

Sustainable Susquehanna 2030 Comprehensive Plan

Susquehanna Township
Dauphin County, Pennsylvania

MAY 2019

SUSQUEHANNA TOWNSHIP, PENNSYLVANIA

RESOLUTION NO. 19-R-07

**RESOLUTION ADOPTING THE
SUSTAINABLE SUSQUEHANNA 2030 COMPREHENSIVE PLAN**

**BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF SUSQUEHANNA
TOWNSHIP, DAUPHIN COUNTY, PENNSYLVANIA AS FOLLOWS:**

WHEREAS, *Sustainable Susquehanna 2030* serves as Susquehanna Township's official policy guide for short- and long-term decision making related to future land use, growth and development, and resource preservation over the next 10-years; and

WHEREAS, *Sustainable Susquehanna 2030* builds upon the Township's recent designation as a Certified Gold Community by Sustainable Pennsylvania and will help the Township continue its effort to provide a balanced and livable built environment for all residents; and

WHEREAS, *Sustainable Susquehanna 2030* was prepared through an extensive public engagement process driven by a Township-appointed ad-hoc Steering Committee and further informed through stakeholder focus group meetings, public outreach meetings and community events, a public survey, a community open house, and multiple urban design workshops; and


WHEREAS, *Sustainable Susquehanna 2030* has been recommended by the Township Planning Commission for approval by the Township Board of Commissioners pursuant to the adoption procedures specified under Section 302 of the Pennsylvania Municipalities Planning Code;

NOW, THEREFORE BE IT RESOLVED, by the Susquehanna Township Board of Commissioners that *Sustainable Susquehanna 2030* is the official Comprehensive Plan of the Township and rescinds and replaces the Comprehensive Plan adopted in 2000.

PASSED AND ADOPTED by the Susquehanna Township Board of Commissioners on this 9th day of May, 2019.

ATTEST:

**SUSQUEHANNA TOWNSHIP BOARD OF
COMMISSIONERS**



David W. Kratzer, Jr.,
Township Manager



Frank Lynch,
President

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Our Community

Susquehanna Township encompasses 17.3 square miles and is located in the southwest portion of Dauphin County in Southcentral Pennsylvania. Bordered by the Blue Mountains to the north, the City of Harrisburg to the south, and the Susquehanna River to the west, the Township features a unique confluence of urban character and natural landscapes. To the south, the Township reflects the more urban influences of the City of Harrisburg, with many of the streets developed in a grid pattern, lined with shade trees, sidewalks, and a mix of uses. In contrast, the northern portion of the Township is primarily suburban with residential subdivisions identifiable by wide curvilinear streets and limited pedestrian circulation.

Home to 24,887 residents in 2017, the Township’s population is projected to grow by 10.5 percent between 2017 and 2040 to 27,491. With an average household size of 2.19 in 2017, the Township can anticipate the addition of approximately 1,190 new housing units over the next 20 plus years.

The Township is bisected by strategic transportation assets, including I-81, State Route 322, and Norfolk Southern Railway tracks. With this convenient access to the local and statewide transportation network, the Township has grown as a center for employment within the Harrisburg-Carlisle Metropolitan Statistical Area (MSA). Major employers include Nationwide Insurance, Capital Blue Cross, Comcast, and United Concordia as well as numerous state agencies including the Department of Transportation, the Department of Environmental Protection, the State Police Department Headquarters, and the Pennsylvania Emergency Management Agency. With development along Elmerton Avenue in recent years, employment in the Township has grown from 18,332 in 2005 to 24,692 in 2015, an increase of 6,360 jobs over 10 years.



Introduction to the Plan

Sustainable Susquehanna 2030 Comprehensive Plan

Sustainable Susquehanna 2030 serves as Susquehanna Township's official policy guide for short- and long-term decision making related to future land use, growth and development over the next 10-years. Comprehensive planning at the local level is essential because it helps communities plan proactively rather than reactively and is the starting point for identifying opportunities to foster positive and transformative change.

Sustainable Susquehanna 2030 builds upon the Township's recent designation as a Certified Gold Community by Sustainable Pennsylvania and will help the Township continue its effort to provide a balanced and livable built environment for all residents. In addition, the American Planning Association publication *Sustaining Places: Best Practices for Comprehensive Plans* was used as a guide to ensure sustainability was interwoven into the plan.

The plan was crafted during 2018 and early 2019 with extensive public involvement. In total, six prominent areas of focus, or "issues," were prioritized during a six-month public engagement effort and were reinforced and validated through additional public involvement throughout plan development and adoption. The issues are stated as goals and the plan outlines objectives for each, with corresponding strategies and action items to improve the quality of life in Susquehanna Township.

Sustainable Susquehanna 2030 Goals

- **Redevelopment and Reinvestment**
Encourage redevelopment and reinvestment along the Township's priority corridors to promote appropriate development including a mixture of housing, retail, office, and commercial.
- **Pedestrian and Bicycle Connections**
Prioritize pedestrian improvements in priority corridors throughout the Township and develop bicycle/pedestrian requirements for development projects and road improvements.
- **Transportation Safety and Mobility**
Improve safety and mobility along priority corridors and major roads within the Township.
- **Neighborhood Character**
Protect neighborhood character and develop ways to address and prevent deteriorating properties.
- **Parks and Recreation**
Improve park and recreation facilities and programs and explore the potential for developing additional park acreage to leverage new passive and active recreation opportunities in the Township.
- **Community Events and Celebrations**
Invest in new opportunities to bring residents together at community events and celebrations.

