

The Vision and Plan Components

A successful plan acknowledges the unique and complex inter-related components needed to achieve its vision. A clear Vision Statement defines an approach that aids in shaping each aspect of a project, which in this case is fundamentally about “Placemaking.” There are three core components that form the placemaking framework: Land, Buildings, and Physical Form; Infrastructure Systems; and Expanding Economic Vibrancy - each with their own set of guiding principles.

The Vision

Through extensive dialogue and collaboration with the project partners, civic leaders, institutions, business owners and residents throughout the planning process, a vision for “how”, as much as “what”, should be achieved was formed. Importantly, the vision considers the future of the entire study area and its role in the context of the greater Carlisle Area.

Carlisle Borough’s Community-Wide Vision Statement (from Carlisle’s Comprehensive Plan – 2002)

Carlisle: A premier town with a strong sense of community identity and an excellent quality-of-life, which makes it a superb place to live, learn, work, visit, shop and play.

- ***A Balanced Community: A small town in spirit and a small city in amenities. The historic and quaint charm of the past centuries, evolving to meet the challenges and opportunities of the 21st century. Preserving our natural resources while promoting smart growth.***
- ***Forward looking and responsible in community and economic development.***
- ***A caring and engaged community, with unity in diversity.***

A Vision for Carlisle’s Northern Quadrant Redevelopment

Improving the quality-of-life and the sense of community for the citizens within the Northern Quadrant Neighborhoods in a manner that is consistent with the Borough’s Community-Wide Vision Statement, through the sensitive investment in redevelopment and improvements which “mesh” the new with the old to form well-functioning and desirable “places” for the enhancement of the entire Carlisle Area.

Placemaking as a Basis of the Development Framework for Decision Making

The Plan’s fundamental approach emphasizes the notion of the creation of new “places” versus developments. The outcome of both public and private activities should be the creation of a highly desirable places for people. As redevelopment on the former industrial sites occurs, the new sites should mesh seamlessly with the surrounding context, whether existing residential neighborhoods or especially Carlisle’s long-established downtown. This “meshing” of old and new is a function of a thoughtfully considered mix of uses; their location; design at all scales; and ensuring that supporting infrastructure systems are working together to form economically vibrant and sustainable building blocks of an overall town-Placemaking!

Great places are not easily formed. They are certainly not created by policy alone, but rely on strong partnerships between many public-sector partners, at all levels of government, combined with private land owners and the development and business communities. This plan considers all aspects of the placemaking equation; however, focuses especially on those aspects that can be most defined and shaped by the public sector. These components of the framework can serve as the skeleton upon which each individual private sector action can connect. In some cases, the division between public and private sector activities are well defined, but in many cases they are a function of inter-related aspects which when combined, add up to something greater than the individual pieces; serving the notion of forming truly great places that further elevate Carlisle’s reputation as an attractive and desirable community to live, work, learn and play.

Key Placemaking Principles

Key Principles provide a framework for decision-making. The specific goals and actions defined in this plan were informed by the principles below. As decision-makers face questions that were not answered through this planning process, keeping these key principles in mind can keep Carlisle moving on track toward the Community Vision.

Local character builds regional economies. Unique assets and local character make a place distinctive. Keeping investments circulating at home and attracting new resources grows the economy and firmly reinforces its role as a regional economic hub.

Strong core communities make strong foundations. While the Plan assures choices for living, working, shopping and playing in a variety of contexts, it also recognizes that downtown and its adjacent residential neighborhoods comprise the community's vital center. Economic and civic-life thrive where a critical mass of citizens can comfortably walk to a variety of destinations. Infrastructure investment enjoys the highest returns where design encourages compactness. So policies should privilege safe, attractive and accessible downtown living and investment.

A place for everything, and everything in its place. There are time-tested models for appropriate development approaches in a range of environments, from the most rural lands, through suburban neighborhoods, to the center of a town. Planning strategies should acknowledge those separate environments and maximize choices compatible with the broader goals of connectivity and sustainability. In the case of Carlisle, uses for which there may be a demand, such as auto-oriented building formats with drive-thru windows, may not be appropriate in physical form to establish an overall urban environment and therefore should be discouraged for the sake of the overall character of the redevelopment.

