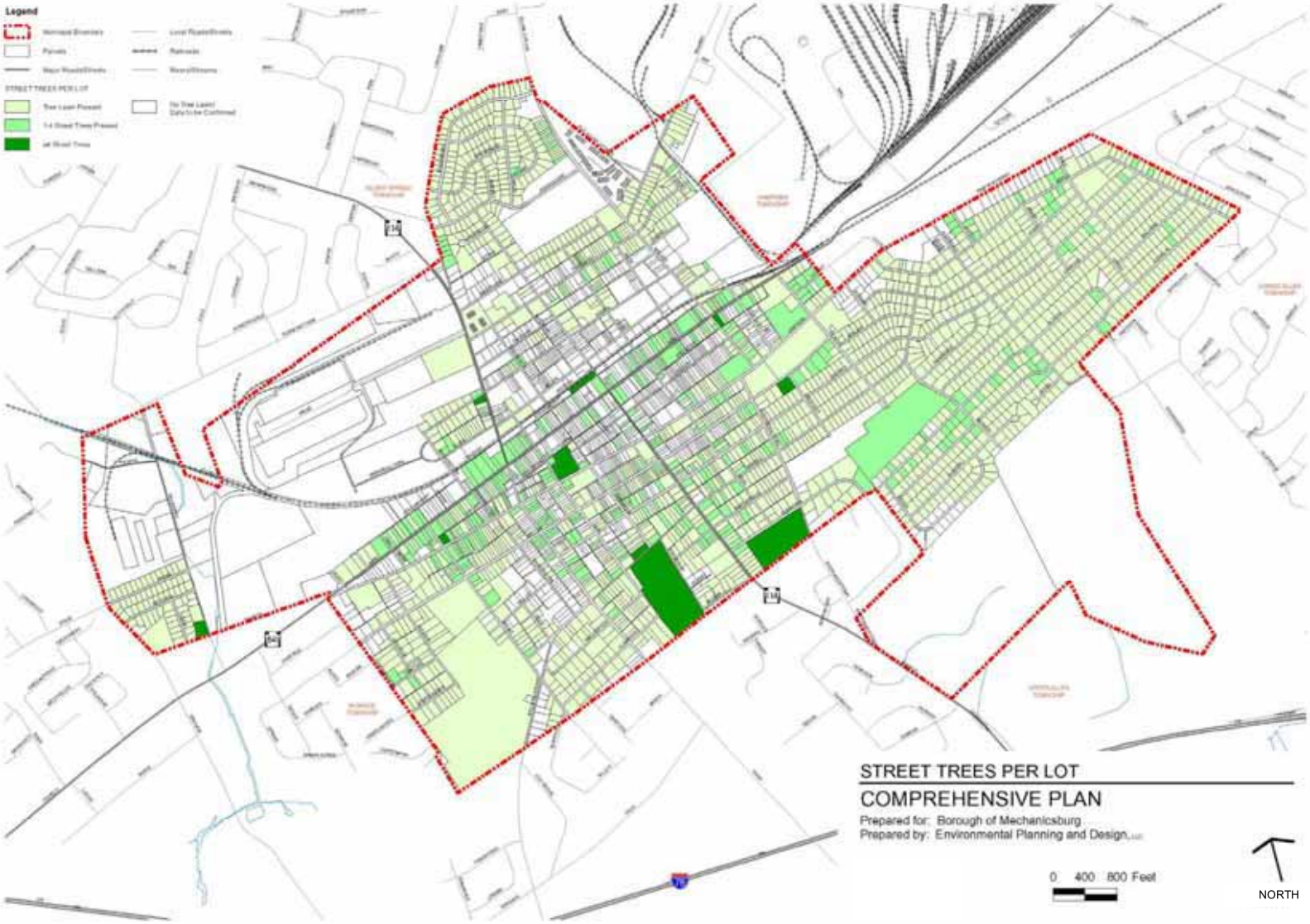
by Cumberland County (2005).

Borough parcel and boundary data provided by Cumberland County (2005).



Municipal Services

a. Infrastructure

There are a variety of service providers in the community. United Water provides residents with potable water. PPL distributes electricity to the Borough's 9,000 residents. UGI Utilities also provides gas service. Penn Waste is contracted to collect curbside waste & recycling weekly. In 2005, average quarterly charges equaled $41.82 per customer.

The Mechanicsburg Wastewater Treatment Plant is a 2.08 millions of gallons per day (MGD) advanced treatment facility located in the Borough of Mechanicsburg, Cumberland County. It provides sewage treatment services to the Borough and portions of four surrounding Townships: Hampden, Monroe, Silver Spring, and Upper Allen. The facility, its six pumping stations, and 25 miles of sewer is owned by the Borough.

Originally constructed in 1949 as a trickling filter plant with anaerobic digestion, the Mechanicsburg Wastewater Treatment Plant has undergone several upgrades. In 1968, adding more trickling filters, clarifiers, a grit collector, a secondary digester, and a methane burning heat exchanger increased capacity. The most recent major expansion occurred in 1981, when advanced secondary treatment was achieved by the addition of aeration tanks for nitrification, and alum and polymer addition for phosphorus removal and to aid in settling. That expansion also included construction of clarifiers, an office and laboratory building, a filter building with 2 belt presses, and sludge thickeners. A five-mile outfall sewer was constructed to discharge the effluent to the Conodoguinet Creek, since it was more economical than to provide the degree of treatment needed to continue to discharge into the small run beside the treatment plant. In 1994, the gravity grit collector was replaced with an aerated grit removal system. In 1998, the anaerobic digesters received a complete overhaul. The fixed cover roof with mechanical mixers was replaced with a floating cover with methane gas mixers, and the heat exchanger, pumps and piping were all replaced with new equipment. That same year, Treatment Plant personnel designed and constructed a system to flow pace chlorine feed, which resulted in a 50% reduction in chlorine usage. Additional benefits included flow pacing of the final effluent sampler, and totalization of the effluent for DEP DMR reporting purposes.