The six goals are interrelated and, together, provide a holistic strategy for improving the quality of Susquehanna Township. The comprehensive planning process identified and defined the six goals as the most pressing and relevant issues to be addressed over the plan's 10-year horizon. As such, the process ensured that each goal and supporting objectives are well-integrated and aligned to preclude conflicts during their implementation. Furthermore, there is a symbiotic relationship among the goals and the success of each goal helps achieve the collective attainment of all goals, and, ultimately, the Vision for Susquehanna Township.





Planning Process

To develop *Sustainable Susquehanna 2030*, the Township engaged a professional services project team, Michael Baker International and Vernon Land Use, through a competitive Request for Proposal (RFP) solicitation process. The project team guided the overall planning effort, which was based on robust public engagement, to understand the desires of the community and visions for the future. Under the Township’s direction, the planning process also reflected the Commonwealth’s guidance on implementable comprehensive plans, focusing on fewer, but more relevant community issues.

Citizens Advisory Committee

Through the leadership of the Township’s Community Development Department, the Township organized and convened a Citizens Advisory Committee (CAC) to help guide the comprehensive planning process. The CAC members consisted of Township residents and other community stakeholders to provide a strong grassroots foundation and champion the plan’s successful implementation upon adoption. At the onset of the planning process, the CAC was instrumental in identifying relevant issues affecting the Susquehanna community and supporting the public outreach effort. In addition, the CAC helped analyze the public input received and was responsible for finalizing the list of goals that serve as the basis for this plan.

Focus Groups

After the first CAC meeting in February 2018, the project team facilitated focus groups early in the planning process. In total, 47 individuals were interviewed through six focus groups, presenting a broad range of interests. Focus group participants identified specific opportunities and challenges in Susquehanna Township, and provided local knowledge and insight surrounding socioeconomic and industry trends.



Online Survey

An online survey was open for a two-month period to provide residents and interested stakeholders the opportunity to provide input for *Sustainable Susquehanna 2030*, capturing public opinion on treasures, challenges, strengths, and opportunities, and overall livability in the Township. This survey was developed to highlight and expand upon the top issues received from the CAC and focus group meetings. It covered topics like public services, parks, roads and sidewalks, and perceptions about living in the Township. In total, more than 450 participants completed the survey, offering valuable insight on a number of important topics and issues.

Community Workshops and Open House

Held in May and June 2018, the Township hosted two community workshops and a public open house to engage the public. The primary goals and objectives of the workshops and open house were to:

- Inform the public about the comprehensive plan and offer an inviting opportunity to provide feedback, ideas, and suggestions directly to the project team;
- Showcase existing condition findings to the public and describe historical and projected trends in the Township; and
- Facilitate meaningful dialogue with members of the public, property owners, and stakeholders to generate consensus on the Township's vision for the future, while also collecting a range of diverse thoughts, perspectives, and visions for addressing issues and crafting recommendations.

In total, 75 participants attended the community workshops and open house. A robust promotional strategy was employed to ensure stakeholders and a broad community audience were aware of and invited to participate.

The public outreach demonstrated that Susquehanna Township's Police and Fire Service are strongly valued in the community.

- Residents provided strong, positive recognition for the long-standing work of Police Chief Martin.
- The volunteer Fire Department in Susquehanna Township is a strength. The live-in program with HACC is especially important and provides younger citizens the opportunity to develop firefighting skills as well as the opportunity to recruit firefighters as Township residents.

Susquehanna Township School District

During the public engagement process, residents and stakeholders referenced the desire to support and improve the performance and reputation of the Susquehanna Township School District, which shares boundaries with Susquehanna Township. As the Township does not have decision-making or taxing authority over the School District, school-related recommendations are not part of the comprehensive plan. However, Susquehanna Township believes this plan's recommendations to improve the Township's commercial corridors, neighborhoods, and other important aspects of community life will have a positive, long-term impact on the School District. Susquehanna Township is also committed to improving collaboration between the Township and School District to realize the joint success of both governmental bodies and the Susquehanna Township community as a whole.



Engaging the Community

To ensure all community members and residents have heard about Sustainable Susquehanna 2030, the Township undertook a proactive promotional campaign throughout spring and summer 2018.

Comprehensive Plan Promotional Efforts

DIRECT MAILING	ATTENDANCE AT COMMUNITY EVENTS
<p>A promotional insert about the plan was mailed to 8,309 households and businesses in Susquehanna Township as part of the April 2018 sewer mailing.</p>	<p>The project team attended 5 community events to hand out information on the planning process.</p> <ul style="list-style-type: none"> Middle School Musical Hanna's Got Talent Baseball Opening Day High School Chorus Event May Fair
COASTER CAMPAIGN	
<p>The project team teamed with nine local restaurants to hand out 1,000 promotional coasters during the first weekend of June 2018. Thank you to our participating restaurants!</p> <p>Glass Lounge The Boro Your Place Progress Grill Texas Roadhouse Harvest Seasonal Grill Macaroni Grill Peachtree Restaurant & Lounge Front Street Diner</p>	



Design Workshops

In September 2018 and January 2019, the Township invited the Township Commissioners, the CAC, and stakeholders to participate in three days of design workshop events to vision for the future of North 6th Street, North Front Street, Linglestown Road, Progress Avenue, Union Deposit Road, and Walnut Street. The project team's professional urban designers facilitated the events to help the Township reimagine the six corridors from a more wholistic, smart growth vantage point focused on creating a sense of place, promoting neighborhood revitalization, and improving multimodal connections, while also improving vehicle safety and traffic flow.

