

COMING TOGETHER—SUNBURY'S PLAN FOR THE NEW CITY

PRESERVE, ENHANCE, TRANSFORM

LIVE, LEARN, WORK, CONNECT, PLAY



CITY OF SUNBURY, PENNSYLVANIA



These are stately Susquehannas
Joining waters for the Bay
And on either side are looming
Mountain summits grim and grey
Tis a masterpiece of Nature
Picture like from Nature's hands
And amidst it in its beauty
Our old Indian city stands
Queen of all these rolling rivers
Rich in history sublime

Truman J. Purdy
Sunbury Centennial Oration,
1872

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For the City of Sunbury
By SEDA Council of Governments Community Resource Center

January 2012

A PLAN FOR THE NEW CITY

With the involvement of community residents and leaders, the SEDA Council of Governments (SEDA-COG) Community Resource Center has developed a comprehensive plan and strategic action plan for the City of Sunbury—a plan for the “New City”. Sunbury is located in the heart of the Middle Susquehanna Valley at the confluence of the Susquehanna River and its branches. It is the historic center of regional economic activity and the focal point for new urban development in the surrounding Lake Augusta Community. Sunbury is memorable for its riverfront setting, its prominence in the history of the region and the Commonwealth, and its sense of place formed by its traditional urban form, its authentic regional character, and its setting along the river among encircling hillsides.

Sunbury’s Plan for the New City addresses wide ranging needs and opportunities important to the City’s future at this moment in its history and development. Sunbury has a compelling vision for its future and a plan to build attractive and livable neighborhoods, capitalize on the City’s riverfront environment, and build new economic vitality—new business opportunities and jobs—to sustain City institutions and enhance the quality of everyday life enjoyed by Sunbury residents and the experience for City visitors.

Sunbury today is at a crossroads and *Sunbury’s Plan for the New City* provides a guide for action. The direction taken will impact City prospects—its social vitality and economic activity for decades to come. Sunbury remains the largest population center in the Middle Susquehanna Valley. Its destiny lies within the bounds of the City and within the larger nearby region. Sunbury is well positioned to meet the region’s lifestyle, recreation, business, and employment needs. With wisdom, conviction and tenacity, Sunbury can implement this playbook of plan action one step at a time to reach its future aims.



SUNBURY'S PLAN FOR THE NEW CITY

For the City of Sunbury
December 2011

By SEDA Council of Governments
Community Resource Center
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Lewisburg, PA 17837
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SEDA-Council of Governments (SEDA-COG) is a multi-county regional development agency serving the community and economic development needs of 11 Central Pennsylvania counties. SEDA-COG works in varied community and economic development capacities and provides administrative and technical support to municipal and county governments, organizations and companies. SEDA-COG's Community Resource Center (CRC) provides organizational development, community planning and design, and project development services.

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It takes people of all types coupled with leadership and perseverance to make cities great places. Sunbury is blessed with an abundance of such individuals. They represent City neighborhoods, businesses, schools and institutions, organizations, boards, committees, and authorities. The input and assistance provided by these individuals and entities was invaluable in developing Sunbury's Plan for the New City.

Mayor David Persing holds a deep-seated personal vision for the City and is focused on results to serve the City's social, economic, and environmental needs and interests. That vision is broad in view, contagious and unendingly positive. He was present and involved in plan activities and plan development every step of the way.

City Clerk Terry Specht provided routine liaison with the Mayor and City Council and facilitated the work of the planning team by cheerfully assisting with varied information needs, contacts and arrangements necessary to the planning process.

Janet Yonkoskie, President of Sunbury's Revitalization, Inc., was a regular and frequent contributor to the planning process via her participation in steering committee meetings and other public meetings. The organization that she represents is a leading partner with the City in City-shaping actions.

The impetus for Sunbury's Plan for the New City began under the administration of former Mayor Jesse Woodring who recognized the need for a comprehensive plan and who understood the value of such a plan as guidance for City policymaking and development action.

Thanks also go to former Councilman John Shipman who recognized the need for the strategic action plan that accompanies the plan's development recommendations. The resulting plan action playbook outlines integrated actions, timeframes, and public-private partnerships needed for results.

City-making is complex and at times perplexing. Beyond leadership it also requires sound professional insight and expertise to shape direction for the future. The past and present staff of SEDA-COG's Community Resource Center and their allied colleagues within the larger SEDA-COG organization brought a regional perspective to the City's future thinking—views relating to City's residents and visitors and also a healthy dose of idealism—but one tempered by close listening to local opinion and consideration of the larger realities affecting Sunbury's future development.

Tom Comitta and Jennifer Leicester of Thomas Comitta Associates, West Chester, PA helped bring an even more distant perspective to City visioning and plan direction by sharing their perceptions of the City, helping to analyze City character, and reviewing the consistency of City plans with those of Northumberland County and surrounding municipalities.

Kristin McLaughlin—professional planner and Sunbury’s Elm Street Coordinator, Joe DeFazio—a citizen planner with significant urban design and development experience, and architect Stan Seiple contributed their time and talents freely at critical stages in plan development.

Last but not least, special thanks are due to the many citizens that gave their time unselfishly toward the completion of Sunbury’s Plan for the New City, including members of the Plan Steering Committee and its Housing, Transportation, and Economic Development Work Groups.

Following is a list of those that served in this capacity:

City Visioning Coordinators

Kerry Bingaman, Bob Lagerman, Katherine Kauffman, John Shipman, Todd Snyder, Ryan Unger, Colonel Joe Walsh, Larry Welfer, Nancy Welfer, Janet Yonkoskie.

Steering Committee

Dr. James Hartman, Cindy Inkrote, Bob Lagerman, Stephen Mazzeo, Robin Musto, David Persing, John Shipman, Ryan Unger, Larry Welfer, Kim Wheeler, Janet Yonkoskie.

Housing Work Group

Joe Bartello, Joe Swope, Aimee Buehner, Cindy Bonawitz, Joe DeFazio, Brad Niemiec, David Reed, Mike Rhoads, Regina Russell

Transportation Work Group

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Economic Development Work Group

Meghan Beck, Bill Geise, Jeff Hunt, Frankie Jones, Tim Karr, Bruce Marion, Steve Mazzeo, Sue Morris, Dave Persing, Tom Rall, Stan Seiple, John Shipman, Kim Wheeler, Janet Yonkoskie, Bob Zimmerman.

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19th CENTURY CITY



20th CENTURY CITY



SUNBURY TOMORROW

FOREWORD

The Place of Cities

One trait continues to distinguish Sunbury from its neighboring communities. Sunbury is a city and as such it has occupied an important place in the annals of Susquehanna Valley history. It offers the potential for more linked-in living and for achieving improved balance between live-work and play as part of the everyday life experience. As a small city Sunbury offers a quality of life not easily or affordably found in larger cities.

There is growing evidence that small city living is the next major demographic trend in American life. Young people are increasingly disinterested in suburban living and have begun moving into urban centers. And tomorrow's retirees are looking for new retirement options that offer more creative and connected living in places with characteristics reminiscent of their childhood hometowns.

As energy and living costs continue to rise, wholesale demographic shifts to smaller cities and towns are expected, especially to those places that offer smart jobs and that nurture local economies—places that have diverse and affordable housing choices, and places that exude character. In short, people are attracted to communities that have an identifiable and memorable sense of place—to places with safe and walkable streets and neighborhoods—to places with urban character in unique settings such as waterfronts in proximity to nearby open spaces for recreational use and enjoyment.

Sunbury is well positioned to capitalize on these trends. But there are perceived and real obstacles to overcome. Despite many noteworthy accomplishments, Sunbury's progress is hindered by many of the same problems facing small cities across the state and nation. Chief among these is an aged housing stock that lacks variety needed to attract a more diverse mixed-income population. And a drive through City neighborhoods shows that disinvestment in housing isn't confined to any one area of the City.

The major industries that once sustained Sunbury's middle class population have all but vanished. The combination of slow but steady population outmigration coupled with the decline of business and industry over more than half a century has exacted a toll on the City and its institutions—the revenues needed for infrastructure and neighborhood redevelopment—and the schools, churches and community organizations that provide social underpinning to the City.

Perceptions stem from realities. But perceptions may also embellish realities beyond actual fact and to a degree Sunbury is the victim of such storytelling. But Sunbury has strong roots and foundations from which to build the 21st century city. As the City approaches the 250th anniversary of its founding it is clear that Sunbury has a storied history and a heritage story to tell.

Sunbury's strategic location at the confluence of the Susquehanna River and its branches has always shaped its destiny and will continue to in the future. Native Americans valued this setting as a gathering place for settlement and trade. The first non-native settlement in Middle Pennsylvania dates to 1756 when Fort Augusta was built as a frontier outpost in what was known as Shamokin—Chief Shikellamy's town.

The presence of Fort Augusta bore witness to the French and Indian war and made the frontier safe for wider European settlement. It fostered trade ties connecting the frontier to Philadelphia, the principal city of the American colonies. Sunbury was, in fact, one of William Penn's earliest chartered towns—in company with places like Carlisle, Easton, Lancaster, Reading and York.

The "Proprietor's Towns" were laid out in keeping with Penn's vision for "green country towns"—wholesome cities marked by a blend of gridded streets and lots and open spaces. Penn's desire to plot the perfect city foreshadowed many future city planning innovations that are reflected today in the layout and design of Sunbury, including a commitment to the public realm—the town square—now known as Cameron Park and located in Old Towne Sunbury.

Sunbury was founded in 1772 and evolved over the 19th century to become the leading center for industry, commerce, wealth creation, polite society and politics in the Middle Susquehanna Valley—a transportation hub for canals, railroads and highways. But Sunbury's relationship to the Susquehanna River has been the one steadfast influence on its development.

Sunbury was subject to periodic inundation and the River became the City's common enemy. The worst flood occurred in 1936 and this event has had profound effect on the City to this day. Today, Sunbury is protected from the occasional ravages of the River by a flood wall that uniquely defines Sunbury among other Susquehanna River towns. But even a concrete wall can't deny the City its long and lovely riverfront as demonstrated by the riverfront park improvements of 2010-2011.

Societal change experienced after World War II resulted in population shifts to the higher grounds of Northumberland, Shamokin Dam, and other outlying areas. The City was hit with continuing decline throughout the remainder of the 20th century and into the first decade of the 21st century. But today the City is bursting with new promise. We see the river as a friend and asset from which to build a better future.

As the largest population center on Lake Augusta and a regional hub on the evolving Susquehanna Greenway, Sunbury is a growing destination for river recreation and related economic activity. And recreational tourism is received with open arms in Sunbury as the City seeks new ways to fulfill its vision and build its brand identity.

Sunbury has real assets from which to build its future. It is strategically located at the center of a region marked with small towns and villages, scenic farmlands and forests. The City has distinct historic neighborhoods—places that are identifiable by their architecture and streets, by their topography and their relationship to the Susquehanna River among other things. And most important, Sunbury's mixed-use neighborhoods are compact and easily walkable from edge to center. The existing

pattern of the City is the model for future development—redevelopment—green and sustainable urbanism with operational efficiencies and economies of scale that help make the City an affordable choice for future living and business development.

Coming Together—Sunbury’s Plan for the New City is more than a guidebook to shaping the future City. The vision, principles, concepts, and strategies embodied in the plan point the way to the City’s future. Now is the time to come together to make a “New City”—to preserve the best in City traditions, to enhance the City design, and transform City neighborhoods for 21st century living.

With the City’s Sestercentennial—its 250th Anniversary—approaching in the year 2022, now is also the time for action. This is the time to redefine the City, to celebrate its longevity, and to promote its strengths and assets. This is the moment to make Sunbury an appealing and affordable destination for everyday living and working, for lifelong learning, for visiting, and for personal, business and community renewal.

It’s time to draw a line in the river shore sands of Sunbury—to move beyond what is known and expected of Sunbury toward the new promise of the 21st century. To quote the 20th century American poet Carl Sandburg—“Nothing happens unless first a dream”.

RESOLUTION

Adopting Sunbury's Comprehensive Plan

A RESOLUTION OF THE CITY OF SUNBURY NORTHUMBERLAND COUNTY, PENNSYLVANIA

ADOPTING THE CITY COMPREHENSIVE PLAN COMING HOME—SUNBURY'S PLAN FOR THE NEW CITY

RESOLUTION NO. _____

WHEREAS, The Sunbury Planning Commission (Commission) is the official planning agency for the City of Sunbury (City); and

WHEREAS, Section 301.4 of the Pennsylvania Municipalities Planning Code (Act 247 of 1968, P.L. 805) requires municipal plans to be consistent with the adopted county comprehensive plan; and

WHEREAS, the City organized a planning advisory committee to oversee preparation of the City comprehensive plan (Plan) and to involve citizens in the development of goals, principles, and action strategies to achieve the City's future vision; and

WHEREAS, the Plan is a guide to shape future growth, development, and community character in the City; and

WHEREAS, the Commission has conducted a public meeting pursuant to Section 302 of the PA Municipalities Planning Code as amended; and

WHEREAS, the Commission has distributed copies of the draft Plan to adjacent municipalities, the Shikellamy School District, and to the Northumberland County Planning Commission for review and comment, and has taken these comments into consideration in preparing the Plan,

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Sunbury that:

1. That the Plan submitted by the Commission is hereby adopted by the Council of the City as the official comprehensive plan of the City; and
2. That the City Council will consider Plan goals and objectives and development principles when addressing planning and development matters requiring Council action; and
3. That the City Council strongly requests that all City authorities, boards and commissions, as well as county and state agencies to review and consider Plan goals and objectives and development principles in their planning and decision-making; and

4. The City Clerk shall distribute copies of this Resolution to the proper staff of City authorities, boards, and commissions whose further action may be necessary to achieve the purpose of this Resolution.

ADOPTED this ____ day of _____, 2012 by the City Council
of Sunbury, Northumberland County, Pennsylvania.

David Persing, Mayor

Joseph Bartello III, Council Member

Jim Eister, Council Member

Kevin Troup, Council Member

Todd Snyder, Council Member

ATTEST:

Theresa A. Specht, City Clerk

(SEAL)



INTRODUCTION

The Plan and Its Use

Why Plan?

Why plan? It's a fair question to ask. We live in an era of unimagined social diversity and economic transition—an era of great skepticism. While community planning alone produces little in the way of results, the failure to plan is a recipe for social stagnation, environmental calamity, and economic uncertainty.

Businesses, institutions, and organizations that don't plan are doomed to fail. And cities are no different. Cities need direction and leadership to grow and thrive. City planning is an ideal investment in the future—not just reams of paper—but a process that takes into account social, economic, political, and environmental facts to shape a more happy, healthy, and rewarding life for all.

The work of planning cannot be completed in a vacuum—the success of plans depends not only on the wisdom of the plan but on the understanding of the plan by the stakeholders served. Achieving plan results requires action. And action stems from vision, principles, proposals, and strategies to make things happen.

City Planning for Sunbury

Sunbury's Plan for the New City is a long overdue sequel to the City's 1986 Comprehensive Plan providing much anticipated direction for building the City in the coming decade and beyond. This plan paints a picture of the future. It establishes a future vision for the City with goals, principles, and strategies for achieving results. It puts forth new development concepts for the City—concepts that challenge conventional notions about what the City is and how the City is used and experienced. It is a road map to begin building the 21st century City of Sunbury.

By Pennsylvania planning code, comprehensive plans look broadly into the future. They set a course for public-private action for achieving community and economic prosperity and set timeframes for accomplishment. Chapters 3 and 4 of this plan—Development Principles and Projects and The Action Strategies—draw focus to the “River City” with the unveiling of principles, projects, and strategies specific to Sunbury’s setting and situation.

The plan addresses land use, housing, transportation, public facilities and services, the environment and the economy with an emphasis on place-making, regional destination-building and asset marketing, neighborhood redevelopment, housing reinvestment, and the public realm. It reinforces the City's

business-friendly posture and its commitment to business retention, development, and job creation, and it broadens its commitment to include lifelong learning needs of the City and its region.

While energy is not specifically addressed as a plan topic, the importance of prudent energy use is woven throughout the plan in the City vision, in the sustainable development concepts posed, and in principles for City-building. Sunbury is a city and a model of traditional urbanism. With continued refinement of the City's urban qualities and the exploitation of its urban potential—mixed used development, live-work housing, walkable neighborhoods, etc.—Sunbury is positioning itself to lead the region in sustainable and energy efficient development.

Varied background studies were completed at the outset of the planning process. These are bound and published in a separate volume of this plan titled *Sunbury's Plan for the New City—The background Studies*, but summarized more generally in plan Chapter 1—Understanding Sunbury Today—which speaks to Sunbury and its relationship with adjoining municipalities. Today, perhaps more than ever before, Sunbury is linked and needs to be linked in regional action with neighboring communities. It is the “River City”—the center of a region marked by authentic river towns, each with its own individual distinction and contribution to the vitality of the larger Lake Augusta Community.

Concluding sections of this plan show how to organize for results. Chapter 5—Becoming the New City—proffers considerations for City governance and administration and institutional-organizational partnerships for community

betterment. There is guidance for organizational structuring and for improving routine coordination of public-private action linked to plan implementation—actions potentially tied to health and education, energy and technology, retailing and services, neighborhood redevelopment and community-building, real estate development, social networking and recreation.

Underscoring the recommendations of this plan is the City Vision set in Chapter 2—A New Vision for Sunbury. “Our Community Vision” is rich in meaning and aspirations. Not to be confused with mission and marketing statements, this is a statement of future aspirations and it establishes expectations for action. Sunbury’s future vision was developed with input from over 150 City residents through neighborhood-based focus groups and with additional feedback provided by the plan steering committee.

There was significant community participation in the development of this plan using focus groups, key person interviews, meetings, and workshops coupled with news media reporting. But maintaining an informed public and an informed governing body is also essential to the realization of desired outcomes. Just as the planning process sought to integrate understanding about the needs of government, neighborhoods, businesses, and institutions, so too the City must continue to foster the integration of values and perspectives in carrying out the plan strategies and development concepts. The task of doing so may be facilitated through implementation of the action strategies charted in Chapter 4—The Action Strategies.

Coming Together

Coming Together—Sunbury’s Plan for the New City is what it purports to be. The “new city” isn’t something from a science fiction movie. It is the best of the old city mixed with what the 21st century city needs to be. This plan marks a line between the past-present and the future—where we are and where we have been—but most important—where we are going. It’s not a radical thought but it requires what some may deem to be radical action—a parting from the status quo—an openness to engage new players in new partnerships.

Making and implementing this plan is about coming together—a real coming together of diverse people—those that hold a stake in Sunbury living, working, learning, playing and visiting. This plan aims to build a City that is attractive and appealing—a City that inspires and that creates the opportunity for a good life and good living.



UNDERSTANDING SUNBURY TODAY

Land Use, Housing, Transportation, Facilities, Services, Environment, Economy

The Nature of Places

Understanding the nature of places is fundamental to planning their future. Cities are comprised of neighborhoods and they exist in regions, each with their individual histories, challenges and opportunities. They occupy settings comprised of natural and man-made features that reflect the influence of nature, culture, and wealth on their formation and evolution. They function as destinations and connections from one place to another.

Every community presents its own unique potential for social vitality and economic activity. The traits and characteristics of their populations are either more or less homogeneous with related implications for politics and civic engagement. They are home to industry and corporate operations—jobs. They are served by businesses—consumer goods and services; by institutions—schools, medical facilities and sacred spaces; and by community organizations and governments—community services and facilities.

Sunbury—250 Years in the Making

Early Settlement

Sunbury derives its name from Sunbury-on-Thames in County Surrey, bordering London England, the ancestral home of

William Penn, real estate entrepreneur, philosopher, founder and “absolute proprietor” of Pennsylvania. As a place of early settlement within the Commonwealth, Sunbury traces its roots to 1724 when it stood as the westernmost outpost in middle Pennsylvania. Its strategic and commanding position overlooking the confluence of the Susquehanna River North and West Branches was the reason for establishing a fortified military stronghold at this location in 1756. Fort Augusta was a safe haven for early Susquehanna Valley settlers and served needs of the colonial population from the time of the French and Indian War to the close of the American Revolution.

Sunbury’s story is linked to colonial posturing for territory and influence on the continent. But the City also has deep connections to Native American culture, especially tied to Chief Shikellamy who was an overseer for the six-nation Iroquois Confederacy. Shikellamy was deemed to be “a trusty good man and great lover of the English” by the Quaker leadership in Philadelphia. He helped to negotiate treaties and land claims with the native populations and was helpful to the Moravian missionaries bent on converting the Indian population to Christianity.

Shikellamy moved to the Indian village of Shamokin, modern-day Sunbury, in 1742 where he acted as liaison between the colonial government in Philadelphia and the Iroquois nation. In 1745 Shamokin was described as having upward of 50 houses and a population of nearly 300 persons. There were at least 3 languages spoken by its inhabitants and it was the largest and most important Indian town in the east owing to its locational advantages.

The Frontier Era

Sunbury was chartered in 1772 in the same year as Northumberland County. It was the seventh and last of the Proprietor's Towns—early settlements deeded into lots sold by William Penn's descendants. They shared common traits—a central square, each was a county government seat, and all had open land designated for public buildings, a market place, and a burial ground. Prominent names in the early history of Pennsylvania—Conrad Weiser, James Logan, Count von Zinzendorf, and John Bartram among others—journeyed to Sunbury from Philadelphia and eastern Pennsylvania as did increasing numbers of commoners moving to settle places north and west in Pennsylvania. Early travelers followed the Native American trails that converged on Sunbury—the Tulpehocken, Great Shamokin, Catawissa, and Wyoming Paths to name a few. These historic trails later became the first overland coach and freight wagon routes in the region.

The Canal and Railroad Eras

Sunbury has long standing as a regional transportation hub. The City's origin, growth, and history are tied to travel and transportation. The development of the Pennsylvania Canal system and later railroads linked Sunbury to distant markets

aiding population growth, commerce and industrialization. With its proximity to natural resources such as iron, timber and coal Sunbury grew in stature. Although the City was sidetracked by the canal system it was well situated for railroading and prospered with the coming of the Pennsylvania Railroad and its connecting lines. River traffic also increased during this period with log rafting to downstream ports. Steamboats and ferries moved traffic locally between Sunbury, Northumberland and Shamokin Dam. But the river proved unreliable for regular service.

The Industrial Era

Sunbury prospered as a trading center in Middle Pennsylvania. Its population grew rapidly from 1890 to 1910—from 5,930 persons to 13,770. Its central location, broad and largely level topography, its population base, access to natural resources, and its transportation connections all aligned to spur industrial expansion in Sunbury. Early industries supplied everyday local and regional needs for manufactured products and consumption. Thomas Edison installed the first three-wire electric lighting system in 1883 at what was then known as the City Hotel. In honor of the event, the hotel was renamed the Edison Hotel. Textiles were Sunbury's chief manufactured product throughout much of the twentieth century and mills of varied size were a significant source of employment.

The Modern Era

Pennsylvania—A Guide to the Keystone State published in 1940 as part of The American Guide Series describes Sunbury as “a serene city with wide, well-planned streets and fine houses.” Sunbury reached its peak population around 1920 with 15,721 residents. The City's population declined only

slightly during the Depression years and the years leading up to World War II—the 1940 population was 15,462. Following World War II, Sunbury's population went into steady decline, gradually diminishing the City's central business district. This was due to a combination of forces—the Great Flood of 1936 and the GI Bill created the opportunity for suburban development around Sunbury and the rationale and means for flight. On top of this, new car-oriented shopping districts within and outside the City zapped economic vitality from the region's premier downtown shopping district. Despite construction of the City's effective and well-managed flood control system these and other persistent forces continued to hinder reinvestment in Sunbury from mid-Century on.

The Post Modern Era

Sunbury's population today is 9,905—a near mirror of its 1900 population. In the intervening century Sunbury survived unimaginable and largely unpredictable changes in societal values and local-regional economies. The City lost much of its manufacturing base—key centers of employment in the region's rural industrial economy. As the City's population aged there was continued disinvestment in housing and commercial property despite well-directed efforts to address declining conditions. Decades of property disinvestment and out-of-character new development changed the look of the City and marred its image. Long standing businesses and institutions experienced economic distress throughout this period. Community organizations and faith-based communities experienced declining members and congregants. Although Sunbury remained substantially homogeneous in racial composition, the presence of racial minority populations increased during this time.

The New City Era

The New City era is a present-day idea and a vision for the future linked to implementation of *Sunbury's Plan for the New City*. The plan offers direction to overcome Sunbury's contemporary predicaments and instills reason for hope. The City retains significant assets—an indicator of its spirit and tenacity. Recent improvements to the Sunbury waterfront demonstrate the City's capacity for action and results. Sunbury keeps viable authentic neighborhoods, a well preserved historic district, a public library second to none in the area, and unmatched public parks. Underused and vacant industrial lands create the opportunity for new mixed-use urban redevelopment. Substandard housing can be revitalized and new housing can be built. Poorly kept properties can be cleaned-up. Young families can supersede older populations. Educational attainment can be improved. New jobs can be created. The City can renew its prominence as a destination for living, learning, working, play and visiting.

Sunbury remains a hub destination in a growing region—accessible, decipherable, and memorable. It has viable community organizations and institutions. It has the opportunity to launch a new era in City history through plan adoption and public-private partnerships in action—an opportunity to make the 21st Century City the best city—a renewed and sustainable city. As the City approaches the 250th anniversary of its founding it is now poised to embark on a multi-decade era recapturing the best of old Sunbury and celebrating the new. Its Susquehanna Greenway-Lake Augusta setting offers fresh occasion to create picturesque neighborhoods and vibrant businesses and to make Sunbury an even more unique place to experience and enjoy.



A Profile of Sunbury Today

Sunbury is located on the east shore of the Susquehanna River at the confluence of its North and West Branches between the site of historic Fort Augusta and Shamokin Creek. It was incorporated as a borough in 1797 and a third class city in 1920. Sunbury is the seat of Northumberland County government, one of the earliest named counties in Pennsylvania. Its current population is 9,905 (2010 US Census). The City occupies a total land area of 2.2 square miles and has a population density of 4,717 persons per square mile. It retains its historic position as the largest population center in the Middle Susquehanna Valley.

Understanding Sunbury today involves investigations of land use and community character, public facilities and services, housing, transportation, and the environment. Published statistics—socio-economic data—were compiled and analyzed to document facts about the City's economy and social standing. The plans and zoning ordinances of surrounding counties and communities were reviewed to assess compatibility with the City's existing plans and codes and intended direction. A compilation of these investigations with related maps and other graphics is published in *Sunbury's Plan for the New City—The Background Studies*, a companion volume to this plan.

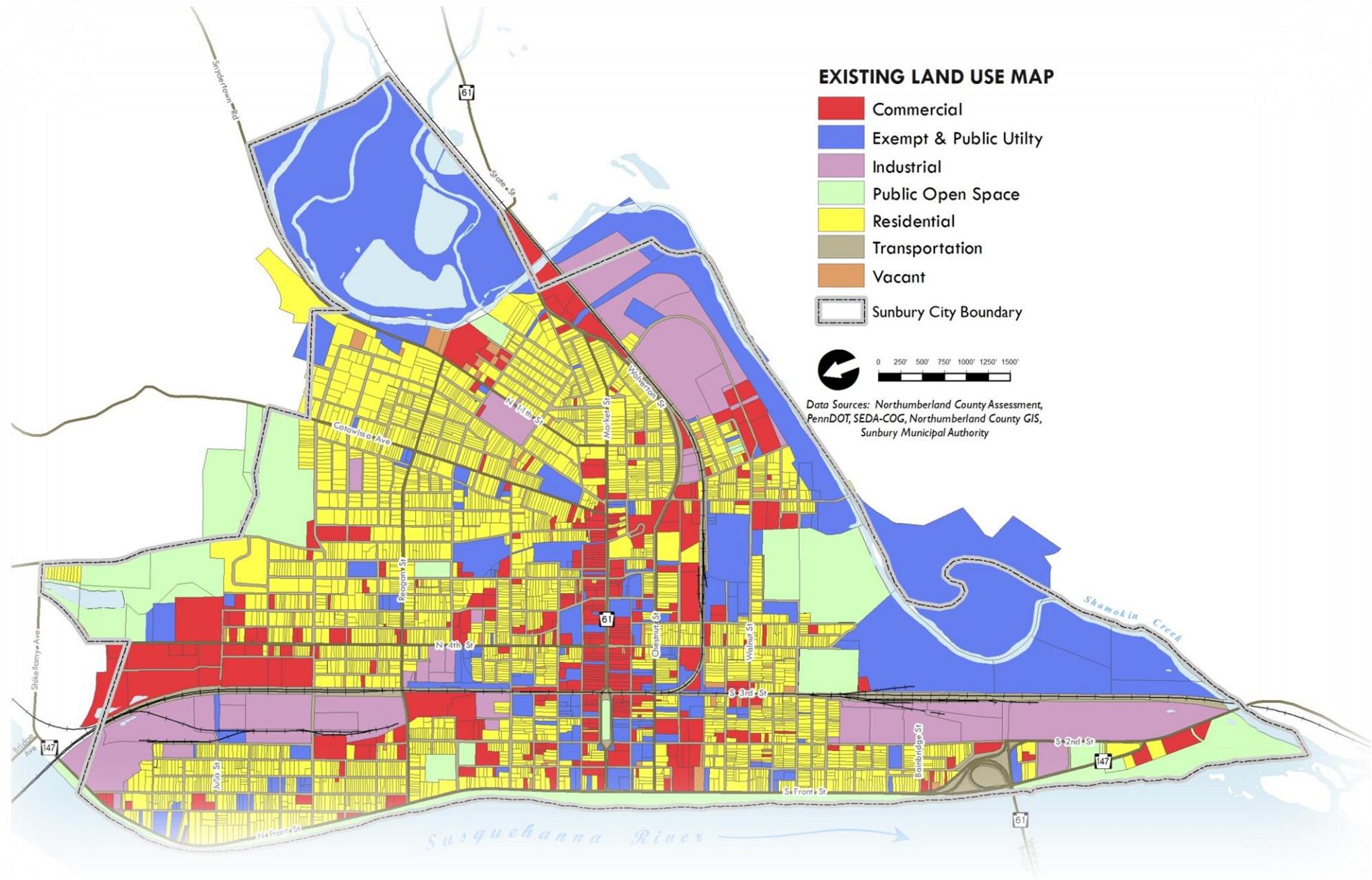
The following overview of Sunbury facts and observations offers insight into the contemporary City and its condition and serves as a backdrop for understanding the needs addressed in this, the principle volume of *Sunbury's Plan for the New City*.

Land Use and Urban Pattern

As a small city, Sunbury serves diverse local and regional needs. This is reflected in City land use and in the City's historical land development patterns. Although no official map describes City neighborhood boundaries the City has at least four generally recognized neighborhoods—The Hill, Old Towne-Downtown, The Bloody Third, and Caketown-Fort Augusta. While remaining areas of the City possess usual neighborhood traits, their historic and present sense of neighborhood is less developed. This remains an issue of concern and importance to building the future City.

Sunbury is laid out and organized in a well-developed pattern of intersecting grid and occasional diagonal streets. Its historic downtown business district is centered at the crossing of Market and Fourth streets—long considered the heart of downtown Sunbury. The City retains a mix of residential, housing, commercial and industrial uses within its interconnected neighborhoods although there has been a gradual erosion of neighborhood-based industry and commerce owing to economic change and circumstance affecting societal values and business location decisions.

As evidenced by the map of existing land use, Sunbury's nearly 250 year history of urban development has created a place of interspersed and interconnecting land uses. Notable exceptions to this include the City's zoned industrial areas, parks and open spaces, and other public lands linked to operations of the City or the City Municipal Authority—flood control, water and sewer, solid waste and recycling.



The N. Fourth Street commercial district developed in the latter 20th century as an auto-centered shopping district. While it had past impact on downtown business development it serves essential commercial purposes in the City and surrounding area. It is no longer considered a hindrance to future downtown development but rather a gateway leading into the City's core.

Sunbury Community Hospital has undergone significant change in recent years and has emerged as a community medical center of improved caliber with new market attraction—a vital City asset. It is located high in the Hill neighborhood and is accessed primarily via Reagan and N. 11th streets—access that could be enhanced via combined streetscape and signage improvements.

Sunbury has over 20 houses of worship serving people of many faiths, some with congregational history dating to the late 18th century, featuring noteworthy examples of old and new architectural spaces and design. Ancillary facilities connected with the City's sacred spaces accommodate the activities of diverse faith-based organizations which may be engaged individually or in networks for community action.

Approximately 17.5% of Sunbury's total land area is allocated to traditional industrial uses such as manufacturing and warehousing. But the decline in heavy industry, textiles, and other manufacturing coupled with an oversupply of new industrial parks in outlying suburban communities suggests rethinking the use of these largely underused and vacant properties, some of which are ripe for redevelopment for mixed residential, business, institutional, and greenway uses. As *Sunbury's Plan for the New City* suggests, these lands will figure prominently in the City's transition from a 19th to 21st century economy—from a traditional industrial economy to the creative economy of tomorrow.

Approximately 10.7% of Sunbury's total land area is dedicated to public parks and open spaces. Another 23% is bound in exempt and public utility uses. Among other uses, exempt spaces include schools, churches, and other tax-exempt uses and facilities that serve the public interest. An abundance of such land uses reflects the City's urban condition and stands as one of its chief social strengths. Municipal Authority uses account for over half of all exempt property in the City. These are clustered largely along the Shamokin Creek corridor. Other exempt uses are dispersed throughout the City. They are most intensely clustered in and near the City's downtown core.

The percentage of City land in parks and open space is adequate for use by the City's present population and visitors. The largest allocation of land area to open space and recreation uses is related to public schools, cemeteries, the Persing Recreation Complex, and the City's riverfront park. These spaces are dispersed well in relation to visibility and resident use.

All areas of the City are somewhat underserved in terms of resident access to small neighborhood parks and public open spaces—typically the type of spaces that serve social and passive recreation needs—the places for impromptu neighborhood gatherings. These are the types of facilities that are easily accommodated on lot-sized parcels located within a few minutes' walk at or near the center of City neighborhoods.

Approximately 28% of the City's total land area is used for housing. 34% of the City's housing stock is single family detached and 27% is single family attached. 39% of housing in the City is multi-unit housing. A minor number of mobile homes exist within the City. With the exception of certain streets in the City's Hill neighborhood, lot sizes and housing density are generally consistent throughout the City.

Due to a lack of historical data, it isn't possible to make comparisons of land use change across the entire City. However, the 1986 City Comprehensive Plan includes parcel land use mapping for downtown Sunbury. The map titled "Downtown Sunbury Land Use Change" and its companion chart illustrate changes in retail, office, institutional, and residential uses along Market Street between Second and Fifth streets.

Retail use (53%) remained the leading land use in downtown Sunbury in 2011. Institutional uses (19.4%) were next in order of magnitude. Office uses constitute 11.9% of downtown land uses and street level residential uses constitute 1.5% of uses. Vacant properties account for 14.2% of present day uses within the survey period.

On balance downtown land use has remained fairly stable during the past 25 years. Retail uses have increased by 1.9% since 1986. Office uses have increased by .6%. Institutional uses decreased by 5.1% during this period. Vacancies have increased by 1.1%. No comparative data exists for first floor and upper story residential uses since they were not mapped in 1986.

A comparison of the City's existing land use patterns with the City zoning map reveals a disconnect in fact and objectives between what the City is in reality and what it will become if developed within the context of the City's existing zoning ordinance. Sunbury's existing zoning ordinance was adopted in

1984, a time during which little consideration was given to the social and economic effects of segregated land use districts.

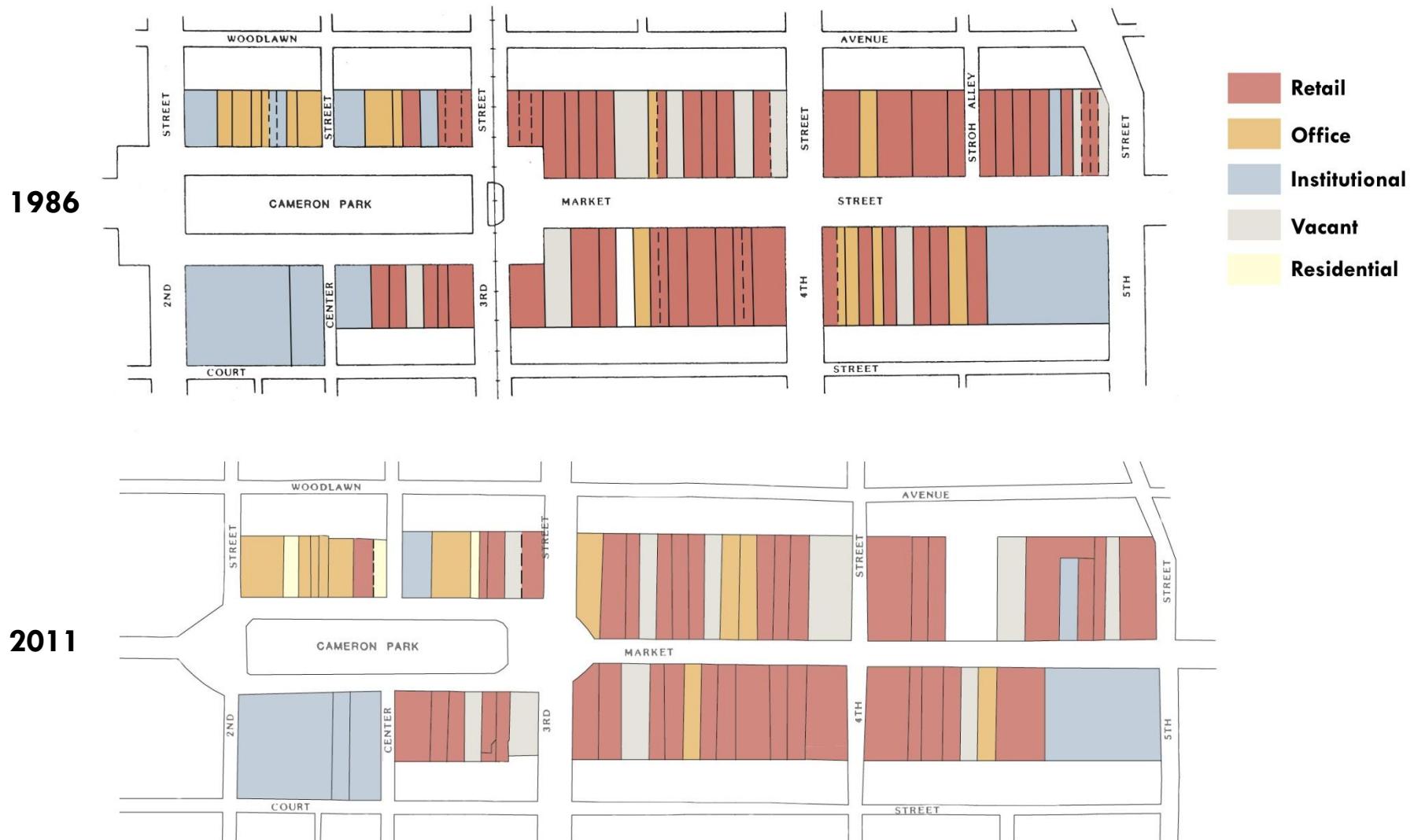
Like all urban places, Sunbury derives its essential character and its potential vitality from the mix of uses within its boundaries. But more to the point, it can be argued based on empirical evidence elsewhere that the City's future prosperity is as much connected to its mixed-use development patterns as it is to other socio-economic factors.

Over the past 20 years, both regionally and locally, participation in programs such as the Pennsylvania Main Street and Elm Street programs has created a new appreciation for traditional urbanism among those engaged in community planning, design, development, economic restructuring, marketing and promotion. The planning profession too has learned the value of traditional urbanism and the need for new zoning approaches to foster sound and vital urban development.

