



Camp Hill Strategic Plan

Camp Hill, Pennsylvania | 2015

Camp Hill Strategic Plan

In 2013, Camp Hill decided to develop a strategic plan. The effort started when we were looking at economic development opportunities, and we realized that we didn't have a clear idea of what residents of the Borough want—did they want more economic development or not? How big a priority is this? What else do people want and what are our priorities as a community?

The last time Camp Hill had a strategic plan was in the 1970s. Since then, we've dealt with issues as they arise, and as motivated Borough Council members and community residents pursued them, and overall we've done pretty well. But we thought it would be useful to develop a clearer picture of these three questions:

1. Where are we today?
2. What do we want to be in the future?
3. How do we get there?

Our goal was to answer these questions in a way that reflects the views of all of the residents of the Borough. And our intent was and is to use this plan to give us focus as we move forward, and to guide our decision-making, priorities and budgeting.

Strategic planning results in a product—this Plan—but it needs to be an ongoing process as well. Keeping the plan current and alive, and ensuring that it continues to reflect our vision of what we want to be, will be critical to achieving our vision.

Part I: The

Process

The planning effort included the entire community and took place over a period of roughly one year. The process was coordinated by a steering committee of 12 people.

The Process

The planning effort included the entire community and took place over a period of roughly one year.

The process was coordinated by a steering committee of 12 people with broad knowledge of the community. [Committee members are listed at the end of the Plan] The effort was endorsed by Borough Council, Council received periodic updates on progress, and Council members participated in both of the Town Hall meetings on the plan (described below).

To start the process, the steering committee analyzed data on where we are today, looked at Camp Hill's strengths and weaknesses, described problems we might encounter, and identified potential opportunities for the Borough.

Current Situation

The planning committee evaluated the Borough in the context of its recent past and in comparison to surrounding communities:

- **Population** – has historically been fairly stable with the exception that, in the past five years, it has grown from 7500 to about 7800.
- **Residential community / Suburban village** – the primary characteristic of the borough is that it is a bedroom community to Harrisburg.
- **Limited Room for Growth** – The borough is surrounded by other communities, and is built-up internally.
- **Lack of Industry** – major centers of employment are outside the borough.
- **Inter-generational** – there is a mix of generations; many have lived in the borough for decades. Up until recent years, there has been little turnover.
- **Architectural diversity** – Neighborhoods range from the early 20th century to the 1960's. A smattering of homes have been built during the past couple of decades.
- Housing prices are higher than most surrounding communities on a square-footage basis. In comparison with surrounding communities, borough houses are smaller in square footage of house size.

Distinguishing Assets

These are the “competitive advantages” that the borough can make the most of in the years to come:

- **Schools** – are highly regarded, and the borough’s most important singular asset. It was noted that, without the schools, the housing prices for the older homes in the borough would drop.
- **Sidewalks** – the borough is a convenient walking/biking community.
- **Library** – is a central meeting place.
- **Population density** – borough neighborhoods somewhat dense; houses close together—creates a sense of closeness and community.
- **Identity/autonomy** – the borough operates independently of surrounding communities; has its own police and fire, and municipal services.
- **Safe** – generally thought of as being a secure community.
- **Charm and character** – Mature trees/attractiveness of neighborhoods add character and aesthetic qualities.
- **Location is convenient** – to shopping, health care and state capital; access to major highways.
- **Community pool, park, Memorial Day parade** – many community events.
- **Shared values**
- **Regional shopping center**
- **Reasonable cost of living** – this is a general characteristic of central PA and is not unique to Camp Hill.

Strategic Challenges

These are the major hurdles the Borough may have to face in the future (not in any particular order):

- **Aging infrastructure** – sewer, streets
- **Cost of services** – police, fire, etc., becoming more expensive.
- Traffic/congestion/traffic flow is increasing.
- Need for more “Greenscaping” Lack of critical properties and locations to attract retail in “downtown corridor” —buildings on Market Street are not those of a retail corridor—most are houses that have been converted. Area west of 32nd Street sometimes not perceived as part of the community.
- Parking for retail businesses on Market Street is perceived to be an issue.
- Residential housing stock is older.
- “Remuddling” of homes (id. no zoning requirements about consistency of remodeling projects) has resulted in inconsistent styles in neighborhoods.
- **Lack of code/zoning re: construction** – enforcement unwillingness
- Signage (wayfinding) is lacking.
- **Investing in property upgrades** – can Market Street attract investors?
- **Incentives in attracting businesses** – and then retaining them.
- Highest tax rate in Cumberland County.