The concept renderings and rural-to-urban transects developed from the design workshops are incorporated in the plan to illustrate the recommendations for redevelopment and reinvestment along the Township's priority corridors.



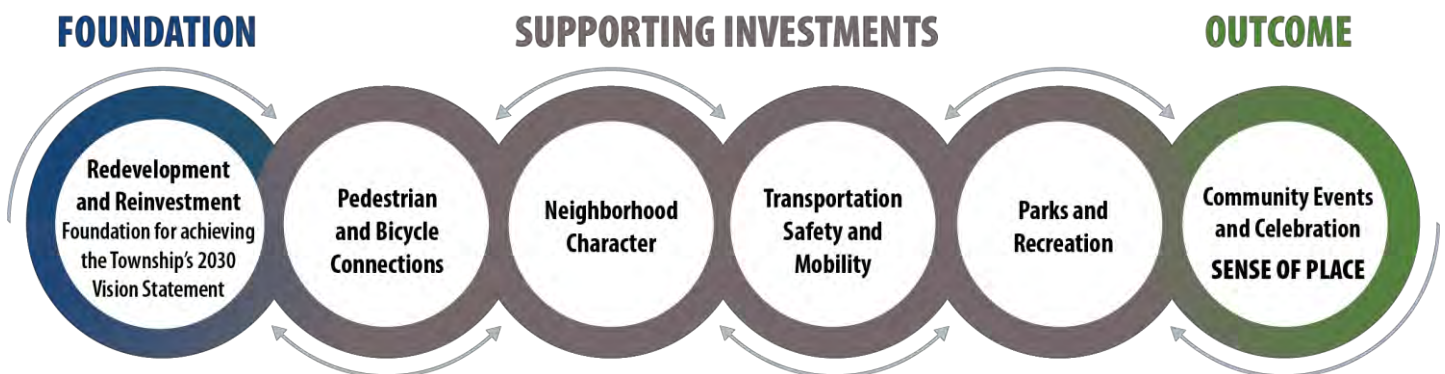
Vision 2030

Visioning is the process of developing consensus about the future and, through the comprehensive planning process, outlining a roadmap to achieve it. The vision statement was developed by the CAC after completion of the community engagement process. Working together with residents, businesses, and stakeholders, the vision statement inspires community members to work together to achieve a common goal.

Vision 2030

Invigorate Susquehanna Township as a first choice for families living and working in the Harrisburg Capital Region by:

- Enhancing our commercial corridors as high-quality centers with a sense of place;
- Strengthening our neighborhoods through proactive investments in multimodal connectivity and park enhancements;
- Protecting our natural environment through a continued commitment to sustainable practices; and
- Celebrating our unique diversity as a community.