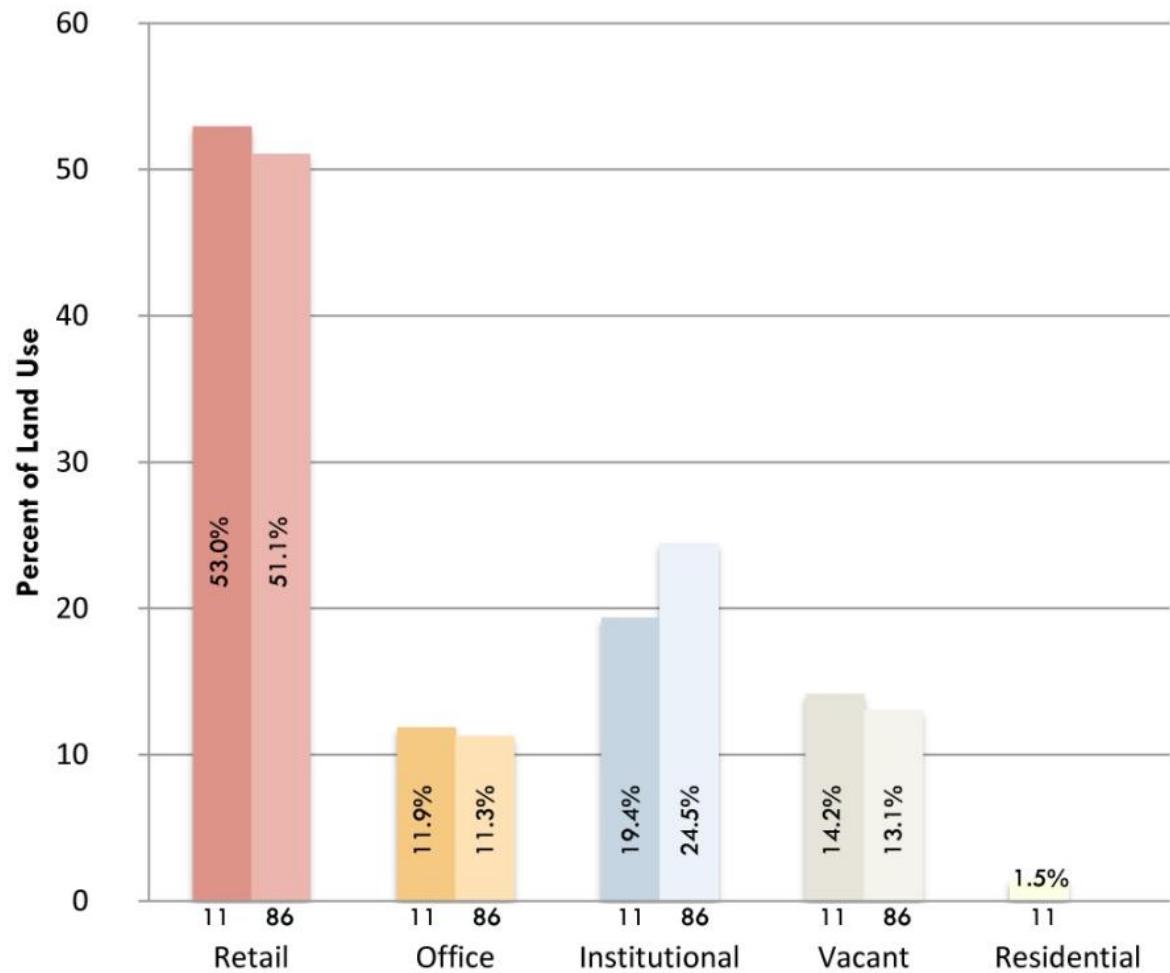
Beyond its impact on land use, Sunbury's zoning shapes the look and feel of the City. To the extent the City's sense of place and its environmental character shape its image and identity it can be fairly said that it shapes the City's appeal, its ability to attract people as residents and visitors, attract investment, and strengthen the City's social-economic vitality.

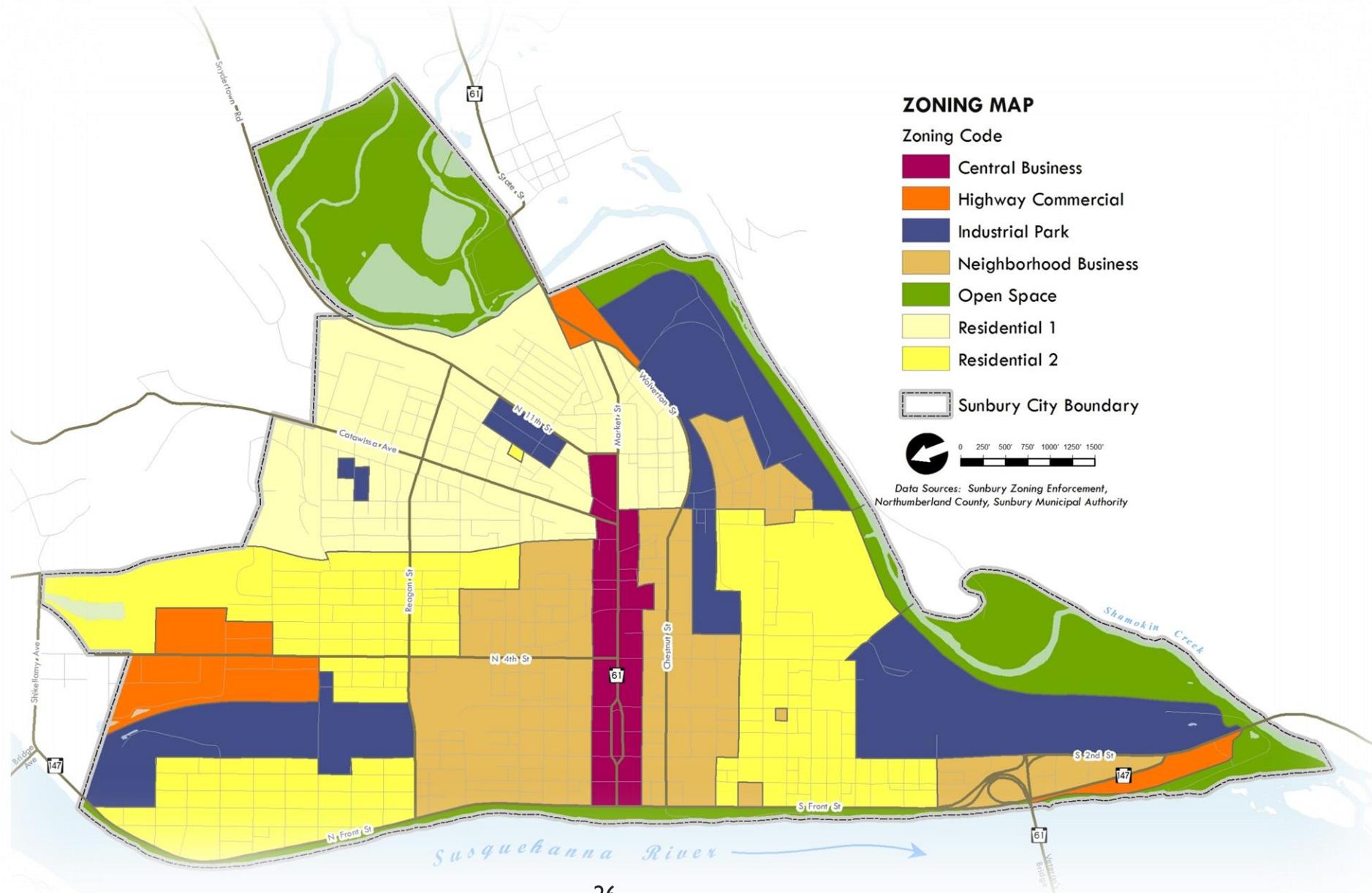
Nationally, there is growing evidence of change in municipal zoning practice. Conventional zoning such as that ingrained in Sunbury emphasizes the segregation of land uses into homogenous districts. In practice, this approach has fostered rampant, costly, and unsustainable suburban sprawl. Where employed in cities it has resulted in the suburbanization of City neighborhoods—a practice seen as counterproductive to urban neighborhood betterment.

DOWNTOWN SUNBURY LAND USE CHANGE 1986-2011



DOWNTOWN SUNBURY
LAND USE CHANGE 1986-2011





Emerging approaches aim to preserve, enhance and reconstruct traditional urban form by encouraging and permitting development patterns that are consistent with a community's historical character and that are proven to be more livable, economical and sustainable. New approaches accommodate industrial and other municipal uses in special use districts while placing new emphasis on a community's traditional architectural and urban form.

These new approaches to zoning are being used in communities of all types and sizes to create new opportunities for urban living and economic development. The term smart code is increasingly referenced in this regard. Smart Code is a model form-based ordinance template for land development planning and urban design. Smart Code is used to create walkable neighborhoods across the full spectrum—the transect—of rural to urban settlement.

Unlike conventional zoning, smart code addresses both community character and the intensity of development. It unites zoning, subdivision regulations, urban design, and basic architectural standards into one compact document. Smart Code enables community vision by coding specific outcomes that are desired in particular places. With local calibration, it can be used to achieve a new urban vision for Sunbury too as articulated in Chapter 2 of *Sunbury's Plan for the New City*—the River City—A Vision for Place-Making and Community-Building.

Community Character

Maps illustrating the City's urban transects and special districts were prepared using the transect concept referenced above and in the companion illustration. Sunbury's urban nature is

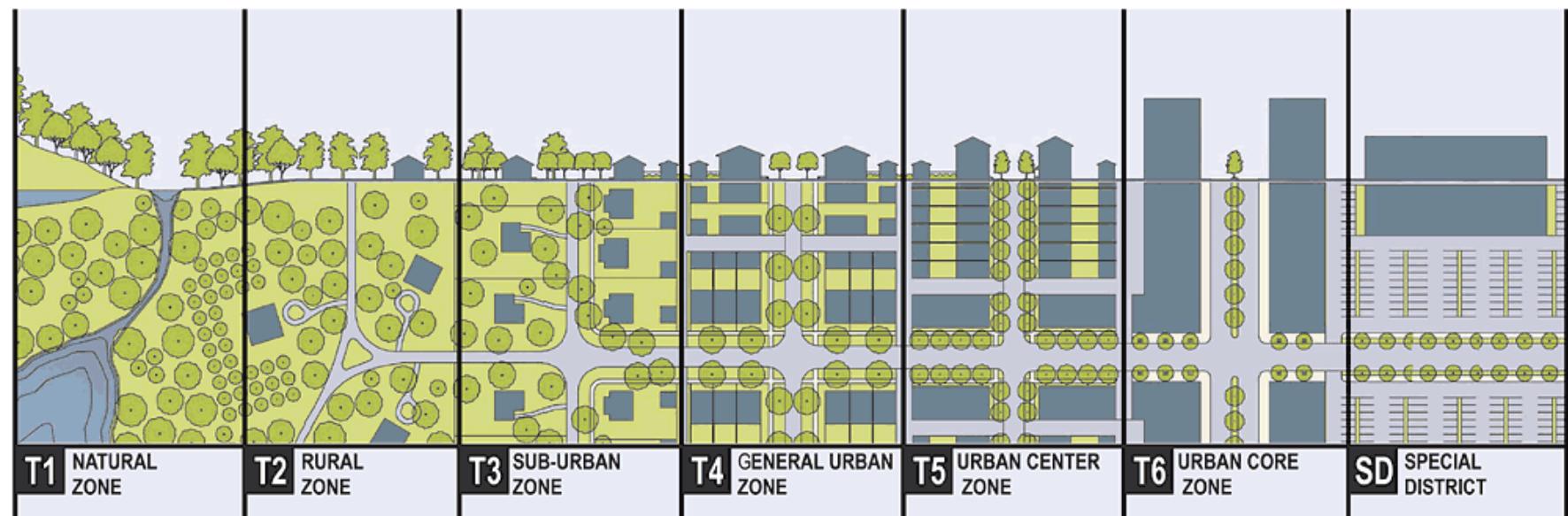
characterized by a progression of existing transects which reflect the City's established form and intensity of development. These include the Natural Zone (T-1), the Sub-Urban Zone (T-3), General Urban Zone (T-4), Urban Center Zone (T-5), Urban Core Zone (T-6), and Special District Zone (SD).

The above-listed "T Zones" and those illustrated on the Existing Transect Diagram depict and classify transects by the intensity of their use and development. With further development, each transect can be linked to specific architectural and infrastructure components designed to enhance development prospects and improve the quality of living in Sunbury.

The existing T-1 Zone consists exclusively of public lands tied to the City's Municipal Authority operations within the Shamokin Creek corridor. The existing T-3 Zone includes minor land areas of the City with low density residential development as reflected in building lot sizes and housing types. The T-4 Zone is comprised of mixed-use medium density residential neighborhoods with integrated light-commercial businesses. The T-5 Zone is the core of downtown Sunbury with a mix of mostly commercial buildings and some higher density residential living.

Sunbury's T-4 and T-5 Zones are further subdivided into A, B, or C Sub Zones to more accurately reflect the gradation and intensity of uses and development that exist. Within the broader T-Zone classifications, the intensity of uses and development are lowest in the A Sub Zone and higher in the B and C Sub Zones.

RURAL – URBAN TRANSECT DIAGRAM



EXISTING TRANSECT DIAGRAM

T1	T5-A
T3	T5-B
T4-A	SD-1
T4-B	SD-2
T4-C	SD-3



PROPOSED TRANSECT DIAGRAM

T1	T5-A
T3	T5-B
T4-A	SD-1
T4-B	SD-2
T4-C	SD-3
	SD-4



In addition to characterizing the intensity of use and development by T-Zone transects, the City's existing development may also be characterized by Special District—SD Zones that more accurately depict larger single-purpose uses not addressed within the T-Zone structure. These include the Open Space Zone (SD-1), School Zone (SD-2), and Industrial Zone (SD-3).

When calibrated, the proposed Transect Diagram map provides a foundation for developing and administering Smart Code zoning and development in Sunbury. This includes the addition of the Hospital Zone (SD-4) and other zone adjustments to reflect a proposed future character map for Sunbury. In combination, the existing and proposed transect diagram maps point the way to a new regulating process—one that will help preserve and build City character and honor the City's future vision.

The Smart Code is a tool that may be used to form the City's architecture and infrastructure by addressing the specific dimensions of streets, traffic lanes and sidewalks in each T-Zone. Within the T-Zones, the code establishes building setbacks that relate well to the sidewalk to create pedestrian-friendly neighborhoods. The T-4 and T-5 Zones allow for mixed use so that developers can build accessible, convenient, and vibrant neighborhoods.

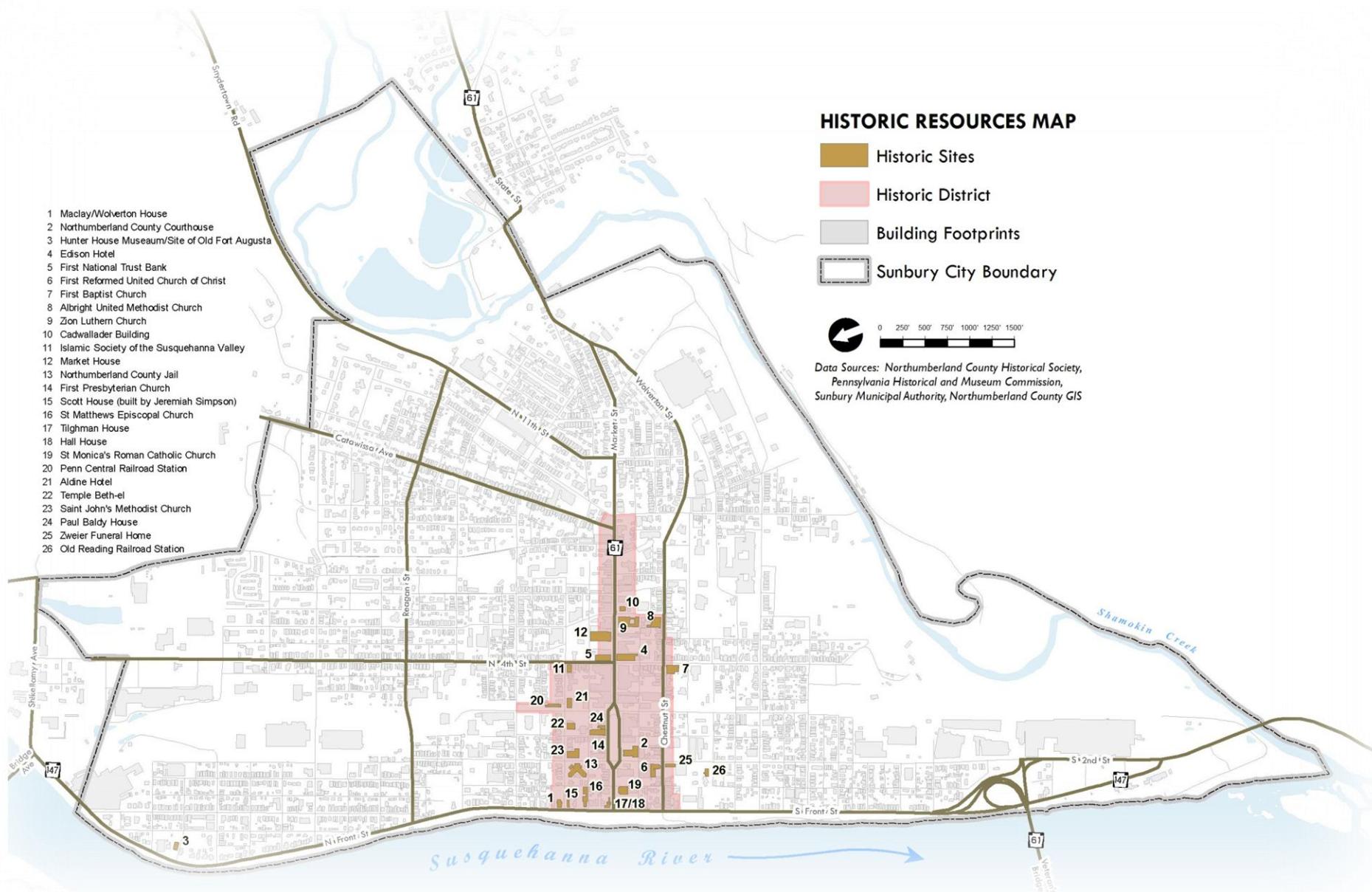
Environment

History as evidenced in City sites and buildings figures prominently in the City's future vision. Sunbury and Sunbury area historic sites provide tactile evidence of the area's past and its material culture. Popular historic sites and structures

include Fort Augusta and Bloody Springs, the Joseph Priestly House, and Hunter Museum which is home to the Northumberland Historical Society. Old Northumberland County was one of Pennsylvania's earliest and largest counties—over time 20 smaller counties were divided from the mother county.

Sunbury and Northumberland are distinguished by National Register Historic Districts listing places associated with noteworthy individuals and historic town squares that are unique to the area. Each holds superb collections of residential, commercial, religious, civic, transportation, and industrial architecture representing all periods of development. The Italianate Northumberland County Court House was designed by Samuel Sloane, a prominent Philadelphia architect and best-selling author of architecture books in the mid-19th century.

A map illustrating Sunbury's documented historic sites and district conveys but a fraction of the City's true and undocumented historic assets of place. Sunbury's essential historic nature is visible in the common everyday places and spaces that form the City. Woven throughout the City's neighborhoods are houses, commercial structures and former industrial buildings that, in combination, convey a marked spirit of place and establish a related context for future development.



Because we can better understand the City's past—its unique story—through daily use of its buildings, streets and spaces, it is important that these tangible assets of place be preserved and enhanced. But it is equally important to shape new development befitting the City's unique character and sense of place. This is a further rationale for reconsidering Sunbury's approach to zoning and land development.

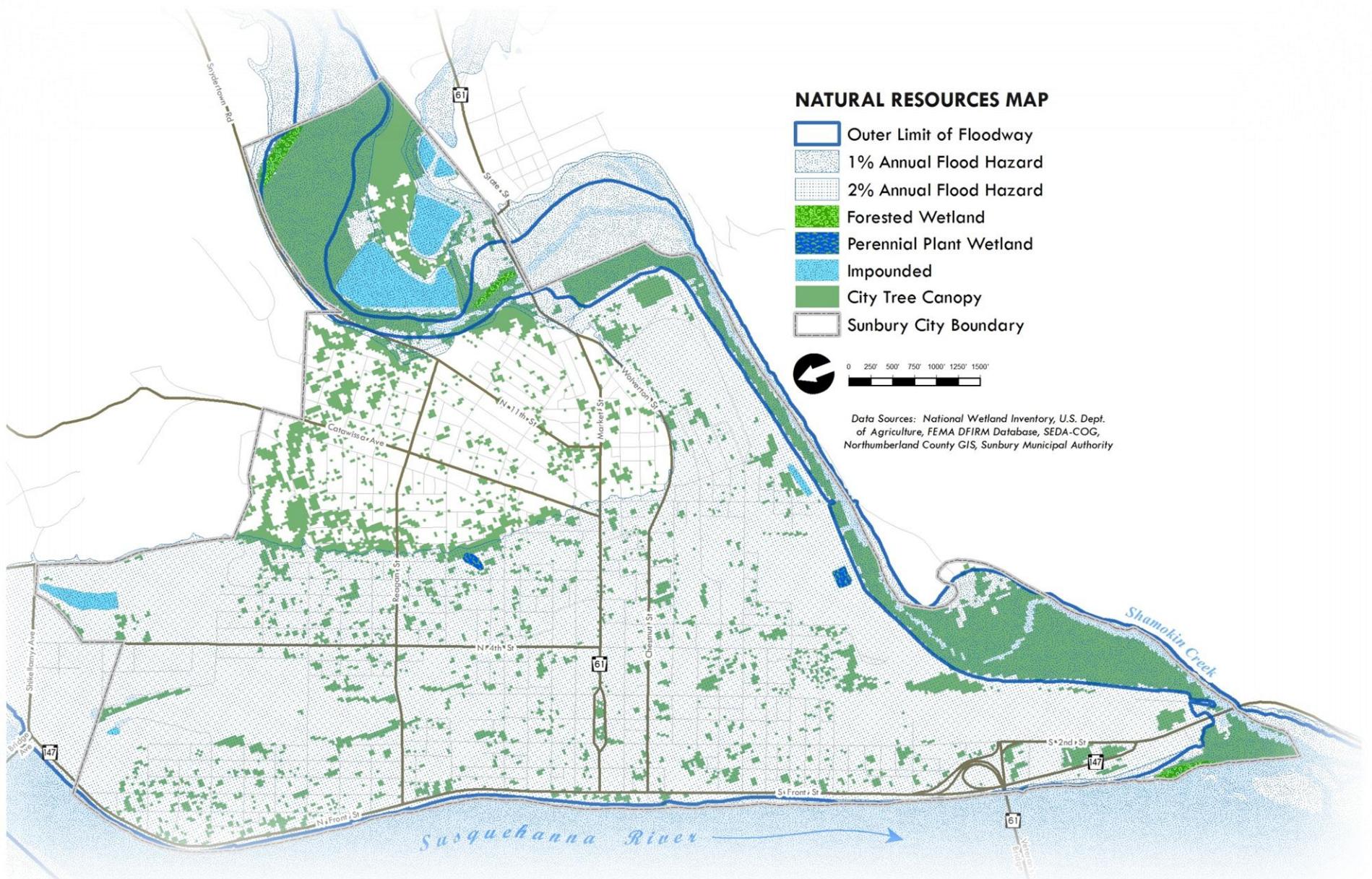
Sunbury's geographic location and setting along the Susquehanna River will contribute to its future development the same as it has in the past. The City is central to a regional population in routine motion. It has the potential to capture more regional resident, commuter, and tourist traffic and spending, and, to the degree that it does, it can add new momentum to help achieve the City's community and economic development aims.

The City's association with Lake Augusta and the Susquehanna Greenway are expected to be a growing source of vitality in years to come. The ingredients for success are in place needing only focus, commitment, persistence and promotion to achieve desired outcomes. The City has much to gain through regional cooperation with its surrounding municipalities who share a common connection to and interest in the River and Lake Augusta related development.

The strength of Sunbury's urbanism—its traditional urban form, significant architecture, and its public realm, are intertwined with the City's history, its environment and cultural heritage. In the quest for new development, businesses and jobs, the City will do well to remember its essential nature and roots.

Sunbury lies within the broad flood plain of the Susquehanna River at the confluence of its branches. The City's flood wall, levee, and related flood control system have made a permanent mark on the image and character of the City and thankfully so. But as illustrated in the map of Natural Resources, the City still enjoys proximity and access to natural areas. This is a great strength inherent to the City's location and one that warrants deeper understanding and appreciation.

The City's future attraction is linked to the enhancement of its authentic character while creating new opportunities for better living and jobs in a business-friendly place. Reshaping the image of the City also requires a sustained yearly commitment to street tree planting. Urban forest cover in Sunbury totals only 12.7% of the City's land area and much of this is in larger parks and open spaces. Other admired and valued urban neighborhoods exhibit 3 or more times this coverage.



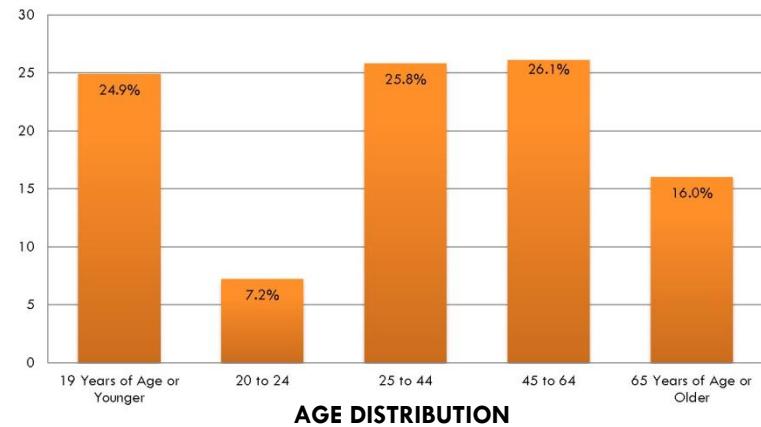
Demographics

The City has steadily lost population in every decade since 1930. On average, Sunbury lost over 700 residents per decade between 1960 and 2010. If strategic action is not taken to counter this trend, it is reasonable to expect that Sunbury's population will continue to decline in the coming decade. Using past trends to predict the future, the City's population is projected to decrease to 9,179 in 2020 and 8,392 in 2030.

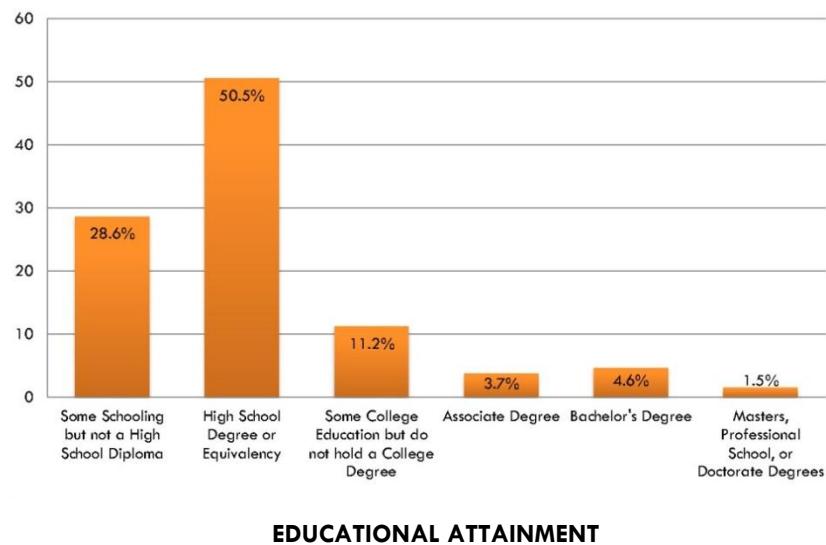
Sunbury's Plan for the New City provides guidance to stem population decline and stabilize the City's population. Right action by the City—implementing measures that foster population growth through aggressive promotion and development—may lead to modest growth in the next decade. Continued modest growth in the region will also create new market opportunity for City advancement. But for the City to capitalize on these external advantages it must act assertively to capitalize on its strengths, mitigate its weaknesses, and respond to regional opportunities such as those envisioned in the regional Lake Augusta Gateway Corridor Plan.

According to the 2010 Census, Sunbury's current population numbers 9,905 persons. The City counts 4,223 households and 2,409 families residing in the City. There are 4,864 housing units. The racial makeup of the city is 91% White compared with 90–96% for surrounding municipalities and 81.9% for Pennsylvania as a whole. 6.7% of the City's population is Hispanic, 2.3% Mixed Races (two or more), and 2.8% Black, with less than 1% of the City population comprised of other minority groups. The Hispanic population has doubled over the last decade, but remains a minority of the overall population.

30.1% of Sunbury households have children under the age of 18 living with them, 35.3% include married couples living together, 15.8% have a female householder with no husband present, and 43% were non-families. 36.6% of all households are made up of individuals, and 27.4% have someone living alone who is 65 years of age or older. The average household size is 2.25 persons and the average family size is 2.91 persons.



The median age of Sunbury's population is 38.9 compared with 22.8 – 49.6 for surrounding municipalities, and 40.1 for Pennsylvania as a whole. 24.9% are under the age of 19, 7.2% are 20 to 24, 25.8% are 25 to 44, 26.1% are 45 to 64, and 16% are 65 years of age or older. According to the American Community Survey (ACS) 5 Year Estimates from 2006-2010, Sunbury residents 25 years and older have the lowest level of educational attainment of any community in the area. 24.7% of Sunbury residents have less than a high school education. Only 7.9% have a bachelor degree or higher.



EDUCATIONAL ATTAINMENT

According to the ACS 5 Year Estimates 2005-2009, the median household income in Sunbury is \$30,225 and the median family income is \$38,203 compared to \$38,000 - \$59,000 for neighboring municipalities and \$62,520 for the Commonwealth of Pennsylvania as a whole. The City's per capita income is \$16,437. About 11% of families in Sunbury and 19.7% of the total population have incomes below the federal poverty line, including 4.7% of those under age 18 and 3% of those age 65 and over. Sunbury has one of the highest percentages of people living at or below the federally defined poverty level for communities in the area. Sunbury's poverty level of 19.7% is only surpassed by Milton's 23% figure.

Additional demographic data for Sunbury is published in related plan studies, including *The Background Studies* and in *Understanding the Economy—Recommendations for Economic Development*.

Housing

Overview

Sunbury has the highest percentage of vacant homes in the area. In 2010, there were 4,864 dwelling units in the City. Of these, 4,223 units were occupied and 641 or 13.2% were vacant. The high vacancy rate is directly attributed to an aging and declining population and a shifting employment base with younger workers leaving the City in search of better employment opportunities.

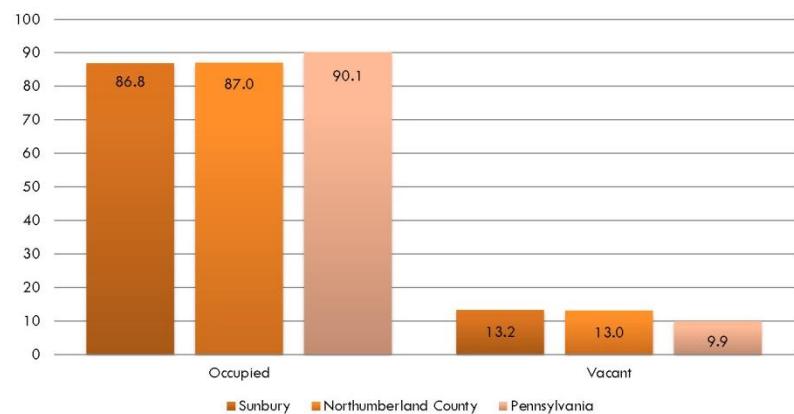
In 2010, 54.9% of the dwelling units were classified as rentals, significantly higher than surrounding municipalities and the Pennsylvania State average of 30.4%. Sunbury has an abundance of duplex houses and many larger houses that have been converted into multi-family rentals. The City would benefit from having more diverse housing types and choices within its neighborhoods to meet the needs of a broader spectrum of the population.

While sound and well-kept housing is found throughout the City, there are streets, blocks and scattered sites exhibiting real disinvestment in all City neighborhoods. This is manifest in different ways ranging from deferred exterior maintenance and needed replacement of deteriorated building components to substandard interior systems and finishes. These problems are most pronounced in the neighborhoods south of Market Street between the City riverfront and Sunbury Textile Mills.

Sunbury's neighborhood density and geometry reflects its late 18th and early 19th century origins. The City is laid out in a traditional grid network of streets and alleys with houses fronting the street and detached barns or garages fronting the

alleys. Housing setbacks from the street vary according to the period of settlement and the type of housing found.

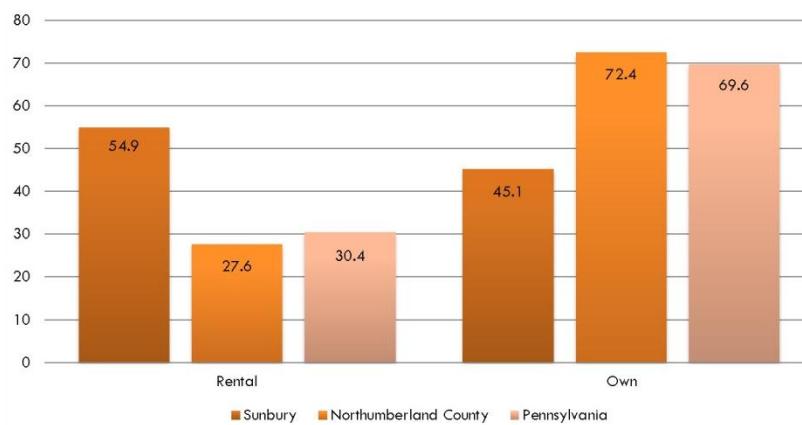
The average block in Sunbury measures approximately 350' x 340', and the City's average housing density is 3.6 dwelling units per acre. Interestingly, the spatial organization, architectural scale, and development density indigenous to Sunbury exhibit characteristics and qualities that modern-day planned communities strive to emulate.



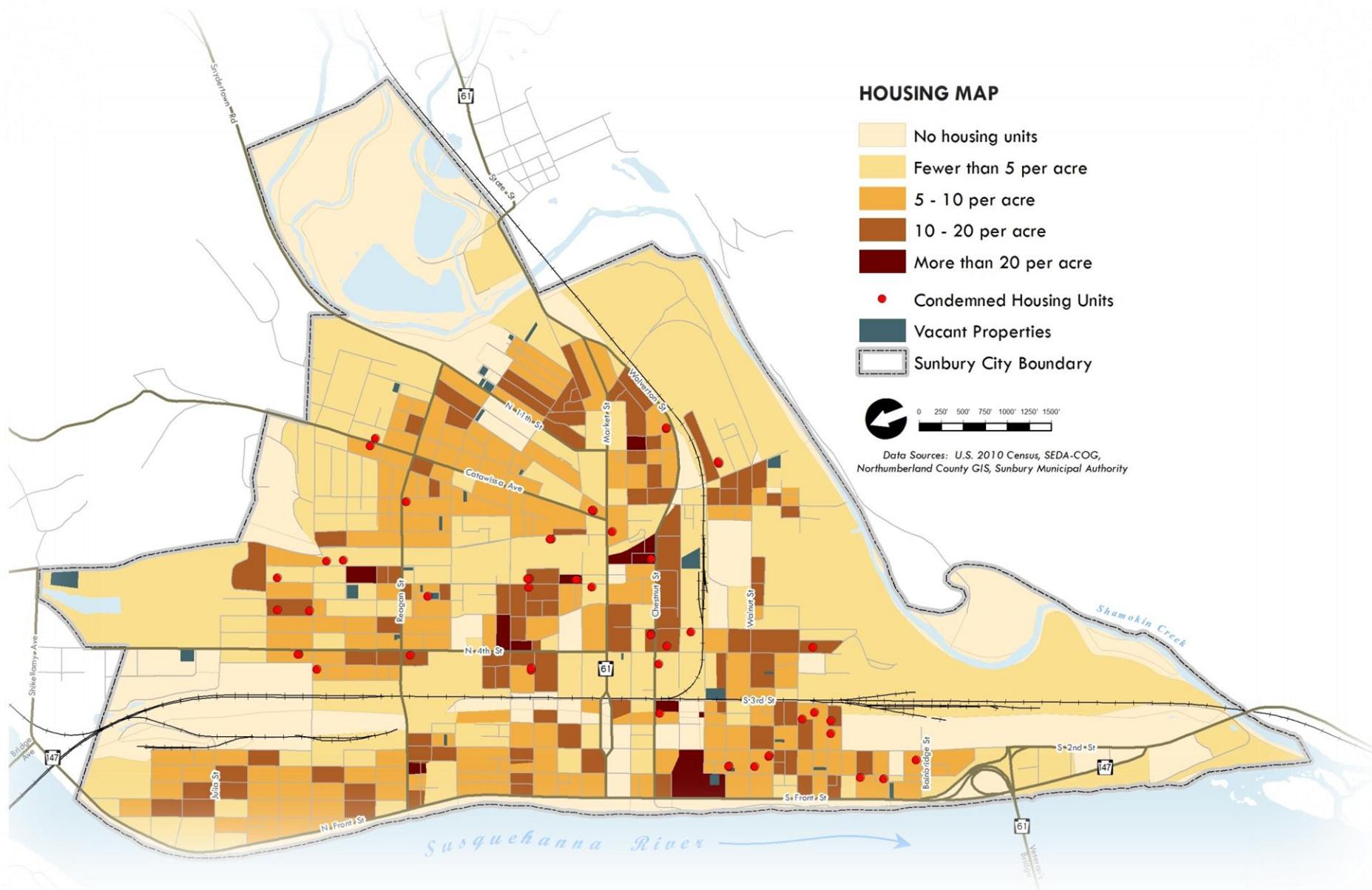
OCCUPIED VS VACANT HOUSING UNITS



HOUSING UNITS PER DECADE



2010 HOME RENTAL VS OWNERSHIP



Housing Values

Housing values in Sunbury are significantly lower than the surrounding region and the Pennsylvania average. In 2009, the Sunbury median house/condominium value was \$70,225, significantly lower than the Pennsylvania median of \$164,700. The mean price for all dwelling units was \$76,896 and the median gross rent was \$490 per month. The median real estate property taxes paid for housing units with mortgages was \$932 (1.4%) The median number of rooms in a house/condominium was 6.3 and 4.4 for apartments. In the last 5 years only one construction permit was issued to build a new single-family detached house.

Sunbury exhibits marked disparity in incomes when compared to neighboring municipalities. The City is largely populated by low- and lower-middle income individuals and families and this is reflected in much of the City's housing stock and conditions. These circumstances are exacerbated by inadequate landlord-tenant ordinances, inconsistent building code enforcement, and by both real and perceived issues relating to City schools.

Remedying these conditions will require more control over rental properties—the licensing of landlords—more aggressive dealing with offending tenants—and more stringent enforcement of building and property maintenance codes. Additionally, efforts to strengthen the quality of education in the Shikellamy School District must continue and be given the highest priority as the District's performance is inextricably tied to the City's reputation and ability to attract desired homeowners and tenants.

Housing Assistance

Sunbury has an abundance of affordable housing types and programs for income eligible and elderly families within the City. Many would argue that the City has an overabundance of such housing and that this has a depressing effect on neighborhood appeal and City housing values.

The Sunbury Housing Authority administers and oversees affordable government subsidized housing in the City, including administration of the HUD Section 8 Low Income Housing Assistance Program. Chestnut Towers was constructed in 1972. Located at 725 Chestnut Street, It offers a mix of apartment sizes, amenities, and services for persons age 62 and over in a well-managed residential environment that is conveniently located in proximity to downtown Sunbury shopping and services. There are 99 independent living units available. The Memorial Acres Housing Complex at 6th and Lincoln streets offers garden-style apartments and community center in a self-contained complex. These 2-story 1960's era HUD-subsidized rentals are in need of substantial upgrading—some suggest demolition and replacement. Site landscaping leaves much to be desired. Scott Towers at 705 Market Street is another multi-floor subsidized apartment building constructed in the 1970s and managed by the Sunbury Housing Authority in downtown Sunbury.