Threats/Opportunities

These are circumstances that, while out of the control of the Borough, can be used as an advantage:

- **Lack of school funding** – if we lose schools, will lose most valuable asset.
- Residual effects of Harrisburg financial situation.
- No room for borough expansion.
- General resistance to change by long-term residents.
- Increases in population in the last decade, possibly reversing a decades-old trend, bringing in younger families.
- Limited new sources of money/funding available for grants.

Looking Ahead Ten Years: What will we have?

- Revitalized Seibert Park
- Cohesive Market Street corridor —including Wormleysburg and Lemoyne
- Vibrant cultural arts scene
- More walkable—less traffic on side streets
- Acceptance of style guidelines —facades
- Mature trees
- Municipal wifi/available technology to residents
- More small/mid-size businesses and restaurants
- Autonomous small, independent school district
- Outdoor amphitheater (behind the fire house or in Seibert)
- Environmental/green infrastructure—pervious pavement, trees for water control
- Mass transit shelters
- Multi use buildings on Market Street—retail on first floor, residential on upper floors
- Stronger sense of place— inclusive but not elite
- More safe—continued safety
- Storm water infrastructure working properly
- Intergenerational
- Kiosks—as a means of communicating, advertising
- Communicative government
- Comprehensive plan for parking
- More diversity—both economic, racial, etc.
- “Green” alleys
- Rental property codes enforcement

The Town Hall Meetings and Gathering Community Input

The committee held two large, community-wide events, and used various other methods to gain as much input from the community as possible.

The first meeting, held in February 2014 at Borough Hall, attracted over 80 residents. Working in teams, residents reviewed the information gathered, and made suggestions for the primary goals of the Strategic Plan. The groups achieved consensus on the most important goals.

Following the meeting, Borough residents—whether or not they attended the Town Hall—were asked to comment on the draft goals that emerged from the meeting. The goals were distributed to the community in several email blasts, and listed on the Borough website. Most of the comments received were very favorable, and a few resulted in some modifications.

A second town hall meeting was held in July 2014, with approximately the same number of participants who, working in teams again, and using the goals previously decided upon, identified the objectives, that is, the actions that need to happen to implement and achieve the strategic goals.

Again, Borough residents—whether or not they attended the meeting—were asked to comment on the draft objectives.

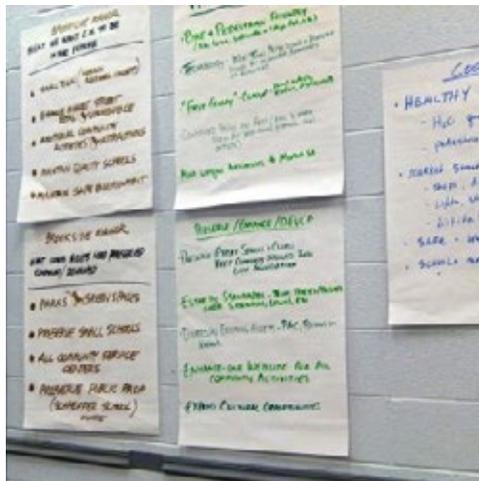
On September 10, 2014, Borough Council voted unanimously to adopt the Strategic Plan mission, vision, goals and objectives.



Part I: The Process



1. Market St. Should be boutique Commerce Center - Keep quaint + little shops. "Keep it Camp Hill"
2. Keep walkability in Camp Hill and nearby areas - ^{connect to} _{but not}
3. Keep ^{vibrant + intergenerational} Small town feel (Lititz, Hendersonville, NC)
4. Keep independent - Shops, ^{health} bars, and nurture mature tree



Part II: The

Strategic Plan

Our intent was and is to use this plan to give us focus as we move forward, and to guide our decision-making, priorities and budgeting.

The Strategic Plan

The Vision of Camp Hill Borough is to enhance its unique character, supporting education and the arts, and improving its economic prosperity. Camp Hill Borough will be known as a walkable, vibrant and connected community.

The Mission of Camp Hill Borough is to provide municipal services and resources to improve the quality of life for those who live, work, learn, and play in the Borough.

Goals and Objectives

1. Ensure public safety
2. Maintain and enhance public and recreational facilities and infrastructure
3. Support excellent independent schools, arts and culture, and community events
4. Develop and promote vibrant business corridors
5. Maintain a sound fiscal position
6. Enhance, promote, and preserve aesthetic and historic aspects of our community
7. Promote conservation of green spaces and protection of our environment
8. Improve mobility, accessibility, and walkability throughout the Borough
9. Promote community communication and participation



① Ensure public safety

- Evaluate pros and cons of maintaining independent police force vs regional consolidation.
- Organize community group/task force on current state of public safety and possible areas to improve (with input from public-safety personnel and addressing current and anticipated issues, mitigation measures, and needs).
- Increase interaction between law enforcement personnel and residents (possibly through use of alternate, budget-friendly police mobility modes (such as bikes and segways).