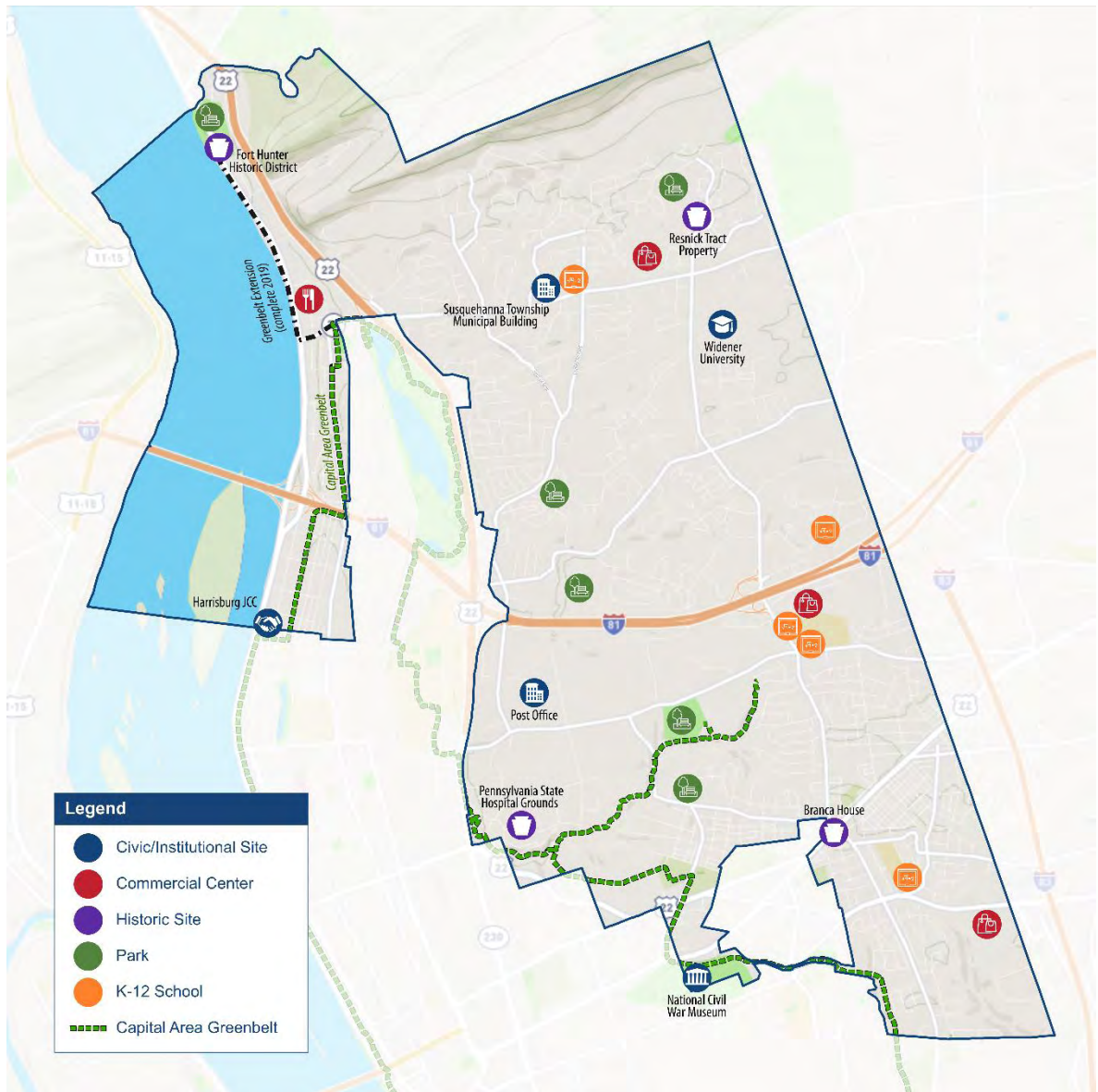


Demographics

Existing Conditions

Understanding the demographic and socioeconomic trends in the community is critical to prioritizing issues and developing strategies and corresponding actions. At the onset of the planning process, the project team developed a community profile of Susquehanna Township to outline a baseline of existing conditions. In addition to MSA, Dauphin County, and Townshipwide trends, micro-level socioeconomic data was also pulled for the northern, central, and southern portions of the Township. The geographic boundaries utilized were based off existing transportation corridors that provide a natural segmentation of the Township.

Susquehanna Township Activity Nodes



Population Growth Trends

Susquehanna Township first began to experience substantial land development and population growth after World War II, growing in tandem with the City of Harrisburg and its first ring suburban neighborhoods located on both the east and west shores of the Susquehanna River. The population nearly doubled between 1940 and 1960, growing from 8,716 to 17,474. For the next 30 years, Susquehanna’s population remained stable, growing by only 1,162 residents between 1960 and 1990. In the most recent two decades (1990-2010), the population increased steadily by approximately 1% each year. Since 2010, the rate of growth has slowed but remains on pace with regional trends.

Susquehanna Township Population, 1940-2040

Year	Population	% Growth
1940 (Actual)	8,716	
1950 (Actual)	11,081	27%
1960 (Actual)	17,474	58%
1970 (Actual)	17,008	-3%
1980 (Actual)	18,034	6%
1990 (Actual)	18,636	3%
2000 (Actual)	21,702	16%
2010 (Actual)	24,036	11%
2017 (Estimated)	24,887	4%
2030 (Projected)	26,827	8%
2040 (Projected)	27,491	2%

At a national level, the 2010 Census revealed that population growth across the nation has been shifting to urban areas and employment hubs. Changing demographics including increases in non-family households, a delay in marriage, and reductions in average household size have supported this growth and have prompted reinvestments in cities and surrounding urban neighborhoods. In addition, both millennials and baby boomers are migrating to urban areas.

Situated in close proximity to the City of Harrisburg, the population growth in Susquehanna Township follows national trends and outpaced Pennsylvania’s and Dauphin County’s growth rate between 2000 and 2010.

Population of Contiguous Municipalities, 2010-2022

Municipality	2010	2020	2040	% Change (2020-2040)
Harrisburg	49,528	49,335	49,044	-0.6%
Lower Paxton	47,360	55,103	55,230	10.2%
Middle Paxton	4,976	5,439	5,976	9.9%
Paxtang	1,561	1,563	1,567	0.3%
Penbrook	3,008	3,051	3,116	2.1%
Susquehanna	24,036	25,567	27,491	7.5%
Swatara	23,362	24,420	26,022	6.6%

Household Type

In 2016, there were 10,854 households in Susquehanna Township comprised of 58% family households and 42% non-family households. In comparison, 63% of Dauphin County households were family households in 2016.

The Township has a slightly higher percentage of 1-unit attached homes and apartments (2 or more units) than the County’s housing stock, which may contribute to the Township’s higher percentage of non-family households.

Household Type, 2017

	Susquehanna Township 2017	Dauphin County 2017
Total Households	11,239	114,070
Family Households*	77%	78.5%
Non-family Households*	22%	19%
In Group Quarters*	1%	2.5%

*2010 data

Family households, with or without children, include married couples, singles living alone, and other families such as single parent households. Non-family households represent households where unrelated persons are living together and group quarters, including long-term care facilities. In Susquehanna Township, this includes facilities such as Arden Courts, Brookdale Harrisburg, Ecumenical Community, Golden LivingCenter, and the Manor at Oakridge.