Except for seven privately owned force mains and four gravity systems located in privately owned apartment or townhouse complexes, the Borough of Mechanicsburg is responsible for maintaining the sewage collection system within the Borough limits. Although aging, the system is in relatively good condition, with Borough personnel continuing their program of routine and

preventative maintenance. Areas of the system that are known to be troublesome are regularly checked and flushed to ensure satisfactory operation.

Biosolids generated during wastewater treatment are anaerobically digested and either spread in liquid form on permitted farmland, or dewatered with belt filter presses and stored for disposal on permitted farmland or in a landfill.

The Treatment Plant is manned 7 days a week and is operated by 8 employees of the Borough, with 5 of those employees possessing Class B or higher Operators Certificates, and 2 more possessing Collection System Certificates. Through intermunicipal agreement, those same employees operate and maintain the portion of Monroe Township's collection system and pumping station tributary to the Borough's treatment facility.

The Mechanicsburg Wastewater Treatment Plant operates under NPDES Permit No. PA0020885. The permit was issued based on an average annual hydraulic design capacity of 2.08 MGD, and, for the purpose of determining whether an overload situation exists, a maximum monthly hydraulic design capacity of 2.50 MGD. The permit was last renewed in 2000, and was due to expire October 1, 2005. On March 30, 2005, the Department received our permit renewal application and deemed it administratively complete.

The Pennsylvania Department of Environmental Protection, pursuant to Chapter 94 of its Rules and Regulations, requires municipalities operating wastewater collection or treatment facilities to submit an annual Wasteload Management Report. This report is to document current conditions and project flows five years into the future to determine if the existing facilities are adequate for upcoming conditions.

In 2005, the annual average daily flow was 1.13 MGD, which was under the Treatment Plant's hydraulic design capacity of 2.08 MGD. There was no month that exceeded the maximum hydraulic design capacity monthly average of 2.50 MGD. The highest recorded monthly average flow was 2.24 MGD in April. Rainfall, as measured and recorded at the Treatment Plant, was 5 inches above normal for the year. Projected new connections and resulting wastewater flows to the sewage collection systems tributary to the Mechanicsburg Wastewater Treatment Plant were calculated through the year 2010. The corresponding 2010 value of 1.503 MGD is well within the Treatment Plant's design capacity. The average annual organic loading in 2005 was 2,300 pounds BOD5 per day; well below the organic design capacity of 3,469 ppd. No month in 2005 exceeded that limit, with the highest month being 2,763 ppd. The corresponding 2010 value of 2,658 ppd BOD5 is also within the design capacities.

The DEP Chapter 94 Report also requires a determination of current and future pumping station and collection system capacity. Based on numbers generated for the latest report, neither are projected to be overloaded by 2010.

Improvement Projects

*B*iosolids: With high quality sites for agricultural utilization of biosolids becoming more difficult to secure due to suburban development, and with most of the spreading equipment due for replacement because of age, the Borough has come to a turning point in their biosolids program. The decision has been made to go Class A, and will most likely involve a biosolids composting facility that will be built in conjunction with a yard waste composting facility that is slated for construction to the east of the Treatment Plant.

Pumping Stations: The Borough has six pumping stations, five of which are in need or soon to be in need of attention.

1. Apple Drive, located at the intersection of Apple Drive and James Street. Installed in 1951, and rebuilt in 1991, this station is in good condition and needs no major work.

2. Messic, located at the intersection of Apple Drive and Cocklin Street. Installed in the mid- to late-1960s, and now over 30 years old. New control panel was installed in 1999 due to the fact that parts for the old control panel were almost impossible to find. Both pumps have been totally rebuilt since then, since they are impossible to replace with new pumps without repiping the entire station. This station does not carry much flow, the biggest problem is that the wet well sits in a very wet area and leaks during periods of high groundwater. That problem will only get worse as time goes on, and the best solution would be to do something about the stormwater situation in that area. This station could have the lowest priority rating for replacement.

3. Eric, located on Eric Avenue just off of Cocklin Street. Installed in the mid- to late-1960s, and now over 30 years old. This station is identical to Messic. When the Borough replaced the control panel at Messic, we saved the old one to use as spare parts for this station. A new control panel could be installed for $10,000, but the community would still be faced with the fact that the pumps are old and cannot be replaced, only rebuilt. Due to the fact that this station does not carry much flow, its replacement is not of the highest priority, but must be done eventually. This station could have the second lowest priority rating for replacement.

4. Alison, located on Alison Avenue between Darla Road and Norway Street. Installed in 1968 and now over 30 years old. This pumping station has some major problems. The equipment is aging, and replacement parts are getting more difficult to find. The strain on the equipment is great due to several reasons: the force main is extremely long, over 1000 feet; the station only has single phase power, not three phase power as would be preferred for the size pumps that are installed; the station is extremely deep; and during periods of high ground water, the collection system in that area leaks like a sieve. The solutions to these problems are not simple. For example, a lot of money was spent in the 1980s to cure the infiltration problem, the collection system in that area was televised and grouted, but no reduction in high water flows was seen. Rebuilding this station will probably be costly; this station could have the highest priority rating for replacement, due to the number of problems.

5. Market, located on Cedar Avenue just off of Market Street. Installed in 1972 and now almost 30 years old. Although this station is aging, it has not been a problem station. It already has its own generator, which is something that the other five stations will have after their rebuilds. Fencing was recently replaced and blacktop repaved. This station could have a moderate priority to be rebuilt.

6. Edgewood, located on Edgewood Drive between Arch Street and Silver Spring Road. Installed in 1978, with a pump upgrade a couple of years later, this station is only 23 years old, but is often problematic. Despite the fact that the Borough has had the pumps and valves worked on several times, the station still performs below expected pumping capacity. The drainage area for this station experiences high infiltration during periods of wet weather and overloads the pumps. This station could have a high priority for replacement.

Treatment Plant: Although the Treatment Plant is generally in good operating condition, there are several things that should be kept in mind.

1. Sandblasting and Painting of Clarifiers and Tanks. All the equipment was sandblasted and painted in the late 80s and early 90s. It is now due again.

2. In 1981, the Mechanicsburg WWTP was upgraded to provide secondary treatment to the wastewater, which included phosphorus removal and nitrification. In the nitrification process, ammonia nitrogen (urine) is converted into a more environmentally benign form of nitrogen; nitrate, which is not toxic to fish and does not place an oxygen demand on the

receiving stream. Nitrogen is not removed from the wastewater, just changed in chemical makeup.