② Maintain and enhance public and recreational facilities and infrastructure

- Sewer rates: Evaluate rate structure for sewer system to ensure it is fair and provides funding for ongoing operation, needed improvements and long-term viability.
- Stormwater: Resume/update stormwater issues review (from 2011) to address needed improvements, funding, and public-private responsibility in an environmentally conscious approach (permeable pavement, selected trees, cisterns, wells, etc.).
- Alleys: Review ownership and other aspects of alleys, including basics of alley ownership/maintenance, educate the community, and make recommendations regarding policy, and actions.
- Sidewalks: Review current state of curbs and recommend policy/options regarding where sidewalks should exist, properties currently without sidewalks, Curb Cuts/Ramps, repairs, and possible loan fund for repairs.
- Evaluate potential benefit of a Comprehensive Plan [for development, zoning, infrastructure, etc.].
- Review current state and determine opportunities for additional green space/community gardens/green infrastructure.
- Develop a comprehensive plan for increased use and maintenance of recreational space for structured rec activities.



③ Support excellent independent schools, arts and culture, and community events

- Maintain and support a cooperative relationship between School Board and Council by continuing the Council- Board committee.
- Develop method(s) of collecting community event inventory on an ongoing basis and communicate to interested residents. (via links on the borough web site, Newsletter , etc.)
- Integrate well-planned use of the Pollock Center into community events.



④ Develop and promote vibrant business corridors

- Develop and promote a business-friendly environment supporting and assisting businesses in problem solving.
- Develop downtown/corridor economic development plan, engaging expert resources as needed, and including evaluation of types of businesses desired and promotion of retail stores.
- Establish a business-mentorship program—provide incentive for existing businesses to assist new businesses.
- Find funding for sign and façade efforts.
- Review tri-borough streetscape plan (2011) to determine aspects to implement.
- Assess public-private development opportunities (incentives/zoning).
- Establish/maintain effective group for business promotion and coordination of efforts among businesses, including events.
- Identify business needs and opportunities related to zoning and related issues.
- Provide helpful links for businesses to local chambers, small business support groups, loans, etc...



⑤ Maintain a sound fiscal position

- Pursue grant opportunities.
- Present financial outlook (“State of the Borough”).
- Increase business and commercial growth, thereby increasing tax revenue.
- Promote home improvement and upkeep, thereby increasing tax revenue.



⑥ Enhance, promote, and preserve aesthetic and historic aspects of our community

- Evaluate condition and use of all existing signs throughout the Borough and seek to reduce signage clutter and provide clear direction for services.
- Evaluate development and use of historical guidebook.
- Identify aspects of the community to enhance and preserve.
- Review status of Market Street overlay district, communicate to Council and residents, and determine future path; consider stronger and more specific guidelines.
- Encourage home improvement education.



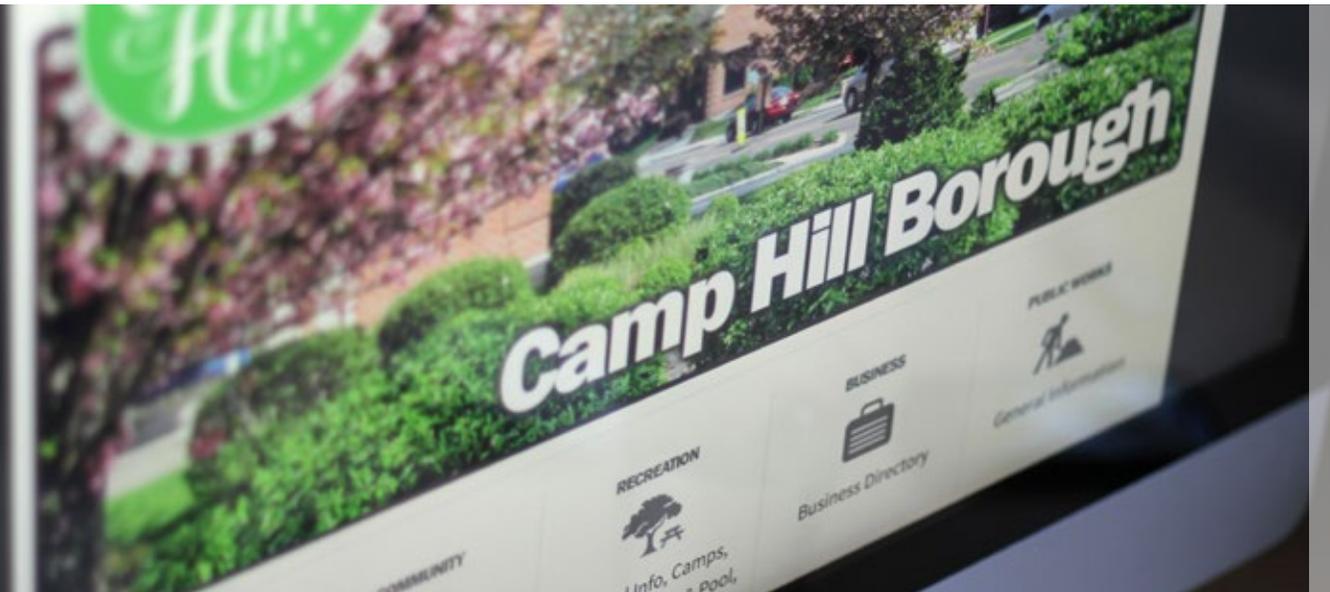
⑦ Promote conservation of green spaces and protection of our environment