Affordable living includes housing, transportation, energy, recreation, and shopping. True community affordability depends upon leveraging value across the full array of housing, transportation, energy, recreation, and retail sectors. Infrastructure investments and development policies should employ strategies that balance affordable options for a variety of family sizes, incomes and life cycle stages.

Green infrastructure supports sustainable communities. Natural systems deliver hard-to-measure but crucial services for neighborhoods, the economy and the broader environment. Canopy trees provide stormwater management, shade and animal habitat. Well-designed stormwater management networks retain concentrated rainwater during storm events, provide for maximum local replenishment of aquifers and provide valuable open spaces. Infrastructure investments and development policies should protect, reinforce and build on natural systems and utilize the most sustainable practices.

Neighborhoods are the building blocks. Walkable, mixed-use neighborhoods are the fundamental building blocks of communities. Most people should be able to walk to at least some of their daily needs in safe, appealing environments.

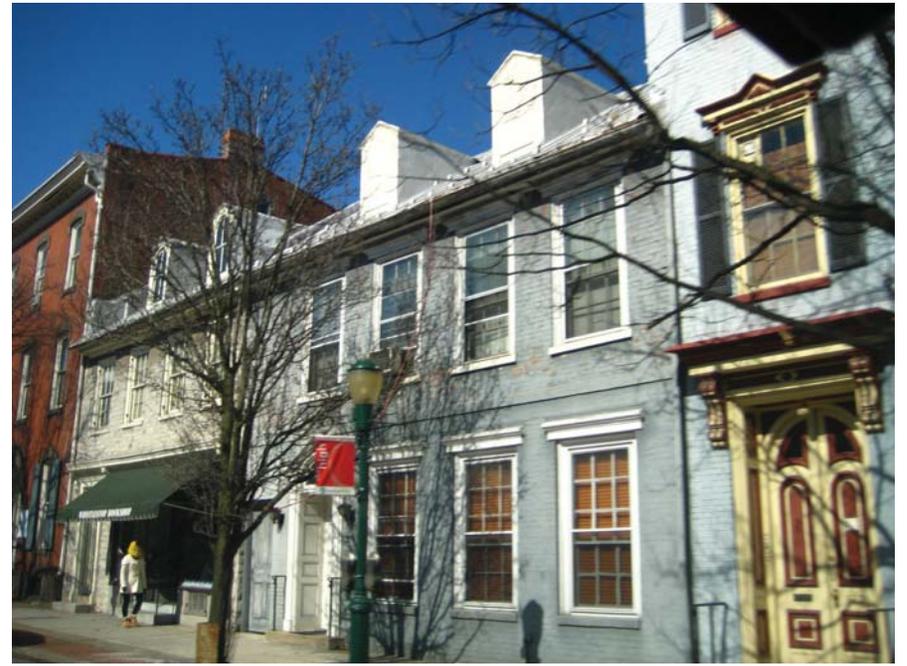
Private buildings and public infrastructure work together to shape public space and to build community character. People walk more when the walk is safe, comfortable and interesting. Small blocks create a resilient, interconnected street system. Private buildings shape the look, feel and function of public space through the way they relate to streets, sidewalks, parks and other buildings. High-quality parks and public spaces create the social centers of neighbors and provide the venues for community gathering, further enhancing the sense of community identity.

Working together creates bigger opportunities. All of the neighborhoods in Carlisle are connected economically, environmentally and historically with the larger community. They form the core of the broader Cumberland Valley area and, at their best, offer models for desirable, sustainable development. With coordinated planning, linked transportation, shared services and economic development, the Borough can further enhance its role in the region and bolster the economic vibrancy of the downtown and the redevelopment areas.

Land, Buildings and Physical Form

The land, buildings and physical form component define the most visually apparent aspects of the built environment that form the sense of place.