With the signing of the Chesapeake 2000 Agreement, Pennsylvania made a commitment to help remove certain amounts of nitrogen, phosphorus, and sediment from the watershed. To reach the set goals, Pennsylvania must reduce nitrogen loading by 48.2 million pounds per year.

The 150 or so large Wastewater Treatment Plants in Pennsylvania that discharge into the Chesapeake Bay watershed contribute 11% of its total nitrogen (agriculture contributes 49%). By targeting all these treatment plants for upgrades, DEP hopes to reduce nitrogen loading by 3.1 million pounds.

For preliminary planning purposes, the Borough's sanitary engineering firm has estimated approximately $2,000,000 to $2,500,000 (in 2004 dollars) will be needed to upgrade the treatment plant to meet the new nitrogen limit. Costs for projects of a capital nature such as this are shared by Silver Spring Township (11%) and Monroe Township (5%) based on their allocated capacity in the treatment plant.

Mechanicsburg Borough is also presented with a host of stormwater management challenges. The Borough is well developed with large areas of impermeable surfaces. The topography is inordinately flat in nature providing for many low areas and minimal slopes for surface water drainage. Compounding the challenges is the Karst topography of the Borough which leads to many unstable areas and multiple sinkhole formations. Following is a discussion of some of the specific challenge areas encompassed within the Borough.

Mulberry Drive
Trindle Spring runs under Mulberry Drive on the western edge of the Borough. Mulberry Drive in the vicinity of Trindle Spring is actually in the floodplain. During heavy rain events, the roadway floods. The Borough has looked at raising the roadway; however, due to the floodplain, any improvements to the road profile will subsequently raise the upstream flood elevation. Any increase in flood elevation may impact upstream properties. The Borough has elected to stabilize the roadway to enable the pavement to withstand the constant subgrade saturation.

Broad Street
Broad Street is located on the western side of the Borough and is adjacent to the Mechanicsburg School District property. This street receives excessive runoff from several developments on the southwestern side of the Borough as well as runoff from the school property. As the Borough has only in the past several

years instituted a stormwater management ordinance, much of the stormwater runoff from the school property is undetained.

Shepherdstown Road
Shepherdstown Road in the vicinity of Koser Park is one of the key drainage areas for the Borough. The southern portion of the Borough is densely developed as a residential area. All of this development occurred before any stormwater management controls were required. This particular location accepts ~5 acre drainage area with little to no detention in the area. The Borough has attempted to treat the high volume of runoff in this area by directing flow into the baseball field of Koser Park. The high volume of runoff has created a reoccurring sinkhole on Shepherdstown Road. This sinkhole has been repaired by the Borough in conjunction with PennDOT. New inlets and piping have been installed to attempt to convey flow from the intersection and sinkhole area to Koser Park. Ultimately a conveyance system (combination underground and open channel) would be required to carry and discharge this runoff into the Cedar Run watershed some distance from the street.

Simpson Street
Simpson Street is one of two major east/west corridors in the Borough. Simpson Street, in the vicinity of Gale Street, regularly floods during heavy rain events. This area accepts runoff from the eastern side of the Borough, which is heavily developed with dense residential properties. Again, this area receives runoff from a large undetained portion of the Borough. Further contributing to this problem area are issues with properties in the adjacent township. The adjacent township has allowed a major drainage swale to be filled as well as underground piping systems to be undersized, blocked and re-routed. As the available structures are not functioning properly, this area floods during most rain events.

Darla Road
Darla Road in the area of Norway Street is on the southern side of the Borough. This area has been residentially developed and currently receives much of the stormwater runoff from the southeastern side of the Borough. Additionally, the subsurface systems in this area accept flow from an adjacent township. When this area was developed, adequate detention facilities were not available and the developer installed an underground infiltration system. This system was designed to overtop and outfall during heavy rain events. The system in this area fails on a regular basis. Several of the homes along Darla Road receive significant water into their basements during large rain events.

b. Fiscal information

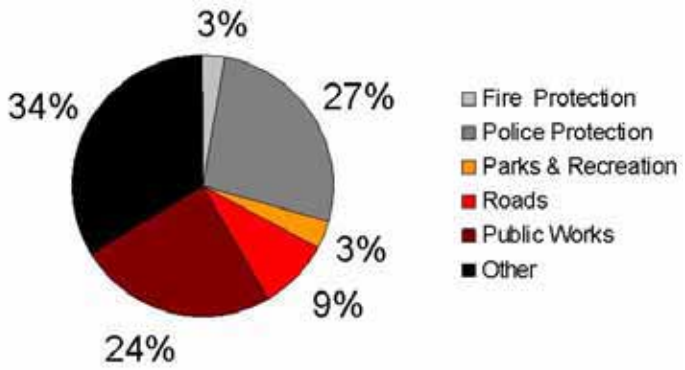
The Borough relies upon its tax structure to fulfill a portion of its revenue stream. These tax dollars are returned to its residents in the form of public services. In 2005, the municipal tax rate was 2.23 mills. Millage is a rate assigned to every $1,000 worth of assessed property value. The real estate/deed transfer tax is 2% where 1% is allocated to the State and 1% remains within the local revenue stream. The 1% remaining in the local economy is divided equally among the Borough and the School District. Earned Income Tax is also collected at a rate of 1.70% with .5% going to the municipality and 1.2% allocated to the School District.

Collected annually, the Borough assesses a $10 Emergency and Municipal Service Tax with $5 for municipal use and the other $5 to the School District. This rate is less than the $52 maximum rate currently permitted by the Commonwealth.

Another tax is the $10 Per Capita Tax; again 1/2 to municipality and 1/2 to schools. Total Public Revenues generated annually over the past 3 years is approximately $4.5 million. 35 persons are employed by the municipality three of which are Borough professional staff and 3 of which are support staff.

The Borough's major expenses include fire, police protection, parks and recreation, roads and public works. Of the $4.5 million expenditure budget, approximately 85% is associated with residentially-oriented activity and 15% to support non-residential development.