Riverfront Apartments is a privately owned HUD-subsidized mid-rise apartment building for elderly low income persons constructed during the 1970s. The apartments are located at 130 S. Front Street. Located across the street from Sunbury's Riverfront Park, Riverfront Apartments has a commanding view

of the Susquehanna River and Lake Augusta within easy walking distance of downtown shopping and services.

Shikellamy Homes North is a low income apartment complex subsidized by the US Department of Housing and Urban Development (HUD) located at 631 North 7th Street. Through collaborative effort involving Haven Ministry Inc., an emergency homeless shelter, and Shikellamy Homes North, homeless families are provided with clean, affordable housing and support for learning living skills needed to become self-sufficient. The complex offers one, three, and four bedroom units.

Consumer Credit Counseling Service of Northeastern Pennsylvania (CCCS) is a HUD approved counseling agency. They provide financial assistance services for housing to eligible individuals and families in Sunbury and the nearby region.

Additional facts and information pertaining to housing in Sunbury are published in Sunbury's Plan for the New City—The Background Studies.

Government

Sunbury is a small city of the governed by the Third Class City Code. Third Class cities in Pennsylvania have populations of at least 10,000 but less than 80,000 residents. Although Sunbury's population has fallen below 10,000 residents it retains the third class commission form of government, with a Mayor and four Councilmen. The mayor is a member and serves as president of the council. Each Councilman and the Mayor is in charge of a City department—Public Affairs, Accounts and Finance, Public Safety, Streets and Public Improvements, Parks and Public Property.

The functions of City government are carried out by department employees, contracted personnel, and other City appointed boards, committees, commissions and authorities. There is no City administrator or City Manager. The City Clerk assists Council with the administration of City business. Council officials and the controller and treasurer are elected at-large for four-year terms. Appointments of all other city officers and employees are made by the Council.

Public Safety

The City has a paid police department headed by the Chief of Police. Seven active volunteer fire departments—Americus, East Sunbury, Friendship, Goodwill, Rescue, and Sunbury Steam Fire Co. No. 1—provide citywide coverage under coordination of the City Fire Chief. The City's emergency services team maintains emergency operations plans, evacuation plans, and deals generally with emergency preparedness and mitigation relating to major disasters. The community maintains state-of-the-art equipment and provides training vital to the effectiveness of police, fire, and emergency services operations. Citizens also work closely with the police department through neighborhood crime watch programs to help maintain order and public safety.

In addition to the Chief of Police, the Sunbury Police Department consists of 12 full-time officers and a one-dog K-9 unit for drug and tracking work. The Department has no part-time officers, assigned criminal investigators or administrative assistance. The Department has a full time complement of 4 supervisory personnel. The Department is funded primarily through the City General Fund and is one of the City's most significant expenditures. Additional revenues are obtained through fines, wage reimbursements, and various police services.

The path to improved public safety begins with the operational model(s) used in policing. The City should use modern policing practices and operational methods—not just reactive policing—but community policing and problem solving to better deploy assets and reduce criminal incidents. Stakeholder participation and partnerships are essential to community policing—to generate support for law enforcement and other interventions and to help identify solutions to local problems as they develop. Effective policing begins with citizen involvement in neighborhood crime watch programs—Sunbury’s program helps by providing the Sunbury Police Department with more eyes and ears on the street. To further enhance the effectiveness of police functions citywide, the City should continue to build its crime watch program and do more to facilitate better understanding and cooperation among competing citizen groups.

Better policing also requires the procurement and effective use of crime data, including time and location-based data. Computerized technology and systems are needed for capturing and compiling evidentiary data, for dispatch and record management systems, and for mapping statistically significant crime and traffic safety “hot spots”. Computerized statistical data is used to formulate strategic operational plans and to deploy resources effectively. In-office and mobile technologies are essential to timely information sharing and outreach with community partners, agencies and the media.

To further advance operational effectiveness, the City should establish benchmarks for measuring the value and success of public safety programs and investments. It should invest in geographical information systems and services for police records management. It should foster ongoing communications

and collaboration between the Police, Building and Code Enforcement, and Treasurer’s offices, and strengthen regional arrangements for information sharing and mutual aid. Most importantly, the City must remain proactive in its resolve to address fundamental needs—to sustain fully functional police and office staffing consistent with best practice standards and recommendations of The City of Sunbury Early Intervention Program Report (2009)—and to provide up-to-standard, more secure facilities and mobile equipment needed to operate a modern police department and public safety programs.

Municipal, Housing, and Redevelopment Authorities

The City benefits from well managed public facilities. The Sunbury Municipal Authority manages drinking water, wastewater, flood control, and recycling services for Sunbury residents, businesses and industries and for adjoining areas of Upper Augusta Township. The City maintains a municipal transfer station for the disposal of garbage, trash and rubbish. The facility is used by private refuse haulers and City residents on a fee basis. The Sunbury Housing Authority owns, operates and maintains affordable public housing for low income and elderly families in Sunbury, including Memorial Acres, Chestnut and Scott Towers. The Sunbury Redevelopment Authority was reappointed in 2010 to address blighted property conditions and to pursue neighborhood redevelopment in select areas of the City. Sunbury’s Plan for the New City provides policy guidance for planning and implementing future redevelopment within the City.

City Engineer and Codes Administration

The City Engineer reviews, approves, and oversees engineering matters for the City, including the construction, maintenance and repair of streets, pavements, sewers, bridges, culverts and other engineering works. The Code Administration Office handles building and property maintenance code enforcement for rental properties, new building construction and electrical inspections, and enforces the City ordinances governing land use and development.

Historic and Architectural Review Board (HARB)

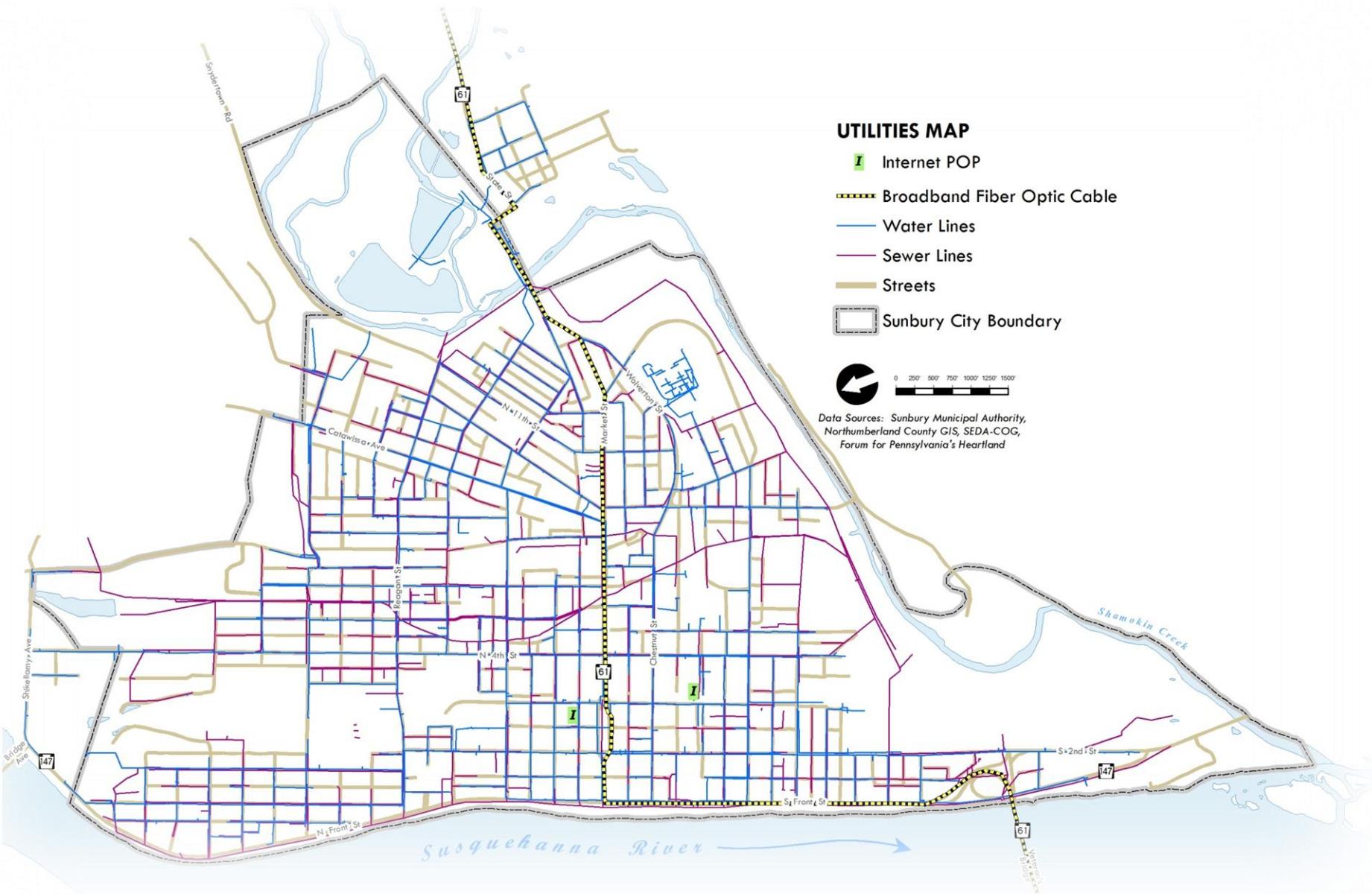
The HARB reviews all exterior building changes, additions, new construction, demolition, and signs proposed within the City's designated historic district as illustrated in the map of Historic Resources. The HARB issues a Certificate of Appropriateness for Council approval or exemption in compliance with the Pennsylvania Historic District Act authorizing municipal historic districts.

Planning Commission

The Planning Commission guides City land use and development by providing advice and recommendations to Council to assure that development occurs in an orderly, rationale and reasonable manner. The Commission facilitates planning coordination and advises on the need for special studies, the establishment of community development goals and policies, the adoption of comprehensive plans, use of the official map, and it administers the City's land development and subdivision regulations.

City Health Office

The City Health Officer inspects eating and drinking establishments such as restaurants, bars, grocery stores, food stands/carts, and any other commercial establishments carrying perishable foods to assure compliance with applicable public health regulations.



Civic Engagement

Sunbury has a deep tradition of civic engagement. Dozens of nonprofit organizations provide a variety of services and pursue diverse goals with the aim of human service and community betterment. Community and business organizations, social and civic organizations, fraternal and service organizations, institutions and faith-based groups provide a near endless variety of opportunities for citizen involvement in social services, community affairs, public safety, heritage preservation, recreational programming, education, and economic development to name a few.

Sunbury's Revitalization, Inc. (SRI) acts as a lead organization for facilitating public-private cooperation in matters pertaining to City promotion, business development, neighborhood and downtown improvement. SRI's directors serve in a voluntary capacity and represent a broad range of civic and business interests working in partnership with the City government. The organization works to preserve and promote the business, cultural, social and economic interests of Sunbury. The Greater Susquehanna Valley United Way channels resources to address alcohol and drug use among all age groups and its effects on the community, dependency on social services and assistance across generations, and a lack of public transportation.

Crime

Public safety is a matter of continuing concern to Sunbury residents as it is in most communities of its type and size—and for good reason. The City appears to be dealing with more crime although it is difficult to put this in fair perspective. Certainly the perception of increased crime exists and to the degree that it does, it limits Sunbury's ability to attract the

resident population, businesses and visitors needed to build the "new city". Although crime incidents vary year by year, a closer look at historical crime data for Central Pennsylvania municipalities reveals unexpected truths about crime in the Sunbury—the City crime rate is less than the average crime rate for many other towns in the region. And Sunbury ranks above other communities in the same region for the average percent of crime cases solved.

While much crime is linked to gangs and drug trafficking, other City conditions also help create the opportunity for crime. Crime solutions require community solutions. They must tackle the root causes for crime in addition to the criminal activity. Drug use by adults and school-aged children creates a market for illicit activity. Substandard absentee-owned rental housing creates an environment for crime. In combination, these conditions complicate public education operations and work against City efforts to establish family-friendly neighborhoods and business-friendly streets and blocks. Effective building and property maintenance code enforcement can help keep crime in check.

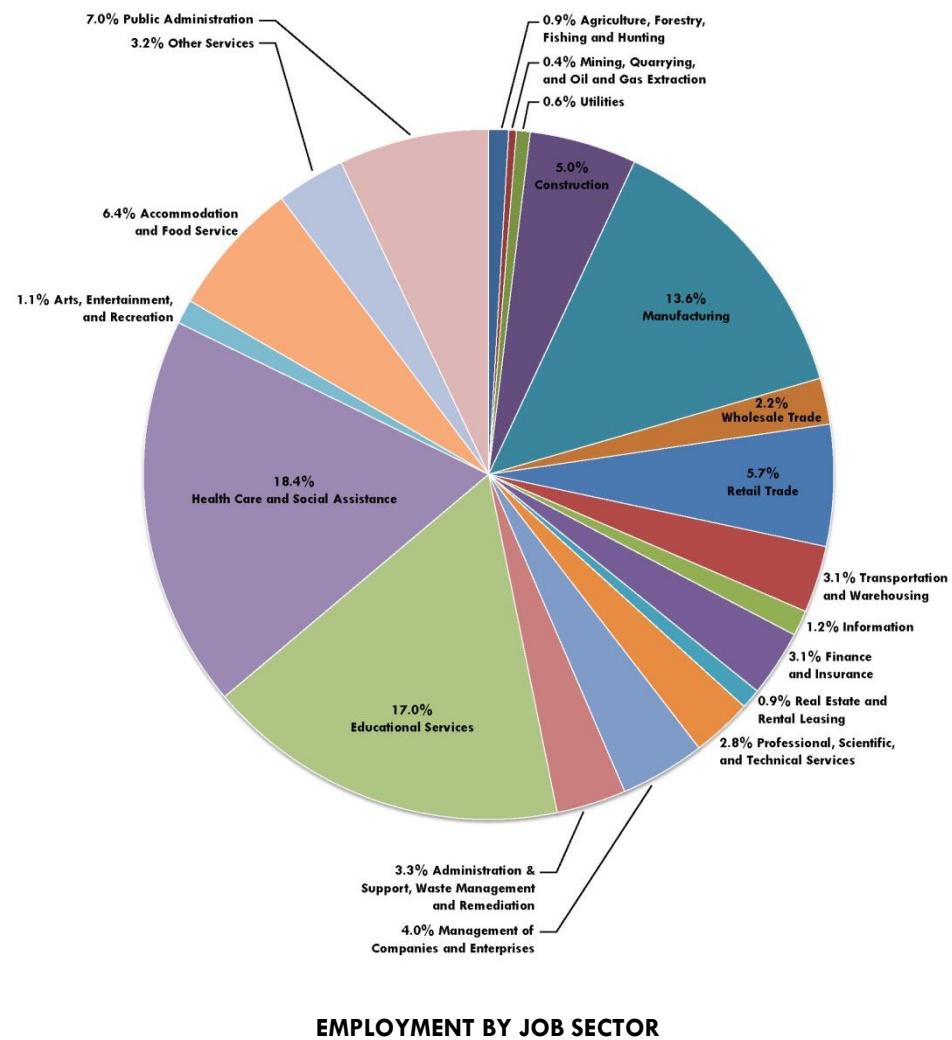
The underlying reasons for Sunbury's crime predicament, as elsewhere, aren't easily addressed by any one approach or solution. Many good people, including City and school employees, are handicapped to fully address these issues for reasons beyond their personal and immediate control. To "take a bite out of crime" the City must redouble its efforts to strengthen relationships with citizens and build funding and service partnerships with other agencies and community stakeholders. Doing so will yield real dividends in years to come. To realize the aims set forth in Sunbury's Plan for the New City Sunbury must closely monitor its investment in public safety.

Crime prevention is critical to keeping desired neighborhoods and maintaining property values and a climate conducive to business and economic development. For this reason, the potential to implement development concepts and action strategies offered in Sunbury's Plan for the New City must be viewed in the broader context of City policies—the relationship between crime prevention and City development cannot be underestimated. Crime prevention is linked to informed public policy—informed judgment and integrated policy solutions. The need for integrated solutions is well documented in The City of Sunbury Early Intervention Program Report (2009) and is an important aim of Sunbury's Plan for the New City which provides a comprehensive framework for action—for next-generation city-making to keep Sunbury safe, socially viable, and investment worthy.

Business and Economy

Work Force

Sunbury's work force is employed in 5 sectors. Most City workers are employed by a private company. The percentage of Sunbury workers employed by private companies is higher than the percentage for the state of Pennsylvania as a whole. Next in rank are wage and salary workers employed by private not-for-profit entities. The percentage of Sunbury workers employed in this sector is lower than the percentage for the state. Next in order are state and local government workers respectively. The percentage of Sunbury workers employed by state government is higher than the percentage for the state as a whole. The percentage of those employed as



local government workers is lower than that for the state as a whole. Self-employed workers in their own businesses constitute a very small, almost insignificant, number of Sunbury workers and this too is below the percentage of self-employed workers for the state as a whole.

The level of educational attainment for Sunbury males and females is low in comparison to other Middle Susquehanna Valley towns. 24.7% (1,621) of Sunbury residents over the age of 25 have some schooling but not a high school diploma. 43.7 (2,877) have a high school degree or equivalency. 15.9% (1,045) have some college education but do not hold a college degree. 7.9% of residents over age 25 (517) hold an associate degree, 5.5% (365) have attained a bachelor's degree. Only 2.4% (156) in total hold a masters, professional school, or doctorate degrees.

Business and Employment

In recent decades Sunbury has lost businesses and industry to outlying areas of the City. To some extent, those retail and service businesses dependent on mass markets and highway traffic volumes have already migrated from Sunbury to potentially more lucrative locations along US Routes 11 and 15 in nearby Snyder County. Those that remain do so for differing reasons. But the fact is that significant business activity still occurs within the City. Daily traffic movements through the City have not abated. And the potential for building a new buy-local economy—new neighborhood-based businesses and businesses to serve expanding recreational and heritage tourism markets—is real if the City can create appealing neighborhoods, build its brand and image, and foster local

business development through business-friendly outlooks, programs, services, and incentives for investment.

Nothing is for certain in the highly competitive economic development arena. Manufacturing jobs have steadily declined and show no immediate prospects for significant growth within the City. Even if manufacturing gains renewed vigor in the US economy it isn't likely to return in the form we have known or in the buildings used in the heyday of American manufacturing. Warehousing and distribution may well remain a part of the City's economy and tax base. But there are more accessible highway locations for these purposes. And such functions don't always add significant value to City real estate, to adjoining neighborhoods, to the City tax base, or to its attraction for mixed use neighborhood investment and development.

Conversely, some older industrial buildings readily lend themselves to adaptive reuse for new 21st century industries—those linked to the creation of so-called smart jobs. Government and academic data point to new category of middle class jobs in promising fields such as wireless, computer networking and security, information services, professional training, graphic design, energy, and e-learning. These jobs are creative jobs involving innovation and high tech. They require specialized training whether on the job or in a vocational program. They are clustered in cities and dispersed throughout the nation—not limited just to big cities. Sunbury has or could readily develop the makings relevant to smart job growth—lifelong learning opportunities in a small and livable community, a walkable city with low crime, affordable housing choices in mixed-income neighborhoods, and plentiful opportunities for social connection.

Integrated planning and incentives to stimulate property and business investment are important and much needed. But if past history is any indicator of future progress, planning and incentives alone are unlikely to transform the City economy. To build the City economy and its potential for keeping existing businesses and developing new businesses and jobs requires a sustained commitment to building the “New City”. Local economic facts and facts relating to local economic development like those that follow cannot be ignored. Solutions posed in the development concepts and action strategies in Sunbury’s Plan for the New City were developed with an understanding of these facts.

On the asset side, Sunbury has solid companies and institutions serving food and health care markets locally, regionally and beyond—companies like Weis Markets and Butter-Crust Baking Co., and institutions like Sunbury Community Hospital and McCann School of Business and Technology. Regional institutions of higher learning, including Bloomsburg University, have set their sights on Sunbury for outpost campus development. As a county seat, government services and the traffic generated by government functions is especially significant to the City. The health care and social assistance sector combined presently employ 17.3% of those working in the City—the largest employment sector in the City.

While professional, scientific, and technical jobs comprise only 3.3% of the total jobs in the City, Sunbury is located advantageously for business development and jobs linked to communications and related technologies and services and there is modest potential to grow this sector of the City’s economy. Access to new high speed communications networks now running through Sunbury are to the 21st century what railroads were to

the late 19th and early 20th centuries. Existing City-based schools and the City’s commitment to establishing new lifelong learning opportunities in Sunbury will benefit residents, attract smart job seekers, and elevate the performance of local companies through City-based, cost effective, and business-friendly training programs.

Sunbury is and is likely to remain the leading population center in the Middle Susquehanna Valley. Sunbury residents also comprise the largest work force of any community in the region which is a matter of interest to companies looking to expand or seeking new locations. 23.8 % of people that currently live in Sunbury also work within the City and nearly 4,899 people commute daily. But 4,582 people leave Sunbury each day to work outside the City. Attracting some percentage of commuters to work and live in Sunbury is a sure-fire means to fuel City growth. But to do so the City must address a mix of interconnected factors relating to the City’s image, housing options, and schools.

Sunbury’s unemployment rate was 8.83% in 2010, a figure 0.64% higher than the state average and not the lowest or highest compared to other towns in the region. In March 2011, the unemployment rate was 9.1 percent in Sunbury, 1.1 percent above the state average.

Education

Any discussion regarding Sunbury's future development cannot ignore or underestimate the importance of educational attainment in the population and the caliber of educational opportunities offered at all levels in both public and private schools. Educational attainment is linked to employment and income, to business attraction, and to quality of life. In this regard, continued actions are needed to strengthen the quality of public schools in the Shikellamy School District and to create new opportunities for lifelong learning within the City. Building and sustaining the "New City" depends on an informed public and community leaders—well educated citizens—and opportunities for post-secondary education, especially worker training to meet the evolving needs of businesses and industries.

Shikellamy School District

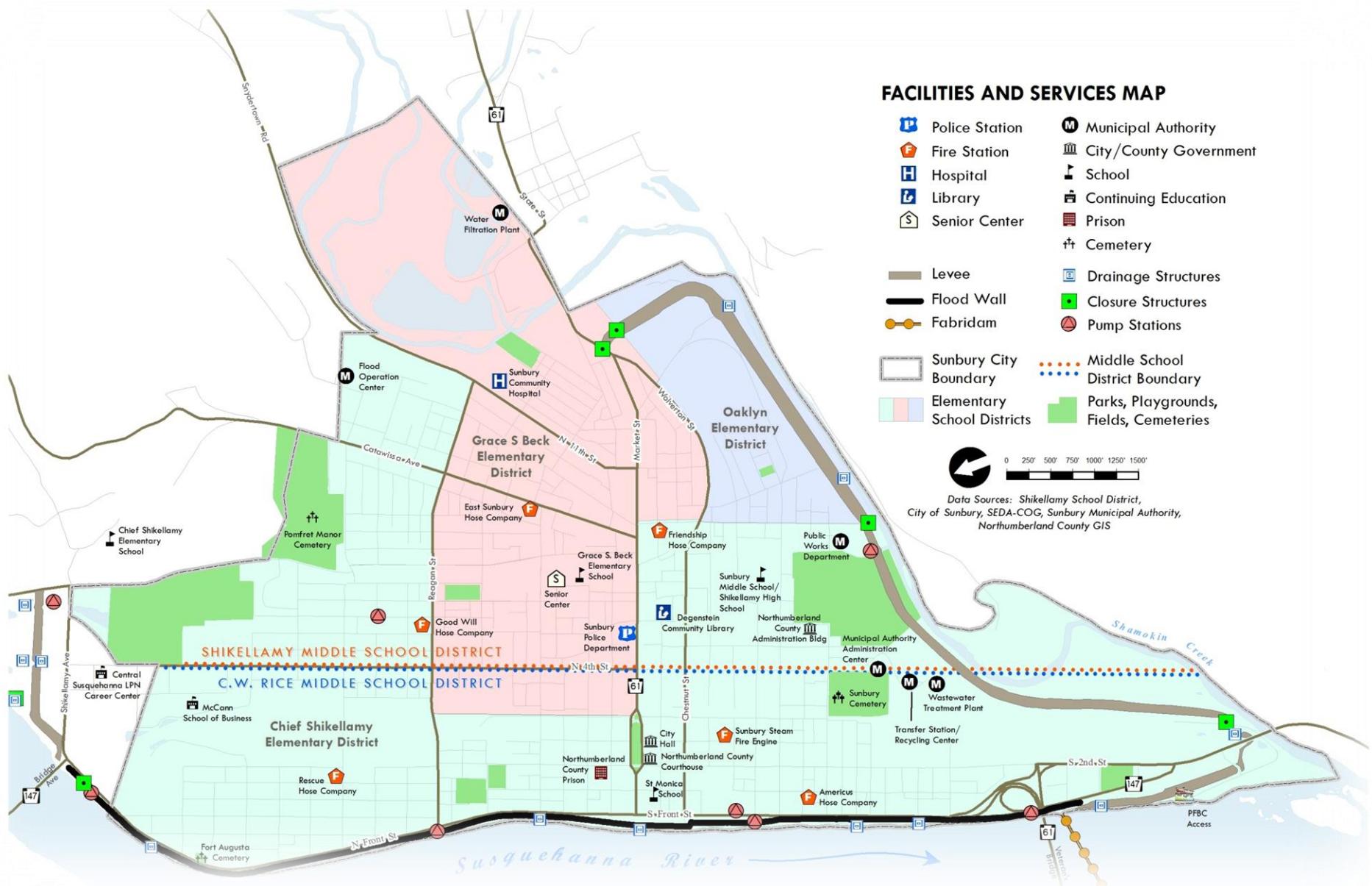
Shikellamy School District is a public school district serving Northumberland Borough, Point Township, Rockefeller Township, Snydertown Borough, the City of Sunbury, and Upper Augusta Township with 4 elementary schools, two middle schools (2010-2011), and one high school. The District encompasses approximately 71 square miles and serves a resident population of 23,180 (2000 US Census). In 2005-06, the District provided basic education to 3,256 pupils. It employed 229 teachers, 178 full-time and part-time support personnel, and 12 administrators. At last count, the student population was: 90% white, 5% Hispanic, 4% black, and less than 1% for all other races combined.

In 2009-10, the per capita Income in the District was \$16,811 and the median family Income is \$40,063. A significant number

of students receive free or reduced-price lunches due to low family income. While Shikellamy student proficiency in reading, math and science is improving it still lags behind the region and the state. In 2009, the District was in the 17th percentile for academic achievement in Pennsylvania. In 2011, Shikellamy School District was ranked 334th out of 498 Pennsylvania school districts by the Pittsburgh Business Times—a ranking based on student academic performance on five years of test results in reading, writing, mathematics and three years of science.

In the past, Shikellamy schools failed to achieve Adequate Yearly Progress (AYP) results by state Department of Education measures due to low student academic achievement. For a school to "make AYP," students must meet goals for graduation, academic performance, and test participation. But corrective action in the past several years is showing signs of improvement. Achievement targets are being met, the District has made measurable gains, and District schools are on track to meet the goal of all students reaching proficiency.

The district is funded by local income and property taxes and a real estate transfer tax coupled with substantial funding from the Commonwealth of Pennsylvania and the federal government. With finite resources and an annual operating budget of \$36.2 million, the District has also taken decisive action to remedy matters affecting its performance. Two antiquated middle schools have been closed (2011-2012), administrative pay has been frozen, and staffing has been reduced by 24 positions to bring human resources into balance with declining enrollments. According to the Pennsylvania Department of Education, enrollment in the Shikellamy School



District has declined 12.5% over the past five years, to a low of 2850 pupils.

Improving public education in Sunbury is a responsibility and challenge to everyone in the community. As the District makes progress it also needs to make plans for continued improvement. Community outreach and engagement in the District's strategic planning process is critical and it provides the means for engaging residents, businesses, community organizations and other institutions in constructive action to benefit public education and the City at large through new and innovative school-community partnerships. As District data is constantly changing, the reader is advised to monitor details on school performance by viewing district and school reports published online by the Pennsylvania Department of Education.

Shikellamy High School

Shikellamy High School serves about 1,100 students in grades 9-12. The 2010 graduation rate for Shikellamy High School was 84%. This is lower than graduation rates for other nearby school districts—Selinsgrove (97.7%), Lewisburg (97.58%), Milton (97.02%), Danville (93.65%), and Line Mountain (93.48%). According to the Pennsylvania Department of Education (2009), 16% of Shikellamy High School graduates required remediation in mathematics and or reading before they were prepared to take college level courses in the Pennsylvania State System of Higher Education or community colleges. The high school also permits high school students to take courses and earn college credits at Susquehanna and Bloomsburg universities.

Recent additions to the high school have resulted in a larger gymnasium, cafeteria and band room. Significant investment has also been made to upgrade the District's football facilities. All District buildings have wired computer networks and are linked to the internet and to the District's WAN. Secondary buildings also have a wireless network. The District maintains a significant investment in computers which are available for departmental and student use and maintains a portal for the parents of high school students with online access to information about their child's attendance and grades.

Shikellamy High School offers diverse extracurricular activities. It has varied clubs—foreign language, Future Scientists/Business Leaders of America, science, and community service clubs. The school is known for its band, theatre and forensics programs. A JROTC program is also offered. The drama club is considered among the best in the state. The school is also respected for its musical productions. Students also compete in baseball, softball, basketball, wrestling, field hockey, football, soccer, track and field, cross-country, and tennis in the Pennsylvania Heartland Athletic Conference. Shikellamy High School is a Class AAA school.

Middle and Elementary Schools

The District operated 2 middle schools in 2010-2011—C.W. Rice Middle School (314 students) and Sunbury Middle School (355 students). Both schools are scheduled for closing due to declining enrollments district-wide, the need for major building renovations, and budget challenges. Beginning with the 2011-2012 school year, sixth grade will be provided at each elementary school while seventh and eighth grades will be provided at the recently renovated and underutilized high

school building. The District operated 4 elementary schools in 2010-2011—Grace Beck Elementary School (271 students), Chief Shikellamy Elementary School (298 students), Oaklyn Elementary School (342 students), and Priestley Elementary School (373 students).

Private and Charter Schools

Sunbury residents also have access to alternative schools. By law, the local public school must provide transportation to schools within the borders of the school district at no charge to the student. SUN Area Technical School is a regional vocational school, offering adult education classes, vocational education, and technical career training. SUN Tech serves over 1500 people annually and is widely regarded for the quality of its vocational training programs.

Three private parochial schools are located in and near Sunbury. St. Monica's School is a Catholic Pre-K through 8th grade parish elementary school in the Harrisburg Diocese and is affiliated with Intermediate Unit 16. Students are enrolled from Saint Monica, St. Pius X, Sacred Heart, and other central Pennsylvania parishes. Non-Catholics are also enrolled from various local school districts. Sunbury Christian Academy offers pre-kindergarten through 12th grade. The campus is located just north of Northumberland. Northumberland Christian School is a ministry of the First Regular Baptist Church of Northumberland. The school offers an educational program for students from preschool through high school.

Various charter schools are available to residents in the Sunbury community. SusQ-Cyber Charter School provides students in grades 9-12 with an electronically delivered

accredited high school curriculum. SusQ-Cyber started in Milton and is now located in Bloomsburg. It offers individualized support and a unique learning experience. Other home-based and charter schools such as Connections Academy, 21st Century Cyber, and Pennsylvania Virtual charter schools provide programs that combine strong parental involvement, the expertise and accountability of publicly funded education, and the flexibility of online classes serving K-12 education.

Post-Secondary Schools

The Central Susquehanna LPN Career Center, located in Lewisburg, provides a one year full time program to prepare students for careers in licensed practical nursing. Clinical and laboratory experience is offered with affiliated hospitals, nursing care facilities, doctors' offices and childcare settings in Sunbury.

McCann School of Business and Technology located in the N. Fourth Street Plaza offers Associates degrees and diplomas in fields such as accounting, administrative office technology, business administration, commercial and industrial maintenance, computer science and programming, cosmetology, criminal justice, early childhood education, health and medical records management, heating, ventilation, air conditioning and refrigeration, hospitality management, human resources management, human services and medical assistance, medical lab technology, network administration, medical office technology, paralegal, professional massage therapy, security and investigation, and surgical technology.

Triangle Tech career training school is located just outside Sunbury. It operates 10,000 square feet of classrooms, laboratories, and shops. Triangle Tech in Sunbury offers an Associate Degree in Specialized Technology in Maintenance Electricity and Construction Technology, Carpentry and Construction Technology, and Welding and Fabrication Technology.

Recently, a group of Central Pennsylvania colleges explored the feasibility of establishing a community college in Sunbury. Because of local-county funding commitments required for community colleges the concept has not advanced. In its place, however, a group of regional colleges and universities have explored development of a new higher education model for the area—a “hybrid” educational center. Such a center would provide educational instruction from GED programs through master’s degrees from a consortium of participating higher education institutions.

Pursuit of this concept has been setback by present economic conditions. However, interest in the concept and the Sunbury location remains high among advocates for the center—the City and those institutions potentially involved. A facility of this type could be a cornerstone project for neighborhood redevelopment, lifelong learning in Sunbury, and new economic development in the City. The concept is addressed in development proposals for the Norfolk Southern rail corridor described in Sunbury’s Plan for the New City.

Libraries

The Degenstein Community Library is located in downtown Sunbury. It provides a wide variety of print, video, microfilm

and online resources. Programs promote reading for all age levels. The library augments school libraries and offers modern facilities for community group meetings. The Northumberland County Historical Society maintains the Charlotte Darrah Walter Genealogical Library. It contains material on local history along and records of early families from Northumberland County and surrounding counties. There are also permanent exhibits dealing with aspects of Sunbury and area history.

Local Media

The local newspaper is The Daily Item. The area is served by a variety of local radio stations, including the All News/Sports channel WKOK 1070 AM, the Big Country Radio Network WLGL 92.3 FM, WYGL 100.5 FM, and WWBE 98.3 FM, and WFYY Y106.5 FM and 94.1 WQKX.

Sunbury Parks and Recreation

Sunbury is known for its exceptional recreational facilities. In addition to customary parks, ball fields and playgrounds Sunbury also operates and maintains a community swimming pool, ice skating rink, skateboard park, and landscaped gardens. Beyond active recreation areas, Sunbury also maintains public use areas such as Merle Phillips Park, Cameron Park, Stroh Alley and the Police and Firefighters Memorial sites located between the Northumberland County Court House and the Sunbury Municipal Building. The City also retains small pockets and corridors of undeveloped open space, including wetlands along N. Eighth Street at the foot of the Hill neighborhood, levee and flood control associated lands, land along Shamokin Creek in Upper Augusta Township, and 3 cemeteries—Pomfret Manor, Sunbury Cemetery, and the pocket-sized Fort Augusta Cemetery. As the River City on Lake

Augusta, Sunbury is also a growing destination for outdoor recreation and heritage tourism.

David L. Persing Recreation Complex

The Persing Recreation Complex offers a well-rounded collection of athletic and recreation facilities, including 7 playfields for baseball-softball, including 4 that are lighted, and 4 tennis courts. Other facilities include the community swimming pool, the City ice skating rink, a lighted skateboard-BMX park, and community center. Tennis lessons are offered during the summer. The pool features designated times for lap swimming, a water slide, aqua-climb walls, and poolside basketball hoops. The ice rink is fully enclosed and well lighted for night use. It is the home ice for the Bucknell University ice hockey team and for regional youth and adult hockey leagues. Sunbury's skate park provides apparatus for skateboarding, in-line skating, and bikes for beginner to advanced extreme sports riders.

Also located in this area is the Sunbury YMCA with indoor fitness and exercise facilities and programming, including adult volleyball and basketball leagues and tournaments, swimming lessons for all ages, aquatic exercise classes, gymnastics and martial arts instruction. The YMCA also provides art instruction at its downtown arts center.

Destination Playgrounds

Oppenheimer Pleasure Grounds dates to the 1920s. Located on N. Second Street, the Oppenheimer play area offers updated facilities for family fun, including a water park, creative play equipment, indoor play and computer areas, 2 basketball courts and 2 swing sets. The facility can be rented

for group use. The Fort Discovery Playground at the Persing Recreation Complex is a creative play area based on historic themes, including a miniature replica of Sunbury's historic pre-revolution Fort Augusta.

Neighborhood Playgrounds

Keller Street Playground is a small play area featuring new slides, climbing gym, swings and picnic tables within a fenced play area near Shikellamy High School. Kiwanis Playground behind the Sunbury Hospital includes an open area for pets, newly renovated play equipment, a covered pavilion for picnicking, and basketball hoops all within a fenced hilltop site. Rice Playground located on S. Second Street includes play apparatus in a large open fenced area suitable for childhood games.

Cameron Park

Historic Cameron Park is a block long public square located at the western gateway to downtown Sunbury. Recently renovated (2010), Cameron Park features mature shade trees, a new elevated gazebo-bandstand, decorative paving and lighting, and bench seating in a copiously landscaped setting. Cameron Park is a signature public space in Sunbury dating to the town's 18th century founding. In addition to providing a place of respite and passive use, it also provides a venue for special community events such as concerts. Sunbury's Holiday Parade and Santa's House are also hosted in the park. The park provides a dignified setting for memorials to Sunbury's war veterans.

Merle Phillips Riverfront Park

Sunbury's riverfront park spans the length of the City on both sides of the riverfront flood wall. The park was completely renovated in 2010-2011 between the Veterans Memorial Bridge and Race Street. Substantial investments were made to better define and curb Front Street. New walking and running paths, decorative lighting, shade tree plantings, and generously landscaped seating areas are laid out between Front Street and the flood wall.

On the riverside of the flood wall, the City is building a river-facing amphitheater with adjacent boat docking as an entertainment venue for use by land and water audiences. The park riverside, including the amphitheater, is reached via a ramped entranceway over the wall. A sizeable gazebo provides a place of respite for river and park viewing. Other riverfront viewing platforms exist on top of the wall at South, Bainbridge, Pine, Church, Pennsylvania, Reagan, and Packer streets, and midway between Alice and Julia streets. Completion of the park from Race Street to Bridge Avenue remains a high priority for the City although a firm schedule for completing plans and construction is yet to be established.