- **Mixed-use development is fundamental to creating vibrant 24-hour places.** A mix of uses should be promoted (whether vertically within in single buildings or horizontally through the close proximity of different uses) to ensure that vibrant and pedestrian-oriented streetscapes are created throughout the study area. Complete neighborhoods require a mix of land uses (residential, retail, office, civic uses, etc.) and a mix of housing types and prices (single-family detached, townhouses, duplexes, apartments, etc.) arranged to provide a variety of living and working options within walking distance of each other.
- **Complete neighborhoods depend on having a consistently good pedestrian experience.** The prime determinant of the pedestrian experience is the quality of the streetscape: walkable streets are safe, visually stimulating, while environments that are hostile or uninteresting immediately turn pedestrians away. Specifically, the most important element of a good streetscape is quality frontage – the manner in which the public realm of the street and sidewalk meet the private line of the building face. Streets and other thoroughfares are public spaces balanced for function and character. Streets shape blocks. Larger voids in the block structure should generally only exist as public spaces such as plazas, playgrounds, and parks. Off-street parking should always be visually buffered from streets.
- **The concept of pedestrian sheds and public open spaces provide an approximate guide for the location of a neighborhood and its center.** The center of the pedestrian shed forms the neighborhood center and should have a civic space suitable for community gathering. Each residential neighborhood should each have a variety of parks and recreation opportunities, ranging from playgrounds to passive/naturalized open spaces. Civic spaces and buildings deserve important places in the neighborhood. They provide character, wayfinding, and visibility. They may terminate streets, be located on a natural high point, or form a prominent square at the heart of the community.
- **Districts and corridors are unique land use areas that are not necessarily intended or desirable to become neighborhoods.** Examples districts include special event spaces (Fairgrounds), etc., that play an important role in the town’s economy but do not fit into the traditional defining characters of a neighborhood structure. Special care should be given to integrate and buffer districts into adjacent neighborhoods and to link transportation and economic activities. Corridors are linear areas that cross several neighborhoods or districts and connect the various places within town (such as Carlisle Springs Road and North Hanover Street/US Route 11). Instead of being relegated to just being the ‘backs’ of houses along busy roads, strong corridors play an important role in buffering neighborhoods from traffic by fronting the street with buildings and uses that benefit the neighborhood but are not necessarily compatible with being inside the neighborhood. The character of the street or thoroughfare is inherently linked to the character of the development along it and therefore the design of both should be considered concurrently.
- **Promoting development density is important to ensure community vibrancy yet the scale of new buildings should be consistent with the overall character of Carlisle.** Concentrating activities, both commercial and/or residential promotes economic vibrancy and viability and is a key aspect, along with mixing uses, in creating 24-hour places.
- **The architecture and design of new buildings and public spaces should be contemporary in design while sensitive to the existing, traditional building fabric of the Borough.** Carlisle is rich in historic buildings. As new areas are developed the architectural designs for structures should evoke “faux” history or be artificially themed. One of the key aspects of the Borough’s downtown is the eclectic mix of architectural styles as a result of the place’s evolution over time. It is important that as buildings are developed they following fundamental urban design guidelines focused on building orientation, massing and scale and not on pure style. Buildings should be human-scaled and focused on reinforcing street-life and the public realm. As with the downtown, the newer developments should convey a diversity of approaches, including a mix of more modern architectural statements with contextual structures that may evoke historical elements without being recreations, yet creating a cohesive look between the downtown and the northwest quadrant neighborhoods.



Carlisle has a wealth of model examples of quality civic and residential urban design.

Infrastructure Systems

Infrastructure is the underlying functional lifeblood of every community. The transportation and infrastructure systems component of the plan outlines the networks needed to support an efficient, sustainable and functionally viable community.