A breakdown of these expenditures is included on the following chart.



Key Demographic Observations

The following summary identifies and evaluates Mechanicsburg's population, housing, education and economic characteristics and trends. To gain an understanding of the Borough's demographics within the context of regional trends, data has been analyzed for each of the adjacent townships and a selection of comparative "benchmark" (borough) communities. Information has been compiled from the US Census and builds upon socio-economic profiles summarized as part of Mechanicsburg's 2002 Strategic Plan and the 2005 Claritas Report.

a. **Population**

Mechanicsburg's population has declined over the last twenty years, representing a trend that is significantly different than surrounding townships and some of the comparable benchmark boroughs evaluated. With 450 fewer residents in 2000 than in 1980, Mechanicsburg has lost nearly 5% of its residents in the past two decades. Population totals have continued to rise in surrounding Hampden, Lower Allen, Monroe, Silver Spring and Upper Allen Townships signifying that Borough residents could be choosing to move to these adjacent communities or out of the region all together. When compared to other identified boroughs, Mechanicsburg has the fewest residents and the largest population loss (Elizabethtown is the only borough to recently experience growth).

Table 4: Total Population (1960-2000)

Community	Total # of Persons				
	1960	1970	1980	1990	2000
Mechanicsburg Borough	8,123	9,385	9,487	9,452	9,042
Hampden Township	6,558	11,847	16,648	20,384	24,135
Lower Allen Township	11,614	13,690	14,077	15,254	17,437
Monroe Township	2,298	3,326	4,836	5,468	5,530
Silver Spring Township	4,044	6,324	7,148	8,369	10,592
Upper Allen Township	2,631	7,325	10,533	13,347	15,338
Carlisle Borough	16,623	18,079	18,314	18,419	17,970
Elizabethtown Borough	6,780	8,072	8,233	9,952	11,887
Middletown Borough	11,182	9,080		9,254	9,242
Waynesboro Borough	10,427	10,011	9,726	9,578	9,614

Graph 1: Population (1960-2000)

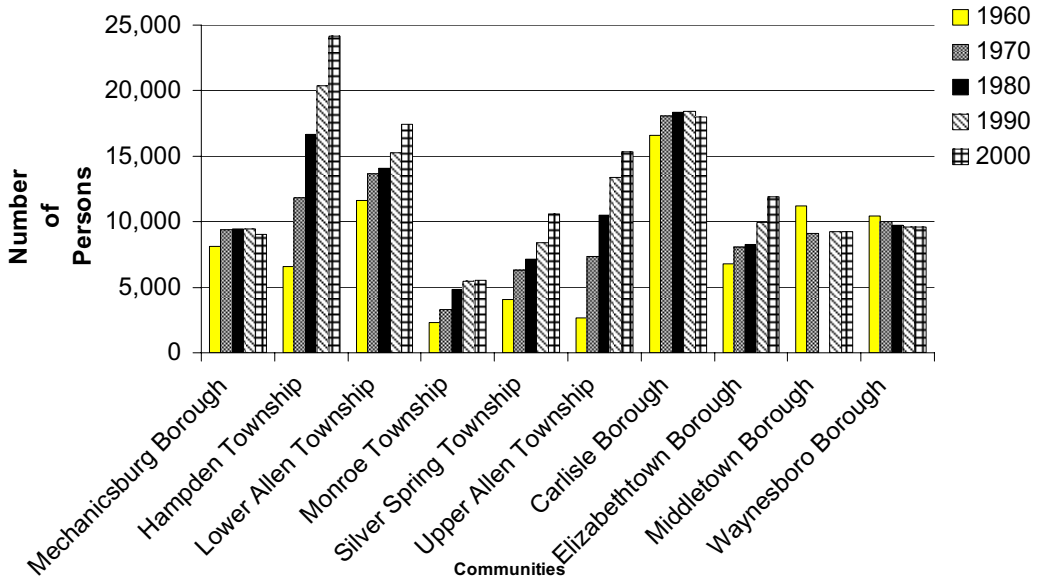


Table 5: Population % Change

	% Change				
Community	**1960-70**	**1970-80**	**1980-90**	**1990-2000**	**1980-2000**
Mechanicsburg Borough	16%	1%	0%	-4%	-5%
Hampden Township	81%	41%	22%	18%	45%
Lower Allen Township	18%	3%	8%	14%	24%
Monroe Township	45%	45%	13%	1%	14%
Silver Spring Township	56%	13%	17%	27%	48%
Upper Allen Township	178%	44%	27%	15%	46%
Carlisle Borough	9%	1%	1%	-2%	-2%
Elizabethtown Borough	19%	2%	21%	19%	44%
Middletown Borough	-19%			0%	
Waynesboro Borough	-4%	-3%	-2%	0%	-1%
Average Change	40%	15%	11%	9%	21%

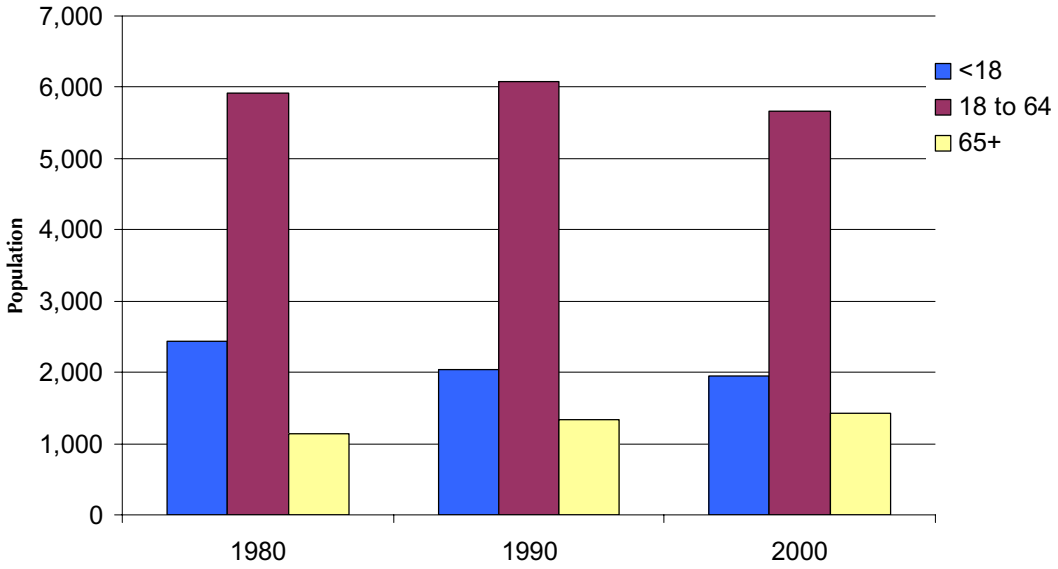
Population density is a measure of the average number of persons living within each acre of a community. Within Mechanicsburg, an average of 5.87 residents live within each acre. The Borough's population density, as often found in older fully developed municipalities, is higher than all communities evaluated except Middletown.