Keithan's Bluebird Gardens

In the 1920's, Sunbury resident Charles Keithan started a hobby garden that grew to become a beloved part of the community landscape. The gardens are located on a 1.5 acre tract between Front and Second streets near Sunbury's southern gateway. It contains exotic trees that Keithan imported from around the world, as well as representative species of azaleas and rhododendrons. The park was all but destroyed by the 1936 flood that devastated Sunbury but restored afterward by

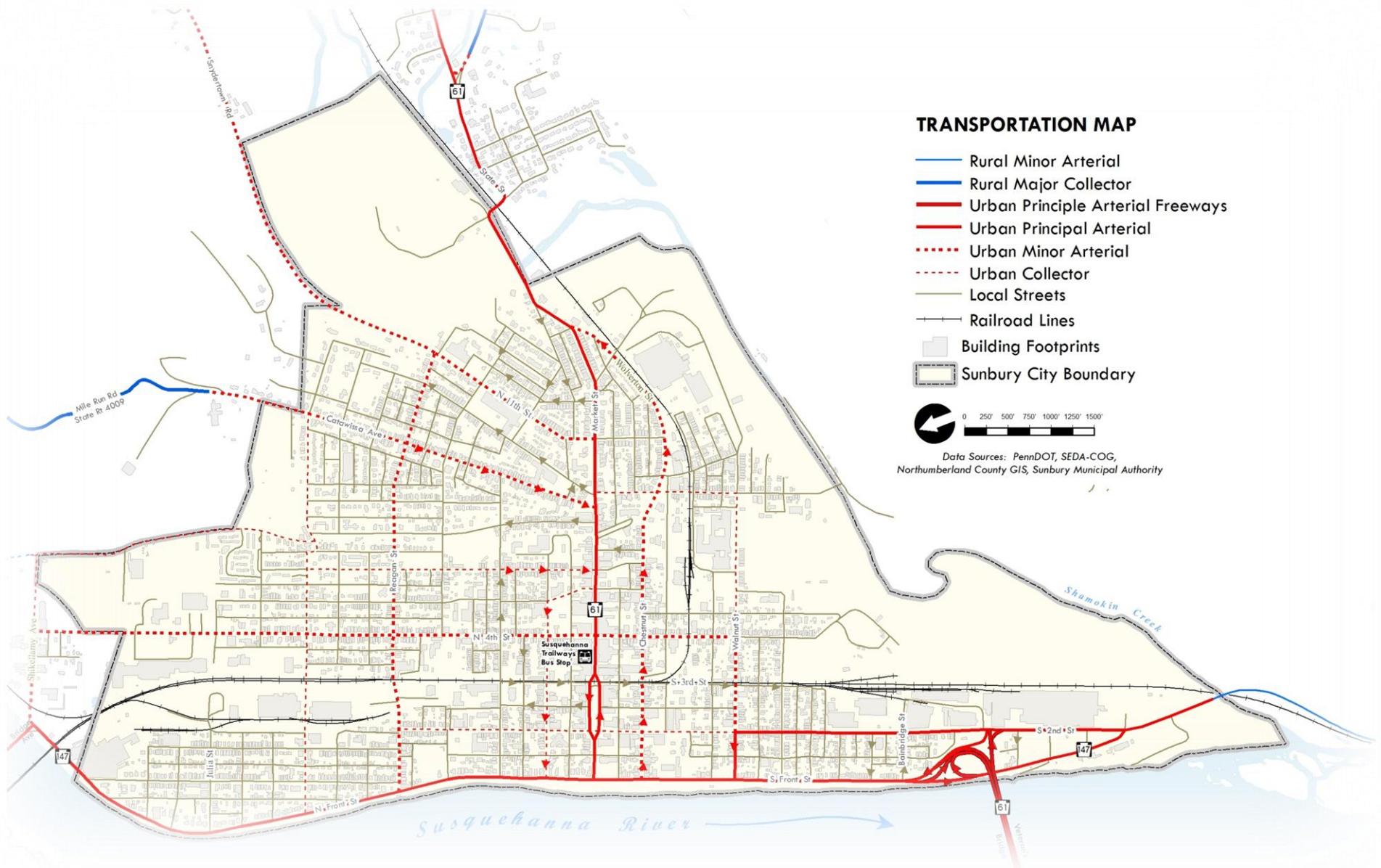
Keithan. The park is maintained today by experienced gardeners under hire from the City of Sunbury, truly a garden treasure of the Middle Susquehanna Valley. Keithan's Gardens is a popular venue for weddings and may be rented for special events and receptions.

Transportation

Transportation played a key role in the growth of Sunbury from a frontier outpost to a thriving port on the Pennsylvania Canal to a railroad center. Economic activity from the canal and the railroads spurred the town's development. Hotels, taverns, stores, and depots were built to serve the river and railroad traffic. The transportation system also expedited industrial growth. Although the nature of transportation has changed much in the centuries since Sunbury's founding, Sunbury today remains a hub of economic activity within the larger Susquehanna Valley. The City is served by a well-developed network of US and state highways, local street systems, major freight rail lines, and a private airport. Additional facts and information relating to the City's transportation system are found in *Sunbury's Plan for the New City—The Background Studies*.

Commuting to Work

Approximately 2,350 Sunbury residents live and work in the City (US Census 2009). About 4,900 people commute from elsewhere to work in Sunbury. About 4,580 people commute to work outside the City (US Census 2009). Workers use various transportation modes to get to work, including driving alone (71%), carpooling (15%), walking (11%), bicycling (1%), and other means (1%). One percent of Sunbury workers work at home.



Streets and Alleys

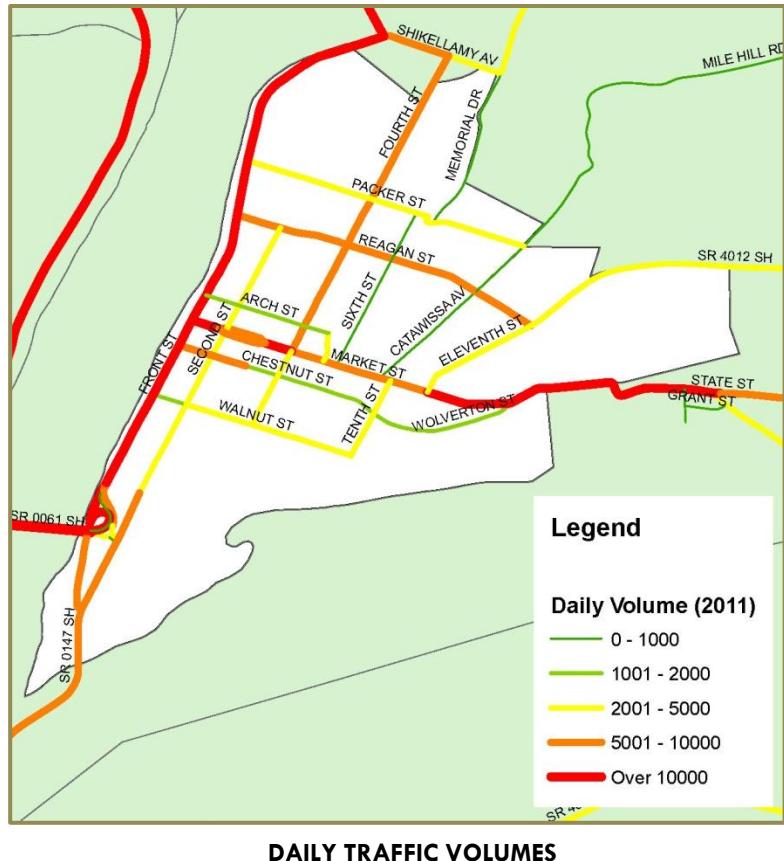
Sunbury developed centuries before the modern era of automobile travel and truck deliveries. But its development as an urban hub endowed the City with a functional network of gridded streets and alleys that serves today as it has in the past. Modern vehicles, however, exact a toll on downtowns and neighborhoods in the form of noise, fumes, and speed which can diminish pedestrian safety and depress residential and commercial property values depending on the circumstances. So-called complete streets help remedy some of these problems by giving fair consideration to all forms of transportation—motor vehicles, walking, bicycling and public transit.

A strength of Sunbury's street system lies in its redundant grid pattern which allows more choice in route selection and helps to minimize traffic congestion within the City. Alleys help maintain desired streets by shifting parking deliveries to the rear of properties. Some alleys may also provide desired alternative routes for pedestrians and bicyclists where streets are congested and less favorable to walking and bicycling. Alleys also ease transitions between building types and streets of differing values.

Sunbury has 48.22 miles of roadway—10.97 miles of arterial roadways (22.7%), 4.03 miles of collector roads (8.4%), and 33.22 miles of local roads (68.9%). City alleys are not included in the quantification of roadways. While the majority of City streets are generally safe, residents and traffic accident reports suggest some areas for improvement, including Reagan Street near the intersection of 5th and 6th streets which is widely considered to be among the most hazardous intersection in the City.

Exiting Sunbury's Bloody Third neighborhood on streets intersecting with Front Street-PA Route 147 is challenging at times due to traffic volumes, intersection gradients, and sight lines. Some feel that a signalized intersection at Walnut Street could alleviate this problem. Traffic and pedestrian safety in the N. 4th Street commercial area is compromised by high traffic volumes and too many points of ingress and egress to business destinations. Similarly, Sunbury's arterial roadways such as Front, Market, Chestnut and Wolverton streets create barriers for pedestrians and bicyclists.

Traffic movement in and through Sunbury is constricted by its riverfront setting and by surrounding streams and topography. As the Sunbury region grows the need for alternative truck and automobile routes through the City will become more pronounced. Sunbury's Plan for the New City puts forth a long term concept for a new street paralleling the Shamokin Creek levee. Dubbed the Shamokin Creek Parkway, this concept would move through motor vehicle traffic directly from the Veterans Memorial Bridge to a Route 61 connection on the east side of Sunbury in Upper Augusta Township with new connections to key City street extensions. Implementation of the parkway concept would change the way in which Sunbury is seen and experience by regional commuters and others. But with connections to key extended City streets, the parkway would mitigate peak period travel demand on City streets while creating more easy access into the heart of downtown Sunbury.



Multi-Modal Transportation

Walking and bicycling are desired self-propelled forms of transportation—useful to maintaining public health and sustaining the environmental character and social-economic health of the City. Sunbury has a well-developed network of sidewalks but many are in poor repair and do not meet

universal accessibility requirements for physical challenged individuals. The City should involve neighborhood residents and property owners in a long term program to correct these deficiencies in the City's principal pedestrian corridors.

Sunbury maintains a small number of dedicated recreational pathways and trails for hiking and jogging. Based on observed use of the riverfront park pathways it would appear that there is good potential for more. Presently, the City has no formally designated bikeways. Key routes connecting neighborhoods to destinations such as Old Towne-Downtown, Riverfront Park, Shikellamy Schools, and the N. 4th Street Commercial Area and Recreation Complex would benefit from improved pedestrian and bicycle access.

The City has no fixed-route transit system, instead relying on the Northumberland County Ride-Share program. Public transit operations in Sunbury would reduce motor vehicle traffic and parking demand within the City. Transit would provide transportation alternatives for some portion of City residents and a life line to work and shopping destinations for others. Building mixed-income neighborhoods is socially desirable. By picking-up and dropping-off riders at set locations, transit-oriented development can create new buy-local business opportunities and help bring basic everyday goods and services back within walking distance of neighborhood residents.

Parking and Wayfinding

Sunbury reads easily as a City. The logic inherent in its street layout is quick to reveal itself. The Susquehanna River, Blue Hill, and the City's encircling hillsides all help to orient the first time

visitor. Still, the City lacks consistent and sufficient wayfinding signage to direct visitors to key destinations and points of interest. A City signage program may be implemented gradually but it should convey something about Sunbury's unique identity and establish an upbeat image for the City. Such signage can help promote a branded identity for Sunbury through the use of well-conceived graphics and color schemes with related applications for use in City and event marketing.

Parking is a perennial problem in the eyes of many—in neighborhoods and downtowns. But one person's parking solution may be another person's favorite leafy street or character-blessed building. Professionally completed parking studies would bring perspective to the matter. Quantitative evaluations—parking space to floor area ratios and parking space turnover rates—could lead to a better understanding of parking issues and required adjustments to City parking policies. Parking solutions involving demolition, construction and equipment are costly and should not be undertaken casually.

A growing number of urban communities find that public funds are better spent on reducing parking demand and facility investments by creating safe, walkable streets and attractive live-work-visit neighborhoods. Sunbury's Plan for the New City advocates for development of Old Towne-Downtown as such a place for city-loving people—those with a lesser need for near-home auto use. Conversely, Sunbury's N. Fourth Street commercial district is auto-centric. Convenient, easily accessed parking, in sufficient amount is absolutely vital to the economic performance of this district.

Railroad Service

Six railroad lines operated in Sunbury before 20th century consolidations reduced their number and scope of operation—the Danville & Pottsville (1835), Philadelphia & Erie (1856), Northcentral (1858), Sunbury, Hazelton, & Wilkes-Barre (1869), Sunbury & Lewistown (1871), and the Philadelphia & Reading (1883). Early railroads were used to ship anthracite coal from near Shamokin to Sunbury where it was loaded on canal packets for delivery to other areas. Sunbury is now served by the Norfolk Southern and Canadian Pacific Railroads—active, vital, full-service freight railroads using the mainline corridor that bisects Sunbury along its north-south axis. The convergence of freight lines in Sunbury establishes this strip of City real estate as a high-value rail corridor within Pennsylvania. There are no intersecting short line routes serving Sunbury today.

While today's railroads remain vitally important to communities, regions, and their economies, it can be argued that the era and necessity for inner city railroading is long-gone. Sunbury's rail corridor is a permanent fixture in the City. But the demise of passenger rail service and bulk freight shippers in Sunbury has lessened the City's need for rail depot access. Freight and passenger stations have been sold to private parties. Railroad maintenance facilities no longer exist within the City. Perhaps most telling, the development of regional highways has created more accessible and economical locations for bulk freight transfer beyond the City.

Assuming that future growth is possible within the City, it may also be necessary to consider the impact that railroading has on east-west access and mobility across the present rail corridor.

Building north-town Sunbury into a larger economically viable neighborhood may require new east-west street connections and traffic flows in an area that has long favored rail transport over motor vehicles. Such changes may be difficult to grasp today—making such changes to the Sunbury cityscape may well rest in the hands of future generations. But the development concepts in Sunbury’s Plan for the New City do not require such change.

Sunbury should undertake economic analysis to determine the highest and best future uses of its rail corridor lands and their potential for transforming Sunbury from a 19th to 21st century economy. In-city rail freight access may not be economically viable or desirable in the coming decades. It may contribute less in the way of economic value than other alternatives that create new residential, commercial, and institutional development—with more construction jobs, higher-earning smart jobs, and more tax revenues for the City. It may increase public expenditures and inconvenience to accommodate related trucking. It may lessen the potential for growth in adjacent neighborhood property values.

Airport Service

Sunbury is served by a privately owned grass airstrip on Packer Island in Upper Augusta Township. Access is limited to small single engine private planes, ultra-light recreational aircraft, and hot air ballooning. Penn Valley Airport, a public service airport located in Monroe Township near Selinsgrove offers convenience and full service to private and corporate aircraft owners. The nearest full-service public airport for scheduled airline passenger service is Williamsport Regional Airport located in Montoursville approximately 38 miles north of Sunbury.

Sunbury Area Parks and Recreation

The regional influence of parks and recreation is undeniably part of the Sunbury experience. As one of seven municipalities constituting the urbanized area of Lake Augusta, Sunbury contributes significantly to the regional recreation scene as it also benefits from the recreational and transportation investments of other nearby municipalities, state agencies, and private enterprises. Lake Augusta and the developing Susquehanna Greenway are the organizing framework for a regional park network unlike any other in Central Pennsylvania.

Lake Augusta-Susquehanna Greenway

Lake Augusta is a 3,600 acre pool of water on the Susquehanna River formed by the Adam T. Bower Memorial Dam which is sited near the southern entrance to Sunbury. At 2,100 feet in length it is the world’s longest inflatable dam. Since becoming operational in the 1970s, Lake Augusta has emerged as a regional destination for boating and water-based recreation, sports and fishing. The Lake extends approximately 2.8 miles in length, about one half mile in width, with approximately 6.2 miles of connected riverfront shoreline and roadways.

Recreational opportunities abound on and along Lake Augusta ranging from Sunbury’s urban waterfront to surprisingly natural areas along its other shorelines. State parks, boating access areas, campgrounds, historic sites, parkways, and urban waterfront parks mix and mingle in and out of historic neighborhoods and along sheer-face bluffs, connected by scenic roadways, state-designated bikeways and walking paths. Lake Augusta at Sunbury-Northumberland-Shamokin Dam is a hub on the evolving Susquehanna Greenway—a

developing network of land and water trails and connected river town communities along nearly 500 miles of Susquehanna riverfront in Pennsylvania and an increasingly popular destination for both resident and visitor use and enjoyment.

Shikellamy State Park

Shikellamy State Park is located at the confluence of the Susquehanna River with its West and North branches. The park provides accessible hiking trails, picnic areas, rest rooms, boat launching and docking, and scenic viewing areas on 132 acres of riverfront and river bluff lands across the West Branch from Northumberland. Recreational boating and water skiing are a significant attraction. A full-service marina accommodates the needs of boating enthusiasts—fuel, snacks, and gear. Kayaks and canoes are available to rent.

The Park is named for Iroquois Chief Shikellamy who helped negotiate Native American and Colonial agreements on the Pennsylvania frontier in the 18th century. The park bluff overlooking Northumberland provides nesting habitat for endangered birds such as the Peregrine Falcon and Bald Eagle. Park hiking trails provide opportunities to experience forest succession, local wildlife, songbirds and wildflowers. Fishing is also a major attraction at Shikellamy State Park—the River sustains a variety of game fish, including largemouth bass, smallmouth bass, crappies, catfish, walleye, northern pike, and muskellunge. Fishing tournaments occur regularly in the area.

Shikellamy Marina Environmental Education Center

The former Shikellamy State Park Environmental Center is undergoing renovation for use as a state-of-the-art environmental research and education center. It will house a

classroom, dorm, office, laboratory, and exhibition space. The facility is owned by the Commonwealth of Pennsylvania and will accommodate research and education activities of the Susquehanna River Heartland Consortium for Environmental Studies and other collaborators. Universities from across Central Pennsylvania will use these facilities to engage students and faculty in river-based water quality and watershed management research.

Adam T. Bower Memorial Dam State Park

This park is located along the Susquehanna River off the Old Trail in Shamokin Dam near the Veterans Memorial Bridge. There is a picnic shelter, playground equipment and woods to explore and riverfront access for kayaking, canoeing and fishing. Parking is available within the park.

PA Fish and Boat Commission Facilities

The Fish and Boat Commission maintains a boat launch, river access, and parking area on the east shore of the Susquehanna River in Sunbury immediately below the Fabridam. Additionally, the Commission has plans to construct a nature-like fish passage on the west shore of the River at Shamokin Dam to enable shad migration above the Fabridam.

Campgrounds

There are 2 private seasonal campgrounds located on Packer Island between Northumberland and Sunbury. These facilities accommodate hundreds of seasonal campers with private access to the river for boating, fishing and swimming.

Pineknott Park

Pineknott Park in Northumberland provides access to the West Branch Susquehanna River with ball fields, a play area and picnicking facilities.

Northumberland Boat Club

The Northumberland Boat Club is a private boating club located in Shamokin Dam. The club maintains a riverfront clubhouse, seasonal docks and a ramped launch for motorized boating. The Shamokin Dam location provides excellent and reliable conditions for boat launching.

Sunbury Social Club

The Sunbury Social Club maintains a clubhouse with bar and dining facilities on Packer Island across the river from Sunbury. The club maintains picnic grounds, outdoor dining areas, boat docks and launch facilities for members and guests. The facility is used for private social events.

Community and Collegiate Rowing

Rowing as a competitive sport and recreational exercise has grown in popularity in the Sunbury area in recent years. Bucknell and Susquehanna universities and the Central Pennsylvania Rowing Association maintain facilities on Lake Augusta across the River from Sunbury. Plans have been explored for developing a boathouse River Sports Park for non-motorized boating at the junction of US Routes 11-15 in Shamokin Dam. With future investment, this river reach has potential for development and use as one of Pennsylvania's top rowing venues.

Economic Development

Sunbury is typical of many older and formerly industrialized communities in Pennsylvania and elsewhere. The City grew in response to its locational advantages and benefited from an industrious work force suited to hard work on the railroad, in textile mills, and other industries. Sunbury enjoyed ready access to East Coast and Midwest markets by virtue of its central location in the "keystone" state. But its present day economy pales in comparison to that of its past.

Various reasons are cited for the economic decline of Sunbury and communities like it. These include a lack of inter-municipal coordination and cooperation, a changing employment base and a dearth of jobs paying a living wage, out-migration of young people, an aging population, the need for workforce development, and an inequitable tax structure. Sunbury's physical and economic development is affected by all of these factors to one degree or another and is further diminished by the low educational attainment of the City's population.

But Sunbury isn't standing still. It retains many of the ingredients deemed essential to economic vitality and community success, and to business development and job creation. These include affordable rents and housing costs, comparatively low living costs, and low crime rates. Employment has stabilized within the City albeit at a level lower than that which previously existed and is desired. The City has a rich cultural history, the threads of which are still found and celebrated.

As a City built along the Susquehanna River, Sunbury exudes its sense of place—something intangible—but something of fundamental importance to all successful places and their

development. Sunbury has neighborhood heritage and significant potential for waterfront and traditional downtown development while also enjoying the nearby convenience and benefits of strip center commerce and regional malls. Residents have access to good health care. And while the City lacks adequate public transit, it remains easily walkable and generally safe for bicycling.

The educational attainment of Sunbury's population reflects the age and possibly the aspirations of its major population. This is one area where the City suffers in its ability to attract a stronger middle class population. Despite the City's inherent locational advantages and livability, the lack of an educated work force hinders its ability to attract desired employers and smart jobs for middle class workers—jobs that blur the differences between traditional white and blue collar work and that thrive on innovation and creativity—jobs that might otherwise be well-suited to the City's population.

This condition is all the more perplexing considering Sunbury's location in an urbanizing region that is home to respected career-oriented business and technical schools and universities. If soul-searching is required it should begin by asking the question: what economy and economic development does Sunbury seek and require? A casual observer of the City will see ample evidence of the City's 19th and 20th century past—acres of abandoned and underused industrial sites and buildings—derelict assets once tied to the City's railroad life line but no longer as important to the City's future success.

If Sunbury is to thrive again it must adapt. It must attract a work force suited to the 21st century economy and create a marketable climate for business and technological success. City

character and quality of life—the choices offered for living, learning, socializing, and recreation—are also fundamentally important to its appeal and its attraction. The creation of livable mixed-use neighborhoods, the development of exceptional schools, and convenient access to other assets within the region are vitally important to Sunbury's future prosperity.

To thrive, Sunbury must move beyond its industrial-railroad past and develop its City character, the kind of character that is increasingly rare and valued anew by many. It must create a climate conducive to public-private cooperation and collaboration, to business and real estate development. It must structure investment incentives and streamlined development regulations to complement investment decisions with predictable and attainable results. It must engage in urban place-making to attract desired populations and businesses, and a competitive work force.

Sunbury must think New Urban and rethink economics and economic development. Sunbury cannot build the "New City" from traditional unskilled jobs linked to land consuming production and distribution facilities. It must look beyond conventional industrial financing arrangements and work with its Redevelopment Authority, established industrial development bodies and lenders to structure new incentives and financing for mixed-use urban development. In so doing Sunbury has the potential to generate immense new investment in the City—investment in infrastructure, housing and business development.

Through city-making keyed to the needs of an evolving society and economy, Sunbury can grow significantly more jobs and small businesses than it could ever produce through conventional industrial development and unskilled labor. Most importantly, it

can grow the City tax base to produce much needed revenue for more effective governance and stronger public schools.

The need to rethink City economics and economic development is essential to implementing *Sunbury's Plan for the New City* and realizing its intended benefits. Recognizing the importance of integrated urban planning and economic development, SEDA-COG has commissioned a companion study to the Plan that provides deeper insight into Sunbury's economic condition and recommends economic development actions consistent with the City Plan.

This work was prepared by Commonwealth Economics, LLC and the Greater Susquehanna Valley Chamber of Commerce, and is published as a supplement to *Sunbury's Plan for the New City* titled *Understanding the City Economy—Recommendations for Economic Development*. The study provides substantive data and information for use by leaders and organizations whose mission and purpose is to develop the City's economy.

A NEW URBAN VISION FOR SUNBURY

The River City—A Vision for Place-Making and Community-Building

Our Community Vision

Sunbury's Plan for the New City stems from the hopes and aspirations of its citizens as conveyed in neighborhood meetings and in the resultant vision statement titled Sunbury's Plan for the New City—Our Community Vision. Vision statements express aspirations and expectations for the future—not to be confused marketing and organizational mission statements. Over 150 City residents participated in the visioning process through community events, neighborhood meetings, and the plan steering committee.

Sunbury's vision is built around words that are rich in meaning—vibrant, sustainable and engaging—the River City—walkable, welcoming, and wonderful—a destination—a gateway—a place that excites and attracts—in short everything that great cities are and aspire to be. Whether one considers Sunbury to be a small city or a very big small town, it occupies prominent ground at the center of the Middle Susquehanna Valley and its region of connected river towns.

Realizing Sunbury's community vision requires concerted and sustained action on the part of many individuals, organizations, businesses and institutions in the coming decade and beyond. Sunbury's Plan for the New City sets the stage for results and provides a framework for action. The plan's sub-texts—Preserve, Enhance, Transform—Live, Learn, Work, Connect, Play—stem from the City vision and are woven throughout the City development concepts and the plan action strategies.



SUNBURY'S PLAN FOR THE NEW CITY—OUR COMMUNITY VISION

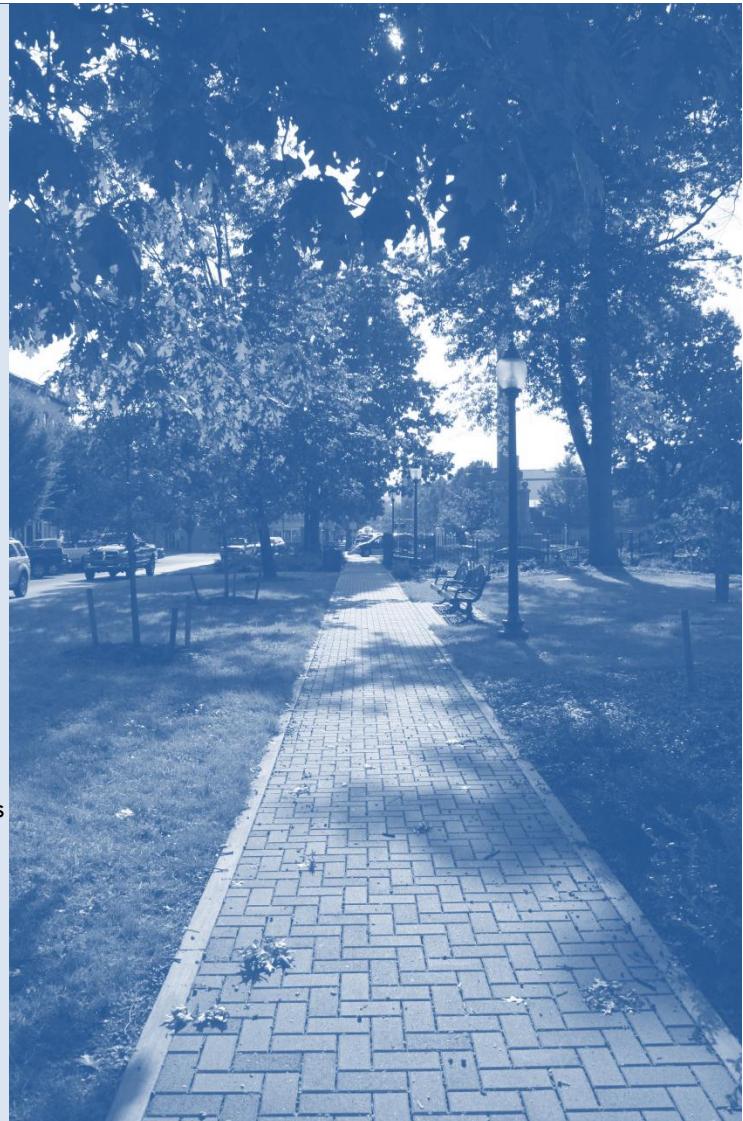
Sunbury is a sustainable, vibrant community with engaged citizens, connected community organizations, and a responsive government. Sunbury—the River City—is a welcoming, walkable, and wonderful community. We are a place of safe neighborhoods and caring neighbors—a place of connected main streets where we meet and greet and enjoy the benefits of active and healthy living. Sunbury is a destination on the Susquehanna Greenway—a portal to the Susquehanna River and Lake Augusta experience—a gateway to the Middle Susquehanna region.

We are a friendly and hospitable place to live, work, and play. We invest in our continued betterment and the vitality of our community. We shop and buy local. We live and work downtown. We offer attractive housing choices, safe streets, improved schools, parks, community facilities, and recreation for a diverse population. We ensure a safe environment and the security of our residents through rigorous criminal and property law enforcement.

Sunbury is a City that attracts and excites. We treasure our special history and share our story widely throughout our region and with our valued visitors. Our actions create business opportunity, job growth, and high-value development—redevelopment that is urban in form, aesthetically pleasing, that has a positive influence on our surroundings, enhances our environment and economic worth, and that creates the potential for inspired and comfortable living.

Sunbury is a cohesive community, built upon common interests, and rooted in diverse cultural traditions. We volunteer in service to our City—to our neighbors, schools and hospital, our library and our faith-based communities. We foster citizen involvement in community events and activities. We look for common ground from which to build our better future. By understanding our differences and maintaining respect for the needs of others we strive to let loose the full potential in all of our citizens.

Sunbury—the River City—is a City. It's what distinguishes us from our neighbors. We provide living opportunities for people of all incomes. We offer prospects for meaningful work and gainful employment. We hold high expectations for our future. We are a city—a city that works tirelessly to enhance the quality of life for our residents, the economic potential of our businesses and industries, and the happy memories of our visitors.



City-Making at a Crossroads

Sunbury is at a crossroads in its modern day development but it has a compelling vision for its future—a vision and a plan to restore the City's economy, sense of place and regional prominence. The direction taken now will impact the City's social vitality, environmental well-being, and economic activity for years to come. Sunbury is well-positioned to meet the region's lifestyle, recreation, business, and employment needs—to draw strength from its neighbors while at the same time building a broader foundation for regional betterment.

As the area's River City, Sunbury's future destiny and its path to success is interwoven with the success of its region—a coming together of the City and the larger Middle Susquehanna Valley—the Lake Augusta Community. Realizing Sunbury's future vision and fostering related regional action is tied to preserving, enhancing, developing, and celebrating the City's assets of place—its traditional urbanism—its streets and building, its civic spaces, its beautiful riverfront setting, and the economic activity, neighborliness, and social vitality which are the lifeblood of its people, businesses and institutions.

Guiding Principles for City Development

Sunbury's Plan for the New City is founded on principles set down by the Congress for the New Urbanism (www.CNU.org), whose member developers, public officials, and other professionals are building walkable neighborhoods and livable communities around the world. Towns and cities exist to create community, not just to satisfy the basic needs of transportation, employment, commerce and housing. In affirming the principles of New Urbanism Sunbury's Plan for the New City asserts the

importance of mixed-use, walkable neighborhoods as the basic building blocks of livable, sustainable cities and regions.

Traditional urbanism is a model for healthy, efficient, economical, prosperous and sustainable community development. To better understand the underlying principles of the New Urbanism see the Charter Principles of Sunbury's Plan for the New City in the back pages of the plan. Drawing on these principles, Sunbury's plan is built around 10 overarching themes from which future City development concepts presented in the plan have evolved:

1. Walkability—Create a pedestrian-friendly City—a system of streets, alleys, sidewalks and pathways that enhance building and property values, transportation efficiency, and human health.
2. Connectivity—Create an interconnected grid of streets that disperses traffic and encourages safe walking. Preserve a hierarchy of wide to narrow and alleys with a well-articulated public realm and pedestrian network.
3. Mixed Use—Create a mix of shops, offices, homes and apartments within the City. Stimulate appropriate mixed-use development within neighborhoods, blocks and buildings.
4. Housing Choices—Create a range of housing types, sizes and prices attractive to people of mixed incomes, diverse ages, races and cultures.
5. Architecture and Urban Design—Create human scale and beautiful surroundings to nourish the human spirit and create a special sense of place.

6. Traditional Neighborhoods—Create distinctive neighborhoods with discernible edges, centers, and public spaces. Create a high-value public realm including parks and open spaces.
7. Increased Density—Create more buildings, residences, shops and services in closer proximity to stimulate walking, enable more efficient access to resources and services, and to create a more convenient and enjoyable place to live.
8. Green Transportation—Create more opportunity for walking and bicycling and for public transit as routine means of daily transportation and to foster transit-oriented development.
9. Sustainability—Minimize the negative impacts of new development and related operations through eco-friendly land use and development, site and building design. Encourage buy-local production and sales. Create new walking and bicycling opportunities that lessen the need for motor vehicle driving.
10. Quality of Life—Create a City distinguished by its riverfront setting and by the quality of life afforded its residents and visitors—a place that inspires and enriches everyday life.

Ten Big Ideas for Sunbury

Big ideas stimulate the imagination about the future—about actions to propel the City beyond the status quo. Strategic redevelopment of neighborhoods, promotion and programming of the riverfront for public use and enjoyment, new mixed-use development, more housing choices, expanded educational opportunities, neighborhood rebirth and new downtown

connections are ideas to thrust Sunbury ahead. The opportunity to celebrate Sunbury's 250th anniversary in 2022—the final year of plan accomplishment—provides added motivation for action.

Following are ten big ideas for reshaping Sunbury into the new city. The development concepts posed next in this plan are descended from consideration of these ideas and the preceding themes and guiding principles for City development:

Strategic Neighborhood Redevelopment

Sunbury's neighborhoods are the core of its future strength and attraction. Places like the Hill, Old Towne-Downtown, Caketown-Fort Augusta and the Bloody Third-South Gate have unique character and histories and their own sense of place. Delineate viable neighborhood planning and development areas. Assist neighborhood organizational development. Stimulate mixed-use development within neighborhoods. Adopt a strategic approach to neighborhood redevelopment. Decide which neighborhood redevelopment projects will yield the most visible results and highest return on investment. Start there.

Riverfront Promotion and Programming

Substantial investments have been made in Sunbury's riverfront. The riverfront promenade is a high-value environment for public gathering, walking, bicycling, entertainment, scenic viewing, and relaxing. Sunbury's riverfront will grow as a regional attraction and destination—the City's prominent location on the Susquehanna Greenway and the access it provides to Lake Augusta will create new opportunities for social connection and economic development. Promote the riverfront experience through a partnership of City, business and organization

interests. Invest in promotion that stimulates riverfront use and produces social and economic returns. Program regular seasonal events and activities along the riverfront to attract residents and visitors to the City. Complete remaining sections of the riverfront promenade connecting to Packer Island.

Mixed-Use Rail Corridor Redevelopment

Sunbury's historic rail corridors are a reflection of the 19th century city and its purposes. They contain an aged mix of idle and active industrial and commercial uses. Looking to the 21st century the City must determine if present uses are the highest and best use of these lands. Evaluate the potential for reuse of these properties for new high-value enterprises and mixed commercial-residential and green space development to complement adjacent neighborhood revitalization plans. Commission real estate market research and feasibility studies to explore future development concepts and structure proposals for public-private rail corridor redevelopment.

An Interchange on the Information Superhighway

Sunbury occupies a strategic place on a major infrastructure corridor for high speed broadband access. What does this mean for the City and its future prospects? How can the City capitalize on its buried fiber communications assets? What niche market can the City serve in the Middle Susquehanna Valley and beyond? Work with regional universities, communications, and information technology experts and advocates to use these new found assets to stimulate higher education and new business growth in the City.

Sustainable Development Leader

The Northumberland County coal region fueled development of the nation for much of the nineteenth and twentieth centuries. But the 21st century brings new challenges as well as opportunities relating to energy use and sustainable development. Collaborate with Northumberland County and private energy entrepreneurs to attract compatible energy enterprises and jobs to Sunbury as part of the County's larger energy development initiative. Work with City-based education providers to train a regional workforce for smart jobs relating to sustainable development.

More Diverse Housing Choices

Sunbury has an aged and limited stock of housing types and choices. Landlords and renters are widely viewed as part of the problem rather than part of the solution. This needs to change. Promulgate incentives and regulation—carrots and sticks—to bring about desired results in housing improvement. Remove or rehabilitate substandard housing taking care to preserve the historic character of the City while creating more housing choices for all types of people in all income ranges. Address housing change systematically and strategically as part of a larger interconnected plan for enhanced city living. Housing does not exist in a vacuum. It exists in the context of neighborhoods, each with their own unique problems and possibilities.

Expanded Educational Opportunities

Sunbury will not attract large numbers of desired residents—renters or homeowners—if Sunbury schools do not produce results that lead to good citizenship and preparedness for

higher education or job training. Work with the Shikellamy School District to make schools a more vital part of the City's everyday life. Promote school results across a full range of measures to attract and retain a viable mix of City residents and families. Address City-school issues in real estate marketing to assure fair and accurate representation of the City and its schools. Pursue partnerships with institutions of higher learning to enhance post-secondary educational opportunities in the City and attract a commuter student body to the City on a daily basis.

Downtown Connections

Downtown Sunbury is more than the City's central business district. It is part of the Old Towne neighborhood experience—a place for living, working and shopping—a place for socializing and connecting. Refine the look and fine tune the business mix in this context to build downtown business and employment opportunities. Create new market and investment potential for downtown living and the rehabilitation of upper story apartments. Identify opportunities for retailing and services and assist businesses with targeted marketing approaches. Find new ways to connect residents and neighborhoods to downtown Sunbury—new physical connections, new human connections—connections to satisfy everyday needs and solve problems.

City Government and City Organizations

Big steps and little steps—this is how the City, its government and organizations will change. Sunbury's Plan for the New City reflects the voice of the City—the aspirations of many. Present times are economically challenging. Money counts. But this is a plan for the coming decade and beyond. Keep focus. Stick to

principles. Big ideas can be accomplished through disciplined spending. But building the New City will take time and money. Revenue generation. Capital budgeting and spending. Organization, administration, and management. New approaches to public-private cooperation and partnerships. Consider future spending in the context of expense and return on investment. Make smart choices.

Sunbury's 250th Anniversary

Sunbury has a unique opportunity approaching—the celebration of its 250th anniversary in 2022—a “banner year”—an opportunity to roll out the City's old story and the New City hand in hand. An opportunity to build new interest in the City—to bring new residents, visitors and businesses to the City and its region. Plan! Act! Communicate! Organize! Do and Promote! 250 projects as an outgrowth of Sunbury's Plan for the New City—big ones and little ones. There are ten years to build results. Don't lose the opportunity.



SUNBURY'S PLAN FOR THE NEW CITY

Development Principles and Projects

New Trends Shaping Tomorrow's Communities

What goes around comes around or so it would seem. While America's suburbs are far from dead or dying, leading prognosticators are betting again on cities. This is supported by evidence that a growing number of young adults are again seeking the opportunities, excitement, and vitality found in safe and welcoming cities. With literally millions of superfluous "McMansions" languishing in the suburbs there is concern that broad swaths of suburbia could be abandoned—the next slums. Others postulate that a spatial correction is underway, punishing low-density suburbs and rewarding high-density urban neighborhoods.

Urban economists declare that today's economy is different. And this point is especially pertinent to future thinking about Sunbury. Today's economy no longer revolves around simply making and moving things. Instead, it depends on generating and transporting ideas. The places that thrive today are those with the quickest pace of ideas and the highest density of talented and creative people. This economy demands a different geography and a higher rate of metabolism.

In this context, it is clear that the place and importance of cities is on the rise again. Much has been learned about what we can do—and shouldn't do—to help rebuild and revitalize our cities and regions for the future. Even the federal government, for now at any rate, is putting resources behind the New Urban vision by investing in cities that pursue smart growth-smart transportation-smart job strategies. Looking at what lays ahead it appears that smart money is once again being placed on cities.

Safe, Livable, and Healthy Neighborhoods

Neighborhoods have the power to transform the lives of people—great neighborhoods help preserve, enhance, and transform entire cities through economic development, transportation and environmental initiatives, housing development, urban design and planning.

Great neighborhoods are active, environmentally friendly and welcoming places where community and business leaders, residents, and public officials work together to create affordable homes, job-generating offices and stores, parks and recreational spaces. Residents are able to spend more time interacting with neighbors, experiencing neighborhood life, and building personal and professional relationships vital to success.

Neighborhood reinvestment is important to realizing Sunbury's future vision—to connecting concentrations of social and economic activity in the larger Lake Augusta community. Residents and visitors live, learn, work, connect, and play in City neighborhoods and this comingling of people and experiences creates potent development opportunities for Sunbury outlined in this chapter.

Efforts to strengthen the City's Hill neighborhood are emblematic of what citizens can do in partnership with the City. With City and SEDA-COG assistance neighborhood residents developed an action plan for neighborhood betterment. This plan led to the formation of the Hill Neighborhood Council and the employment of a neighborhood manager through the Sunbury's Revitalization, Inc. (SRI) organization. Since forming the Council, neighborhood residents have organized beautification projects, neighborhood picnics and social gatherings, and made improvements to neighborhood lighting, streetscapes, and sidewalks.

Neighborhoods also provide a functional framework from which to implement *Sunbury's Plan for the New City*. Neighborhood organizations and professional support for neighborhood action should be among the City's top priorities. The plan builds on Sunbury's 2003 City Visions program which sparked fresh interest in Sunbury's neighborhoods. It values neighborhoods as basic building blocks for jump starting the new city.