- Engage user groups and environmental clubs and/or others on top priorities for Camp Hill and recommended actions.
- Determine opportunities for additional green space/community gardens (also listed under infrastructure).
- Maintain and Improve Community Parks including Siebert Park, Willow Park, Beverly Park, Fiala, Owen's Grove and other public spaces within the borough by clearing fallen trees, improving trail system, encouraging more family recreational uses, addressing erosion issues and forming beautification/gardening groups for designated park spaces and removing poison ivy.
- Designate Sheaffer green space for public use. (if the school district is in agreement)



⑧ Improve mobility, accessibility, and walkability throughout the Borough

- Roads: Assess current and expected future state of traffic congestion, and determine recommended actions, including potential public transit opportunities.
- Establish a Task force on walkability to review needs and opportunities.
- Establish a Task force on biking to review needs and opportunities, including bike lanes, racks, markings, bike trails, etc.
- Improve coordination of traffic flow in congested areas.
- Improve Borough coordination with PennDOT.



⑨ Promote community communication and participation

- Establish regular community-wide informational distribution mechanisms (e.g. email list-serve, community app, FB page, code red alert system, similar system for non-emergency issues...etc.).
- Coordinate/improve communication: Develop digital strategy for website marketing database/community kiosks/email listserv/social media.
- Educate the community (via website, or community groups etc.) about sewer and stormwater systems, creative solutions for home issues and upgrades, costs, needs, possible funding opportunities and other information.
- Regularly seek out and evaluate actions and strategies in other towns.
- Establish a community-focused “communications council”.
- Develop Borough Facebook page—community related only, non-political.

Members of the Strategic Planning Steering Committee

Jim Brock

Facilitator - Principal,
Kinion Marsh & Co,

Robin Jones

Executive Director of The
Lion Foundation

Mollie McCurdy

Former President, Camp
Hill School Board and
Vice Chair, Cumberland
County Municipal
Authority

Clyde McGeary

Artist-educator and
community leader

Phil Murren

Attorney and former
Borough Council
member

Janine Naccarato, LMT

Owner, BodyIQ & Total
Wellness

Sue Pera

Owner, Cornerstone
Coffeehouse

Daniel Piscioneri

President of Century21
Realty Services.

Carl Schultz

Member of Borough
Council

Mark Simpson

Camp Hill Mayor and
Fire Chief

Nick Stapp

Camp Hill Resident

Leigh Twiford

Member of Borough
Council

Mark Ziegler

Camp Hill High School
Principal

Camp Hill Borough Council (2014)

Peter Robelen,
President

Richard Guerin,
Vice President

Steve Brodie

Terri Edwards

Carl Schultz

Leigh Twiford

Rick Woodard

Camp Hill Borough Manager

Anne Shambaugh

September 10, 2014 Proclamation of Borough Council Recognizing Jim Brock:

Camp Hill Borough Council hereby recognizes and expresses its great appreciation of and gratitude to Jim Brock for his tremendous contribution to the development of Camp Hill's strategic plan. Jim's expertise and wisdom in guiding the process, his willingness and ability to deliver an excellent process and result, his donation of countless hours of his very valuable time to information gathering, planning, drafting, Town Hall meetings, analysis and reporting of committee and community feedback, and finalization of the Plan, were absolutely critical to the success of the effort. Camp Hill will be a better place thanks to Jim's contribution, and we could not have done this without him.

Designed by Peter Laudermilch Design