Transportation

- **The existing street grid of the Borough provides the basis for a sound transportation network.** Create a connected network of street and thoroughfares that extends the Borough's existing street grid and block structure through each of the redevelopment sites to fundamentally link new development with the overall transportation framework of the Borough.
- **Typical intersection spacings should be replicated, especially on major streets and thoroughfares as a method of maintaining the framework block structures within neighborhoods and ensuring that thoroughfares do not become too auto-centric.** Creating an interconnected network of streets and thoroughfares that form pedestrian-friendly blocks can be regulated by **maximum** lengths (versus only minimums) ensure that the typical block structure of the Borough is maintain. All roads and streets should connect to other roads and streets at either end, unless they are prohibited by difficult topography.
- **Street and thoroughfare typologies should be determined in relations to both multi-modal transportation needs and urban design guidelines for the uses and buildings that front them.** Employing a "complete street" approach to the design of all streets and thoroughfares to ensure that they are constructed to include appropriate number and width travel/parking lanes, bicycle and pedestrian facilities as well as supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, flow-through stormwater planters, etc.
- **Strategic intersections within and adjacent to the study area should receive special design consideration.** Improving key intersections along major thoroughfare corridors into and exiting the downtown and the study area ensures that maximum transportation connectivity (for all modes) is achieved along with mitigating future impacts to the transportation network as new developments are constructed.

- **Transportation infrastructure decision-making should consider multi-modal needs, including current and future transit services.** Maximizing interconnectivity and providing transit supportive elements such as transit shelters and stop locations, or the adequate space for future facilities, ensures that full transit mobility is not precluded now or in the future.
- **Area-wide traffic calming strategies should be considered for new and existing streets as they are designed.** While transportation efficiency is a goal, it should not be achieved at the cost of safety. Existing streets and thoroughfares should be evaluated to determine the need "calm" traffic to an appropriate speed. This is especially important as new streets are created by extending existing terminus streets.
- **Pedestrian and bicycle trail connections should be constructed to provide dedicated interconnections between schools, parks and commercial /employment centers.** Providing multi-use paths along new streets and through parks, public spaces and interconnected stormwater management greenways provides the opportunity to create a trail spine for neighborhoods and commercial areas to connect, via adjacent sidewalks, bike lanes and sharrows.
- **Plan neighborhood streets and thoroughfares to converge at the center of pedestrian sheds and neighborhood centers.** Coordinate these centers – particularly those in more intense neighborhoods – in such a way that local transit is not forever precluded.

Stormwater Management

- **Although the sites were historically mostly covered with impervious surfaces they are now subject to much more stringent stormwater management requirements.** As land development permits are issued, the sites must address on-site generation and improve upon existing stormwater management capacity issues that exist, especially within the sub storm sewer watersheds. A regional approach which creates an interconnect series of stormwater management facilities to serve both the redevelopment sites and the surrounding neighborhoods is the most effective method of creating an truly urban infill development pattern address stormwater requirements.
- **First and foremost, all development projects must satisfy the requirements of state and federal laws as authorized by the Clean Water Act as well as Chesapeake Bay Watershed Implementation Plan.** As it satisfies these requirements, the Borough should lead

the effort to ensure that stormwater management systems are integrated into the development patterns and not done in a way that negatively impacts the urban form of the overall redevelopment. The Borough must also be sure to comply with NPDES Municipal Separate Storm Sewer System (MS4) permitting regulations as a designated MS4 community.