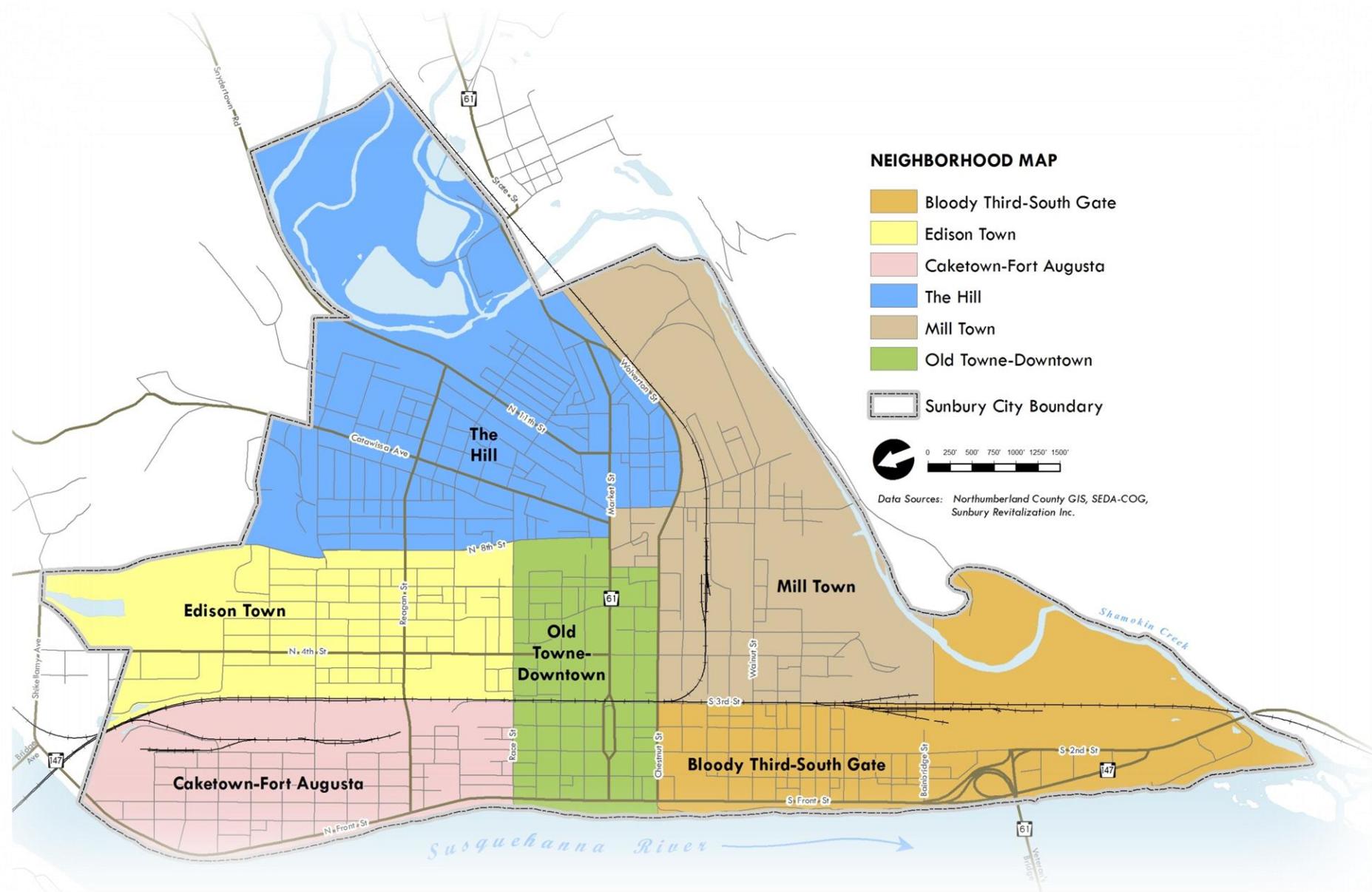
Neighborhoods are defined by history; by natural and man-made barriers such as topography, railroads and highways, and waterways; by political wards; by social and ethnic commonalities; and other variables. While there is no statutory designation of neighborhoods in Sunbury, the City's 1986

comprehensive plan named and delineated 6 neighborhood districts.

Sunbury's Plan for the New City couples historical delineations with current understandings of the City and proposes 6 neighborhood districts as target areas for organizational development and other action. A combination of generally accepted and newly minted place names is suggested for each neighborhood. These include: 1) The Hill, 2) Old Towne-Downtown, 3) Caketown-Fort Augusta, 4) The Bloody Third-South Gate, 5) Edison Town, and 6) Mill Town.

The naming of neighborhoods and neighborhood organizations is a matter for community involvement. Names suggested in the plan remain just that—suggestions. In deciding neighborhood boundaries consideration was also given to neighborhood area coverage and population density needed to sustain vital neighborhood organizations and to provide each with efficient and economical technical assistance and administrative support.

The development concepts presented in *Sunbury's Plan for the New City* provide an opportunity to build neighborhood identity and stimulate interest in neighborhood living. Plan implementation will stimulate reinvestment in neighborhood housing, parks and green space, and transportation accommodations. Safe and livable neighborhoods will foster investment in commercial and institutional real estate, generate new business opportunity, retain and create jobs, and spawn new business opportunity within the City.



An Integrated Approach to Development

Sunbury has an important role to play in shaping local and regional prosperity. To generate new population growth and economic activity Sunbury should look to launch a new era of building. Contrary to prevailing thought, the City is far from built-out. There is ample physical space in Sunbury which could be developed to create a new image for the City and transform its economy.

Sunbury's Plan for the New City identifies over 60 acres of vacant and underused land and puts forth 8 development concepts, each with the potential for achieving dense New Urban development. Deciding development opportunities and priorities is a matter for regular public engagement.

Determining the desired limits of 21st century density and the proper relationship between new development and City neighborhoods is a key issue facing the City and one of the most pertinent related to making integrated policy, code, and investment decisions.

Implementing Sunbury's plan requires integrated action and strategic commitment to City development and neighborhood betterment. The plan concepts and strategies provide a starting point for short- to long-range undertakings. They integrate actions linked to land use, housing, transportation, facilities and services, the environment and economy in a way that is meaningful to those living in the City and to those seeking to profit from its development. They require follow-up study, evaluation and refinement. Public-private coordination is fundamental to success.

The New Urbanism

New Urbanist principles undergird the City development concepts which follow. To better understand the underlying principles of the New Urbanism see the Charter Principles of Sunbury's Plan for the New City inside the back cover.

What is the New Urbanism and why is it important to Sunbury? New Urbanism is lighter on the pocketbook and public purse. It makes more efficient use of tax revenues. It creates safer streets for walking, bicycling and driving. It's easier on the environment and enhances everyday opportunities for active and healthy living. On balance, New Urban development outperforms conventional suburban sprawl development.

The New Urbanism uses less energy as it energizes communities. When cities are designed to conveniently accommodate walking, biking and transit less energy is needed to deal with daily needs. New Urbanism saves money and brings human energy to public spaces and local economies.

The New Urbanism builds more value by valuing the spaces people inhabit and use. In contrast to congested roads and vast parking lots New Urbanism brings people, goods and services together with welcoming sidewalks and public spaces. This makes places more pleasant and that generates a premium in the marketplace.

The New Urbanism is more efficient with tax revenues needed to sustain public services and safety. It promotes compact neighborhoods and a well-connected transportation network which reduces infrastructure costs and improves access and response times for emergency responders.

New Urbanism makes streets safer and more inviting for everyone. Well-connected streets and attractive sidewalks slow traffic, making streets safer for motorists, pedestrians and bicyclists. Attractive mixed-use development puts more eyes on the street to help increase the perception and reality of public safety.

New Urbanism adds greenery to daily routines. It promotes a greener lifestyle by encouraging fewer and shorter car trips and more efficient building designs. It moderates the urban microclimate through street tree and park plantings. These energy efficiencies add to the economic value of cities.

New Urbanism makes walking and bicycling safe and practical. It creates the opportunity for more active and healthy living.

Beyond these simple truisms, the New Urbanism provides tangible benefits to residents, businesses, developers and the City. Residents find better places to live, work and play. Property owners benefit from higher and more stable property values. Pedestrian friendly neighborhoods improve opportunities to meet and mix with others. Those without access to cars—children, the elderly, and poor—can live more independently with respect to getting to work, recreation and services.

Businesses benefit from the New Urbanism in similar ways. Live-work opportunities in the same building reduce commuting time and expense and enhance personal connections in the community leading to more sales opportunities. More foot traffic creates less spending on cars and gas—more disposable income for local spending—more opportunity for small, unique and locally owned shops and services. Businesses can take

advantage of economies of scale—better profits due to less spending on large signs and advertising and lower rents relating to smaller spaces.

Developers are attracted to New Urban investment opportunities because they can realize more income from higher density mixed-use projects—more leasable area, more sales per square foot, higher property values and selling prices. Communities that adopt smart growth and smart code principles help developers realize faster approvals and more predictable outcomes. Compact development and shared public space helps developers to realize lower infrastructure, utility, and amenity cost savings. Enhanced community image aids sales marketing and turnaround return on investment.

Finally, the New Urbanism provides substantive benefits to municipalities like Sunbury. It fosters a stable and appreciating tax base. It requires less spending per capita for infrastructure and utilities. It generates more taxable real estate owing to the density of development. Safe and walkable streets reduce crime and the cost of policing. It improves the City image and sense of place, key factors in attracting desired residents and investment, new businesses and jobs. It creates better opportunity for transit service. And it fosters more citizen involvement in the City leading to improved governance.

Creating Development Opportunities

The development concepts which follow put forth seemingly long-range ideas for building the 21st century city. Viewed at a glance many ideas may turn off and tune out the timid. But within each of these concepts is a series of short-, medium-, and long range undertakings providing plenty of action to consider

within the coming decade. To be clear, these are concepts put forth for further investigation and consideration. It is premature to categorize these schemes as proposals.

Defining these actions—the stages in the development process—the partnership arrangements—the resources for accomplishment—is beyond the scope of Sunbury's Plan for the New City. It will take time to digest the concepts. Some will require feasibility studies before they can be elevated to the rank of development proposals. Some may be executed solely with private investment and others may require sustained public private partnerships for realization.

To execute redevelopment the City must pursue and enable the means and the methods to achieve goals put forth in the plan action strategies. It must secure the internal-external expertise to evaluate, promote and advance development concepts such as those outlined in this chapter and others that may arise. The City has able partners to help pursue new development—the Sunbury Redevelopment Authority and Sunbury's Revitalization, Inc. which bring public-private perspectives and capabilities to the fore.

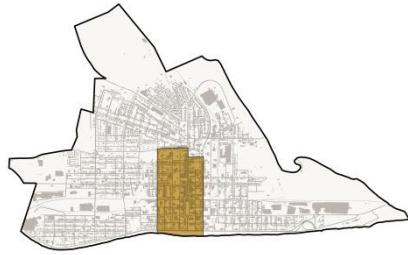
Using Sunbury's Plan for the New City as a guide, City Council, its partners, and their associated experts now have in hand a foundation document for investigating and initiating City development ventures—for evaluating development concepts and proposals, structuring development entities and arrangements, securing and packaging requisite project funding and financing. Identifying and cultivating experienced developers that understand and support the City's vision is of paramount importance.

Urban development is a complex undertaking. Developers seek predictable results within manageable timeframes. To facilitate developer interest in Sunbury, The City should execute changes to its zoning and subdivision codes, including the formulation and implementation of form-based codes and the Smart Code model now gaining momentum across the nation. The more the City does to engage qualified investors and developers in the process the better the results will be.

Lastly, when considering development schemes, the City should maintain a strategic perspective on the proposed projects. The concluding chapters of Sunbury's plan provide a collection of action strategies and organizing direction. The aim is not simply to build but to build with synergy—to mold results over time through the pursuit of integrated strategies and a progression of coordinated short-, medium-, and long range actions.

Sunbury's Plan for the New City comes in a period of diminished expectations and low tolerance for public spending. Visionary ideas are easily pushed aside in challenging times—they take time to implement and require a level of organization, political commitment, and resources not easily secured. But even truly visionary projects begin with the smallest of steps. Some schemes posed in Sunbury's Plan for the new City may take decades to fully accomplish—but they begin with the first step. They progress one step at a time.

The pursuit of game-changing development ideas may be a lot to ask of any small City. But by keeping the plan in the forefront of municipal progress, City officials and other community leaders can move Sunbury in desired directions—to preserve, enhance and transform Sunbury's neighborhoods—to create new opportunities for better living and business and 21st century jobs.



OLD TOWNE-DOWNTOWN MARKET STREET—NATIONAL REGISTER HISTORIC DISTRICT

Sunbury's National Register listed historic district centers around the Old Towne neighborhood and the City's central business district—its downtown. The neighborhood extends generally from Race to Chestnut streets between Front and Fifth streets. Included in this area is a wealth of architecture, unique streets, and Cameron Park—a signature City landmark—all of which combine to form a unique and humanly-scaled sense of place—a personalized and memorable setting conducive to social, business, and civic life.

The district contains a mix of mostly 2-3 story commercial, civic and institutional buildings in its core with traditional residential dwellings around its edges. The physical form of Old Towne-Downtown reflects every period in the City's evolution from the late 18th to the early 21st century. These structures include the work of noteworthy architects and common builders—buildings that were lived-in and visited by leading people of their day and common everyday people.

Sunbury's Plan for the New City acknowledges the place of history and urban traditions in the City and their importance as inspiration for shaping the future. As Sunbury approaches the 250th anniversary of its founding one thing is for certain—the City can survive. Over time, downtown Sunbury has suffered setbacks from floods, fires, population shifts and general neglect. But through the efforts of City officials and others,

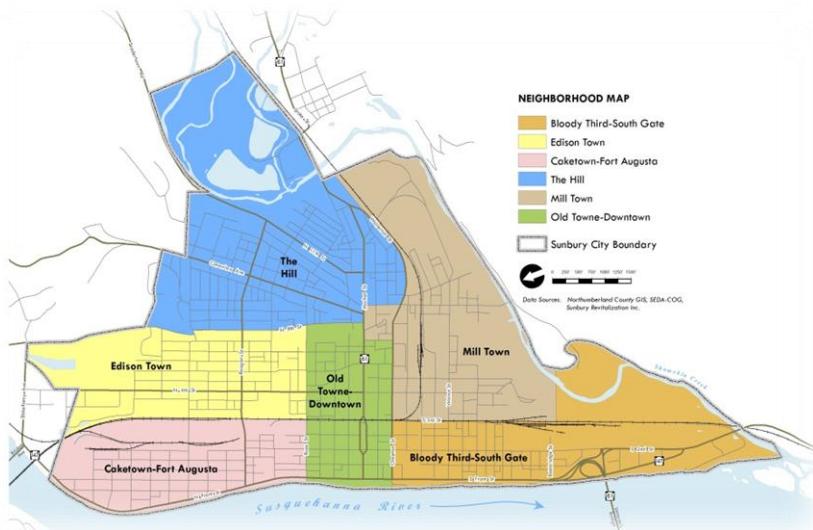
most notably Sunbury's Revitalization, Inc. (SRI), Sunbury continues to meet the many needs of City and regional residents.

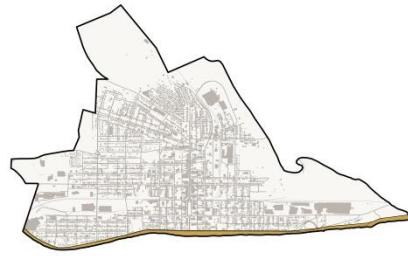
More than survive, however, the City needs to prosper. Following a combined "Main Street-Elm Street" approach, SRI can help organize stakeholders, promote the neighborhood's unique advantages, and help strengthen its image through urban design, new business development and job creation. Using a holistic and strategic approach, SRI can bring neighbors together—residents, businesses, government and institutions—to stir wider awakening and deeper understanding about the place and value of the Old Towne-Downtown neighborhood. It can help put plans into action.

It can be argued that words are words and names are names. But embodied in the Old Towne-Downtown place name is a rediscovered vital model for living, working, learning and connecting. This is not your father's central business district. This is a place meant for active, creative and inspired living—a safe and walkable neighborhood for shopping and doing business—for fun and entertainment—for teaching and for learning. This is a place attractive to young and old alike—a place where people of diverse backgrounds can mix and mingle in the pursuit of personal and professional fulfillment.

OLD TOWNE-DOWNTOWN MARKET STREET—NATIONAL REGISTER HISTORIC DISTRICT

Old Towne-Downtown is a neighborhood poised for rebirth—for demonstrating the full social, economic, and place-based meaning of life in the “New City”. It retains many ingredients needed for successful neighborhood-building—even a neighborhood grocery within walking distance of home. It has places for a wide mix of endeavors and space-enough to create real opportunity for first-in urban pioneers. It offers a place to set foundations for the new and future City. It is a high priority for public-private action.



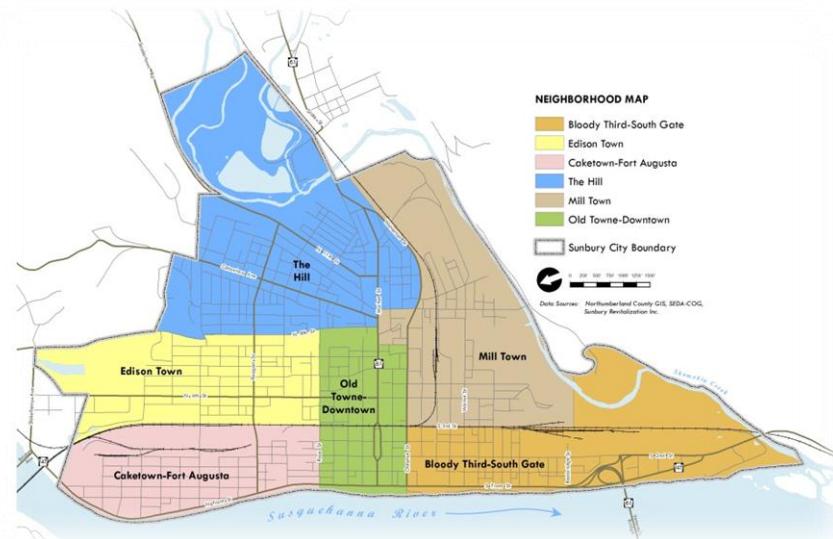


Few Susquehanna Valley communities can claim a riverfront as striking and impressive as Sunbury's. In extent, design, and use it is unmatched and unforgettable. Riverfront Sunbury is viewable from near and far perspectives—from water, street and hilltop elevations. One can experience the City's waterfront from boats, footpaths, streets and highways—from park picnic grounds, restaurant windows and outdoor dining rooms. But what most distinguishes Sunbury's waterfront is its connected residential neighborhoods and intersecting downtown.

Front Street is the organizing line and shared street connecting Sunbury's riverfront neighborhoods. Averaging 30 feet wide, it parallels the Susquehanna River for 2.5 miles stretching north and south from Market Street. Except for moving motor vehicle traffic, access from the City's neighborhoods to Riverfront Park is free and unhindered.

City residents and visitors—accidental tourists and regulars—are drawn to the riverfront by the ambiance of street trees, ornamental lighting, meandering pathways, and landscaped seating areas set between Front Street and the Sunbury flood wall. Over time, this brutal concrete wall with its formed Art Deco post and panel motif has acquired a patina befitting this historic City—it has become one with the City and is synonymous with it.

RIVERFRONT NEIGHBORHOODS FRONT STREET



RIVERFRONT NEIGHBORHOODS

FRONT STREET

Unlike large earthen river levees in other regional communities, the Sunbury Flood wall conserves precious riverfront land. It retains a human scale and is scalable by foot and motor vehicle via 8 well-spaced stairways located near South, Bainbridge, Pine, Church, Pennsylvania, Reagan, Packer and Julia streets and a ramp at Chestnut Street.

Neighborhood access to the riverfront would be improved by enhanced street and crossing definition at these key Front Street intersections. Doing so would enhance bike-pedestrian connections between Front Street neighborhoods and Riverfront Park and help calm speeding on Front Street. Creating a safer Front Street would make Riverfront Park even more valuable as a destination for neighborhood residents, and increase use by children and older adults.



RIVERFRONT NEIGHBORHOODS

FRONT STREET

From north to south, riverfront Sunbury links directly to the Fort Augusta-Caketown, Old Towne-Downtown and Bloody Third-South Gate neighborhoods, each with its own distinctive history, character, and potential for living, working, and doing business in the City. Through neighborhood organization, business development, and social activity each of these neighborhoods has untapped potential for betterment—improvements that will attract New Urban innovators to grow the City's creative economy—people to lead the way and break new ground in pursuit of the “New City”.

Through combined action involving resident stakeholders, City officials, civic and business leaders these neighborhoods can be made appealing to local-regional builders and developers and to investors seeking to mix social-civic purposes with profit and return-on-investment. Neighborhood organization is the foundation for neighborhood success and action and Sunbury’s Revitalization, Inc. (SRI) is well positioned to lead this process of neighborhood marketing, discovery and reinvestment using the Elm Street model first deployed in the Hill neighborhood.

One simple way to spark new interest in riverfront neighborhood living and investment would be to initiate a long-term streetscape greening program. Consider that, by a 2010 survey of City trees, only 12% of Sunbury’s surface area is covered by tree canopy—about one-third of what is typically considered to be desirable—and much of this canopy cover is attributed to public parks and natural areas in the City.

Sunbury streets are noticeably deficient in greenery and remedial action is warranted.

Any such program should be strategic in nature, acting on priorities aimed at achieving specific results. Improving the City’s image begins with remedial action on major streets connecting to its riverfront neighborhoods—Front, Second, Fourth, Packer, Reagan, Race, Chestnut and Walnut streets. Pending one’s views and situation, the value of street trees may be a matter of public debate. However, urban forests have environmental benefits that can’t be ignored. They moderate the City microclimate and help to create more beautiful and livable streets and outdoor spaces. Property owners, residents and City officials should not ignore the real economic benefits of street trees relating to private property values and the City’s image.

Beyond the greening of streets, the City must also dedicate resources needed to improve riverfront neighborhood housing stock—to create new housing choices for those seeking to live in Sunbury, to enforce building and property maintenance codes equitably, and to foster preservation, rehabilitation, and redevelopment as may be necessary and appropriate. Because housing conditions vary widely from neighborhood to neighborhood and block to block no single approach is viable. Building mixed-income and mixed-use neighborhoods requires a great deal more sophistication aimed at implementing integrated housing objectives.

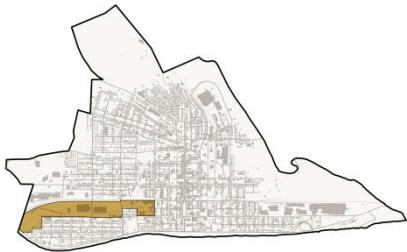
RIVERFRONT NEIGHBORHOODS

FRONT STREET

Sunbury's riverfront neighborhoods include parks and playgrounds serving a mix of needs and ages. These are a vital component of the City's public realm and essential part of any neighborhood's marketability. Continued improvements are needed to these spaces as part of the City's ongoing park operations and maintenance budgeting and work programs. Attention to public safety, facility-use programming, and aesthetics are matters for routine year-in year-out concern. Parks and play areas are not fluff. They are essential ingredients to building neighborhood social connections and street images for neighborhood marketing and should be valued as such.

The City should also restructure its dated approach to zoning and subdivision regulation. It should create new rules and guidelines for neighborhood development—rules that streamline the process and cost of development—guidelines that foster predictable results—and development that fosters mixed uses within neighborhoods with real social and economic benefit to the City. Sunbury's riverfront neighborhoods are rooted in traditional urbanism—defined curbs and sidewalks, on-street parking, the corner store, back-alley enterprises, and accessory apartments to City homes.

The City needs new rules to restore its urban form and feeling—to create New Urban dwellings, shops, streets and blocks—to become the “New City” espoused in Sunbury’s future vision. With its unmatched and flood-protected riverfront setting, riverfront Sunbury is a collection of neighborhood places and spaces primed for rebirth and reinvestment.



City lands once ideal for vertical manufacturing processes and rail freight distribution may be more advantageously suited to other New Urban purposes in the 21st century. This is a conclusion and a proposition open to wider public scrutiny and debate.

The Edison Park development scheme is one possible antidote to industrial decline and abandonment. It is a concept for 21st century development rooted in the mixed-use traditions of Sunbury's neighborhoods. By design, it works to bring higher value and benefit to the City—to the City tax base and taxpayer—to the social and economic vitality of Sunbury—and to the City's protected riverfront neighborhoods.

The Edison Park scheme concedes changes in the region's rural industrial economy over the past half century. Inner-city industrial sites compete today with outlying industrial parks—sites that have competitive advantages—more acreage—acreage that is better suited to modern manufacturing processes and to buildings whose footprints are measured in acres not square feet—and sites with more convenient, less congested access to regional highways and market destinations.

Sunbury faces important decisions regarding the underdeveloped and undervalued industrial properties adjacent to its active rail corridor. There is no question on the fundamental importance of railroads to the regional economy.

EDISON PARK NORFOLK SOUTHERN RAIL CORRIDOR

But what are the highest and best uses of Sunbury's rail corridor lands? What uses will maximize social, economic, and environmental benefits for the City? What uses will help reshape Sunbury's image and attraction for new residents and businesses? What uses will propel Sunbury beyond its 19th-20th century labor-based economy to a 21st century creative and knowledge-based economy?

Answers to these questions demand understanding of City and regional economic development needs, the City's role in shaping the economic vitality of the larger Lake Augusta community, and the evaluation of alternative development scenarios for specific sites. The necessary market research, feasibility analyses, and master planning are beyond the scope of Sunbury's Plan for the New City. But the mixed-use scheme for Edison Park provides a starting point for debating highest and best future uses for the Sunbury rail corridor.

Edison Park is a hypothetical scheme for land development between Front and Race streets. The scheme is biased in favor of New Urban development—mixed residential, commercial, office, and institutional uses with new parks and civic space. It provides a starting point for debating the best future use of lost city space in the Sunbury rail corridor. It demonstrates the potential for new city-building on 65 acres of riverfront accessible land in Sunbury. It outlines facts for use in comparing alternative development scenarios.

EDISON PARK

NORFOLK SOUTHERN RAIL CORRIDOR

Edison Park may be criticized as all vision—no reality. But Edison Park is an idea for multi-generational pursuit. It is a concept that brings physical development and human activity together in a manner consistent with Sunbury's future vision. It is a plan to restore the City's desired traditions, to enhance its urban character, and to transform its image as a destination for living and working, for play and learning, and most importantly—for creating new and needed connections among City residents, visitors, businesses and institutions.

DESCRIPTION

Edison Park is a mixed-use residential-park redevelopment anchored by education, office, and neighborhood retail. The project creates new value for underused and undervalued industrial sites in Sunbury's rail corridor between Race and Front streets. It accommodates a range of housing types and civic space to provide City and regional residents with new housing and recreation choices in a protected riverfront setting. The concept plan extends the City grid street system to create a New Urban neighborhood connected to the Susquehanna River and Lake Augusta riverfront.

PROJECT SUMMARY: EDISON PARK

Use	Planned Area	Percentage
Buildings	12 Acres	18.6%
Streets/ Parking	23.6 Acres	36.5%
Open Space ¹	29 Acres	44.9%
Total Land Area	64.6 Acres	100%
Residential	706,462 Sq. Ft.	65 %
Commercial ²	50,000 Sq. Ft.	4.6%
Office	184,871 Sq. Ft.	17%
Institutional ³	146,115 Sq. Ft.	13.4%
Total	1,087,448 Sq. Ft.	100%
Total Public Common Areas ⁴	13.6 Acres	20.7%

¹ Combined Public-Private Open Space

² Retail Trade and Services

³ Educational Services

⁴ Parks and Street Tree Greens

⁵ 7.94 Dwelling Units Per Acre (du/ac). Average du/ac for Sunbury is 5.2 du/ac.

⁶ Community Center, Daycare

⁷ Retail Trade And Services

⁸ Parks, Street Tree Greens

⁹ 5.14 Dwelling Units Per Acre (du/ac). Average du/ac for Sunbury is 5.2 du/ac.

¹⁰ Parks, Street Tree Greens

¹¹ 5.14 Dwelling Units Per Acre (du/ac). Average du/ac for Sunbury is 5.2

EDISON PARK

NORFOLK SOUTHERN RAIL CORRIDOR



EXISTING LAND USE

EDISON PARK NORFOLK SOUTHERN RAIL CORRIDOR



DEVELOPMENT CONCEPT

EDISON PARK NORFOLK SOUTHERN RAIL CORRIDOR

FRONT STREET TO JULIA STREET

Edison Park between Front and Julia streets offers a mix of higher density housing, neighborhood-based shopping and services. This segment is anchored by a neighborhood commercial area consisting of attached and traditionally scaled 2-3 story structures. Parking is satisfied through a combination of on- and off-street parking spaces.

The housing mix includes attached town houses and condominiums and multi-unit apartments. A smaller number of duplex homes help ease the transition to an adjoining area of lower density duplex and single family homes. This section also offers the potential for live-work housing development targeted to those engaged in creative business enterprises and upper story urban living.

The overall scheme is bike and pedestrian-friendly with an emphasis on neighborhood greens and walkability. It establishes a prominent and inviting entrance on N. Front Street with cross-street access to Sunbury's Riverfront Park. This segment of the Edison Park scheme lies within walking distance of Shikellamy State Park and Sunbury's N. Fourth Street commercial area and recreation complex, including the McCann School of Business and Technology and the Sunbury YMCA.



EDISON PARK

NORFOLK SOUTHERN RAIL CORRIDOR

PROJECT FACTS: EDISON PARK FRONT STREET TO JULIA STREET

LAND USE

Use	Planned Area	Percentage
Buildings	3.85 Acres	20%
Streets/ Parking	7 Acres	36%
Open Space	8.4 Acres	44%
Total Land Area	19.25 Acres	100%

RESIDENTIAL USE

Type	Unit Size	Planned Units	Percentage
Apartments	600-1250 Sq. Ft.	66	43.5%
Condominiums	1250-1750 Sq. Ft.	38	25%
Townhouses	1250-1750 Sq. Ft.	45	29.5%
Duplexes	1350-1800 Sq. Ft.	4	2%
Total Housing Units		153 ⁵	100%

NON-RESIDENTIAL USE

Type	Planned Area	Percentage
Office	72,281 Sq. Ft.	56.8%
Commercial	50,000 Sq. Ft.	39.3%
Civic ⁶	5,000 Sq. Ft.	3.9%
Total GFA ⁷	127,281 Sq. Ft.	100%

COMMON AREA

Type ⁸	Planned Area	Percentage
Total Public Common Area	6.85 Acres	35.6%

DEVELOPMENT TIMING

Activity	Year 1-5	Year 5-10	Year 10-20
Market Research-			
Feasibility			
Site Acquisition			
Subdivision			
Master Planning			
Architectural Design			
Construction			

⁵ 7.94 Dwelling Units Per Acre (du/ac). Average du/ac for Sunbury is 5.2 du/ac.

⁶ Community Center, Daycare

⁷ Gross Floor Area

⁸ Parks, Street Tree Greens

EDISON PARK NORFOLK SOUTHERN RAIL CORRIDOR

JULIA STREET TO GREENOUGH STREET

Edison Park between Julia and Greenough streets provides new 2-story family housing choices in a children-friendly neighborhood. Housing density is consistent with the Sunbury average. The neighborhood is laid out in a gridded pattern of broad and narrower streets and alleys with sidewalks, on-street parking for traffic calming, and off-street parking in rear alley garages.

The centermost area of the neighborhood is anchored by single family detached homes fronting on a bifurcated neighborhood green suitable for pet exercise, neighborhood events and socializing. The upper and lowermost areas of the scheme include a mix of detached single-family and affordable duplex homes. Duplex homes help ease the transition between single family homes at the core and peripheral areas of higher density residential development.

This neighborhood section is most easily accessed via Packer Street which is redesigned to create a landscaped park-like gateway into the primary neighborhood street system. This neighborhood of bike-friendly and walkable streets connects safely to Sunbury's riverfront park and adjoining commercial areas.



EDISON PARK

NORFOLK SOUTHERN RAIL CORRIDOR

PROJECT FACTS: EDISON PARK JULIA STREET TO GREENOUGH STREET

LAND USE

Use	Planned Area	Percentage of Site
Buildings	3.9 Acres	16%
Streets/ Parking	7.9 Acres	33%
Open Space	12.5 Acres	51%
Total Land Area	24.3 Acres	100%

RESIDENTIAL USE

Type	Unit Size	Planned Units	Percentage
Duplexes	1350-1800 Sq. Ft.	66	48.9%
Single-Family	1750-2250 Sq. Ft.	69	51.1%
Total Housing Units		135 ⁹	100%

COMMON AREA

Type ¹⁰	Planned Area	Percentage
Total Public Common Area	3.8 Acres	15%

DEVELOPMENT TIMING

Activity	Year 1-5	Year 5-10	Year 10-20
Market Research			
Feasibility			
Site Acquisition			
Subdivision			
Master Planning			
Architectural Design			
Construction			

⁹ 5.3 Dwelling Units per Acre (du/ac). Average du/ac for Sunbury is 5.2 du/ac.

¹⁰ Parks, Street Tree Greens

EDISON PARK NORFOLK SOUTHERN RAIL CORRIDOR

GREENOUGH STREET TO RACE STREET

The Edison Park scheme from Greenough to Race streets includes higher density housing set amidst bike-friendly and walkable streets on the perimeter of an office-learning center for higher education. The site is anchored by an existing former textile mill adapted to new use as a multi-institution center for college-level degree programs, job training and certifications.

The multi-story learning center is flanked to the north by new offices and parking set within an urban campus between Race and Reagan streets. Offices are targeted for education related services and other allied businesses, including convenience food and beverage service.

The housing mix includes duplexes, owner-occupied and rental townhouses, and apartments. Housing density increases in proximity to the campus with attached townhouses and apartments closest to the campus. Detached duplex houses smooth the transition between detached single family homes and higher density dwellings.

The scheme enhances the connectivity between Race and Reagan streets and anchors the N. Third Street link to the Old Towne-Downtown neighborhood, generating additional opportunities for streetscape and business development along N. Third and Market streets.



EDISON PARK

NORFOLK SOUTHERN RAIL CORRIDOR

PROJECT FACTS: EDISON PARK GREENOUGH STREET TO RACE STREET

LAND USE

Use	Planned Area	Percentage
Buildings	4.3 Acres	20.5%
Streets/ Parking	8.7 Acres	41.5%
Open Space	8 Acres	38%
Total Land Area	21 Acres	100%

RESIDENTIAL USE

Type	Unit Size	Planned Units	Percentage
Apartments	600-1250 Sq. Ft.	56	51.9%
Townhouses	1250-1750 Sq. Ft.	32	29.6%
Duplexes	1350-1800 Sq. Ft.	20	18.5%
Total Housing Units		108 ¹¹	100%

NON-RESIDENTIAL USE

Type	Planned Area	Percentage
Office	112,590 Sq. Ft.	43.5%
Institutional ¹²	146,115 Sq. Ft.	56.5%
Total GFA ¹³	258,705 Sq. Ft.	100%

COMMON AREA

Public Common Area ¹⁴	Planned Area	Percentage
Total Public Common Area	2.9 Acres	13.8%

DEVELOPMENT TIMING

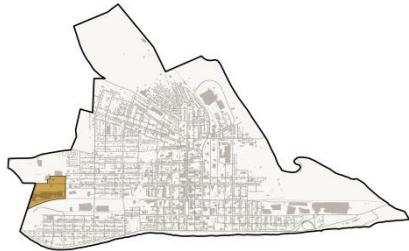
Activity	Year 1-5	Year 5-10	Year 10-20
Market Research			
Feasibility			
Site Acquisition			
Subdivision			
Master Planning			
Architectural Design			
Construction			

¹¹ 5.14 Dwelling Units Per Acre (du/ac). Average du/ac for Sunbury is 5.2 du/ac.

¹² Educational Services

¹³ Gross Floor Area

¹⁴ Parks, Street Tree Greens



NORTHWAY PLAZA

NORTH FOURTH STREET COMMERCIAL CORRIDOR

Sunbury's uptown commercial district serves the shopping and recreational needs of City residents, Shikellamy State Park and Lake Augusta visitors. It is a routine destination for grocery shopping, car-truck buying, and banking mixed with dining-out and other household shopping. It is also a destination for post-secondary education (McCann School of Business and Technology), exercise and fitness (YMCA), and recreation (Persing Recreation Complex). All in all N. Fourth Street is a busy street with a lively mix of day-in and day-out activity.

Hemmed in between the Norfolk Southern rail corridor and the City hillsides, the N. Fourth Street corridor is also a primary gateway conducting traffic from Northumberland and Packer Island into the heart of downtown Sunbury. But as one of the City's primary transportation corridors, N. Fourth Street has suffered significant losses to its urban form and character. Restoring this character will elevate the image of the City and its appeal to visitors and those drawn to commerce, education, and recreation in the City. In so doing it will aid new business and job growth in Sunbury with related appreciation in property values and municipal revenues.

To foster further thought and action, Sunbury's Plan for the New City advances a New Urban design scheme for a hypothetical project dubbed "Northway Plaza". The Northway Plaza concept illustrates a combination of public streetscape and private parking improvements to create a more complete City

street with provision for new curbing and sidewalks, redefined control points for site ingress and egress, street lighting and tree plantings—and a new layout of private interior streets with accommodations for safe walking, lighting and sustainable landscaping.

Northway Plaza is a concept for combined public-private partnership and investment. Within the existing street right-of-way it builds a boulevard image with 2-way traffic lanes divided by a landscaped median. It demarcates site and street paths and crossings to encourage walking between destinations and foster increased commercial activity linked to resident and visitor use of the N. Fourth Street Recreation Complex. It illustrates a more highly resolved internal site network of parking lanes and connector streets defined by sidewalks, street and parking lot tree plantings.

The Illustrated site design also demonstrates the potential for additional neighborhood-scaled development within existing plaza site boundaries—for complementary uses such as personal and professional services, e.g., health, beauty, real estate, finance, etc. This would entail subdivision of the existing plaza property into suitably sized outparcels and the construction of new commercial structures for lease, sale or condominium ownership and maintenance.

NORTHWAY PLAZA

NORTH FOURTH STREET COMMERCIAL CORRIDOR

The Northway Plaza concept is one of 3 linked transportation concepts recognized in the Lake Augusta Gateway Corridor plan—a regional transportation plan for smart growth and community-sensitive design. In this context, implementing improvements to the N. Fourth Street corridor will also help to advance consideration for needed street modifications and improvements between Bridge Avenue on Packer Island, Upper Augusta Township and the Northway Plaza site. Enhancing the connection of N. Fourth Street to N. Front Street and Bridge Avenue would open visibility to the Northway Plaza area—a factor of fundamental importance to commercial success—and entice more Lake Augusta and Shikellamy State Park visitors into Sunbury from the gateway of Packer Island.

Maximizing return on the Northway Plaza investment calls for the completion of extended streetscape improvements between the Plaza area and downtown Sunbury. This includes curb and sidewalk improvements, street lighting and tree plantings connecting to the intersection of Fourth and Market streets. Streetscape improvements coupled with enhanced code enforcement and reinvestment in private properties will transform the image of this highly traveled thoroughfare and strengthen the economic development potential of this important corridor.

By mending the image of this street the City is better positioned to initiate steps leading to neighborhood revitalization. Under

present conditions, neighborhood revitalization is challenging on and back of the N. Fourth Street corridor. Yet this neighborhood is well positioned to capitalize on investment and growth linked to development of the Edison Park concept, particularly as it relates to any future higher education center between Race and Reagan streets. Following established principles of sound urban street design Sunbury can achieve improved property values and economic development within this corridor. It can make streets more functional and safer for motorists, bicyclists and pedestrians—and a place of new attraction to residents and visitors alike.