Table 6: Population Density (2000)

Community	Population Density (persons per acre)
Mechanicsburg Borough	5.87
Hampden Township	2.10
Lower Allen Township	2.65
Monroe Township	0.33
Silver Spring Township	0.50
Upper Allen Township	1.80
Carlisle Borough	5.20
Elizabethtown Borough	5.55
Middletown Borough	8.84
Waynesboro Borough	4.42

In the past twenty years, the greatest proportion of Mechanicsburg's population loss occurred among its youngest residents, a trend generally inconsistent with other communities studied. The Borough currently has 20% fewer residents under the age of 18 than it did in 1980. When evaluating where population decline occurred among specific age groups living in the surrounding townships and comparative benchmark boroughs, loss was most common among the 20- to 24-year-old age group – a pattern often witnessed among suburban communities as young adults move closer to employment opportunities and/or the "conveniences" of larger population centers (metropolitan areas).

Graph 2: Population by Age (Mechanicsburg)



Mechanicsburg's age trends signify that families are moving out of the community and/or fewer families are choosing to have children. Table 4: Married Families with Children further illustrates the relationship between the number of married families and such families' children (<18 years). Reasons for these declines could be numerous; tracking these trends is important in order for a community to effectively allocate its resources as it plans for programs and amenities in addition to providing outreach to young residents and their families.

Table 7: Married Families with Children

	1980		2000		% Change	
Community	Total Married Families	% with Children	Total Married Families	% with Children	Total Married Families	% with Children
Mechanicsburg Borough	2,225	47.5%	2,059	38.7%	(166)	-8.8%
Hampden Township	4,214	56.3%	6,052	44.7%	1,838	-11.6%
Lower Allen Township	3,358	42.6%	3,157	33.7%	(201)	-8.9%
Monroe Township	1,561	54.8%	1,515	42.9%	(46)	-11.9%
Silver Spring Township	1,811	51.8%	2,736	43.5%	925	-8.3%
Upper Allen Township	2,372	55.4%	3,051	43.8%	679	-11.6%
Carlisle Borough	3,474	42.6%	2,939	38.1%	(535)	-4.5%
Elizabethtown Borough	1,780	43.0%	2,238	39.7%	458	-3.3%
Middletown Borough	1,533	54.3%	1,647	41.0%	114	-13.4%
Waynesboro Borough	2,288	42.2%	1,971	39.2%	(317)	-3.1%

Although Mechanicsburg's younger population has declined, some specific age groups have experienced population gains. Between

1980 and 2000, notable population increases have occurred among those residents between 35 and 44 years of age, those 45- to 54-year-olds, and those 65 and older. The most significant change occurred among those 65 and older; this group currently comprises approximately 16% of the Mechanicsburg's total population.

Table 8: Age Groups (Mechanicsburg)

Years of Age	1980	1990	2000
<18 years	2,432	2,041	1,947
%	26%	22%	21%
18 to 64	5,911	6,079	5,664
%	62%	64%	63%
65+	1,144	1,332	1,431
%	12%	14%	16%
Total	9,487	9,452	9,042

Although the percentage of those aged 65 and older is on the rise in Mechanicsburg, the number and proportion of this age group has increased faster in several neighboring townships and comparative benchmark boroughs. Mechanicsburg has the opportunity in the future to evaluate and align the programs and services it offers to these changing demographics.

Table 9: Age (% Change)

	1980			2000			% Change (1980-2000)		
Community	<18	18-64	65+	<18	18-64	65+	<18	18-64	65+
Mechanicsburg Borough	29%	59%	12%	21%	63%	16%	-8%	4%	4%
Hampden Township	34%	60%	6%	26%	60%	13%	-7%	0%	7%
Lower Allen Township	25%	62%	12%	17%	63%	20%	-8%	1%	7%
Monroe Township	35%	58%	7%	27%	62%	11%	-8%	4%	4%
Silver Spring Township	32%	60%	7%	27%	60%	12%	-5%	0%	5%
Upper Allen Township	34%	58%	8%	28%	57%	15%	-7%	-1%	8%
Carlisle Borough	29%	56%	15%	24%	58%	18%	-4%	2%	3%
Elizabethtown Borough	30%	57%	14%	26%	56%	18%	-4%	-1%	5%
Middletown Borough									
Waynesboro Borough	28%	54%	18%	26%	57%	18%	-2%	2%	-1%

b. Households

The Borough's household size, as in other municipalities throughout the Commonwealth and nation, continues to decrease. Average household size is based upon a community's population and its number of occupied households. The Borough's average household size decreased approximately 15% between 1980 and 2000. This trend is consistent with general trends seen throughout the Commonwealth and the United States.

Household size among other communities studied fell between 7% and 27%. Based upon the Borough's and region's population and age

trends, the smaller average household size may be a result of one or several factors including the number of single-parent households, families with fewer or no children or a greater number of seniors living independently.