- **Approach stormwater management as an area-wide system and not on a site-by-site basis.** Stormwater and drainage are inherently part of networks. Water flows downhill into continually larger, more concentrated conveyance systems. If stormwater management systems are treated as an area-wide network of interconnected components, it both ensures effectiveness and provides the benefit of overlaying other uses that also want to interconnect. This is especially true for parks, public spaces, trails, and greenways.
- **Consider stormwater management as both a necessity and an amenity through the integration of management systems into all types of facilities and development.** There is no single solution or treatment to address all of the existing and future stormwater management needs within Carlisle. The Borough should promote a wide variety of techniques that range from grey water building systems to rain gardens, underground cisterns and detention areas. A hybrid of different techniques, linked together, provides that greatest opportunity to effectively manage stormwater in an urban environment. The Borough should work on implementing flexible regulations to enhance stormwater management planning, utilizing “Light Imprint” techniques such as rain gardens in parking lots.
- **Encourage the design of streets which integrate stormwater management facilities into public rights-of-way.** This should be done as seamlessly as possible. For example, “rain gardens” and other features should be seamlessly integrated into the design of streets and other open spaces, rather than be added on as ostentatiously “green” intervention. Redevelopment sites, especially, provide the opportunity to implement designs which include a holistic approach to stormwater management rather than a series of site specific and less than ideal retro-fit features.
- **Utilize pre-treatment systems in order to reduce pollutant loads in runoff.** A valuable component of a comprehensive stormwater management plan is the inclusion of pre-treatment elements. Elements like rain gardens, green roofs, and bio-retention swales can be used to intercept and treat water before it enters the main conveyance system. Engineered soils can filter out pollutants and proper plantings can help remove excess nutrients produced by runoff flowing over impervious surfaces. During storm events, pre-treatment structures can also help to reduce peak flows by temporarily storing water within the system elements and infiltrating into the groundwater if the geology and soils allow for it.
- **Coordinate efforts within the community to make sure goals are consistent between different projects.** Carlisle Borough currently has a project ongoing which is exploring the potential to create a borough-wide stormwater management plan. The Letort Spring Run Sustainable Stormwater Management Pilot Project should be considered when developing stormwater strategies for the any of the redevelopment sites. By coordinating all efforts to promote an area-wide and/or regional approach will likely yield more effective and efficient solutions for property owners and the community as a whole.
- **Address karst issues and the direct flow of surface waters into the groundwater.** Carlisle Borough is situated within a regional geologic environment that complicates the ability to utilize some popular stormwater management techniques, specifically focused on infiltration. Since karst (limestone) geology is prone to degradation and erosion as result of concentrated stormwater, sink holes can develop if stormwater management facilities are not properly engineered to take into account these special conditions. The Borough should develop a palette of recommended Light Imprint/ Best Management Practices for karst conditions to be used at all scales, and density throughout the community.
- **Explore opportunities for water reuse as a component of stormwater management planning.** Stormwater is often considered a liability that must be “mitigated” but is also should be viewed as vital asset. The creative storage and use of stormwater runoff from buildings and paved surfaces in landscaping, beautification, parks and community gardens should be encouraged.
- **Work with Cumberland County and other agencies to enhance stormwater management planning for lands within shared drainage sheds and achieve consistent standards between the County and municipalities.** As the Borough does this, it should use the techniques of light imprint, and it should use density to reduce impacts per capita, so that some land can be left undeveloped for ecosystem services.

- **Continuous and healthy street tree coverage should be promoted throughout the street network.** Continuous street tree canopy provides a positive aesthetic value; but equally importantly it provides real environmental benefits. Street trees improve air quality and reduce heat island effected by providing shade. Canopy “interception” can also dramatically reduce peak stormwater events by holding water within the tree canopy versus direct ground impact. Utilizing appropriate street trees focused on context along with the promotion of diversity ensures street tree longevity and minimizes the potential for large-scale dissemination due to species monocultures (continuous street blocks of the same tree species).

Utilities

New wet and dry utilities are a necessity to support modern development. Policies which require the location of dry utilities underground and wet utilities via public rights-of way should be establish.

- **The Borough should work together with private developers and PPL to establish a comprehensive utility plan for each of the redevelopment areas.** These plans would delineate underground utility corridor rights-of-way, the potential creation of streetscape duct-banks to support future utility capacity needs and/or the location of above ground dry utilities via rear alleys.
- **The Borough should work with private developers on the relocation of wet utilities via public street rights-of-way as public and private roadway improvements occur.**

Expanding Economic Vibrancy

Creating equitable growth and economic potential enhances all sectors of the economy, including supporting current residents and businesses and attracting new residents and business. The market study work performed as part of this planning effort finds that there is considerable opportunity to meet the desires and demands of its community and visitors by expanding its commercial goods and services offerings as well as providing office and housing to create new mixed-use infill developments.

Retail/Commercial

The greater Carlisle region remains a viable retail market with considerable opportunities. This study finds that at present the subject infill sites can support new retail and restaurants. These new businesses could complement the downtown's existing businesses while filling a void for many of the goods and services that are desired and needed by the area's residents, college students and employees, as well as its many visitors.