NORTHWAY PLAZA

NORTH FOURTH STREET COMMERCIAL CORRIDOR

PROJECT FACTS: NORTHWAY PLAZA

DESCRIPTION

Northway Plaza is an urban enhancement scheme for Sunbury's uptown N. Fourth Street commercial district. This concept mixes neighborhood retail and services with education and leisure-time activity in a greener New Urban environment. Through a reimagined streetscape and parking design the scheme for Northway Plaza helps restore Sunbury's urban image and economic strength while creating opportunity for new business development and employment within the City.

LAND USE

Use	Area ¹⁵	Percentage
Buildings	8.5 Acres	28.9%
Streets/ Parking	14.63 Acres	49.7%
Open Space ¹⁶	6.28 Acres	21.4%
Total Land Area	29.41 Acres	100%

¹⁵ Combined Existing-Planned Area

¹⁶ Combined Public-Private Open Space

BUILDING USE

Type	Area	Percentage
Commercial ¹⁷	279,813 Sq. Ft.	75.6%
Commercial ¹⁸	51,500 Sq. Ft.	13.9%
YMCA	38,832 Sq. Ft.	10.5%
Total GFA ¹⁹	370,145 Sq. Ft.	100%

COMMON AREA

Type ²⁰	Planned Area	Percentage
Total Public Common Area	2.9 Acres	13.8%

DEVELOPMENT TIMING

Activity	Year 1-5	Year 5-10	Year 10-20
Market Research-			
Feasibility			
Site Acquisition			
Subdivision			
Site Planning			
Architectural Design			
Construction			

¹⁷ Existing Retail Trade and Services

¹⁸ Proposed Retail Trade and Services

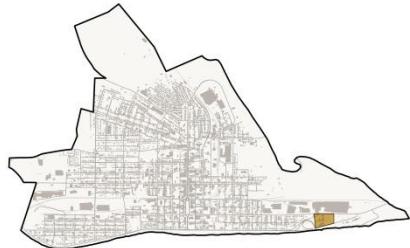
¹⁹ Gross Floor Area

²⁰ Street Tree Greens

NORTHWAY PLAZA

NORTH FOURTH STREET COMMERCIAL CORRIDOR





Sunbury's Front Street-Route 61 interchange is a highly traveled gateway used by City residents, visitors, and regional commuters—a corner of the City with untapped prospects for economic development. The area enjoys high visibility from Veterans Memorial Bridge with immediate access to Weis Markets corporate headquarters and Keithan's Bluebird Gardens—unique Sunbury assets adjacent to Lake Augusta, Sunbury Riverfront Park, and the Adam T. Bower Memorial Dam—the world's longest inflatable dam.

The Southgate Hotel concept is a redevelopment scheme for the Route 61 interchange at S. Front and S. Second streets. It focuses principally on lands between Garringer and South streets owned by the Weis Markets Corporation used presently for company parking. The full realization of this scheme requires redevelopment of additional properties located adjacent to the Weis parking lot between South Street and the Route 61-South Second Street off-ramp.

City officials and others have regularly cited the need for modern hotel and meeting facilities in Sunbury. The Southgate scheme addresses that desire, providing concept illustrations to stimulate discussion on potential partnerships and possible development. As with other development schemes presented in Sunbury's Plan for the New City the Southgate site plan illustrates new ideas for public-private consideration—ideas to fulfill Sunbury's future vision. These require market and

SOUTH GATE BOUTIQUE HOTEL ROUTE 61 GATEWAY INTERCHANGE

feasibility analysis beyond the scope of Sunbury's comprehensive plan.

The Southgate Hotel site is well situated to serve both City and regional needs. It is centrally located in relation to Bucknell and Susquehanna universities and Sunbury Community Hospital. It provides an accessible alternative to other lodging in the region, including Bed and Breakfast Inns and highway motels. As a city hotel, the Southgate offers proximity to area shopping and attractions with on-site parking in a flood-safe and walkable riverfront park setting. In its most basic form, it would provide lodging, dining, and entertainment for area residents, businesses, institutions, tourists and travelers enhanced by connection to Lake Augusta activities and amenities.

The Southgate is envisioned as an urban boutique hotel. These differ from larger chain-branded hotels and mainstream motels by offering personalized accommodation and services in a themed, stylish, and aspirational manner. There is overlap between the concept of a small boutique hotel and a bed and breakfast. Playing to its riverfront setting and its proximity to the junction of US Routes 11-15, the Southgate would distinguish Sunbury's skyline with unique architecture, site and streetscape design to enhance first impressions of Sunbury.

SOUTH GATE BOUTIQUE HOTEL ROUTE 61 GATEWAY INTERCHANGE

Although boutique hotels often cater to the luxury traveler, the Southgate could be adapted to the Lake Augusta community and marketed as an affordable yet stylish no-frills hotel. Southgate wouldn't be just highway lodging. It would be a regional destination for area residents and visitors seeking social, business and family connection in a comfortable, intimate, and welcoming setting—a place to gather and stay—for working and relaxing—for eating and drinking—for music and dancing—for entertaining and being entertained—for teaching and learning—for sharing stories and making memories—for a vital mix of day and evening activity.

The proximity of Southgate to Weis Markets corporate offices provides a singular opportunity for association with this Sunbury legacy company. In addition to being a lodging and meeting place, it would be a destination for food and food related activities and enterprises—a place to promote a “food is life” theme—a place to tap into everyday interests in food—to raise the pursuit of food to new levels of learning and experience—a place to discover the Weis Markets story—to showcase Weis’s corporate heritage and chronicle its rise to prominence.

The Southgate could integrate hospitality functions (food, lodging, events and entertainment) with Weis Markets research, product development-testing, and customer focused programming under one roof or in a connected grouping of buildings. Combining these functions under collaborative

management would create synergy among uses and build a City venue for community activity and sustained business success.

The Southgate could include corporate kitchens for prepared foods product development and testing, related staff offices for corporate consumer research and program planning, and a healthy lifestyles education center for promoting Weis Markets through the experience of cooking and dining—a place for store managers and others with culinary interests to interact with guest professional chefs and nutritionists and indulge their interests in specialty foods preparation, cooking, entertaining and healthy living.

In addition to being ideally located for business events, meetings and entertaining, the Southgate's cross-walk link to Keithan's Bluebird Gardens would establish it as a very special regional venue for weddings and for weekend gatherings of friends and family. With upper story outdoor dining terraces overlooking the river, the Southgate reception rooms would be matchless in the Middle Susquehanna River Valley.

Rounding out the Southgate concept is the potential to develop a small cluster of complementary businesses, corporate offices, restaurants or entertainment venues on outparcels between South Street and Route 61. These structures could be adapted to varied corporate uses as circumstances evolve or require.

SOUTH GATE BOUTIQUE HOTEL

ROUTE 61 GATEWAY INTERCHANGE

PROJECT FACTS: SOUTHGATE BOUTIQUE HOTEL

DESCRIPTION

Southgate is a redevelopment scheme with the potential to reshape the ways in which Sunbury is used and perceived by residents and visitors. This gateway hotel with accompanying commercial uses and activity would establish Sunbury as a regional destination for lodging, dining, meetings and potentially more, including a product development-consumer research center for Weis Markets prepared food products and healthy lifestyles learning—for promoting Weis Markets through research and the experience of teaching, cooking and dining.

LAND USE

Use	Planned Area	Percentage
Buildings	.93 Acres	14.9%
Streets/ Parking	2.7 Acres	43.3%
Open Space ²¹	2.61 Acres	41.8%
Total Land Area	6.24 Acres	100%

²¹ Combined Public-Private Open Space

BUILDING USE

Type	Planned Area	Percentage
Hotel (50 Rooms)	59,234 Sq. Ft.	76.3%
Restaurants	9,240 Sq. Ft.	11.9%
Entertainment	9,121 Sq. Ft.	11.8%
Total GFA ²²	77,595 Sq. Ft.	100%

COMMON AREA

Type ²³	Planned Area	Percentage
Total Public Common Area	.52 Acres	8.3%

DEVELOPMENT TIMING

Activity	Year 1-5	Year 5-10	Year 10-20
Market Research-			
Feasibility			
Site Acquisition			
Subdivision			
Site Planning			
Architectural Design			
Construction			

²² Gross Floor Area

²³ Street Tree Greens

SOUTH GATE BOUTIQUE HOTEL

ROUTE 61 GATEWAY INTERCHANGE



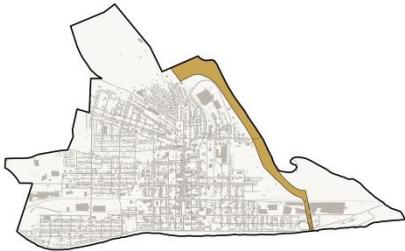
SOUTH GATE BOUTIQUE HOTEL

ROUTE 61 GATEWAY INTERCHANGE



SOUTH GATE BOUTIQUE HOTEL ROUTE 61 GATEWAY INTERCHANGE





Sunbury enjoys the advantages of being a destination for work, shopping, government services, education and recreation. But traffic which is good and necessary for downtown commerce creates other problems for busy adjoining neighborhood streets and neighborhoods—S. Front and Chestnut streets—streets that were never designed to accommodate modern day traffic volumes—streets that are and always have been largely residential in use and character.

Route 61 motor vehicle traffic through Sunbury creates congestion, traffic noise and pollution. Steady two-way traffic on S. Front Street makes bike and pedestrian crossing to Riverfront Park challenging for the young and impossible for the old. And one-way two-lane traffic on Chestnut Street is an invitation to faster driving and passing. All of this lessens the desirability and value of private homes on these streets. It discourages investment in City housing stock on streets that should be more highly valued for residential living, walkability and their proximity to riverfront recreation, downtown work, shopping, and community life.

On average, about 13,500 vehicles use Route 61 every day. About 7% of this traffic is truck traffic—about 950 trucks per day. These volumes are expected to increase in decades to come as the population in Central Pennsylvania continues to grow. Efforts to achieve Sunbury's vision-for the "New City" should not ignore the long term impacts of traffic on street and neighborhood revitalization.

SHAMOKIN CREEK PARKWAY LEVEE SIDE SHAMOKIN CREEK

The Shamokin Creek Parkway concept illustrates a means to remediate the future impacts of through motor vehicle traffic while creating new street connections into the heart of Sunbury—connections to Municipal Authority facilities, to downtown Sunbury, to the Shikellamy High School complex, and to Sunbury Community Hospital. The parkway would connect to the Veterans Memorial Bridge-Route 61 interchange on the west and Market Street near Shamokin Creek on the east.

The timeframe for accomplishing Shamokin Creek Parkway is likely decades in the making. But Sunbury's Plan for the New City marks a starting point for study, pursuit, and implementation of this concept. Unlike any conventional highway bypass, Shamokin Creek parkway would use lands largely already in municipal and school district ownership. It is a concept for a landscaped two-way two-lane City street—not a four lane limited access highway—running parallel to Shamokin Creek and the Shamokin Creek flood control levee. It would include a designated street-level bikeway.

As a City street concept, the Shamokin Creek Parkway allows for more closely spaced intersections to create new street connections to important City destinations. It opens new views and street corridors to enhance access, use and enjoyment of the City. It creates the opportunity for new development in areas of the City with new found visibility. It would also

SHAMOKIN CREEK PARKWAY LEVEE SIDE SHAMOKIN CREEK

accommodate and promote adjacent use by pedestrians along an underused stream corridor by providing a new measured-mile pathway for exercise walking and running for community and school-linked fitness and athletic training.

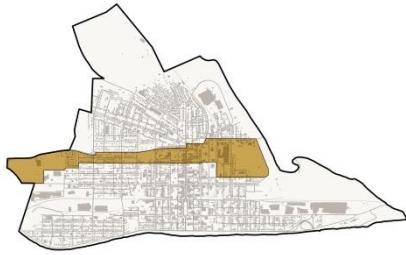
By using the Official Map process allowed for in the Pennsylvania Municipalities Planning Code, Sunbury could formally declare its intentions to reserve mapped lands for purposes of constructing this new street in the future. The need for this new street is recognized in the recently completed Lake Augusta Gateway Corridor study which requests PennDOT to study the concept in light of City-region transportation needs for the future.



SHAMOKIN CREEK PARKWAY

LEVEE SIDE SHAMOKIN CREEK





Sunbury's Plan for the New City proposes new street and pathway connections within the City to enhance neighborhood connections and foster routine active exercise and healthy living. The Cross Town CityWalk concept illustrates new bike and pedestrian connections extending from Shikellamy Avenue near Sunbury's northern border to Shamokin Creek at the City's southern edge. It would connect Chief Shikellamy Elementary School, Memorial Park, Grace Beck Elementary School, Market Street, Sunbury Middle School, and Shikellamy High School via enhanced City streets, sidewalks and intersections and other municipally owned infrastructure coupled with new connections through underused city open spaces and natural areas.

The CityWalk would be demarcated through streetscape design—through new curbs and sidewalks where necessary, through street tree plantings and site landscaping, through enhanced and accessible intersection crosswalk treatments, low-level non-intrusive lighting, and discreet signage with the potential for enhancing understanding different eras of Sunbury's development.

Implementation of the CityWalk concept could open new street visibility to Shikellamy Middle and High schools and tie together multiple City neighborhoods in one combined action for City betterment. It would create safer street conditions for walking and infrastructure that children and youth could use for routine exercise on their way to and from school and school-ground

CROSS TOWN CITY WALK SCHOOL TO SCHOOL TO SCHOOL

facilities. Building the CityWalk establishes yet another way to reveal the City and to experience its neighborhoods. The CityWalk could be implemented in multiple phases over time as resources permit and as outlined below:

Shikellamy Avenue—Packer Street

From Shikellamy Avenue to Packer Street, the City Walk would parallel Memorial Park along Memorial Avenue and extend along N. Seventh Street to the intersection with Packer Street. It would establish a safe and continuous pedestrian connection between Chief Shikellamy Elementary School, Memorial Park, and Memorial Acres Housing Complex, and would link to the Hill and Caketown-Fort Augusta neighborhoods via Packer Street.

Packer Street—Reagan Street

The CityWalk would follow N. Seventh Street between Packer and Reagan streets along an enhanced streetscape designed for safe pedestrian crossing and passage. Additional connections to the adjoining Hill and riverfront neighborhoods, including Riverfront Park, would be accessible via Reagan Street.

Reagan Street—Race Street

Between Reagan and Line streets, the CityWalk would continue along N. Seventh Street via an enhanced streetscape design that parallels existing neighborhood open space owned by the Goodwill Hose Company. From Line to Race streets the

CROSS TOWN CITY WALK

SCHOOL TO SCHOOL TO SCHOOL

CityWalk would ideally cross through a privately owned natural wetland environmental area on a newly constructed deck walk or via N. Eighth Street. Development of the City Walk in this vicinity could be used to secure the long term preservation of this City natural area and its use for Elementary School educational programming.

Race Street—Market Street

The CityWalk would connect Race Street to Beck Elementary School and then to Market Street via an existing sidewalk. The continuity of this footpath connection through the school property requires further consideration in the development of any final design scheme. Landscape and lighting improvements to the walkway may also be required within this area.

Market Street—Walnut Street

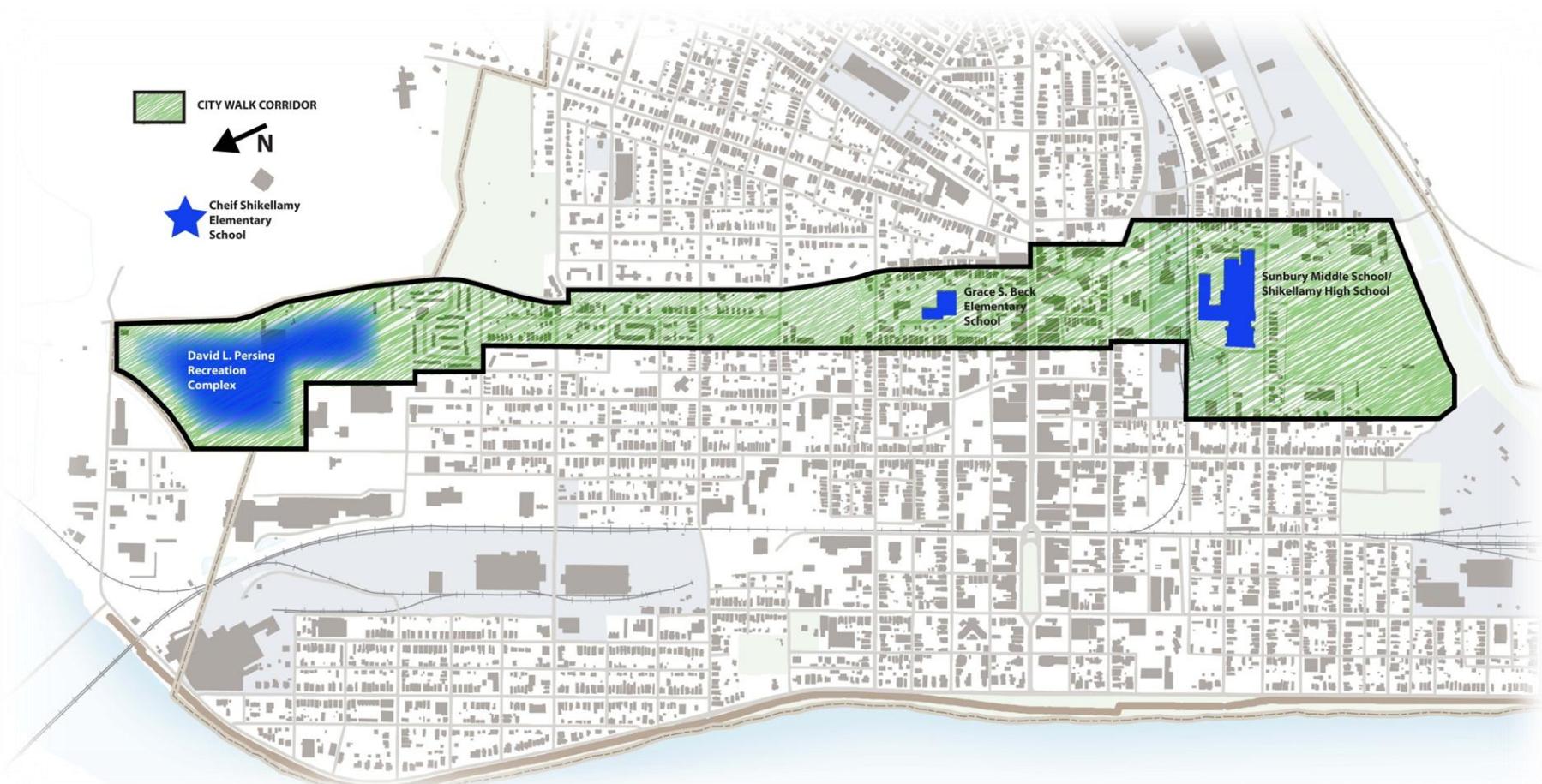
This segment would follow S. Seventh Street between Market and Chestnut streets. It would connect Shikellamy Middle and High schools to the Degenstein Community Library and other Market Street attractions and after-school destinations. The connection between Chestnut and Walnut streets will require further study to determine intervening property conditions and the most desired and obtainable alignment. Completion of this segment could involve the acquisition, long-term leasing, or tax-advantaged donation of right-of-way to remove impediments and convey public access via property currently in private ownership.

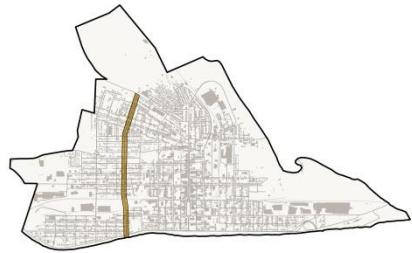
Walnut Street—Shamokin Creek

Between Shikellamy High School (Walnut Street) and Shamokin Creek the CityWalk would follow the alignment of the “gut”—on top of a buried City stormwater tunnel paralleling the eastern edge of Shikellamy High School athletic fields and terminating below the City Garage on S. 10th Street. This could require adaptation of the culvert top for safe pedestrian use. From the intersection with South 10th Street the CityWalk could interconnect with the Shamokin Creek levee pathway and the old S. 10th Street Bridge across Shamokin Creek.



CROSS TOWN CITY WALK SCHOOL TO SCHOOL TO SCHOOL





Reagan Street is one of Sunbury's primary streets although not commonly perceived as such by those unfamiliar with the City. It is one of several streets connecting City and regional traffic with Sunbury Community Hospital and Outpatient Center (SCH) and it is a point of reference in driving directions to SCH provided on the Hospital's website.

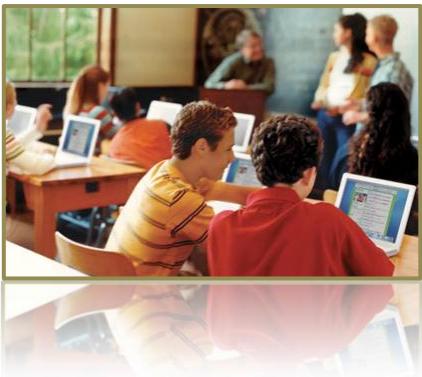
Reagan Street links N. 11th and N. Front streets in an east-west direction across the breadth of Sunbury. It provides a direct route between Sunbury's riverfront and SCH. The Reagan Street underpass makes it the only City street not blocked by through rail traffic.

Although SCH is one of Sunbury's most important assets it lacks everyday visibility from the City's more highly traveled streets. It is tucked-in high atop Sunbury's quiet Hill neighborhood. Streetscape design improvements, including appropriate street signage, could make a stronger visual link to SCH and boost impressions of both the hospital and the City.

In its present form, Reagan Street is virtually devoid of street trees along its entire length. Street tree plantings would green this gateway drive to SCH, help improve residential property values, and further mark Reagan Street's prominence in the hierarchy of City streets.

REAGAN STREET STREETScape FRONT STREET TO N. 11TH STREET





SUNBURY'S PLAN FOR THE NEW CITY

Live, Learn, Work, Connect, Play—The Action Strategies

Live, Learn, Work, Connect, Play

Live, learn, work, connect, and play are themes that define community life and city living. They speak to basic human needs for sound, safe and comfortable shelter, for education and lifelong learning, for work and business. They also speak to other aspects of life deemed fundamental to innovation, creativity, motivation, prosperity and health—the need to connect with others and the need to refresh our spirits and recharge our energies through varied forms of play, exercise, physical and social recreation.

City living also creates and enhances occasions for connecting with others and these connections are vital to both individual and community life. Cities offer abundant opportunities for living in a connected community of friends, family, and neighbors, but also help us to connect with kindred spirits in new and often unexpected ways. These connections shape our lives and fortunes in any number of ways—through business, school, work, social life, and faith.

Sunbury's Plan for the New City is a compilation of guidance for building the new and future City. It is meant for study, use, and action by all sectors of the City and all those that claim a stake in shaping the City's future. While the City government has a responsibility to act and City officials are entrusted with many important tasks, city-making extends well beyond the purview and powers of government.

The action strategies that follow are the playbook by which the direction embodied in this Plan may be implemented. They address the interconnected themes of live, learn, work, connect and play under the topical headings of: 1) Sunbury—the River City, 2) Living in Sunbury, 3) Creating Business Opportunity and Jobs, and 4) Implementing Sunbury's Plan for the New City. The strategies should be studied in the context of other sections of the Plan to gain a fuller understanding of their underlying need, timeliness, and value.

The tables corresponding with these headings outline the overarching goals and recommended actions needed to implement Sunbury's future vision. They suggest implementation priorities and define public, private, and combined public-private responsibilities for action. In combination, these strategies are a powerful starting point for short-, medium- and long range action needed to build the River City. Consider these to be a "game plan" for the decade leading to Sunbury's 250th anniversary in the year 2022. These strategies may be used to celebrate Sunbury's noteworthy heritage while propelling the City deeper forward into the 21st Century.

The Action Priorities

The following action priorities have been extrapolated from the ensuing pages of strategies. Here, in this location, they are keyed to the early implementation of “10 Big Ideas for Sunbury” described previously in Chapter 4—A New Urban Vision for Sunbury. That chapter establishes the context for these suggested actions. Strategies picked for early actions include those that can be readily accomplished within the existing capacity and means of the City and its partners.

Strategic Neighborhood Development

1. Fund and commission neighborhood action plans—organizational development, vision, goals, action strategies—to guide neighborhood council-committee activity and City-SRI engagement with neighborhood organizations.
2. Coordinate (re) development planning—City Redevelopment Authority, City Council, SRI—with neighborhood organizations to engage the community in formulating development concepts for sites, streets, blocks, and corridors consistent with the City Plan.
3. Establish and engage the plan-proposed City Consolidated Review Committee (CRC) to bring broad perspective to City redevelopment and recommend neighborhood (re) development priorities.

Riverfront Promotion and Programming

1. Define essential and authentic elements of the Sunbury experience as a foundation for establishing a new brand identity for the City.
2. Establish and promote a branding campaign for Sunbury in the decade leading to its Sestercentennial celebration.
3. Develop, fund, and initiate a cooperative cross-marketed business, arts, entertainment and events campaign to promote the Sunbury story and experience.

Mixed-Use Rail Corridor Redevelopment

1. Document the character-defining elements of Sunbury’s architecture and urban design to establish groundwork for shaping the look and feel of the New City.
2. Commission and adopt architectural and urban design guidelines and pattern books to provide form-based guidance for new development and redevelopment.
3. Encourage infill development and the adaptive reuse of character-defining buildings and work to improve the market potential and marketability of vacant and underused properties.

An Interchange on the Information Superhighway

1. Survey City businesses to determine needs for business services, pursue needed service providers, and offer incentives to stimulate new business to business contacts, information sharing, cross merchandising and sales.
2. Seek talented advisors and professional assistance to enhance and routinely maintain City and SRI websites—invest in online social networking to engage target audiences in Plan implementation.
3. Explore the feasibility of a business incubator, leveraging the use of a free high speed connection as an incentive for geo-nondependent start-ups to begin in Sunbury.

Sustainable Development Leader

1. With assistance from regional universities, SEDA-COG, GSVCC and others, assess the potential for “smart jobs” (wireless technology, computer and network security, professional training, computer networking, graphic design, energy services, e-learning) in Sunbury, compile and disseminate study findings, and help established businesses and entrepreneurs pursue smart job development in Sunbury.
2. Promote, pursue and support innovative and sustainable residential design that conserves energy, reduces housing costs, and fosters cooperative neighborhood action.
3. Appoint a City Energy-Technology Task Force to study, recommend, and advise the City on a program of action to

foster energy conservation, sustainable community design, related business development and job creation.

More Diverse Housing

1. Engage and inform homeowners as stakeholders in, and beneficiaries of, housing preservation and maintenance, rehabilitation, and development through community outreach.
2. Engage and inform realtors, housing developers, and home builders as agents for neighborhood change and betterment through outreach and education programming.
3. Engage and inform landlords and tenants as stakeholders in neighborhood betterment through outreach and education.

Expanded Educational Opportunities

1. Engage, coordinate, and collaborate on public health educational programming with the Shikellamy School District to implement City Plan development concepts and action strategies (student safety, bicycle and pedestrian, community events and activities, family-directed programming).
2. Continue to pursue new opportunities for post-secondary and higher education tied to career trades, college degrees, job and work force training.
3. Engage City residents in health and education programming through neighborhood and other organizations and through structured and assisted volunteer networks.

Downtown Connections

1. Pursue the implementation of City bicycle and pedestrian transportation concepts consistent with the City Plan and Lake Augusta Gateway Corridor regional transportation plan.
2. Encourage infill development and the adaptive reuse of character-defining buildings and work to improve the market potential and marketability of vacant and underused properties.
3. Protect, enhance, and build Sunbury's urban character, distinctive neighborhoods, public realm and sense of place through a combination of incentives, regulation and capital programming.

City Government and City Organizations

1. Pursue City government restructuring under Home Rule Charter—appoint a new study commission and engage citizens, organizations, institutions, and businesses in modernizing City government to enable Plan implementation.
2. Employ a professional City administrator to strengthen the City's capacity for fiscal planning, capital programming, department management, public-private partnership development, City Plan coordination and action.
3. Review City Committee, Authority, Board, and Commission functions to establish Plan implementation roles and related objectives, requirements and directives for coordination.

Sunbury's 250th Anniversary

1. Strengthen Sunbury as an urban center in the Middle Susquehanna Valley—build and maintain connections with the Susquehanna Greenway Partnership, the Susquehanna River Valley Visitors Bureau, and the Greater Susquehanna Valley Chamber of Commerce to promote Sunbury's place-based assets and River City brand.
2. Plan, develop, and promote safe, clean, and green neighborhood living—create market and investment opportunities for integrated living, work, and business.
3. Establish, maintain, and publicize City cultural and sporting events and activities and entertainment venues in association with the City branding campaign using mixed print, broadcast and online media.

SUNBURY'S PLAN FOR THE NEW CITY

Sunbury—The River City—The Action Strategies



Sunbury—The River City

Sunbury's Plan for the New City—Our Community Vision speaks volumes about the place that Sunbury is and aims to be. But beyond the virtues, opportunities and expectations contained in the City's vision it must be remembered that Sunbury is above all a place. Making Sunbury an even better place is among the chief aims of Sunbury's Plan for the New City and direction for better place-making is among the Plan's most important prescriptions.

Sunbury has a strong and identifiable sense of place formed through the combination of its riverfront setting, its architecture and street patterns. The City retains much of its historic character but much has been lost or degraded over nearly 250 years of City growth and decline. Through it all, the City has retained its discernible neighborhoods, sound institutions, and varied types of housing and commercial development. It has a memorable public realm, and a well-developed transportation network.

Sunbury's assets of place are substantial and significant. Sunbury—The River City outlines action strategies for preserving and enhancing the City's place-based advantages—for City image-making, building a new branded identity, and increasing the City's attraction as a destination for living, working, doing business, and recreational tourism.

SUNBURY—THE RIVER CITY

GOAL: Create a branded identity for Sunbury through image-enhancing place-making, asset marketing, and event programming. Promote and strengthen Sunbury as a regional destination for riverfront living and recreational tourism. Invest in place-based assets—the built and natural environment. Enhance Sunbury's image and its pride in place. Rebuild the City's identity in the region.

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Maintain River City Appearances	1. Review, update, and systematically enforce property maintenance codes.	XXX	XXX	XXX	XXX		
	2. Educate property owners and tenants on the social, economic, public health and safety benefits of property maintenance.	XXX	XXX	XXX			XXX
	3. Educate property owners and tenants on the legal requirements of property maintenance and the penalties for non-compliance.	XXX	XXX	XXX			XXX
	4. Assist property owners and tenants with seasonal property clean-up.	XXX	XXX	XXX			XXX
	5. Acknowledge and reward property owners and tenants for well-maintained and exemplary properties.	XXX	XXX	XXX			XXX
	6. Establish design guidelines for storefront and façade improvements and establish a program to fund/finance downtown building improvements.	XXX	XXX		XXX		XXX
Preserve River City Treasures	1. Promote the preservation, rehabilitation, restoration, and adaptive reuse of Sunbury's architectural landmarks and vernacular structures.	XXX	XXX	XXX			XXX
	2. Commission scholarship and publishing to expand awareness of and celebrate Sunbury's neighborhoods, blocks, streets and buildings.	XXX	XXX			XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Preserve River City Treasures	3. Protect, enhance, and build Sunbury's urban character, distinctive neighborhoods, public realm and sense of place through a combination of incentives, regulation and capital programming.	XXX	XXX	XXX			XXX
	4. Explore the potential for new historic site, structure, and district designations within selected areas of the City		XXX				XXX
Invest in Place-Based Assets and the River City Story.	1. Define essential and authentic elements of the Sunbury experience as a foundation for establishing a new brand identity for the City.	XXX					XXX
	2. Establish and promote a branding campaign for Sunbury in the decade leading to its Sestercentennial celebration.		XXX				XXX
	3. Develop, fund, and initiate a cooperative cross-marketed business, arts, entertainment and events campaign to promote the Sunbury story and experience.	XXX				XXX	
	4. Foster private investment in City development and programming and target individuals, banks, and businesses for partnership participation through charitable giving, state and federal tax deductions, tax credits, and other incentives.	XXX	XXX	XXX			XXX
	5. Foster (re)development through capital investment in public improvements and infrastructure (streets, parking, sidewalks, parks, pathways, bikeways, streetscapes), and public-private investment in neighborhood-based programs and development initiatives (businesses, storefronts, facades, housing).	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Invest in Place-Based Assets and the River City Story.	6. Establish incentives to stimulate active sponsorship and volunteer participation in the development of City parks, recreation facilities and programming.	XXX					XXX
	7. Promote City assets—neighborhoods, business centers, schools, institutions, organizations, sacred places, historic sites and districts, parks and architecture—in coordination with the City branding campaign using mixed print, broadcast and online media.		XXX	XXX			XXX
	8. Establish, maintain, and publicize City cultural and sporting events and activities and entertainment venues in association with the City branding campaign using mixed print, broadcast and online media.	XXX	XXX	XXX			XXX
Plan, Design and Build the New City	1. Document the character-defining elements of Sunbury's architecture and urban design to establish groundwork for shaping the look and feel of the New City.	XXX			XXX		
	2. Commission and adopt architectural and urban design guidelines and pattern books to provide form-based guidance for new development and redevelopment.	XXX	XXX		XXX		
	3. Review and revise the City zoning ordinance, subdivision and land development regulations to provide form-based guidance (Smart Code) for (re)development and to retain, strengthen, restore and enhance Sunbury's urban character.	XXX	XXX		XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Plan, Design and Build the New City	4. Encourage infill development and the adaptive reuse of character-defining buildings and work to improve the market potential and marketability of vacant and underused properties.	XXX	XXX	XXX			XXX
	5. Pursue mixed-use development throughout the City consistent with a unified land development ordinance and form-based design guidelines (Smart Code).		XXX	XXX			XXX
	6. Commission market analyses, feasibility studies, and project master plans to advance action on City Plan (re)development concepts.	XXX	XXX	XXX			XXX
	7. Appoint a City Development Review Committee (DRC) to advocate, consider, coordinate, track and report progress on the implementation of City Plan development concepts.	XXX			XXX		
	8. Pursue (re)development site acquisition, subdivision, site planning, design and construction consistent with related studies and master plans as proposed in the City Plan and advised by the City DRC.		XXX	XXX			XXX
Build Green, Safe, Welcoming and Walkable Streets	1. Encourage compact, walkable and mixed-use development consistent with the City Plan vision and guiding principles.	XXX	XXX	XXX			XXX
	2. Establish motor vehicle, bicycle, and pedestrian infrastructure investment priorities in conformance with a multi-year capital improvements program.	XXX	XXX	XXX	XXX		
	3. Enforce code requirements relating to sidewalk construction, maintenance, repair and replacement.	XXX	XXX	XXX	XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Build Green, Safe, Welcoming and Walkable Streets	4. Create “complete streets” (www.completestreets.org) to establish safe, livable, and welcoming streets for motorists, transit users, bicyclists and pedestrians.	XXX	XXX	XXX	XXX		
	5. Construct sidewalk and intersection crosswalk improvements on arterial and collector streets to encourage pedestrian activity, enhance accessibility for all ages and abilities, and foster neighborhood access to schools, parks, churches, and business destinations.	XXX	XXX	XXX	XXX		
	6. Create green streets—implement annual street tree planting projects to landscape City gateways, arterial, collector, and local streets according to established City and neighborhood priorities.	XXX	XXX	XXX			XXX
	7. Establish and implement priorities for street lighting, streetscape improvements to enhance public safety, neighborhood appeal, and property values.	XXX	XXX	XXX	XXX		
Build River City Attractions	1. Foster everyday place-making (home, business, school, park, library, sacred places) for everyday life and visiting.	XXX	XXX	XXX			XXX
	2. Plan, develop, and promote safe, clean, and green neighborhood living—create market and investment opportunities for integrated living, work, and business.	XXX	XXX	XXX			XXX
	3. Develop business clusters and enhance business destinations for City and regional residents and visitors.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Build River City Attractions	4. Complete riverfront development and institute regular Riverfront Park programing to attract residents and regional visitors.	XXX	XXX	XXX			XXX
	5. Maintain and promote City recreation facilities and make continued capital improvements to facilities to meet evolving needs.	XXX	XXX	XXX	XXX		
	6. Encourage and support new development partnerships to foster new health and education investment in the City—new facilities and services.	XXX	XXX	XXX			XXX
	7. Encourage and support facility development and programing by faith-based communities for public use and engagement.	XXX	XXX	XXX			XXX
	8. Pursue and support the adaptive reuse of deconsecrated and abandoned sacred spaces for new public-private purposes.	XXX	XXX	XXX			XXX
Build River City Connections	1. Maintain, enhance, and create new neighborhood-based places and destinations for people to meet, gather, work and do business in Sunbury.		XXX	XXX			XXX
	2. Enhance visibility and access to the City's place-based assets and attractions—implement a wayfinding signage program using the River City brand to guide visitors to City destinations.		XXX	XXX			XXX
	3. Develop safe and accessible bike and pedestrian connections to City parks, library, and business destinations.		XXX	XXX	XXX		

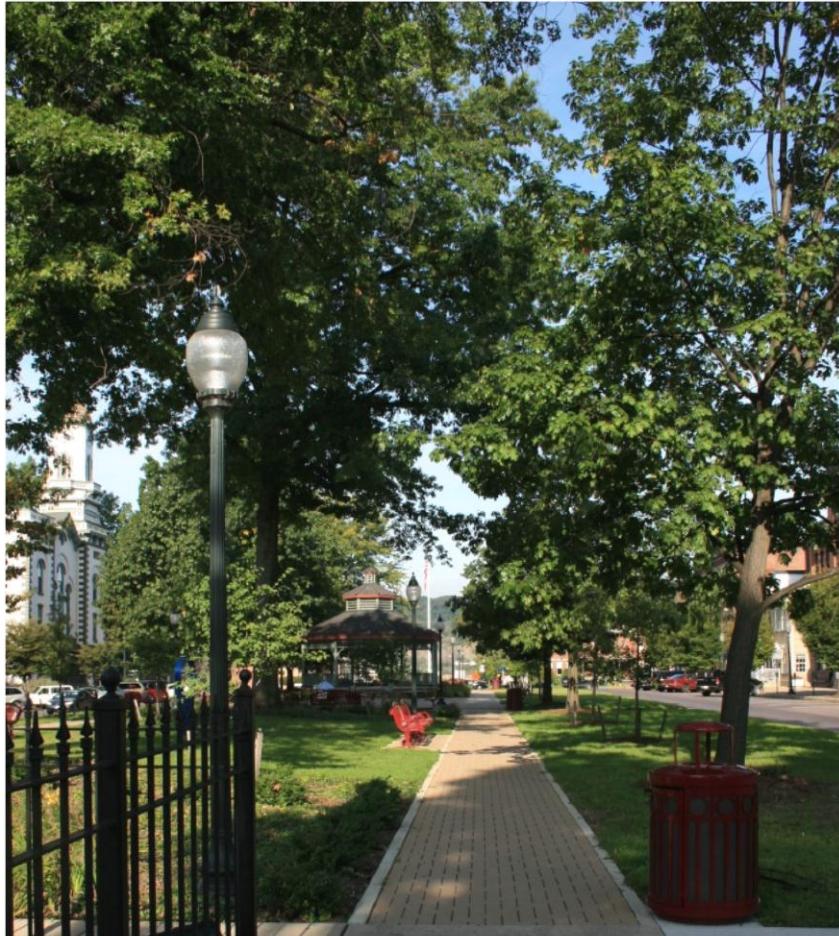
OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Build River City Connections	4. Continue development of the Susquehanna Greenway-Lake Augusta waterfront, including the enhancement of City gateways (Rtes. 147 and 61) and (re)development of connected neighborhoods (Bloody Third, Old Towne-Downtown, Caketown, and Fort Augusta).	XXX	XXX	XXX			XXX
	5. Strengthen bicycle and pedestrian connections to and from Shikellamy State Park in collaboration with Northumberland Borough and Upper Augusta Township.		XXX		XXX		
	6. Determine the feasibility of constructing the Mid-Town CityWalk and Shamokin Creek Parkway-Greenway transportation projects as proposed in the City Plan.		XXX	XXX	XXX		
	7. Build relationships with neighboring municipalities in the Lake Augusta gateway community—Northumberland and Shamokin Dam, Upper Augusta, Point and Monroe townships—to pursue implementation of Lake Augusta action strategies established in the Lake Augusta Gateway Corridor regional plan.	XXX	XXX	XXX			XXX
	8. Strengthen Sunbury as an urban center in the Middle Susquehanna Valley—build and maintain connections with the Susquehanna Greenway Partnership, the Susquehanna River Valley Visitors Bureau, and the Greater Susquehanna Valley Chamber of Commerce to promote Sunbury's place-based assets and River City brand.	XXX	XXX	XXX		XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Build River City Connections	9. Develop and maintain mutually beneficial relationships with key state agencies having influence on City and Lake Augusta-related development (DCED, DCNR, DEP, PennDOT, PFBC, and PHMC).	XXX	XXX	XXX	XXX		
Celebrate River City Heritage	1. Dedicate Riverfront Park and use the event to mark a line in time—to unveil Sunbury's Plan for the New City to the Middle Susquehanna region—and to launch a decade of City development action culminating with the celebration of Sunbury's 250 th anniversary in 2022.	XXX					XXX
	2. Appoint a City Sestercentennial Committee to evaluate, initiate, lead, engage, support, coordinate, fund and execute plans, projects and programs leading to the celebration of Sunbury's 250th anniversary.	XXX					XXX
	3. Review, adopt, adapt, and execute SEDA-COG regional plan recommendations (Middle Susquehanna Heritage Area Feasibility Study, Revitalizing River Towns) as guidance for City heritage development and marketing.		XXX	XXX		XXX	
	4. Commission scholarly research, writing, publication, presentation and promotion of Sunbury's Sestercentennial history in collaboration with the Northumberland County Historical Society, PHMC, and local universities.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Celebrate River City Heritage	5. Establish and maintain heritage celebration partnerships with the Susquehanna Greenway Partnership, the Susquehanna River Valley Visitors Bureau (SRVVB), and Greater Susquehanna Valley Chamber of Commerce, and neighboring Lake Augusta communities to generate regional interest in Sunbury's Sestercentennial year celebrations.			XXX			XXX
	6. Collaborate with SRVVB to build incremental interest in Sunbury's heritage and Sestercentennial celebration year through marketing partnerships and destination packaging opportunities keyed to City and Lake Augusta attractions and related community-regional events and activities.		XXX	XXX			XXX

SUNBURY'S PLAN FOR THE NEW CITY

Living in Sunbury—The Action Strategies



Living in Sunbury

Sunbury is a city—that is and will remain the wellspring for its success. The essence of any city experience is city living with its appeal to diverse people that add vitality through normal everyday activities and interaction. Just as important, cities present unique and organic opportunities for closely connected living—housing and shopping for mixed ages and incomes—the attraction of economical living—and the ability to work and socialize in green and walkable neighborhoods.