Table 10: Average Household Size

Community	Average Household Size (number of persons per household) 1980	1990	2000
Mechanicsburg Borough	2.62	2.40	2.23
Monroe Township	3.04	2.83	2.67
Silver Spring Township	2.92	2.67	2.60
Hampden Township	2.92	2.68	2.48
Lower Allen Township	2.64	2.28	2.14
Upper Allen Township	2.92	2.52	2.46
Carlisle Borough	2.37	2.20	2.10
Middletown Borough	3.05	2.31	2.23
Elizabethtown Borough	2.50	2.38	2.31
Waynesboro Borough	2.43	2.29	2.26

Housing density is a measure of the number of total dwelling units constructed within a community's boundary. On average, 2.71 dwelling units are found per acre within Mechanicsburg. This housing density is greater than all neighboring townships and the comparative benchmark boroughs except Middletown.

Table 11: Housing Density

Community	Housing Density (dwellings per acre)
Mechanicsburg Borough	2.71
Hampden Township	0.87
Lower Allen Township	0.99
Monroe Township	0.13
Silver Spring Township	0.20
Upper Allen Township	0.61
Carlisle Borough	2.32
Elizabethtown Borough	2.69
Middletown Borough	3.26
Waynesboro Borough	2.14

In general, the rate of home ownership is declining throughout the region. In Mechanicsburg, there were 12 (or 0.5%) fewer owner-occupied households and 109 (7.8%) more renter-occupied households in 2000 than in 1990. In comparison to 68% 20 years ago, 62% of the Borough's population currently resides in owner-

occupied dwellings. This rate of change is one of the highest among all townships and boroughs analyzed. Because only approximately 100 additional dwellings have been developed since 1990, it is likely that either new construction has been marketed toward renters and/or previously owner-occupied units are being converted to rental property.

Table 12: Tenure (all Households)

	1980		1990		2000	
Community	**Owner**	**Renter**	**Owner**	**Renter**	**Owner**	**Renter**
Mechanicsburg Borough	68%	32%	64%	36%	62%	38%
Hampden Township	81%	19%	82%	18%	80%	20%
Lower Allen Township	78%	22%	69%	31%	69%	31%
Monroe Township	83%	17%	86%	14%	88%	12%
Silver Spring Township	85%	15%	87%	13%	91%	9%
Upper Allen Township	97%	3%	76%	24%	80%	20%
Carlisle Borough	51%	49%	50%	50%	49%	51%
Elizabethtown Borough	59%	41%	52%	48%	59%	41%
Middletown Borough	51%	49%	53%	47%	52%	48%
Waynesboro Borough	55%	41%	57%	43%	52%	48%

Mechanicsburg's rate of ownership has historically been lower, and remains lower, than the rates of its five (5) surrounding townships. Currently, only Monroe and Silver Spring Townships have a smaller percentage of renter-occupied dwellings than they did in 1980. However, despite that the percentage of owner occupancy has dropped in Mechanicsburg, the Borough possesses a large proportion of owner-occupied units when viewed in context of some neighboring communities and the comparative benchmarks boroughs evaluated.

When comparing age characteristics to tenure, more seniors reside in an owner-occupied home than previously. Based upon the method in which the US Census categorizes this information, the trend signifies that more older residents now own their homes. It also can be concluded that young families are the primary contributors to the Borough's increasing proportion of renters.

Table 13: Tenure (65+ year-old households)

65+ year-old Householder	1990	2000
Owner Occupied	670	778
Renter Occupied	206	165
Total	876	943
% Owner Occupied	76%	83%
% Renter Occupied	24%	17%

Approximately 53% of the Borough's residential structures are single-family, detached dwellings. This rate is one of the lowest among all neighboring townships but higher than all comparative benchmark boroughs.

Table 14: Units per Structure

		% of Total Structures				
Community	Total	1 (det.)	1(att.)	2	≥3	Mobile Home
Mechanicsburg	4,169	53%	17%	10%	20%	0%
Hampden Township	9,990	66%	11%	1%	15%	7%
Lower Allen Township	6,520	64%	10%	1%	24%	1%
Monroe Township	2,165	86%	2%	2%	3%	8%
Silver Spring Township	4,185	75%	10%	1%	2%	11%
Upper Allen Township	5,198	64%	18%	2%	13%	3%
Carlisle Borough	8,032	34%	26%	8%	32%	0%
Elizabethtown Borough	4,473	41%	21%	6%	31%	0%
Middletown Borough	4,387	37%	17%	5%	36%	5%
Waynesboro Borough	4,652	47%	17%	11%	24%	1%

Despite its slow but on-going population loss, the Borough's household occupancy rate has remained steady. More than 96% of Mechanicsburg's 4,100+ housing units were occupied in the past 2 decades. This rate also represents a drop in occupancy of only 1% since 1980. 1985 is the median year when home owners moved into Mechanicsburg. This length of residency for owner occupancy, along with the length of residency by renters, creates one of the longest lengths of residency among all communities studied.

Table 15: Length of Residency

Community	Median Year of Initial Residency		
	Overall	Owner Occupied	Renter Occupied
Mechanicsburg Borough	1992	1985	1998
Hampden Township	1994	1991	1999
Lower Allen Township	1993	1988	1998
Monroe Township	1988	1986	1996
Silver Spring Township	1992	1991	1997
Upper Allen Township	1993	1991	1998
Carlisle Borough	1995	1988	1997
Elizabethtown Borough	1995	1991	1998
Middletown Borough	1994	1985	1997
Waynesboro Borough	1995	1988	1997

Mechanicsburg possesses one of the Capitol region's oldest housing stocks. 40% of the Borough's dwelling units were constructed more than 65-years-ago, while approximately 14% are less than 25 years old. This pattern of development is in stark contrast to that found in adjacent townships. The pattern is most consistent with the benchmark boroughs of Carlisle and Waynesboro. The age of housing stock is often a significant factor for potential home buyers because the condition and maintenance of these older homes could likely be determining factors in their future value and "saleability."