Population, 1980-2022

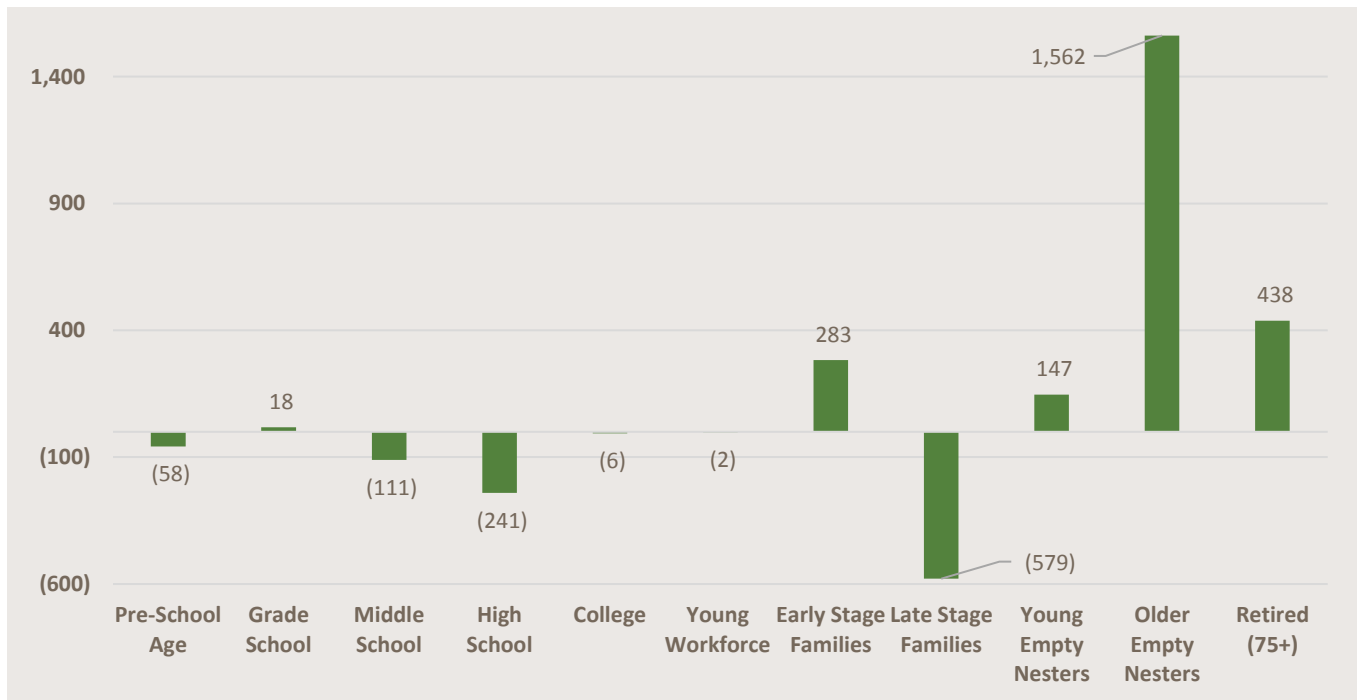
Year	Susquehanna Township	Dauphin County	Harrisburg-Carlisle MSA	PA
1980 (Actual)	18,034	232,317	-	11,863,895
1990 (Actual)	18,636	237,813	-	11,881,643
2000 (Actual)	21,702	251,798	509,074	12,281,054
2010 (Actual)	24,036	268,100	549,475	12,702,379
Percent Change (2000-2010)	10.8%	6.5%	7.9%	3.4%
2020 (Estimated)	25,567	279,506	-	13,223,200
2030 (Projected)	26,827	289,132	-	13,679,500
2040 (Projected)	27,491	296,766	-	14,008,270
Percent Change (2020-2040)	7.5%	6.2%	-	9.1%

Age Distribution

The Township’s age composition is generally consistent with the MSA and Dauphin County trends. The median age of the population residing in Susquehanna Township is 44.2, which is slightly above the median age in Dauphin County (41.4) and the MSA (40.5).

As shown in the figure below, the Township’s population has aged since 2010. An additional 1,562 Older Empty Nesters, individuals aged 65-74, are projected by 2022. This trend is occurring across the country as America’s baby boomer generation is reaching retirement age and suggests a need to further examine housing availability and preferences to meet the future needs of older citizens that choose to age in place or relocate to senior housing communities. If older residents choose to downsize, the Township has an opportunity to attract younger citizens and families, whose growth is anticipated to be flat over the next several years.

Absolute Population Change by Age Cohorts, 2010 to 2022



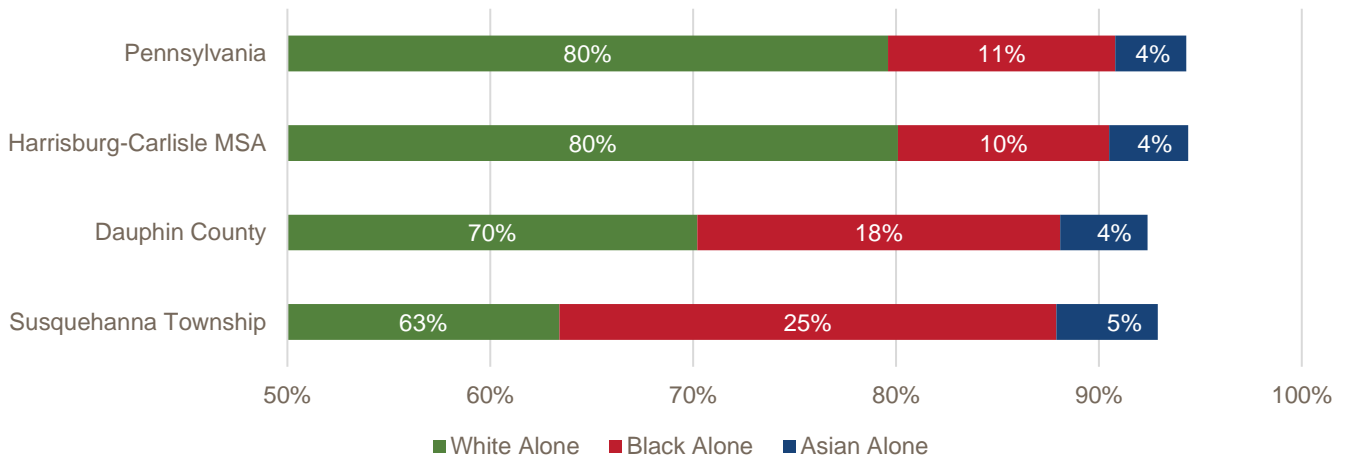
Race and Ethnicity

The U.S. Census Bureau collects data on the self-identification by people according to the race or races with which they most closely identify. Ethnic diversity in the Township has increased in recent years and the Township is more ethnically diverse when compared to the county, MSA, and state.