Understanding, celebrating, and restoring Sunbury's urban form is paramount to sustaining its city presence, function, and appeal and much can be done to improve the City's assets of place. Living in Sunbury outlines action strategies for enhancing the City's underlying livability through neighborhood redevelopment, housing (re)investment, the protection of public safety, conservation of natural areas and park enhancements, and building improved connections through streets, walks and bikeways.

LIVING IN SUNBURY

GOAL: Maintain and create safe, walkable, attractive, socially viable and economically sustainable neighborhoods for living, working, and visiting. Preserve, enhance, and transform neighborhoods through redevelopment and investment in housing, public safety, education and business development, streets, parks and open spaces.

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Neighborhood Organization	1. Collaborate and coordinate with SRI to delineate neighborhood boundaries recommended in the City Plan.	XXX					XXX
	2. Secure and sustain professional staffing to guide and assist neighborhood organizational development, planning, programming, and project development.	XXX	XXX	XXX			XXX
	3. Foster, promote, and assist citizen engagement in neighborhood pride, preservation, and enhancement (history, signs, banners, events and activities).	XXX	XXX	XXX			XXX
	4. Foster, collaborate, coordinate and support the establishment neighborhood organizations (councils and committees) and organization action (plans, projects, programs, communications, and events).	XXX	XXX	XXX			XXX
	5. Provide and sustain neighborhood development services (technical and administrative assistance for fund raising, outreach and awareness-building, planning, project development and programming)	XXX	XXX	XXX			XXX
	6. Plan, coordinate, and execute neighborhood activities and events.	XXX	XXX	XXX			XXX
	7. Actively market Sunbury neighborhoods to Realtors, prospective investors, developers, homeowners and tenants.	XXX	XXX	XXX		XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Economic and Social Diversity	1. Create opportunity to build neighborhood cohesion and social connections—new places, spaces, occasions, activities and events.	XXX	XXX	XXX			XXX
	2. Engage Faith-Based Communities in social and neighborhood betterment programming.	XXX	XXX	XXX			XXX
	3. Commission neighborhood housing studies to assess housing conditions and provide guidance to shape residential living opportunities for mixed age and income populations.		XXX	XXX			XXX
	4. Foster efforts to convert targeted multi-family dwellings into single family dwellings.	XXX	XXX	XXX			XXX
Neighborhood Redevelopment	1. Fund and commission neighborhood action plans—organizational development, vision, goals, action strategies—to guide neighborhood council-committee activity and City-SRI engagement with neighborhood organizations.	XXX	XXX	XXX			XXX
	2. Fund, commission, and complete neighborhood design studies and plans consistent with the City Plan and neighborhood action plans (feasibility studies, market analyses, master plans).		XXX	XXX			XXX
	3. Coordinate (re) development planning—City Redevelopment Authority, City Council, SRI, City Development Review Committee (DRC)—with neighborhood organizations to engage the community in formulating development concepts for sites, streets, blocks, and corridors consistent with the City Plan.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Neighborhood Redevelopment	4. Cultivate and execute public-private partnerships for mixed-use neighborhood development with property owners, developers, home builders, and community development organizations.	XXX	XXX	XXX			XXX
	5. Engage the DRC to bring broad perspective to City redevelopment and recommend neighborhood (re) development priorities.	XXX	XXX	XXX	XXX		
Housing (Re)investment	1. Engage and inform homeowners as stakeholders in, and beneficiaries of, housing preservation and maintenance, rehabilitation, and development through community outreach.	XXX	XXX	XXX			XXX
	2. Engage and inform realtors, housing developers, and home builders as agents for neighborhood change and betterment through outreach and education programming.	XXX	XXX	XXX			XXX
	3. Engage and inform landlords and tenants as stakeholders in neighborhood betterment through outreach and education.	XXX	XXX	XXX			XXX
	4. Convene, organize, and lead landlords in efforts to upgrade rental property conditions, values, and return-on-investment in Sunbury.	XXX	XXX	XXX			XXX
	5. Pursue code enforcement with efforts to reduce disruptive, disorderly, and illegal conduct and nuisance crimes.	XXX	XXX	XXX	XXX		
	6. Establish, assist, and execute housing assistance programs targeted to varying populations to foster more housing choices in Sunbury, create a more balanced mix of house types and market price points, and increase owner-occupied housing.	XXX	XXX	XXX	XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Housing (Re)investment	7. Conduct real estate market research to determine an appropriate and balanced housing mix for Sunbury neighborhoods, including targets for reducing rental housing and increasing home-ownership.	XXX	XXX	XXX	XXX		
	8. Use real estate market research to set target market price points for entry-, mid-, and upper level housing in Sunbury.	XXX	XXX				XXX
	9. Promote, pursue and support innovative and sustainable residential design that conserves energy, reduces housing costs, and fosters cooperative neighborhood action.	XXX	XXX	XXX			XXX
	10. Support mixed-use downtown development and (re) development within chronically vacant and underused City corridors and within areas having high concentrations of substandard housing.	XXX	XXX	XXX			XXX
Public Safety	1. Sustain, expand and support Neighborhood Crime Watch efforts—actively involve citizens in public safety awareness and crime prevention.	XXX	XXX	XXX			XXX
	2. Build and sustain a visible and routine police presence in City neighborhoods and foster a culture of community policing.	XXX	XXX	XXX	XXX		
	3. Develop, support and sustain the City's capacity for computer-aided policing for records, crime statistics, incident mapping, crime prediction, strategic operations plans and resource deployment.	XXX	XXX	XXX	XXX		
	4. Strengthen and maintain effective and ongoing coordination between the Sunbury Police Department and other entities with public safety interests and obligations—Building and Code Enforcement, City Treasurer, and regional police departments.	XXX	XXX	XXX	XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Public Safety	5. Enhance and create strong neighborhood images to improve the perception of public safety, reduce crime targets, enhance property values, and the quality of life through community design (green, clean, porches, lighting).	XXX	XXX	XXX			XXX
	6. Strengthen police, fire, and emergency services through community outreach and education and through capital programming for needed operational support and resources.	XXX	XXX	XXX			XXX
	7. Review Building and Property Maintenance Code Enforcement operations and enact measures to insure fair, effective, and routine enforcement to protect public health, safety, and welfare.	XXX	XXX	XXX	XXX		
Health and Education	1. Engage, coordinate, and collaborate on public health educational programming with the Shikellamy School District to implement City Plan development concepts and action strategies (student safety, bicycle and pedestrian, community events and activities, family-directed programming).	XXX	XXX	XXX			XXX
	2. Engage, coordinate, and collaborate with Sunbury Community Hospital to foster continuing public health and safety programming through school and neighborhood outreach, community events and activities.	XXX	XXX	XXX			XXX
	3. Develop new opportunities for post-secondary and higher education tied to career trades, college degrees, job and work force training.	XXX	XXX	XXX			XXX
	4. Engage City residents in health and education programming through neighborhood and other organizations and through structured and assisted volunteer networks.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Health and Education	5. Invest in bicycle and pedestrian access and safety improvements consistent with the City Plan to foster regular exercise and active healthy living.	XXX	XXX	XXX	XXX		
	6. Build a fitness culture in Sunbury to support bike and pedestrian improvements through citizen participation in community-based health and educational programming.	XXX	XXX	XXX			XXX
	7. Pursue implementation of Reagan Street streetscape improvements consistent with the Sunbury Plan to enhance public safety and provide appealing through-neighborhood access to Sunbury Community Hospital.		XXX				XXX
	8. Pursue implementation of the Cross-Town CityWalk concept consistent with the City Plan to create safe bike and pedestrian linkages between Sunbury schools and parks.			XXX			XXX
Conservation of Natural Areas	1. Acknowledge the importance of the Shamokin Creek corridor to neighborhood betterment, City development, and active healthy living consistent with City Plan recommendations.		XXX	XXX	XXX		
	2. Promote the conservation and protection of City woodlands as environmental assets and important elements of neighborhood character and community image-making	XXX	XXX	XXX	XXX		
	3. Promote the conservation, protection, and environmental educational value of City wetlands in partnership with involved landowners and the Shikellamy School District.	XXX	XXX	XXX	XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Conservation of Natural Areas	4. Protect, maintain and conserve public investment in the Susquehanna riverfront and foster environmental stewardship consistent with requirements of the City flood protection system.	XXX	XXX	XXX	XXX		
Park Maintenance and Enhancement	1. Maintain the recreational value of City parks and open spaces and their social and economic value to neighborhoods through active stewardship, use-programming, engagement of community volunteers in ongoing maintenance, and annual capital programming.	XXX	XXX	XXX			XXX
	2. Enhance the operational utility of community facilities through active community involvement in programming, routine preservation-maintenance, and fundraising.	XXX	XXX	XXX			XXX
	3. Engage community organizations in activity programming to maximize the return on investment in City parks and public facilities.	XXX	XXX	XXX	XXX		
Transportation Access and Mobility	1. Maintain the City's established grid of primary and secondary streets and alleys to strengthen the City's urban form and character and facilitate access to City destinations.	XXX	XXX	XXX	XXX		
	2. Maintain and develop parking capacity consistent with defined needs and the preservation of City street and block patterns and design.	XXX	XXX	XXX	XXX		
	3. Pursue the development of public transit emanating from and connecting to the City to reduce motor vehicle travel in Sunbury and enhance the livability of City neighborhoods.	XXX	XXX	XXX			XXX
	4. Establish a plan, design and locational concept, and implementation plan for wayfinding signage in the City and	XXX	XXX				XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
	5. Pursue the implementation of City bicycle and pedestrian transportation concepts consistent with the City Plan and Lake Augusta Gateway Corridor regional transportation plan.	XXX	XXX	XXX	XXX		
	6. Adopt the Shamokin Creek Parkway concept via the Official Map process to reserve the Shamokin Creek corridor for future through-street development.			XXX	XXX		

SUNBURY'S PLAN FOR THE NEW CITY

Creating Business Opportunity and Jobs—The Action Strategies

Creating Business Opportunity and Jobs

Creating a viable economy is an elusive undertaking. Many variables are beyond the immediate control of any public entity or organization. But those that are must be addressed, as economic development—the creation of business opportunity and jobs—is fundamental to the success of all communities. Economic development involves changes to the local economy and stems from innovations in government, institutional, and business behaviors and technology. Sound development helps to sustain community and environmental assets while providing jobs and income earnings, revenues and tax base for new investment in education, services, infrastructure, amenities, and quality of life.

There is a close connection between Sunbury's economic prospects and its broader community development goals and strategies. The quest for economic betterment stems from the integration of local and regional planning initiatives—in Sunbury's case—the integration of City development concepts set forth in Sunbury's Plan for the New City with regional concepts tied to Lake Augusta and Susquehanna Greenway development, Middle Susquehanna River Town marketing, and regional tourism within the larger Susquehanna River Valley. Success with economic development stems from different viewpoints, synchronized efforts and blended resources.

It requires investments in capacity building across a wide spectrum of participants linked to building and supporting cooperative relationships.

Creating a climate for development that embraces ties between economic, social and environmental aims is essential to building City vitality and strengthening the regional marketplace surrounding the City. The City must work closely with its institutional and business partners to create a more vibrant economy. Creating Business Opportunity and Jobs outlines action strategies for creating a business-friendly environment in Sunbury, for developing diversified business clusters and wired neighborhoods, and for investing in education and human capital. Branding Sunbury as a City with distinctive and livable neighborhoods, including Old Towne-Downtown, also helps to brand Sunbury as a destination for visiting, for doing business and working.

CREATING BUSINESS OPPORTUNITY AND JOBS

GOAL: Rethink economics and build the new economy—the 21st century economy. Build and promote a business-friendly culture, enhance the traditional and specialized marketplace for existing and new businesses, assist new business development and job creation consistent with City development objectives, create new businesses and jobs through mixed-use downtown and neighborhood development. Create a vital city in the heart of a successful region.

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Business Friendly Climate	1. Extrapolate, compile, package, present, and distribute target market information from the Greater Susquehanna Valley Chamber of Commerce-Sage Policy Group Economic Development Study to local and regional businesses for use in business plan decisions and development.	XXX					XXX
	2. Initiate the River City brand campaign, promote the River City brand to City businesses, provide advertising incentives to foster business use of the River City brand, and disseminate periodic City business success stories in print, broadcast and online media linked to City Plan themes.	XXX				XXX	
	3. Survey City businesses to determine needs for business services, pursue needed service providers, and offer incentives to stimulate new business to business contacts, information sharing, cross merchandising and sales.	XXX	XXX			XXX	
	4. Establish a City one-stop connection for local and regionally available business development information and assistance (Bucknell SBDC, SEDA-COG, GSVCC).	XXX				XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Business Friendly Climate	5. Develop, promote, and provide business location assistance and incentives consistent with City Plan direction for downtown Sunbury and the N. Fourth Street commercial corridor.	XXX	XXX	XXX			XXX
	6. Work with SRI and the GSVCC to build business community and connection through business to business programs and relationship-building.	XXX	XXX	XXX		XXX	
Education and Lifelong Learning	1. Foster and support business coordination with Shikellamy School District career guidance programming to expand student interest in City businesses and assist businesses in identifying capable and motivated students for internships, seasonal and part time work.	XXX	XXX	XXX		XXX	
	2. Develop mutually beneficial relationships with post-secondary career schools (McCann School of Business and Technology, Triangle Tech) to facilitate and accommodate school growth, expand learning opportunities in Sunbury, and generate related business activity and employment in the City.	XXX	XXX	XXX			XXX
	3. Pursue, assist and support the development of a higher education center for baccalaureate and master's degree program instruction in association interested regional universities and consistent with City Plan development concepts.	XXX	XXX	XXX			XXX
	4. Explore, coordinate, assist and support efforts to develop distance learning, lifelong learning, and continuing education for workforce training and career development and to create related business opportunities and employment in Sunbury.	XXX	XXX	XXX		XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Business and Job Development	1. Coordinate with regional business organizations, agencies and universities to compile, maintain, and periodically distribute City-region demographic data, consumer research, tourism and commuter marketing insights relevant to the greater Sunbury area for use in City business planning, development, and expansion.	XXX	XXX	XXX		XXX	
	2. Assist, support, accommodate and promote the efforts of local schools, employment agencies, staffing services, organizations, government agencies and businesses seeking qualified employees or assistance with job placement.	XXX	XXX	XXX		XXX	
	3. Develop a business plan and business cluster marketing concept for the North Fourth Street Corridor (auto-oriented, consumer goods, business and professional services) and engage involved businesses in a plan of action consistent with City Plan recommendations.			XXX			XXX
	4. Develop a business plan and business cluster marketing concept for downtown Market Street (foot-traffic oriented, live-work, recreational tourism, arts and artisans, business and professional services, neighborhood needs) and engage involved businesses in a plan of action consistent with City Plan recommendations.		XXX				XXX
	5. With assistance from regional universities, engage neighborhood organizations in survey and focus group research to assess needs for neighborhood-based services and the potential for related business development (convenience, food and beverage).		XXX	XXX		XXX	

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Business and Job Development	6. With assistance from regional universities, SEDA-COG, GSVCC and others, assess the potential for “smart jobs” (wireless technology, computer and network security, professional training, computer networking, graphic design, energy services, e-learning) in Sunbury, compile and disseminate study findings, and help established businesses and entrepreneurs pursue smart job development in Sunbury.	XXX	XXX	XXX			XXX
Community Development	1. Pursue community development initiatives that enhance the City image, improve public perceptions of the City, and create synergy essential to retail and service business development and job creation.	XXX	XXX	XXX			XXX
	2. Build warm and welcoming neighborhoods as the foundation for City living and investment—create the opportunity for inspired and connected living to attract creative talent to the City.	XXX	XXX	XXX			XXX
	3. Foster mixed-use (re) development to create business development potential, social and economic vitality linked to daily life patterns and activities.	XXX	XXX	XXX			XXX
	4. Promote City parks and recreation areas as a core element of City life and activity—essential to its quality of life and to attracting desired resident and visitor populations needed to support commerce and foster business growth.	XXX	XXX	XXX			XXX

SUNBURY'S PLAN FOR THE NEW CITY

Implementing Sunbury's Plan for the New City —The Action Strategies

Implementing Sunbury's Plan for the New City

Implementing Sunbury's Plan for the New City will be a multi-faceted, multi-year undertaking. The strategies for building the 21st century city are integrated, time bound, and specific. Collectively, they comprise a playbook for public-private action. Realizing results from the City plan requires a willingness on the part of individuals, organizations, institutions, and government to reconsider long established organizational structures, operational methods, personal value judgments and opinions—to consider past approaches and results—to chart new ways for achieving success in the emerging regional and global marketplace for living, work, and business.

It isn't possible to build City success in a vacuum. There are real limitations to what the City or the private sector can do going it alone. Affirming this, the action strategies outlined in Implementing Sunbury's Plan for the New City call for community-building partnerships in neighborhood action, health-education, energy-technology, retail-services, and place-based tourism. In addition, City real estate is ripe for reinvestment in scattered rehabilitation and restoration projects and larger-area redevelopment. The development concepts set forth in this plan offer a point of departure for further consideration.

But effective partnerships require effective partners. And effective partners need resources to build the capacity for

success. Implementing Sunbury's Plan for the New City outlines action strategies for City governance, the administration of City responsibilities, and for setting plans to action in cooperation and collaboration with community partners. To be used, Sunbury's Plan for the New City must be integrated into routine public-private thought, decision making, budgeting and investing. Doing so will ensure Sunbury's successful passage from a proud past to an even more promising future.

The celebration of Sunbury's 250th "birthday" in 2022 could mark the nexus between Sunbury's storied past and its envisioned future—an opportunity to celebrate the City's past and commission its future. Sunbury's Plan for the New City points the way. It is the playbook for renewing pride in the City and bringing new respect to the City—two essential ingredients for stimulating city-building. It provides impetus for local and regional action. With a fresh spirit and sustained commitment to plan implementation Sunbury will reclaim its place of prominence in the Middle Susquehanna Valley.

IMPLEMENTING SUNBURY'S PLAN FOR THE NEW CITY

GOAL: Integrate Plan implementation and community action through the coordinated activity of City departments, authorities, boards, and commissions, through institutions, private business and civic organizations, and through public-private partnerships. Strengthen City development capacity through professional management, enhanced revenue generation, and multi-year capital programming to implement City development.

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Governance and Administration	1. Pursue City government restructuring under Home Rule Charter—appoint a study commission and engage citizens, organizations, institutions, and businesses in modernizing City government to enable Plan implementation.	XXX	XXX				XXX
	2. Employ a professional City administrator to strengthen the City's capacity for fiscal planning, capital programming, department management, public-private partnership development, City Plan coordination and action.	XXX			XXX		
	3. Build the City's capacity for Plan implementation, program execution, and City development through department and professional staff development.		XXX		XXX		
	4. Review City Committee, Authority, Board, and Commission functions to establish Plan implementation roles and related objectives, requirements and directives for coordination.	XXX					XXX
	5. Appoint a City Development Review Committee (DRC) to advocate, consider, coordinate, track and report progress on the implementation of City Plan development concepts.	XXX			XXX		

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Community Partnerships	1. Task the Sunbury Redevelopment Authority to review City Plan (re)development concepts and coordinate with the DRC to establish direction for Plan implementation, set action priorities, and pursue project development.	XXX			XXX		
	2. Engage the DRC in proactive review of City Plan (re)development concepts and task the Committee to coordinate with the Redevelopment Authority to foster Plan implementation.	XXX	XXX	XXX			XXX
	3. Engage Sunbury Community Hospital and the Shikellamy School District in collaborative and coordinated public health educational programming, events and activities.	XXX	XXX	XXX			XXX
	4. Appoint a City Energy-Technology Task Force to study, recommend, and advise the City on a program of action to foster energy conservation, sustainable community design, related business development and job creation.		XXX		XXX		
	5. Coordinate with SRI to establish a Retail-Services Task Force to study, recommend, and advise the City on a program of action for N. Fourth Street and Market Street business development and job creation.	XXX					XXX
	6. Coordinate and collaborate with the Greater Susquehanna Valley Chamber of Commerce (GSVCC) to implement business and industry development recommendations of the GSVCC-Sage Policy Group Economic Development Study.	XXX	XXX	XXX			XXX
	7. Coordinate SEDA-COG and Bucknell SBDC programs to secure business development assistance and foster new job creation.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Community Partnerships	8. Appoint a City Housing Task Force to study, recommend, and advise the City on City housing needs and recommend a program of long term action.	XXX			XXX		
	9. Commission a Housing Study to establish long term direction for housing rehabilitation, infill development and redevelopment, and to set formal targets for adjusting the mix of owner-occupied and rental housing in the City.	XXX			XXX		
	10. Coordinate with SRI on the development of a City-wide Neighborhood Action Program—collaborate with SRI to create new neighborhood councils, develop neighborhood action plans, foster related program and project development, and sustain professional capacity for technical and administrative support.	XXX	XXX	XXX			XXX
	11. Coordinate with SRI, Penn State Master Gardeners and other entities and organizations to create “friends” organizations for Sunbury parks and recreation facilities and to foster volunteer participation in park monitoring, evaluation, operations and maintenance, and programming.	XXX	XXX	XXX			XXX
	12. Seek talented advisors and professional assistance to enhance and routinely maintain City and SRI websites—invest in online social networking to engage target audiences in Plan implementation.	XXX	XXX	XXX			XXX
	13. Engage print and broadcast media in public information programming and City story-telling targeted to local and regional audiences and linked to Plan implementation and Sunbury’s approaching Sestercentennial celebration.	XXX	XXX	XXX			XXX

OBJECTIVES	ACTIONS	PRIORITIES			RESPONSIBILITIES		
		YR. 1-2	YR. 3-5	YR. 5-10	PUBLIC	PRIVATE	PUBLIC-PRIVATE
Plan Implementation	1. Appoint a joint City-SRI Task Force to explore, advise, recommend, and coordinate action on City, SRI, and joint City-SRI revenue generation for Plan implementation and related professional staffing.	XXX					XXX
	2. Empower the City Redevelopment Authority with the technical, administrative, and financial resources needed to pursue City Plan implementation.	XXX	XXX	XXX	XXX		
	3. Explore, pursue, and execute formal public-private partnership understandings, agreements, and actions for City Plan implementation.	XXX	XXX	XXX			XXX
	4. Institute, deploy, and administer a capital improvement programming process and establish a Capital Improvements Program (CIP) Committee consistent with City Plan recommendations.	XXX	XXX	XXX	XXX		
	5. Employ a professional City administrator to oversee, manage, and administer the City's capital funding and investment program.		XXX		XXX		

BECOMING THE NEW CITY

Organizing for Results

Vision, Principles, Big Ideas and Strategies

Sunbury's Plan for the New City lays out action strategies to help the City move in desired new directions, to build better neighborhoods for living and increase its potential for local business development and job creation. These strategies stem from Sunbury's future vision and New Urban principles relating to blocks, streets and buildings; neighborhoods, districts, and corridors; the city and its region found in the back pages of the plan.

The plan summarizes 10 big ideas for the "New City" and outlines 8 development concepts to put vision, principles and big ideas into action. Public officials and others concerned about Sunbury's prosperity and development should use this plan as a guide to action for the next decade and beyond. The plan is meant to be studied and adapted in response to the City's evolving needs, interests and activities. There is no one correct way to make cities. The ability to adapt the plan to specific circumstances is crucial to its understanding, use and success.

Organizing for Results—The City's Role

Some important questions underlie the use and implementation of the plan. How does change happen? Where does the primary responsibility for community and economic development lie? Who has the authority to lead the action?

Answers to these questions provide direction for community organizing and fund raising and related undertakings. Change begins with the assessment of needs and ideas. Actions are shaped in response to needs, and hopefully by adherence to core values and principles. Results happen through a combination of leadership, expertise, resources, and persistence—through the will to succeed.

The need for active and productive public-private partnerships is essential to place-making. The City of Sunbury is a city of the third class organized under the Pennsylvania Third Class City Code. It operates under the commission form of government with a mayor and 4 council members. The city council has authority for municipal services, advisory boards and commissions, taxes, revenues and budgets, laws and regulations. The Mayor's responsibilities include the police department and community development. Individual council members are responsible for: 1) accounts and finance, 2) public safety, 3) streets and public works, and 4) parks and recreation.

Under authorization by the City Council, the City may enter into partnerships with other units of government and with private entities and organizations. The City appoints board members to the City Municipal, Housing, and Redevelopment authorities which are independent legal corporations formed to manage projects requiring substantive technical and financial management. The Municipal and Housing authorities employ

professional staff. The Redevelopment Authority does not at this time employ a staff. Technical consultants are engaged from time to time to provide services beyond the capabilities of the City government and its authorities.

The Sunbury Municipal Authority is charged with management of the City's water and waste water treatment facilities, the flood control system, and the solid waste transfer station and recycling operations. The Housing Authority manages housing for income eligible residents. The recently reestablished Redevelopment Authority formulates redevelopment direction for the City.

In addition to these authorities, City Council also appoints citizen volunteers to serve on various advisory boards and committees, each with responsibilities related to the implementation of Sunbury's Plan for the New City. These include the Historical Architectural Review Board, the Planning Commission, Shade Tree Commission, and the Zoning Board of Appeals.

Sunbury adheres to a dated form of municipal governance wherein elected Council members oversee assigned departments of the City government. Past efforts to establish the council-manager form of government via Home Rule Charter have not met with success from the City electorate. While there are any number of possible reasons for this, citizen concern about the cost of government is a perpetual issue.

Delegating the day to day business of the City to a professional manager and staff is undeniably a public expense. But it is also an investment in City capacity-building from which more payback is expected and required. From an operational view it would be very difficult to implement the concepts and

strategies embodied in Sunbury's Plan for the New City without a concurrent investment in trained, qualified and experienced City staff.

Nineteenth century models of city governance may still work for basic and routine functions of City government. But 21st century City planning and redevelopment—community and economic development—requires a full-time presence, specialized expertise, operational rigor and capacity. Successful cities are responsive and responsible to their constituencies. They use modern practices to meet community needs. They employ full-time trained and qualified professionals to carry out programs and projects in coordination with citizens, consultants, elected officials, community and business organizations, developers and others.

Organizing for Results—Private Roles

City-making does not occur through government and public action alone. Private entities, including organizations, businesses and institutions, even individual citizens and property owners, have significant potential to bring about desired change. In an ideal world private actions are undertaken with an appreciation for the City's intended development direction and where appropriate, in partnership with the City.

Regular communications is essential to building the public-private relationships leading to formal partnerships in action. Communication among entities occurs in various ways and at various levels. By establishing communication protocols and providing regular opportunities for interaction among key City and private entities Sunbury can foster familiarity and nurture

understandings to implement shared objectives and achieve mutually beneficial results.

Collaboration can take many forms from routine activity reporting to shared committee appointments to legal agreements relating to performance on programs and projects, including professional staffing of operations in support of public policy. Sunbury has numerous private organizations, many with some potential to serve the broader aims of City betterment. Chief among these organizations is Sunbury's Revitalization, Inc., (SRI) a volunteer-driven organization serving the City's neighborhood and economic development needs.

SRI has a 25 year history of service to Sunbury and the immediately surrounding area. The volunteer SRI board of directors employs an administrative assistant and a program manager. Today's major program emphasis is on neighborhood development. Through participation in the Pennsylvania Main Street and Elm Street programs, SRI has helped businesses and neighborhood residents with different endeavors—plans, programs and projects to make the City stronger—organization and leadership development, educational programs, business and volunteer recognition, and sponsoring efforts to promote the City through events like River Festival and Lite Fest.

Through its committees, SRI addresses issues of importance to Sunbury's development—issues that are very much connected to the implementation of Sunbury's Plan for the New City. SRI collaborates with the City on long range planning for the City and actively contributed to Sunbury's comprehensive planning effort. SRI works to build better neighborhoods and to address neighborhood housing issues in partnership with property owners, residents and City officials. It works together with

others to promote interest in Sunbury and the Sunbury area, to develop local businesses, and to create opportunities for business investment, operations, and success in the City.

Because SRI is a member-based organization it has the potential to be an especially effective voice for City businesses and neighborhoods. SRI should continue to grow its resident and business membership to provide a respected forum for presenting, testing and evaluating ideas and a meaningful voice to help shape both private and public action. SRI can help align and unite private interests in ways that support the realization of mutually beneficial public-private programs and projects.

Other private voices for public good include the City's faith based organizations, Sunbury Community Hospital, and City schools—the Shikellamy School District, Saint Monica School, and McCann School of Business and Technology. Each of these entities caters to specific needs of the City and its region and each relates to "customer" constituencies served also by the City. Sunbury also benefits from its civic and service organizations—groups like Kiwanis, Lions, Masons, and Rotary, JROTC, the YMCA, master gardeners, scouts and many others.

Successful communities use the power and resources of private volunteer networks to help form and provide substance to community endeavors. Organizational development is at the root of such success and SRI is well positioned to enhance private engagement in civic affairs and city-building. Broadly focused with a long standing operational history, SRI is an ideal organization to coordinate public-private efforts and lead in forming program-project partnerships with the City and for the City.

Building Partnerships for Community Success

The capacity for forming development partnership's in Sunbury is excellent. City officials are committed to City betterment on varying fronts. And private interests are equally forthright about helping Sunbury achieve its fullest potential. To implement big ideas for Sunbury, The City should continue to form constructive connections with allied entities—organizations like Sunbury's Revitalization, Inc. (SRI)—Sunbury Community Hospital—the Shikellamy School District—and the County of Northumberland.

As the Susquehanna Valley's River City, Sunbury should look increasingly toward forming program and project partnerships with governments and organizations beyond the City's immediate boundaries, particularly to those with allied interests and responsibilities. In an era of dwindling public resources, the need to pursue such relationships has never been greater and the opportunities to do so never more available. By participating in regional endeavors Sunbury can show new leadership essential to building the Middle Susquehanna Valley while enhancing the City's prospects even further—it can begin to demonstrate the "New City" spirit.

On a regional scale Sunbury should continue to build working relationships with neighboring municipalities that share similar needs and objectives as champions of the larger Lake Augusta Community. It should seek technical and economic development assistance from regional organizations that serve local and regional needs—organizations like the Greater Susquehanna Valley Chamber of Commerce (GSVCC)—the Susquehanna Economic Development Corporation (SIDCO)—the

Northumberland County Industrial Development Authority—and SEDA Council of Governments (SEDA-COG).

Because state agencies also have a strong presence in the Sunbury-Lake Augusta area, the City should also continue to strengthen its programmatic and funding ties with those state agencies having the capacity to assist implementation of Sunbury's Plan for the New City. At a minimum, these include the departments of Community and Economic Development (DCED), Transportation (PennDOT), Conservation and Natural Resources (DCNR), and the Fish and Boat (FBC), and Historical and Museum (PHMC) commissions. These agencies have overlapping missions and mandates and are required to coordinate their objectives relating to policy and program administration, and program-project funding.

There is also significant potential for collaboration with the private nonprofit Susquehanna Greenway Partnership (SGP) organization. Located at the confluence of the Susquehanna Main Stem, West and North Branches, Sunbury occupies a prominent place on the evolving the Susquehanna Greenway. SGP has funding relationships with DCNR and provides greenway development assistance to communities through the SEDA-COG Community Resource Center. SGP promotes the Sunbury-Lake Augusta waterfront as a high value target for state, federal and private investment.

Sunbury should not overlook the importance of strengthening bonds with the Susquehanna River Valley Visitors Bureau (SRVVB). SRVVB provides regional visitors with insight and appealing information about the Susquehanna River Valley—information that depicts the natural, cultural, and historical assets of the region's towns and countryside. SRVVB works to

promote towns like Sunbury through brochure, internet, and social media marketing—providing information on food and lodging, local events and exploration. SRVVB works in tandem with SEDA-COG and GSVCC to enhance understanding, public use and enjoyment of the Sunbury area.

Finally, the City should use the region's print and broadcast media to its advantage. Day-in and day-out coverage of City events and happenings portray an image of the City in the public mind. While media reporting can't be controlled, the City should supply regular public information to the media and disseminate genuine news on matters favorable to the City's image. In concert, regional lifestyle magazines, radio talk show programming, and feature print news stories can and should be used to promote Sunbury—the River City.

Following are suggestions for partnerships needed to implement vision and big ideas for Sunbury—for moving forward actions relating to the development concepts embodied in Sunbury's Plan for the New City. The diverse entities potentially involved as partners with the City are both public and private in nature. Building community success and successful partnerships requires interaction with a widening range of entities such as those identified herein and a fuller understanding of partner constituencies, mandates and missions, and administrative, technical and fiscal capabilities.

Neighborhood Betterment

Sunbury is experienced through its neighborhoods. The look and feel of City neighborhoods and how they function socially and economically is fundamental to attracting desired residents and businesses and growing the City. Sunbury should

aggressively pursue neighborhood revitalization in partnership with property owners and residents, allied organizations, businesses, institutions, and private foundations following the model first deployed in the Hill neighborhood. This involves neighborhood organization, strategizing, and technical help to plan, program, promote, and develop neighborhoods.

There is no simple way to define neighborhood limits and boundaries. But, with consideration for past and present approaches, Sunbury's Plan for the New City identifies and suggests names for 6 neighborhood districts. These demarcate lines for pursuing neighborhood betterment focused on public safety, pride and heritage, housing and development. Through the integration of strategies—for organizational development, safety and appearance, image and identity, community-building, housing and business development, and urban design—Sunbury neighborhoods can gain new traction and notice to fulfill the City's social and economic aims.

A sampling of partners in neighborhood action includes: 1) the City of Sunbury (Planning Commission, Shade Tree Commission, HARB, Parks and Recreation, Streets and Public Works, Police, and Fire Departments, Housing and Redevelopment Authorities, 2) Sunbury's Revitalization, Inc., 3) Sunbury Community Hospital, 4) DCED, PennDOT, DCNR, and PHMC, 5) SEDA-COG and the County of Northumberland, 6) Susquehanna Bank, Swineford National Bank, Northumberland National Bank, 7) The Seiple Family Foundation, The John A. Apple Foundation, The Charles B. Degenstein Foundation, The Weis Markets Corporation, 6) neighborhood property owners, residents, and businesses.

Riverfront Park Development and Programming

The massive reinvestment in Sunbury's riverfront positions the City in a new light. By creating new and highly visible imagery for the City and new opportunities for use and enjoyment of the riverfront and its connected neighborhoods, Sunbury can rightfully claim to be the "River City".

Sunbury is at the heart of the Lake Augusta gateway experience and it occupies important ground linked to development of the larger Susquehanna Greenway which courses nearly 500 miles throughout Pennsylvania. To further capitalize on these advantages, the City should complete the Riverfront Park landscape and related Front Street improvements between Reagan Street and Bridge Avenue leading to Packer Island and Shikellamy State Park.

The value of riverfront investment isn't limited to parks and recreation. In fact, the City's investment in this green infrastructure helps build new interest in riverfront neighborhood living with the potential for significant new private investment in housing and commercial development, including neighborhood reinvestment and redevelopment linked to the Norfolk Southern Rail corridor and the Bloody Third neighborhood.

To nurture neighborhood life in a park-connected setting, the City should program regular seasonal activities in Riverfront Park—civic, social, and cultural activity and entertainments for varied target markets. Doing so will attract new visitor and resident interest in the City and enhance the potential for public use and enjoyment of the Old Towne-Downtown neighborhood. The City should also budget adequate funds for the annual

upkeep and maintenance of Riverfront and Cameron Parks—its signature public open spaces.

A sampling of partners in riverfront park development and programming includes: 1) the City of Sunbury (Shade Tree Commission, HARB, Parks and Recreation, Streets and Public Works, Police Department, Housing and Redevelopment Authorities), 2) Sunbury's Revitalization, Inc., 3) Sunbury Community Hospital, 4) SRVVB, 5) Penn State Master Gardeners, City Social-Civic Clubs, Boy Scouts, Girl Scouts, 6) PennDOT, DCNR, PHMC, and FBC, 7) Susquehanna Bank, Swineford National Bank, Northumberland National Bank, 8) The Seiple Family Foundation, The John A. Apple Foundation, The Charles B. Degenstein Foundation, The Weis Markets Corporation, 9) neighborhood property owners, residents, and businesses.

Route 61 Southgate Interchange Development

Route 61 is Sunbury's primary and most direct link to the region and the world beyond. Visitor impressions of Sunbury are first formed by views of the City on the approach from the Route 61 Veterans Memorial Bridge. The Route 61 interchange connection at Front and Second streets marks a transition point from the regional highway system to the City street system.

As is typical of urban interchange areas there are mixed uses situate within the interchange zone that concentrate vehicular traffic flows and create economic value and market potential for commercial enterprises. Sunbury's Southgate area also links regional traffic to the City riverfront, including Keithan Bluebird Gardens and the FBC boat launch area below the Fabridam. While not currently under consideration, the east shore area

also has potential for construction of a dam passage for spawning migratory fish species. Construction of this fishery improvement would be a seasonal tourist attraction.

The Southgate interchange area, particularly the area between Keithan Gardens and the Second Street off ramp, is underused and undervalued urban real estate. The City should investigate the feasibility of redevelopment within the area identified previously in Sunbury's Plan for the New City (Southgate Boutique Hotel concept) for City-regional commerce.