Table 16: Age of Housing Stock

Community	2000 Total Units	% Housing Stock by Age						
		1939 or earlier	1940-49	1950-59	1960-69	1970-79	1980-89	1990-99
Mechanicsburg Borough	4,169	40.0%	4.9%	15.1%	12.5%	14.0%	9.7%	3.9%
Hampden Township	9,990	2.0%	2.5%	11.2%	14.1%	24.3%	19.0%	26.8%
Lower Allen Township	6,520	4.4%	9.4%	25.6%	20.9%	15.5%	13.0%	11.2%
Monroe Township	2,165	18.6%	1.6%	7.0%	14.6%	24.2%	21.3%	12.7%
Silver Spring Township	4,185	8.0%	3.3%	9.7%	11.0%	18.0%	24.3%	25.6%
Upper Allen Township	5,198	5.9%	1.3%	6.3%	19.9%	23.9%	22.7%	20.0%
Carlisle Borough	8,032	42.7%	8.8%	10.1%	11.0%	8.8%	11.6%	7.1%
Elizabethtown Borough	4,473	26.1%	7.8%	13.9%	11.7%	7.4%	15.2%	18.0%
Middletown Borough	4,387	25.5%	11.5%	20.7%	14.1%	17.7%	5.9%	4.6%
Waynesboro Borough	4,652	46.3%	13.0%	12.5%	8.5%	6.3%	6.6%	6.8%
Cumberland County	86,951	19.0%	6.5%	12.5%	13.4%	16.9%	15.3%	16.4%

The growth of Mechanicsburg's median home value is slightly outpacing the Consumer Price Index (CPI), a common measure of inflation. Median home value in the Borough rose 35.1% from $81,100 in 1990 to $109,600 in 2000 while the CPI rose approximately 33%. This trend can translate to mean that the price of a home in the Borough is appreciating. Nearly all neighboring and comparable communities' median home value growth also met or exceeded the growth of the CPI. The rate of rent is also steadily increasing, and in comparison to its neighboring townships and

benchmark boroughs, Mechanicsburg remains competitive in the rental market.

Table 17: Home Value and Household Income

Community	Median Home Value (Owner-Occupied Housing Units) 1990	2000	% Change 1990-2000	2000 Median Household Income
Mechanicsburg Borough	$81,100	$109,600	35.1%	$45,200
Hampden Township	$114,000	$146,700	28.7%	$60,011
Lower Allen Township	$84,700	$111,200	31.3%	$46,172
Monroe Township	$96,700	$134,700	39.3%	$57,351
Silver Spring Township	$92,100	$133,600	45.1%	$54,932
Upper Allen Township	$95,800	$132,500	38.3%	$54,706
Cumberland County	$84,700	$116,500	37.5%	$46,707
Carlisle Borough	$77,400	$104,000	34.4%	$33,969
Elizabethtown Borough	$82,300	$110,200	33.9%	$42,752
Middletown Borough	$58,600	$84,300	43.9%	$35,425
Waynesboro Borough	$63,400	$85,500	34.9%	$31,574

Table 18: Median Rent and Household Income

Community	Median Rent (in dollars) 1980	1990	% Change 1980-1990	2000	% Change 1990-2000	2000 Median Household Income
Mechanicsburg Borough	$237	$455	92%	$575	26%	$45,200
Hampden Township	$305	$539	77%	$695	29%	$60,011
Lower Allen Township	$306	$524	71%	$669	28%	$46,172
Monroe Township	$273	$401	47%	$557	39%	$57,351
Silver Spring Township	$238	$478	101%	$521	9%	$54,932
Upper Allen Township	$286	$500	75%	$631	26%	$54,706
Carlisle Borough	$225	$391	74%	$489	25%	$33,969
Elizabethtown Borough	$221	$420	90%	$561	34%	$42,752
Middletown Borough	$245	$442	80%	$534	21%	$35,425
Waynesboro Borough	$187	$325	74%	$423	30%	$31,574

One way of assessing housing affordability in a community is by examining the ratio of home value to household income. To complete this analysis, a sample comparison was computed for each community based on a debt to income ratio. In this computation, a maximum .36 (or 36%) debt to income ratio was employed to derive the minimum annual household income that would likely need to be available to a household in order to make monthly mortgage payments on a moderately priced home. Many lenders use the .36 debt to income ratio as a means of assessing mortgage applications. The analysis incorporates one additional step by identifying the proportion of households that would likely have the minimum annual

household income within the debt to income ratio guidelines. No US Census data was available at the time of the analysis to distinguish the differences between household income of owner-occupied and renter-occupied units which is one important dimension of housing affordability. It appears, based upon this analysis, that, even with a rising renter population, a majority of Mechanicsburg households most likely have the capacity to own a home. This analysis also illuminates that a comparable percentage of households that could afford a median value home exist in Mechanicsburg as found in neighboring townships and several benchmark boroughs.

Table 19: Housing Affordability Analysis

	2000		Housing Affordability Analysis		
Community	Median Home Value	Median Household Income	Estimated Monthly Mortgage Payment	Minimum Annual Household Income Needed to Cover Estimated Mortgage	% of Total Households That Can Afford a Median Value Home
Mechanicsburg Borough	$109,600	$45,200	($602)	$28,750	71.1%
Hampden Township	$146,700	$60,011	($805)	$38,500	70.2%
Lower Allen Township	$111,200	$46,172	($611)	$29,000	70.2%
Monroe Township	$134,700	$57,351	($740)	$35,250	73.1%
Silver Spring Township	$133,600	$54,932	($733)	$35,000	73.6%
Upper Allen Township	$132,500	$54,706	($727)	$34,500	71.5%
Carlisle Borough	$104,000	$33,969	($571)	$27,250	55.6%
Elizabethtown Borough	$110,200	$42,752	($605)	$28,750	68.4%
Middletown Borough	$84,300	$35,425	($463)	$22,000	70.9%
Waynesboro Borough	$85,500	$31,574	($469)	$22,250	61.4%

c. Income

The growth of Mechanicsburg's median household income from 1990 to 2000 exceeded that of the Consumer Price Index (CPI), a common measure of inflation. Median household income in the Borough rose approximately 41% from $32,153 in 1990 to $45,200 in 2000 while the CPI rose approximately 33%. This increase translates to mean that a majority of households can likely continue to afford the typical costs of living in the Borough.

In comparison to its surrounding communities, household income in Mechanicsburg is $1,000 to $15,000 less than Monroe, Silver Spring, Hampden Lower Allen and Upper Allen Townships.