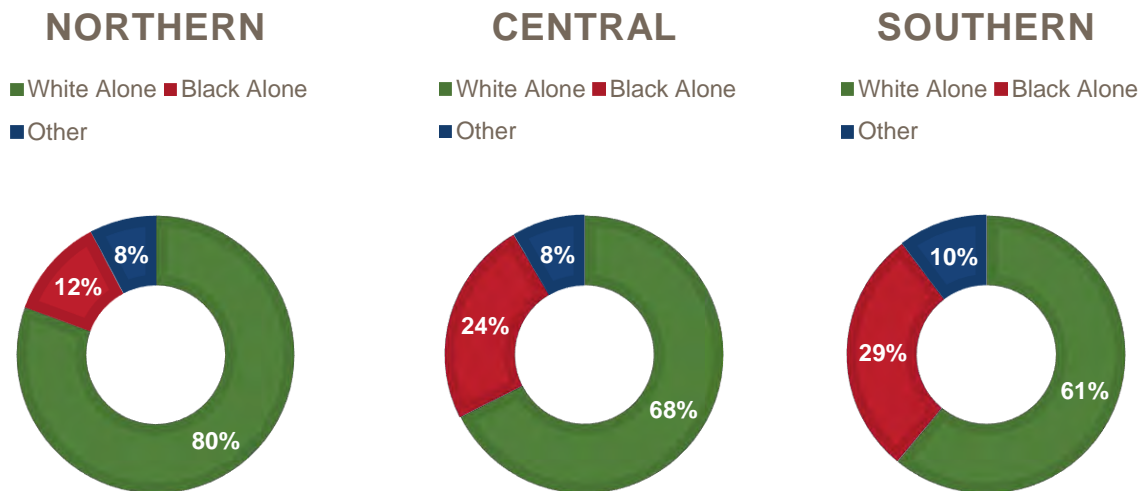
In 2017, 63% of the Township’s residents identify as White Alone, followed by 25% of residents that identify as Black Alone, and 5% that identify as Asian Alone. In 2022, the population is projected to be comprised of 60% White Alone, representing a 7% decrease. As another indicator of ethnic diversity, the Township’s residents have increased diversity in the languages spoken. In 2010, 67.7% of residents spoke English “really well”. In 2016, the percentage decreased to 59% of residents.

At a micro-level, comparison of the Township’s northern, central, and southern portions reveals that the southern portion of the Township is more ethnically diverse than the other areas of the Township.

Susquehanna Township Ethnicity, 2017



Susquehanna Township Ethnicity by Location, 2017



Housing Type

Based on 2017 data, there are an estimated 11,874 housing units in Susquehanna Township. Of these, 64% are owner occupied, 31% are rented, and 5.3% are vacant. Since 2000, owner occupied housing has decreased as renter and vacant housing has slightly increased. These trends are consistent with housing trends in Dauphin County and the Harrisburg-Carlisle MSA.

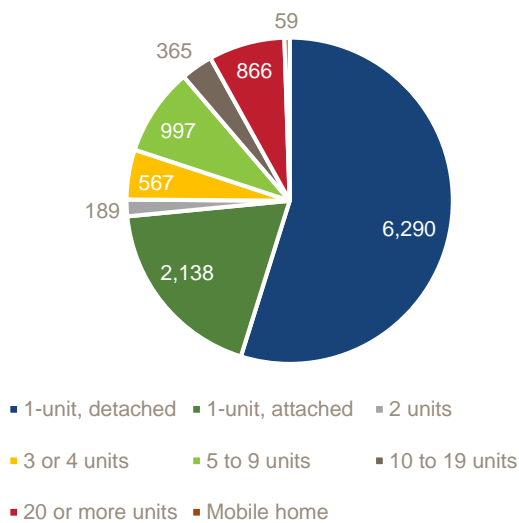
Housing Units by Type, 2000-2022

	2000 (Actual)	2010 (Actual)	2017 (Estimated)	2022 (Projected)	% Change 2010–2022	Numerical Change 2010–2022
Susquehanna Township	9,504	11,586	11,874	12,102	1.9%	516
Owner Occupied Units	71.2%	65.5%	63.9%	64.2%	0.5%	
Renter Occupied Units	24.5%	28.0%	30.8%	31.0%	0.6%	
Vacant Units	4.3%	6.6%	5.3%	4.8%	-9.4%	
Dauphin County	111,133	120,406	124,955	128,000	2.4%	7,594
Owner Occupied Units	60.4%	59.4%	57.3%	57.1%	-0.3%	
Renter Occupied Units	32.0%	32.3%	34.0%	34.1%	0.3%	
Vacant Units	7.6%	8.3%	8.7%	8.8%	1.1%	
Harrisburg Carlisle MSA	217,025	240,818	251,445	262,137	4.3%	21,319
Owner Occupied Units	65.0%	63.7%	61.9%	61.8%	-0.2%	
Renter Occupied Units	28.2%	28.6%	30.3%	30.4%	0.3%	
Vacant Units	6.7%	7.7%	7.7%	7.8%	1.3%	

Housing Units by Structure

Based on American Community Survey estimates (2012-2016), the primary housing stock in the Township is 1-unit detached homes. The second most common housing type are 1-unit attached homes.