A sampling of partners in the Southgate redevelopment scheme includes: 1) the City of Sunbury (Redevelopment Authority), 2) Sunbury's Revitalization, Inc., 3) PennDOT, DCED, DCNR, and FBC, and 4) The Weis Markets Corporation.

Edison Park Neighborhood Redevelopment

Edison Park is a transformative concept for modern-day Sunbury. But bridging the gap between vision for the future and reality will take focus, commitment, continued study, and time and funds. At its root, the Edison Park concept requires the City to decide on the highest and best future uses for mostly industrially zoned lands within the Norfolk Southern Rail corridor above Race Street.

To preserve the status quo requires little from the City other than to enforce existing ordinances relevant to industrial uses. This is the safest choice politically. The City can work with GSVCC to help identify and attract new industries to the corridor. This is certainly a viable option for the future. More jobs could be created within the City. More sprawling shell-building and site construction could occur. There would be an

increase in neighborhood truck traffic on key streets such as Packer, Reagan and Front streets.

Alternatively, Sunbury can build a new neighborhood within this zone as illustrated in the preceding development concept plan—a substantial neighborhood of mixed residential, office, services and educational uses. This option is more problematic from a political view. It requires continued spending on studies, master plans and design, new development partnerships, and redevelopment. It requires public spending to create the opportunity and to prepare the site for private investment at a time when the availability of funds and the will to spend is weak.

But Sunbury's Plan for the New City is about the future—not the present—and in this regard it is hoped that The Edison Park concept will be systematically and thoughtfully pursued. It would create substantially more investment in City infrastructure, housing, commercial and institutional property development. It would create a significant number of construction jobs, office, service, and education-related jobs. It would generate many millions of dollars in new residential and commercial real estate and add substantially to the City tax base.

The Edison Park concept is a concept for the 21st century City—the “New City”. But its proposed physical form respects Sunbury's urban traditions—its 19th and 20th century street patterns and architectural scale. In addition to the factors mentioned above, turning this vision into reality requires disciplined thinking regarding the timing and phasing of development. Edison Park is a concept with a 20 year build-out. To create synergy from beginning to end and to achieve

the private investment required time will require creative input from sympathetic “New Urban” developers.

A sampling of partners needed to pursue study and implementation of the Edison Park scheme includes: 1) the City of Sunbury (Planning Commission, Municipal Authority, Redevelopment Authority, Streets and Public Works, Parks and Recreation, Police Department, Fire Department), 2) Sunbury’s Revitalization, Inc., 3) DCED, Seiple Family Foundation, 4) Regional Educational Institutions, 5) Real Estate Developers and Builders (Commercial, Institutional, Residential), 6) State Legislators, and 7) neighborhood property owners, residents, and businesses.

N. Fourth Street Corridor Enhancement

N. Fourth Street is the connecting link between Sunbury’s northern gateway and the heart of downtown Sunbury at 4th and Market streets. It serves City’s business needs not easily met in the Old Towne-Downtown neighborhood due to limitations in building types, sizes and parking. But it lacks urban form important to the City’s image and identity.

The Northway Plaza concept addresses this through a combination of enhancements to the N. Fourth Street streetscape and to adjacent commercial parking lots. Constructing these improvements could renew interest in this business destination among residents of Sunbury, Northumberland, and surrounding townships and enhance its appeal to Lake Augusta visitors, park and campground users.

A sampling of partners in the Northway Plaza scheme includes: 1) the City of Sunbury (Streets and Public Works, Police

Department, Fire Department), 2) Sunbury’s Revitalization, Inc., 3) N. Fourth Street Business and Commercial Property Owners, 4) neighborhood property owners, residents, and commercial property lessees.

Cross Town CityWalk

The Cross Town CityWalk is a concept to lessen motor vehicle use and encourage bike and pedestrian use for routine neighborhood-to-neighborhood connection. The City Walk links four City schools with recreation sites, environmental areas and other open spaces, and downtown Sunbury and opens a new north-south corridor for safe walking and bicycling from one end of Sunbury to the other. Linking the CityWalk to the Shamokin Creek and front Street corridors would establish a loop trail system within Sunbury—one that could be accessed by Packer Island campers and State Park users and promoted as part of the larger lake Augusta recreational experience.

A sampling of partners in the CityWalk scheme includes: 1) the City of Sunbury (Parks and Recreation, Streets and Public Works, Shade Tree Commission, Police Department, Goodwill Hose Company, Municipal Authority), 2) Sunbury’s Revitalization, Inc., 3) Shikellamy School District, 4) Sunbury Community Hospital, YMCA, 5) Seiple Family Foundation, Degenstein Foundation, 6) PennDOT, SEDA-COG RPO and Community Resource Center, and 7) neighborhood property owners, residents, and businesses.

Reagan Street Streetscape Improvements

Reagan Street is one of Sunbury’s principal streets and a designated emergency route for access to Sunbury Community Hospital. The street cuts across Sunbury from its riverfront to its

Hill neighborhood skyline. As an important street environment for shaping public perceptions about Sunbury it is a priority target for streetscape beautification and enhancements.

A sampling of partners with a vested stake in streetscape beauty and function includes: 1) the City of Sunbury (Streets and Public Works, Shade Tree Commission, Police Department, Fire Department), 2) Sunbury Community Hospital, 4) SRI, 5) PennDOT and SEDA-COG RPO, and 6) neighborhood property owners, residents, and businesses.

Shamokin Creek Parkway-Greenway

Low lying areas of Sunbury follow Shamokin Creek from the City's Route 61 eastern gateway to the confluence with the Susquehanna River several hundred yards below the Fabridam. Flooding along Shamokin Creek made this area of the City impractical for development until construction of the Shamokin Creek levee. Perhaps for these reasons the City has turned its back on Shamokin Creek both literally and metaphorically speaking.

As Sunbury evolves and its surrounding region grows in population it would be prudent to begin considering the utility of the Shamokin Creek corridor to the City's future. Accordingly, Sunbury's Plan for the New City advances the Shamokin Creek Parkway-Greenway as a concept for longer-term consideration and possible future action.

The parkway-greenway concept is a transportation concept aimed at mitigating through traffic congestion in City neighborhoods while creating new vistas and street connections into the heart of Sunbury and to key destinations such as City

Municipal Authority facilities, Shikellamy Middle School and High School, downtown, and Sunbury Community Hospital. It is also a transportation concept to create new biking and walking opportunities in Sunbury—pathways for active exercise and healthy living.

A sampling of partners in with related missions and mandates, property and public service interests, includes: 1) the City of Sunbury (Parks and Recreation, Streets and Public Works, Police Department, Fire Department, Municipal Authority, Redevelopment Authority), 2) Shikellamy School District, 3) Sunbury Community Hospital, 4) SRI, 5) PennDOT and SEDA-COG RPO, DCNR, DEP, US Army Core of Engineers, and 6) neighborhood property owners, residents, and businesses.

River Town Marketing

From Watsontown to Selinsgrove and from Sunbury to Berwick—there are 10 river towns which share similar town traits, business development and marketing needs. These communities have access to varied forms of technical assistance from through the Susquehanna Greenway Partnership-SEDA-COG's river town program, through the Columbia-Montour Visitors Bureau, Susquehanna River Valley Visitors Bureau, and GSVCC.

Sunbury, with its prominent riverfront park is among the largest of these communities and the most advantageously located with respect to riverfront visibility and regional highway access. The City should work to expand its River City image on a variety of fronts through sponsorship of local events and activities and through regional co-op marketing involving other river towns. Sunbury enjoys close proximity to Northumberland and the City

should explore new approaches to joint town marketing with a focus on promoting use and enjoyment of the Susquehanna River and Lake Augusta.

Joint marketing could take a variety of forms, including recreation related events and programming, historic site walking and biking tours, seasonal celebrations and festivities, neighborhood block parties, dining and entertainment promotions, etc. The City should initiate efforts involving Northumberland Borough and Upper Augusta Township to enhance bike and pedestrian access to and from Shikellamy State Park. And to capitalize on its riverfront setting, Sunbury should encourage more businesses to serve the seasonal needs of river, park, and campground users—food, outdoor gear, fishing and boating equipment, touring bicycles, souvenirs, memorabilia, etc.

A sampling of River Town marketing partners includes: 1) Sunbury's Revitalization, Inc., 2) DCNR and FBC, 3) neighboring municipalities, 4) The Northumberland Boat Club, Sunbury Social Club, Central Pennsylvania Community Rowing Association, 5) the Susquehanna Bass Club, Susquehanna River Tournament Trail, and various other sporting and outdoor recreation enthusiast organizations, 6) SGP, SRVVB, and GSVCC.

Implementing New City Development

Responsibility for Implementation

A Shared Responsibility

The responsibility for implementing Sunbury's Plan for the New City extends beyond the reach and present capacity of City government. Achieving the City's future vision, promoting its

urban traditions, adhering to its design principles, and picking away at the plan's action strategies is a shared public-private responsibility requiring sustained effort on the part of citizens and community leaders.

The City has the Lead Role

But plan fulfillment requires dedicated and steadfast leadership and the lead role for plan action falls squarely to the City government and to its elected officials. Over time, plans are easy to lose track of and for new leaders to dismiss as the work and agenda of others. To avoid this result and to build understanding leading to partnerships, the City must work to institutionalize the plan's presence in City decision-making and to promote the integration of plan objectives and principles in all public-private development.

Keeping the Plan Front and Center

Mounting graphic display panels in Council chambers is one means to document and illustrate Sunbury's vision, principles, big ideas and development concepts, and accomplishments. Wall-mounted room displays would provide a regular reminder that Sunbury's Plan for the New City exists and that it is actionable. Reviewing plan priorities, actions and accomplishments annually with the City's core partners is another method that could be used to foster understanding and continued use of the plan and to achieve coordination on a broader scale leading to specific program and project actions.

No Action is Not Action

City Council must also exercise its powers and obligations to enact policy and regulations needed to build the "New City". It must also act responsibly with respect to generating revenues

and budgeting for plan implementation. Taking no action is not a prudent alternative. By continually deferring and postponing essential action, the City loses ground at an exponentially increasing rate making corrective action all the more difficult if not impossible. Capital budgeting and capital programming (spending) is the link between City vision and development.

The Climate and Capacity for Development

The City should create a development climate and capacity that lessens need for public investment by fostering private investment opportunity and facilitating predictable outcomes for project developers. To build ongoing relationships with real estate investors and developers the City should also reevaluate the need for community and economic development staff and pursue professional staffing as an investment in its future not merely a budget line item expense. The City should redouble its efforts to implement fiscal enhancement recommendations contained in the *City of Sunbury Early Intervention Program Report* prepared by Keystone Municipal Services in 2009.

Staffing Needed

To attract competent staff, the City should create a climate conducive to hiring qualified development professionals. It should seek qualified outside assistance in advertising, interviewing and hiring select employees. It should pursue select employees with a track record of results—with the relationships and ability to secure new revenues for the City—with the knowledge and experience to bring the highest-standards of professionalism to City government—to act as a resource for other City departments, boards and commissions—and to create stable action programs needed to achieve long term results.

Personnel Training

The City should invest in periodic training for department employees and the City planning commission members to build team focus and understanding linked to plan implementation. The City should direct and engage the planning commission in special planning studies as may be required to more fully advise City Council on the need for updates and revisions to Sunbury's zoning, subdivision and land development regulations, or the development of new guidelines and regulatory approaches to shape City redevelopment consistent with Sunbury's Plan for the New City.

Implementing Sunbury's Plan for the New City challenges everyone to move beyond status quo-thinking. Education and training on planning approaches and techniques and new standards and best practices for development is essential to realizing Sunbury's vision. Those responsible or party to implementing actions will likely require additional knowledge to effectively discharge their responsibilities.

Thankfully, a range of low- to modestly-priced workshops and conferences are available through various state and county agencies (DCED, DCNR, PHMC), regional organizations (GSVCC, SEDA-COG), municipal and professional associations (PA League of Cities, PA Planning Association). Training opportunities are also increasingly available via online publications and seminars (webinars).

Citizens and Organizations

No consideration of plan implementation responsibilities is complete without mention of the vital role and influence of citizen volunteers, community and regional organizations.

Neighborhood Councils, rental property owners and managers, county and regional organization staff all share interests tied to Sunbury's advancement. The City should actively cultivate and nurture these relationships to build coalitions of allied interests, bring fresh perspectives and new insights into play.

Using Sunbury's Plan for the New City

Significant resources and energies have been marshaled to complete *Sunbury's Plan for the New City*. The plan provides guidance for a decade of City development action and beyond. It establishes a context for public-private decisions and for City-backed incentives and regulations to foster desired investment and development. All of this is accomplished within a connected framework of thought and ideas keyed to future vision, guiding principles, big ideas, form-shaping development concepts, action strategies, and a capital budgeting and capital programming process.

The underlying subtexts to *Sunbury's Plan for the New City*—Preserve, Enhance, Transform—and Live, Learn, Work, Connect, and Play—speak to the intended results of the plan and the interconnected avenues of action needed to prepare Sunbury for renewed standing in the Middle Susquehanna Valley. This plan is intended for use as a guide to place-making urban design and development.

Implementing plan guidance is closely linked to administration of the City's zoning, subdivision, and land development ordinances which require reconsideration following adoption of *Sunbury's Plan for the New City* and as further suggested in the plan strategies. Until such changes are forthcoming, City

Council, the City Planning Commission and others should endeavor to act within the spirit and intent of the plan.

While many questions arise in relation to development proposals, some are overarching in relation to realizing the City's vision. It is important that opportunity be allowed to address these. Is the proposed development consistent with the City's vision for mixed-use—mixed income neighborhoods? How will new housing provide more choices for middle income populations that the City wishes to attract? How will redevelopment proposals conform to the City's urban street patterns and architectural form and scale? What provisions are made for safe walking and bicycling? Does the proposed redevelopment harmonize with the scale and character of the block, street, and neighborhood?

Citizen and professional involvement are essential to any dialog which seeks answers to the above questions. Significant proposals require a greater degree of scrutiny and deliberation. Beyond the legal process affixed to City regulation, some projects may require additional opportunities for project definition and citizen participation in final design. The City should work regularly with its key allied partners—organizations like Sunbury's Revitalization, Inc., and the Sunbury Redevelopment, Municipal, and Housing authorities to establish City development aspirations and expectations.

Establishing the City's redevelopment priorities and moving forward with neighborhood redevelopment must involve the widest range of City stakeholders. Ultimately, the establishment of redevelopment priorities is a matter for Redevelopment Authority determination in consultation with the City Council and Planning Commission, their collective consultants, and those

engaged in neighborhood revitalization planning within the City. Priority should be given to an area or areas where a clearly defined problem exists, where there is community consensus regarding the problem, where corrective action is feasible within reasonable time frames, where corrective action would have a synergistic effect on neighborhood betterment, and where funding proportionate to the need is available or can be procured within the timeframes established for action.

Regulating City Land Use and Development

To avoid snafus linked to ill-conceived development proposals, the City should review its ordinances for conformance with the aims of Sunbury's Plan for the New City. Regulation is a necessity in city-making. But regulation must achieve win-win results for both the City and the developer who seeks timely and predictable decision-making from the City.

To accomplish this objective the City should explore the benefits of new regulating systems. With amendments to the City's existing zoning ordinance it is possible to achieve many aims of the Plan. Article VII-A of the Pennsylvania Municipalities Planning Code enables the City to establish a traditional neighborhood development (TND) zone. The objectives of a traditional neighborhood development are to:

1. Establish a community which is pedestrian-oriented with a number of parks, a centrally located public commons, square, plaza, park or prominent intersection of two or more major streets, commercial enterprises and civic and other public buildings and facilities for social activity, recreation and community functions.
2. Minimize traffic congestion and reduce the need for extensive road construction by reducing the number and

length of automobile trips required to access everyday needs.

3. Make public transit a viable alternative to the automobile by organizing appropriate building densities.
4. Provide the elderly and the young with independence of movement by locating most daily activities within walking distance
5. Foster the ability of citizens to come to know each other and to watch over their mutual security by providing public spaces such as streets, parks and squares and mixed use which maximizes the proximity to neighbors at almost all times of the day.
6. Foster a sense of place and community by providing a setting that encourages the natural intermingling of everyday uses and activities within a recognizable neighborhood.
7. Integrate age and income groups and foster the bonds of an authentic community by providing a range of housing types, shops and workplaces.
8. Encourage community oriented initiatives and to support the balanced development of society by providing suitable civic and public buildings and facilities.

New regulating tools such as Smart Code, coupled with architectural and urban design guidelines can also be used to shape the form of the "New City" in ways that are recognizable, achievable, memorable and sustainable. SmartCode is a unified land development ordinance template for planning and urban design—a model form-based code for development designed to create the walkable mixed-use neighborhoods encouraged in Sunbury's Plan for the New City.

The Smart Code is not a building code. Building codes address life safety issues. Smart Code combines zoning, subdivision regulations, urban design, signage, landscaping, and basic architectural standards into one compact document. SmartCode is a model code with metrics designed to create a city of walkable neighborhoods. Smart Code is a form-based code—it regulates land development and redevelopment with the most emphasis on controlling urban form and less emphasis on controlling land use.

As a form-based code Smart Code differs from conventional zoning significantly, although uses with negative impacts, such as heavy industry, adult entertainment, etc. are still regulated. Urban form features regulated under the Smart Code include the width of lots, size of blocks, building setbacks, building heights, placement of buildings on the lot, location of parking, etc. One of the basic principles in the Smart Code is that cities should be structured as a series of walkable neighborhoods—walkable neighborhoods require a mix of residential, office, and retail uses, public spaces, and pedestrian-oriented transportation design.

To advance Sunbury's agenda for development the City should thoroughly review its ordinances to evaluate their impact on noteworthy place-making. The City should consider how best to achieve its development aims in a manner that is appealing to investors and developers and that expedites development planning and decisions—but not at the expense of City neighborhoods and social vitality—and not at the expense of heritage conservation and business development. In this regard, Sunbury's Plan for the New City prepares the City to rise as a leader among neighboring towns and other small cities in Pennsylvania.

Capital Improvements Budgeting and Programming

Land use regulations, water, sewer, and transportation infrastructure plans should be updated on a regular and consistent basis to steer development proactively within the City. By doing so, Sunbury can enhance its economic advantages, encourage compatible new development and enhance the City's attraction for living, business, and tourism.

While regulations are the City's primary tool for managing the amount, character and intensity of future development and redevelopment, building the new and future City is inextricably tied to sound financial planning, capital budgeting and capital programming. Through the process of capital improvements programming outlined here, the City may further establish spending priorities for infrastructure maintenance and planned expansion while developing collaborative relationships with project developers.

In this regard, Sunbury officials have a fiduciary responsibility to plan, finance, and implement capital improvements deemed essential to the progress of the City. Sunbury's Plan for the New City provides guidance needed to establish a City Capital Improvements Program (CIP). These provide a framework for planned and consistent municipal decisions about the construction and maintenance of the City's infrastructure. The enabling legislation for municipal capital improvement is found in Article V-A of the Pennsylvania Municipalities Planning Code.

What is a Capital Improvements Program?

A capital improvements program is a blueprint for planning the City's expenditures and is one of the most important responsibilities of City officials. It coordinates community

planning, financial capacity, and physical development. The capital improvements program consists of a Capital Budget and a Capital Program.

The Capital Budget is a spending plan for the upcoming fiscal year for capital items—tangible assets or projects that cost at least \$10,000 and that have a useful life of at least five years. The Capital Program is a plan for capital expenditures that extends five years beyond the capital budget. While the definition of capital improvements and budget forecast periods may vary among City Departments and Authorities, the City should establish uniform definitions for use by all City Departments.

Following is a list of tangible assets and capital items that are relevant to the City's Capital Budget and Capital Program:

1. City-Owned Structures (government-function offices, police and fire department structures, park and recreation structures, flood control pump houses, general storage buildings, garages)
2. City-Owned Recreation Facilities and Equipment (ice rink, swimming pool, play fields, game courts, playgrounds)
3. Public Works Infrastructure (streets, curbs, sidewalks, flood control facilities, storm and sanitary sewers, water and sewerage treatment facilities, transfer station-recycling facilities)
4. City-Owned Motor Vehicles (cars, trucks, police and fire vehicles and apparatus)

5. City-Owned Furnishings and Equipment (office furniture, communications equipment, flood control equipment, computer systems)

Development of a CIP that insures sound fiscal and capital planning requires informed and effective leadership and the involvement and cooperation of all City departments. Although it is recognized and understood that the City Municipal, Housing, and Redevelopment Authorities have autonomous boards with independent decision-making capabilities and fiduciary responsibilities, it is advisable to include representation from these entities in the City's capital programming process to attain desired and necessary coordination.

The responsibility for overseeing the CIP process is vested in City Council. To facilitate orderly planning and budgeting Council should appoint a CIP Committee charged with carrying out the annual CIP process. It is the responsibility of the CIP Committee to recommend a capital budget and program to Council. It is the responsibility of Council to review the Committee proposal and implement recommendations at an annual meeting set for CIP adoption.

A complete and proper capital improvements program facilitates coordination between the City's capital needs and operating budgets. It enhances the City's credit rating, control of its tax rate, and avoids sudden changes in its debt service requirements. The CIP identifies the most economical means of financing capital projects and increases opportunities for obtaining state and federal aid. It relates public facilities to

other public-private development and redevelopment policies and plans.

The CIP also focuses attention on City objectives and fiscal capacity. It keeps the public informed about future needs and projects and coordinates the activities of neighboring and overlapping units of local government to reduce duplication of spending. It encourages careful project planning and design to avoid costly mistakes and help the City reach its development goals.

Steps for Implementing a Capital Improvements Program

1. Authorize a CIP Process and Appoint a CIP Committee

To formalize a capital improvements program process the City should consider adopting a resolution to create and empower a CIP Committee. The resolution should define the composition of the Committee, its officers, purposes, powers, and obligations. It should define the objectives, components and limits of the CIP, the process and annual timetable for Committee action and reporting to Council, clarify the powers of the Committee and Council in regard to the CIP, and establish annual reporting requirements and schedules.

Council may also want to consider establishing and adopting formal policies to guide the City's capital improvements process and related debt management. While it is not required to adopt a CIP bylaw or formal debt and CIP policies to establish a sound CIP process, such formal guidelines can provide valuable direction.

As necessary, Council should take steps to define and clarify the CIP process and establish an annual schedule for accomplishment. Council should provide clear understandings, timelines and expectations to all City department and authority heads in accordance with the annualized schedule for CIP preparation, reporting and adoption.

2. Prepare an Inventory of Existing Facilities

The initial task of the CIP Committee is to prepare a complete inventory of all City properties and assets. The City's insurance carrier may have a list of insured assets that can serve as a basis for the inventory. At a minimum the inventory should include all buildings and equipment. It is also desirable for the inventory to include utilities, streets, and sewers as well. The use of a GIS-linked data base would facilitate this record keeping.

Sample inventory forms should be developed to facilitate consistent inventory data collection and participation by Department heads. The inventory should include documentation on the need for renewal, replacement, expansion or retirement of all physical assets. It should also include information on the year the facility was built or acquired, the date of the last improvement, its condition, the extent of use, and the scheduled date for rebuilding or expansion.

3. Determine the Status of Previously Approved Projects

The next step in the CIP process is to identify projects underway, determine whether additional funds are

required, and determine the amount of unspent funds available from completed and discontinued projects. This keeps City officials involved in the budget process informed on the progress of projects approved in prior years.

The results of this analysis should be summarized in a written report which should be included with presentation of the capital budget and program by the Committee. No special format is needed for this report but it should be completed before department heads submit their requests for new projects.

4. Assess the City's Financial Capacity

With the assistance of the City auditor, treasurer, and chief administrative officer, the Committee should analyze the City's ability to afford major expenditures. This analysis should examine the recent and anticipated trends in revenues, expenditures, debt and unfunded liabilities such as pension costs. The analysis should be included with the Committee's presentation of the capital budget and program to Council.

This financial analysis will permit the scheduling of funding sources to keep City tax rates stable, balance debt service and operating expenditures, and determine available debt capacity and acceptable debt service levels. The analysis can also be used to maximize intergovernmental aid for capital expenditures.

5. Solicit, Compile, and Evaluate Project Requests

The CIP Committee should solicit and evaluate departmental recommendations for CIP projects. Departmental requests should include a clear statement of the need and justification for the project, its costs, its net effect on the City operating budget, and an implementation schedule. Forms could be developed to expedite this process. The Committee is responsible for reviewing the requests and meeting with the involved department heads as may be necessary.

The Committee should summarize its findings in preparation for establishing project priorities. In evaluating requests, the Committee should consider questions such as those that follow. Does the required project contribute to the achievement of existing City goals, policies, plans, and work programs? What are the general benefits of the project? What is the total cost (capital and operating expenses) and what is its effect on the tax rate? Is the project acceptable to the public? And, are there legal requirements that must be met?

6. Establish Project Priorities

Capital improvements programming requires proposed projects be ranked in priority as objectively as possible. Council adoption of capital improvement budget policies and debt policies can provide helpful guidance in this process. In addition to adopted policies, a rating sheet can also enhance Committee objectivity when setting project priorities.

By scoring projects against considerations such as City department priorities (mandatory, maintenance, improve efficiency, new service), City priority ranking, useful project life, effect on operating and maintenance costs, effect on City revenues (increase, unchanged, decrease), and available state and federal grant monies, a rating sheet can help translate subjective project information and the Committee's independent analysis into objective numerical weights.

Whether or not a rating sheet is used, the CIP Committee should review each project using consistent criteria and in relation to other projects to determine their relative importance. This will permit the Committee to set project priorities based on both the City's goals and objective analysis.

7. Develop a CIP Financing Plan

Based on the adopted debt and CIP policies and the assessment of the City's financial capacity, the Committee should recommend the method of financing each project. Capital improvements may be financed through various short and long range methods.

Examples of long term financing include general obligation bonds and revenue bonds, state and federal loans and grants, and setting aside money in dedicated funds to pay for all or part of a capital project. Short-term financing options include appropriations of current revenue or reserves such as free cash, short term debt such as bond anticipation notes and grant anticipation notes. Qualified counsel is needed to assess the

viability of other potential arrangements, including leasing and contracting.

8. Adopt a Capital Improvements Program

The CIP Committee's completed report should be presented to Council for review and adoption. It should include a summary of the CIP Committee's recommendations for the upcoming year's Capital Budget and the following year's Capital Program as well as its analysis of the City's fiscal capacity.

Various forms may be used to convey this information in standardized format. These should consolidate information into a summary document in a manner that is conducive to understanding, discussion, and decision. Council typically holds a public hearing to present the CIP and solicit citizen comment. The CIP hearing can be incorporated into the regular City budget hearing.

Council then considers, and may amend, the proposed Capital Budget and Capital Program and forwards them to the City Department of Accounts and Finance—the City Finance Committee. The Finance Committee reviews and recommends action only on the Capital Budget, but does so in considering the overall Capital Program.

A Finance Committee recommendation to amend the Capital Budget suggests disagreement with portions of the Capital Program which should be resolved with Council prior to any meeting to adopt the CIP. Acting in this manner, citizens are informed of the ongoing need

for large capital expenditures in City departments and are provided an opportunity to look to the future and consider the quality of services that will be provided.

9. Monitor Approved Projects

Once the Capital Budget is adopted and the fiscal year begins, departments are authorized to begin project implementation. Council, through the CIP Committee, should monitor Department efforts. Periodic reports by the CIP Committee to Council should indicate changes in the targeted completion dates, identify serious problems, and document the financial status of each project. These reports may be based on project updates provided by Departments on a quarterly or other regular basis and should provide the information necessary to determine the status of approved projects.

10. Update the Capital Program

Subsequent annual updating of the Capital Program involves repeating steps 2-9 above to reflect new information, policies and proposed projects. The CIP Committee should review and revise the entire program as necessary to reflect its most recent determination of the need for new equipment, maintenance of equipment, the City's social and environmental conditions, the development or revision of financial policies, and the City's financial resources. After the first year has been budgeted, one year is added to the Capital Program and the remainder of the Plan is updated. This completes the CIP process.

To conclude this discussion and avoid confusion regarding CIP terminology, it should be understood that Article V-A of the Pennsylvania Municipalities Planning Code dealing with capital improvements programming also establishes provisions for levying municipal development impact fees, including the establishment of an advisory committee for transportation capital improvements programming. This provision of the state code is intended to support and legitimize transportation impact fees in Pennsylvania.

Sunbury's Plan for the New City does not call for the use of transportation impact fees. The above-defined process pertaining to establishment of a City CIP Committee is unrelated to the matter of transportation impact fees. However, the creation of a CIP Committee could establish a precedent which could be applied to future transportation development in the City if desired.

Post-Plan Implementation and Action Monitoring

Article III-C of the Pennsylvania Municipalities Planning Code requires municipal plans to be reviewed every 10 years. But in communities facing change, more frequent updates may be needed to maintain timely policies and priorities. One way or the other, implementing Sunbury's Plan for the New City requires a steadfast commitment to plan action. The development proposals and strategies outlined within the Plan provide a point of beginning and a point of departure for implementation.

The usefulness of this Plan and payback on the City's investment in the Plan require ongoing input, discussion, feedback, and decision. To assure that Plan objectives are not lost to day-in

and day-out routines of governance, the City should annually review and evaluate plan accomplishments and be prepared to make mid-course adjustments to facilitate Plan implementation.

Although plan monitoring and use can be accomplished in varied ways, establishing a City Consolidated Review Committee (CRC) would provide the forum and the vehicle to coordinate, track and report Plan progress to City Council and residents and to coordinate the statutory responsibilities of City governing bodies in matters pertaining to neighborhood and real estate development. The CRC function is linked directly to Smart Code administration.

The Smart Code is administered by a Consolidated Review Committee (CRC) which represents each of the regulating authorities that have jurisdiction in City development decisions—City Council, the Planning Commission, HARB, etc.. The intent of the CRC, and one of the incentives offered by Smart Code adoption, is to expedite the review and approval of Smart Code projects through the CRC rather than the multi-stepped process required under conventional regulations. The intent is to streamline the process for Smart growth projects.

Until such time as the Smart Code is adopted, the CRC could serve in an interim capacity as the eyes and ears of plan implementation—an advocate for plan use and a facilitator of Plan-induced action until more permanent development coordinating measures are decided and instituted. The CRC would be an important review and respected advisory body to Council and would be a front line point of contact for processing neighborhood and developer inquiries, development plans and applications. Establishment of the CRC would not usurp any statutory functions from existing City departments or

established advisory bodies such as the City Planning Commission and HARB relevant to any non-Smart Code projects. Legal review may be required to avoid conflicts with the responsibilities of these departments and advisory bodies.

The CRC would be comprised of representatives of all entities having legitimate roles to play in plan review and implementation, including representation from the City Planning Commission, Codes Office, Public Safety Programs (Police, Fire, and Emergency Services), Historical and Architectural Review Board, the Housing, Municipal, and Redevelopment Authorities, the City Parks and Public Works Departments, Sunbury's Revitalization, Inc. (SRI), and perhaps others as may be determined from time to time.

The CRC could be authorized and established by resolution of City Council. Establishment of the CRC would bring responsible entities together to help expedite the City development process until more permanent measures and processes are adopted. The Committee would unite important voices and views in one place and under the umbrella of one overarching procedure intended to foster new development and redevelopment in Sunbury consistent with the vision, principles, concepts, and strategies set forth in *Sunbury's Plan for the New City*.

Establishment of the CRC would help expedite the City's development review process and formulate predictable direction for enhanced administration of the City development process. Working with SRI and the City, the CRC could advance new direction for neighborhoods and for neighborhood development linked to deployment of the SmartCode concept. Most importantly, the CRC could lead a proactive approach to City Plan implementation, to neighborhood engagement, and developer response.

AFTERWORD

Believe, Build and Celebrate

We live in stressful times—perhaps the most stressful economic era since the Great Depression. Society is divided by every issue imaginable. Our neighbors are increasingly diverse—our differences a source of both vigor and discord. Our values and judgments are swayed daily by pundits arguing for control of public opinion. There are new questions about the rights of individuals and the common good. Behind it all is endless debate over what is needed, who benefits, and who pays. Public spending concerns cannot be ignored.

But there is hope for communities at the grass roots level—for schools, local businesses, and jobs—for the dwellings, streets and blocks we inhabit—for the City we claim. People share similar aspirations—safe and healthy living—good friends and neighbors—comfortable homes—good jobs. Could it be that the path to a happy and productive life is anchored in the neighborhoods and communities we inhabit? Successful places respect the environment, value others, uphold education, and sustain local businesses.

Sunbury's Plan for the New City offers prescriptions for building a better life and making a better place. It lays out options and choices for the future. Some are readily accomplished in the short term—action can be launched immediately. Others are complex and will take time to pursue and accomplish. One thing is for certain. This plan is not about preserving or

maintaining the status quo. It's about elemental and essential change.

Even the best laid plans are useless without consensus on action and action is the aim of this plan. Action can take varied direction. It can proceed at differing paces. It can involve diverse stakeholders working alone and together. Don't look for a straight line path to the future in Sunbury's Plan for the New City. Rather, follow the logic of the plan. Start with the vision. Study the principles. Consider the big ideas. Look to the development concepts to see suggestions for how to put the vision, principles and big ideas into action. Then digest the action strategies. These are ingredients that can be used to shape the future City.

Think of Sunbury's Plan for the New City as an extended travel experience—a route map with suggested stops and activities leading from incidental to final destinations. In combination these destinations are the “New City”. The roadmap—this plan—marks the way and includes an itinerary for a decade of travel and more. So prepare for the trip. Expect breakdowns and roadblocks along the way. Study the plan and refer to it often. Find a qualified driver. And get the right vehicle to get to where you need to go.

Believe, Build, and Celebrate are fitting action words to conclude this plan. Bringing about desired change begins with belief. And belief starts within the City population—with the City's residents and neighborhoods, with the City's governing bodies, with the businesses, organizations and institutions that serve the City and its region. Believe in the City and the region will believe in it too.

Believe in the City and build it too. Build the organizational-governmental capacity and expertise to effect desired change. Build the revenue streams and public-private partnerships to implement development programs and projects. Implement agreements with foresight and good judgment to build the look and feel of the "New City".

Above all celebrate the City's unique qualities—its location, heritage, urban scale and traditions. Sunbury—the River City—can reclaim its place as a center for social life and economic vitality in the larger Middle Susquehanna Valley region. Begin now to lay groundwork for celebrating Sunbury's 250th anniversary—the year 2022 is fast approaching.

Use this plan to preserve, enhance, and transform Sunbury. Implement policies, plans, programs and projects to restore and redevelop the City, to attract new residents and businesses, and to rediscover the many benefits of neighborhood living. Make the coming decade the most innovative and progressive in the City's history. Make the anniversary year 2022 a banner year for celebrating Sunbury's heritage and unveiling the "New City" accomplishments resulting from this plan.

Believe! Build! Celebrate!

GUIDING PRINCIPLES

Sunbury's Plan for the New City

In pursuit of betterment and to reclaim a central place in the life and economy of the Middle Susquehanna Valley, the City of Sunbury adopts these principles²⁴ as the foundation for building the new and future City—to guide the City's public policy, development practice, urban planning and design:

THE REGION AND THE CITY

1. Sunbury is the geographic and historic cultural center of the Middle Susquehanna Valley, a region of authentic towns and countryside, each with its own distinctive sense of place, each connected by the Susquehanna River.
2. Municipalities comprising the Middle Susquehanna Valley are part of a larger economic community. Sunbury should foster intergovernmental cooperation with its neighbors. Its public policy, physical planning, and economic strategies should enhance these relationships.
3. Sunbury has a necessary connection with the region's natural landscapes and farmlands that is environmental, economic,

²⁴ These principles are adapted from the Charter of the New Urbanism, developed by the Congress For The New Urbanism (CNU). CNU works with architects, developers, planners, and others involved in the creation of cities and towns, teaching them how to implement the principles of the New Urbanism. These principles include coherent regional planning, walkable neighborhoods, and attractive and accommodating civic spaces. See www.CNU.org.

and cultural. Sunbury's urban development is an anecdote to sprawl and an aid to farmland and environmental conservation in the region.

4. Urban infill development conserves environmental resources, economic investment, and social fabric, while reclaiming marginal and abandoned areas. Sunbury should partner with neighboring municipalities on strategies to encourage infill development in urbanized areas over expansion of development into peripheral farmlands and natural areas.
5. Where appropriate, new development contiguous to City boundaries should be organized as neighborhoods and districts, and be integrated with Sunbury's existing urban pattern. Noncontiguous development should be organized as towns and villages with their own urban edges, and planned for a jobs/housing balance, not as bedroom suburbs.
6. The development and redevelopment of Sunbury and the region's towns should respect historical patterns, precedents, and boundaries.
7. Sunbury and its neighboring municipalities should bring into proximity a broad spectrum of public and private uses to support a regional economy that benefits people of all incomes. Affordable housing should be distributed throughout the region to match job opportunities and to avoid concentrations of poverty.

8. The physical organization of the region should be supported by a framework of transportation alternatives. Transit, pedestrian, and bicycle systems should maximize access and mobility throughout the Middle Susquehanna region while reducing dependence upon the automobile.
9. Revenues and resources can be shared more cooperatively among Sunbury and other regional municipalities and centers to avoid destructive competition for tax base and to promote rational coordination of transportation, recreation, public services, housing, and community institutions.

THE NEIGHBORHOOD, THE DISTRICT, AND THE CORRIDOR

1. The neighborhood, the district, and the corridor are the essential elements of development and redevelopment in Sunbury. They form identifiable areas that encourage citizens to take responsibility for their maintenance and evolution.
2. City neighborhoods should be compact, pedestrian-friendly, and mixed-use. Districts generally emphasize a special single use, and should follow the principles of neighborhood design when possible. Corridors are regional connectors of neighborhoods and districts; they range from boulevards and rail lines to rivers and parkways.
3. Many activities of daily living should occur within walking distance, allowing independence to those who do not drive, especially the elderly and the young. Interconnected networks of City streets should be designed to encourage walking, reduce the number and length of automobile trips, and conserve energy.

4. Within City neighborhoods, a broad range of housing types and price levels can bring people of diverse ages, races, and incomes into daily interaction, strengthening the personal and civic bonds essential to an authentic community.
5. Transit corridors, when properly planned and coordinated, can help focus regional activity and revitalize Sunbury's economic centers. In contrast, highway corridors should not displace investment from City centers.
6. Appropriate building densities and land uses should be within walking distance of transit stops, permitting public transit to become a viable alternative to the automobile.
7. Concentrations of civic, institutional, and commercial activity should be embedded in City neighborhoods and districts, not isolated in remote, single-use complexes. Schools should be sized and located to enable children to walk or bicycle to them.
8. The economic health and harmonious evolution of City neighborhoods, districts, and corridors can be improved through form-based urban design codes that serve as predictable guides for change.
9. A range of parks, from tot-lots and City greens to ball fields and community gardens, should be distributed within neighborhoods. Conservation areas and open lands should be used to define and connect different neighborhoods and districts.

THE BLOCK, THE STREET, AND THE BUILDING

1. City architecture and landscape design physically defines streets and public spaces as places of shared use.
2. Individual architectural projects should be seamlessly linked to their surroundings. This issue transcends style.
3. The revitalization of City places and spaces depends on safety and security. The design of streets and buildings should reinforce safe environments, but not at the expense of accessibility and openness.
4. In Sunbury—the “New City”—development must adequately accommodate automobiles in ways that respect the pedestrian and the form of public space.
5. City streets and public spaces should be safe, comfortable, and interesting to the pedestrian. Properly configured, they encourage walking and enable neighbors to know each other and protect their communities.
6. Architecture and landscape design should reflect and evolve from Sunbury’s climate, topography, history, and building practice.
7. Sunbury’s civic buildings and public gathering places require important sites to reinforce community identity and the culture of democracy. They deserve distinctive form, because their role is different from that of other buildings and places that constitute the fabric of the City.
8. All buildings should provide their inhabitants with a clear sense of location, weather and time. Natural methods of heating and cooling can be more resource-efficient than mechanical systems.
9. Preservation and renewal of the City’s historic buildings, districts, and landscapes affirms the continuity and evolution of Sunbury’s urban society.