- **Carlisle has an established retail infrastructure development to build upon:** Carlisle has valued and supported its downtown since 1980, with the initial formation of the Carlisle Economic Development Center, which has evolved into today's Downtown Carlisle Association. This business development entity has remained focused on encouraging professional standards for retailers, as well as concentrating on expanding its trade area and drawing new consumers who will stay for longer shopping/entertainment visits. Although there is sufficient retail in place now, the access, parking, daytime employment and consumer base exists to support new, conversion, or infill retail development.
- **Carlisle Events has the potential to support portions of the redevelopment demand.** Special events in Carlisle and the surrounding area draw hundreds of thousands of tourists to the region each year. The most popular events are the ten auto-orientated events held between April and October, drawing mostly during the summer months as is shown by the hotel occupancy rate fluctuations. Summer 2011 occupancy rates in the Dutch County Roads tourism region reached just over 70 percent, while winter months bottomed out at 35 percent. Lodging, retail and entertainment uses could be added to the Carlisle trade area, specifically within the study area, partially by demand created by special events.
- **Dickinson College's population provides a vital generation of demand for retail and residential uses.** Dickinson is a highly regarded liberal arts college with 2,400 students and offers limited on-campus shopping or dining opportunities. The campus is embedded into the western edge of the downtown, offering a walkable small-town setting. In general, most of Carlisle's shops are not catering to the preferred taste and brand names sought out by college students, which could be a considerable opportunity for commercial expansion. Apparel, shoes, athletic wear, outfitters, jewelry and specialty foods such as baked goods, coffee, sandwich shops and quality quick service food are all opportunities for new retail in the study area.
- **The Army War College is an institution that attracts national and international visitors:** The War College attracts 600 career officers and seven-plus international fellows each year for classes which last ten months. While the attendees have some retail available on base, the strength of the downtown tenant mix pulls consumer expenditure off of the base into the local retail businesses.
- **Demographic data shows that growth is occurring.** Average and median household incomes are modest, but the encouraging annual growth rate in population and incomes will favorably affect new retail development. Regardless of disposable income levels, the growing base of population households in the primary study area need daily goods and local food deserts may exist for those that cannot drive.
- **Downtown Carlisle has a significant office cluster that could support modest amounts of additional "Class A" office space.** Adjusting for the stabilized vacancy factor and office space removed from the market because of obsolescence, a modest level of new office space could be supported for uses such as financial services, professional services, medical and real estate.
- **Former industrial sites offer a single site critical mass development opportunity.** Redevelopment on parcels the size of the former industrial sites within the study area represents a unique opportunity to attract new business types to the core of Carlisle that would not otherwise consider locating here due to the lack of large, single development sites within the Downtown.
- **Access to surrounding neighborhoods supports redevelopment:** Access to surrounding neighborhoods, the college and the downtown are excellent and therefore a great opportunity to immediately link new retail and commercial uses with adjacent residential populations through a highly walkable form of development.

Residential

To summarize the Carlisle housing market, median household age is increasing, with the active adult demographic projected to be the primary driver for new residential housing units over the next five years. There are also limited opportunities to provide alternative housing products that are not otherwise available in the market today.