Susquehanna Township Housing Units by Structure Type



Housing Units by Year Built

As shown in the table below, 43% of the Township’s housing stock was constructed between 1950 and 1980, which aligns with the population growth that was experienced in the decades following World War II. An additional 41% of the Township’s housing stock was constructed between 1980-2010. In more recent years (2010 onward), the rate of new housing construction has slowed.

Susquehanna Township Housing Units by Year Built

Total housing units	Count	Percentage
Total housing units	11,471	100%
Built 2014 or later	111	1.0%
Built 2010 to 2013	110	1.0%
Built 2000 to 2009	1,530	13.3%
Built 1990 to 1999	1,970	17.2%
Built 1980 to 1989	1,258	11.0%
Built 1970 to 1979	1,350	11.8%
Built 1960 to 1969	1,423	12.4%
Built 1950 to 1959	2,191	19.1%
Built 1940 to 1949	650	6.0%
Built 1939 or earlier	878	7.7%



Income and Employment Trends

Median Household Income and Poverty Rate

The median household income in Susquehanna Township was \$69,001 in 2017 and is projected to increase to \$77,307 by 2022. The Township's median household income is higher than the County, MSA, and statewide average. The poverty rate in Susquehanna Township was 6.1% in 2016, compared to 11.3% at the County and 12.9% at the state levels.

The U.S. Department of Housing and Urban Development (HUD) defines low income families as those earning \$37,600 (Very Low 50% income limit) to \$60,150 (Low 80% Income Limit) per year for a family of four in the MSA. For a family of two, the range is \$30,100 to \$48,150¹. With an average household size of 2.10, low income households in Susquehanna Township are estimated to include those earning approximately \$50,000 or less per year.

Looking at the Township in broad brush strokes geographically, the southern portion of the Township has a higher concentration of the Township's low-income residents (population of 9,785) where approximately 42.8% of households earn \$49,999 or less per year. In comparison, in the central portion of the Township, 25.9% of residents (population of 10,616) earn \$49,999 or less per year and in the northern portion, 29.6% of residents (population of 4,699) earn \$49,999 or less per year.

While the Township on average has a higher median household income than the County and MSA, it's important to understand the distribution of families

by income level throughout the Township to craft inclusive, equitable objectives. This is explored further under each of the six goal statements and corresponding recommendations coming out of the comprehensive plan.

Susquehanna Township Low-income Households, 2017

	Population	% of Low-income Residents
Low-income Households		
Northern Portion	4,699	29.6%
Central Portion	10,616	25.9%
Southern Portion	9,785	42.8%
Township	12.1%	31.7%

Median Household Income, 2017

	Susquehanna Township	Dauphin County	MSA
Households by Income			
<\$15,000	5.5%	10.3%	8.5%
\$15,000 - \$24,999	6.7%	9.2%	8.3%
\$25,000 - \$34,999	7.4%	9.7%	9.2%
\$35,000 - \$49,999	12.1%	13.3%	13.4%
\$50,000 - \$74,999	22.1%	19.1%	19.6%
\$75,000 - \$99,999	17.4%	14.7%	15.2%
\$100,000 - \$149,999	18.7%	14.3%	15.3%
\$150,000 - \$199,999	5.0%	5.0%	5.6%
\$200,000+	5.1%	4.5%	4.7%
Median Household Income			
Median	\$69,001	\$57,598	\$60,863

1

<https://www.huduser.gov/portal/datasets/il/il2018/2018summary.odn>

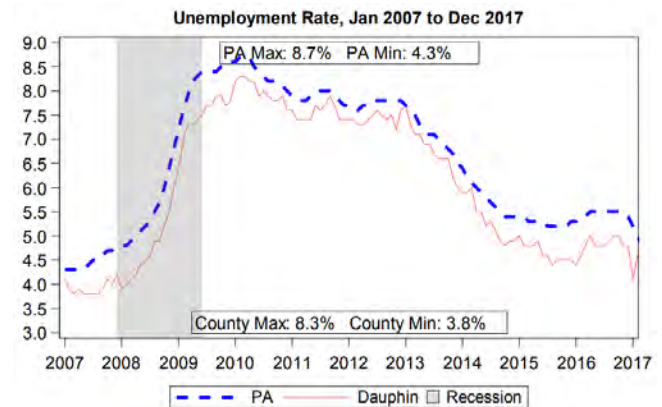


Unemployment

Susquehanna Township's labor force, defined as Township resident individuals age 16 and older who are employed or are seeking employment, is 13,198 individuals. Approximately 95% of the Township's labor force is employed and 5% is unemployed.

Over the past 15 years, Dauphin County's unemployment rate has remained lower than the Pennsylvania statewide average. Unemployment spiked regionally, statewide, and nationally in 2008, 2009, and 2010 due to the recession, but has trended downward since 2011. In 2017, Dauphin County had a monthly average unemployment rate of 4.4%.