Table 20: Median Household Income (Dollars)

Community	Median Household Income (in Dollars)				
	1960	1970	1980	1990	2000
Mechanicsburg Borough	$6,411	$10,725	$18,757	$32,153	$45,200
Hampden Township			$23,498	$44,250	$60,011
Lower Allen Township	$7,234		$21,731	$37,461	$46,172
Monroe Township			$22,731	$41,426	$57,351
Silver Spring Township			$20,583	$38,760	$54,932
Upper Allen Township			$24,575	$43,598	$54,706
Carlisle Borough	$6,276	$9,708	$15,068	$26,151	$33,969
Elizabethtown Borough	$6,380	$9,618	$18,035	$31,120	$42,752
Middletown Borough	$5,953	$9,485	$16,373	$28,099	$35,425
Waynesboro Borough	$5,636	$7,883	$13,985	$22,972	$31,574

Table 21: Median Household Income (% Change)

Community	% Change Median Household Income			
	1970	1980	1990	2000
Mechanicsburg Borough	67%	75%	71%	41%
Hampden Township			88%	36%
Lower Allen Township			72%	23%
Monroe Township			82%	38%
Silver Spring Township			88%	42%
Upper Allen Township			77%	25%
Carlisle Borough	55%	55%	74%	30%
Elizabethtown Borough	51%	88%	73%	37%
Middletown Borough	59%	73%	72%	26%
Waynesboro Borough	40%	77%	64%	37%

The percentage of Mechanicsburg households with Social Security Income is comparable or lower than its neighboring townships and identified benchmark communities. Contrary to historical perception, of the ten communities analyzed, Mechanicsburg (with 0.7%) also has one of the lowest percentages of households with public assistance income.

Table 22: Households with Social Security Income and Public Assistance

Community	% Occupied Households With Social Security Income	% Occupied Households With Public Assistance Income
Mechanicsburg Borough	27%	0.72%
Hampden Township	23%	0.89%
Lower Allen Township	34%	0.84%
Monroe Township	23%	0.53%
Silver Spring Township	26%	0.00%
Upper Allen Township	24%	1.12%
Carlisle Borough	30%	2.98%
Elizabethtown Borough	28%	1.11%
Middletown Borough	27%	2.01%
Waynesboro Borough	33%	2.64%

d. Education

Mechanicsburg residents have seen an upward trend in educational attainment over the last decade. The proportion of Mechanicsburg residents, over the age of 25, with some formal college education, bachelor's degrees and advanced degrees increased between 1990 and 2000. While the rate of educational attainment is lower than communities like Hampden or Upper Allen, it is significantly higher all than benchmark boroughs of Middletown and Waynesboro.

Table 23: Higher Education Attained

Community	% Population with Higher Education Experience/Degree	
	1990	2000
Mechanicsburg Borough	45.5%	51.9%
Hampden Township	58.0%	66.1%
Lower Allen Township	46.3%	48.0%
Monroe Township	47.2%	54.1%
Silver Spring Township	38.2%	53.3%
Upper Allen Township	57.0%	62.8%
Carlisle Borough	45.9%	51.2%
Elizabethtown Borough	39.1%	45.0%
Middletown Borough	32.2%	37.8%
Waynesboro Borough	27.8%	35.4%

e. Industry and Occupation

Industry refers to the type of activity t a person's work place. Residents are employed in a diverse range of industries. Retail trade, health care and social services and public administration stand out as the leading foci of employment for Borough residents. These concentrations of employment are common among neighboring Townships and the comparative benchmark Boroughs.

Table 24: Industry

Community	Agriculture, forestry, fishing, hunting and mining	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and warehousing	Utilities	Information
Mechanicsburg Borough	1%	5%	7%	5%	13%	9%	0%	2%
Monroe Township	2%	6%	11%	3%	14%	5%	0%	2%
Silver Spring Township	1%	7%	7%	5%	13%	9%	0%	3%
Hampden Township	0%	4%	7%	3%	14%	6%	0%	4%
Lower Allen Township	0%	3%	6%	6%	12%	6%	1%	3%
Upper Allen Township	1%	6%	6%	4%	11%	5%	0%	2%
Carlisle Borough	1%	4%	9%	2%	12%	5%	0%	3%
Middletown Borough	1%	7%	10%	4%	11%	11%	2%	2%
Elizabethtown Borough	1%	4%	16%	4%	10%	4%	1%	3%
Waynesboro Borough	1%	6%	21%	5%	11%	2%	1%	2%

Community	Finance, insurance, real estate, and rental and leasing	Professional, scientific, management, and administrative services	Educational Services	Health care and social assistance	Arts, entertainment, recreation, accommodation and food services	Other services (except public administration)	Public Administration
Mechanicsburg Borough	9%	7%	6%	12%	7%	7%	10%
Monroe Township	9%	7%	10%	10%	6%	3%	12%
Silver Spring Township	11%	8%	8%	9%	5%	6%	9%
Hampden Township	11%	11%	7%	10%	6%	4%	13%
Lower Allen Township	12%	12%	7%	10%	6%	5%	12%
Upper Allen Township	9%	9%	16%	10%	7%	6%	8%
Carlisle Borough	4%	7%	18%	10%	11%	5%	8%
Middletown Borough	8%	5%	6%	10%	7%	5%	10%
Elizabethtown Borough	4%	8%	14%	14%	8%	5%	3%
Waynesboro Borough	6%	8%	7%	11%	8%	6%	4%

Occupation refers to the kind of work a person does to earn a living. Most Borough residents work in management, professional and related occupations or sales and office occupations. Approximately 65% of Borough residents hold positions in these occupations while the remaining 35% work in service, farming, fishing and forestry, construction, extraction and maintenance occupations or production, transportation and material moving occupations.

As the population has declined, the number of those with jobs has also fallen. The greatest change in occupation occurred among those with construction-oriented jobs.

Table 25: Occupation

	Workers		
Occupation	**1990**	**2000**	**% Change 1990-2000**
Management, professional, and related occupations	1,491	1,598	7.2%
Service occupations	630	623	-1.1%
Sales and office occupations	1,860	1,688	-9.2%
Farming, fishing, and forestry	56	27	-51.8%
Construction, extraction, and maintenance occupations	483	382	-20.9%
Production, transportation, and material moving occupations	666	707	6.2%
	5,186	5,025	-3.1%