- **Active Adults are a significant residential demographic and growing in numbers.** The market study work anticipates residential opportunities for the Borough of Carlisle in the active adult residential community equating to 200 to 250 dwellings by 2018. This experienced consumer group looks for low maintenance dwelling units at or below the community average home value of \$185,000. Security is an issue for these inhabitants, because up to 15 percent have seasonal homes in a different part of the country. Home ownership for this demographic is over 70 percent, with first floor or single floor living being required because of current and future physical limitations.
- **The two ideal products for this Active Adults new homebuyer is the inline ranch (single floor) condominium product, at five to seven units per acre ranging in size from 900 to 1,700 sf, or the full service mid-rise building, with single floor units ranging in size from 900 to 1,200 sf.** The inline first floor master units have an advantage with lower owner maintenance fees, while mid-rise buildings achieve an economy to scale benefit because of density, up to an average of 30-35 flats per acre. The S & A Homes Stonehedge project, located on Trindle Road, is currently meeting the ranch condo demand, but only has between 20 and 30 home sites remaining. Stonehedge should be sold out by the beginning of the 2nd quarter of 2014.
- **There is limited demand for new rental apartments.** Analysis of the rental market predicts that at this time there is no pent up or excess demand for rental units, as homeownership levels have begun to rise and the mortgage markets have resolved most of the 2009 delinquent and foreclosed mortgage problems. The cost of building new market rate apartments in Carlisle is higher than the potential rent revenue, and such a project cannot yield generally accepted market rates of return for the investor.
- **A creative apartment developer may be able to build an upscale, well-appointed apartment in a walkable urban center that could outperform the market, effectively creating a new demand for apartment living.** This type of development could appeal to empty nesters seeking to downsize their Carlisle home, while purchasing a second home in the sunbelt or near their children. Opportunities could also exist to partner with Dickinson College for the creating of limited special housing for visiting staff and academics in an off-campus but close by setting. Typically, such apartment communities are developed with at least 150 units above lifestyle-type retailers and restaurants. The units frequently range from 900 to 1200 sf and include premium kitchens and baths, high ceilings, custom moldings, walk in closets and large amounts of natural light.
- **There is a modest demand for mid-rise condominiums:** This market study finds a demand for 80 to 100 for-sale condominium multiple family units, located in three to five-story buildings. These dwellings should be 1,000 to 1,600 sf and one, two and three bedrooms. The units should be moderately finished, with nine to 10-foot ceilings and priced to sell for \$140 to \$160 per sf. Each dwelling should be offered one to two reserved parking spaces in a surface lot, deck or freestanding private garage.
- **Mid-rise units should be planned in a walkable urban setting, clustered around parks and active streetscapes.** Nearby restaurants, retailers and a grocery are essential for the units to compete with the region's numerous suburban products. The market study estimates the units could sell at a rate of 20 to 25 per year and be completely absorbed over 48 months.
- **Village single family units could represent a unique residential product in the market.** Although no data could be located to support single family residential at the subject sites, similar locations have successfully absorbed small lot village homes when planned and developed with traditional town principles. These homes can appeal to first time homebuyers, single parents, empty nesters and active seniors. The homes should be 1,000 to 1,800 sf, located on 32 to 50-foot-wide lots with alleys and clustered around small parks.
- **Village single family unit homeowners typically prefer the convenience of walkable downtowns, but with the privacy only available in a single family, ideally in a free standing home.** If developed, these homes should have front porches, generous landscaping, picket fencing, high ceilings, quality kitchens and bathrooms with traditional architectural design and materials. The homes can only compete with larger suburban developments if they are near restaurants, shops and grocery stores. The market study concluded with an estimate of potential demand for new office,

residential, and retail development within the study area. These estimates are intended to provide a basis for land use planning scenarios, with a general understanding of the types of real estate uses that could be plausible for the subject redevelopment sites. This study should not be the sole basis for land purchases, investment or development of the three sites and future research, analysis and planning are recommended before implementing any improvements to the properties.

Summary of Market Analysis Demand Findings

The following real estate uses and demand were identified as potential supportable at the subject redevelopment sites by 2018:

- **Office:** 11,000 square feet (sf) of local services office such as financial services, medical, professional services and real estate.
- **Residential:** 280-350 new residential dwelling units by 2018.
- 200-250 Active adults dwellings
- 80-100 Midrise condominiums¹
- Potentially, apartments, townhouses and village-style single-family homes if developed in a quality mixed-use walkable setting.
- **Retail:** 119,600 sf of new retail including:
 - 25,600 sf grocery store
 - 16,000 sf Drug Stores
 - 12,900 sf Wholesale
 - 14,800 sf Electronics & appliances

1. An absorption of 30-35 mid-rise units per year over the next five years is possible, at an average price point of approximately \$180,000 including amenities such as: six to nine rooms; 1st floor retail or services; both passenger and freight elevators; a variety of units including those with and without balconies; walkable site linkages to Main Street or convenient neighborhood shopping; and immediate access to public transportation.