Dauphin County Unemployment Rate, 2017



Employment by Industry

Based on U.S. Census Bureau data, there are 24,692 jobs located within the borders of Susquehanna Township. The top employing sector is Public Administration with 6,001 employees. In addition to the Susquehanna Township School District, several Commonwealth of Pennsylvania agencies are located in the Township, primarily along Elmerton Avenue. The Finance and Insurance industry is the second top industry sector with 4,344 employees.

Susquehanna Township Employment by Industry, 2005-2015

Industry	2005	2015	Change
Total Employment	18,332	24,692	6,360
Public Administration	2,295	6,001	3,706
Finance and Insurance	5,105	4,344	-761
Health Care & Social Assistance	1,882	2,598	716
Administration & Support	1,293	2,417	1,124
Professional, Scientific, & Technical Services	1,046	1,937	891
Accommodation & Food Services	1,386	1,492	106
Retail Trade	996	1,370	374
Wholesale Trade	811	1,239	428
Other Services	712	675	-37
Construction	905	596	-309
Educational Services	368	506	138
Real Estate & Rental and Leasing	124	424	300
Arts, Entertainment, & Recreation	118	314	196
Transportation & Warehousing	161	250	89
Information	771	250	-521
Manufacturing	282	137	-145
Management	49	122	73
Utilities	13	20	7
Agriculture, Forestry, Fishing	15	0	-15



Employment Centers

Employment clusters are located throughout the Township and are not concentrated in one specific area. Shown on the Employment Locations map to the right, large centers of employment are situated along the I-81, Linglestown Road, Progress Avenue, and Elmerton Avenue corridors.

Major employers in Susquehanna Township include Nationwide Insurance, Capital Blue Cross, Comcast, and United Concordia. In addition, the Township has numerous large public agencies including the Department of Transportation, the Department of Environmental Protection, the State Police Headquarters, the Pennsylvania Emergency Management Agency, and the Susquehanna Township School District.

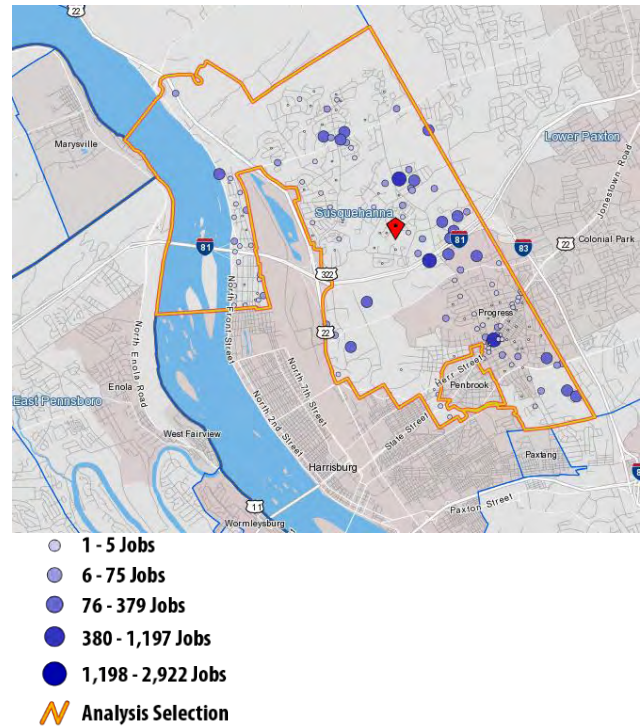
Commuting Patterns

The U.S. Census Bureau provides data on inflow and outflow labor characteristics of a municipality. This type of data shows the number of non-resident workers employed within the municipality (inflow) and how many resident workers are employed outside of the municipality (outflow). Interior flow refers to residents living and working within the same municipality.

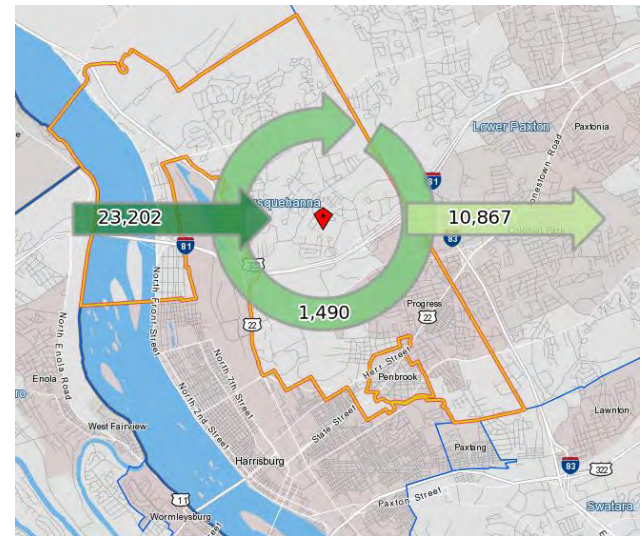
Based on 2015 data, Susquehanna Township has approximately 24,692 primary jobs located within the Township. Of these jobs, 23,202 workers are employed in the Township but live outside the Township's borders and 1,490 are both employed and live in the Township. Approximately 10,867 residents live in the Township but commute outside of the Township to work. The map to the right provides a visual representation of the labor inflow/outflow in Susquehanna Township.

The inflow/outflow data shows that the Township is a net importer of workers by a significant margin. The movement of workers into and out of the Township underscores the importance of reliable transportation infrastructure and services in support of the Township's economy and vitality.

Employment Locations in Susquehanna Township, 2015



Commuting Patterns in Susquehanna Township, 2015



Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- Employed and Live in Selection Area
- Employed in Selection Area, Live Outside
- Live in Selection Area, Employed Outside
- Analysis Selection



Land Use

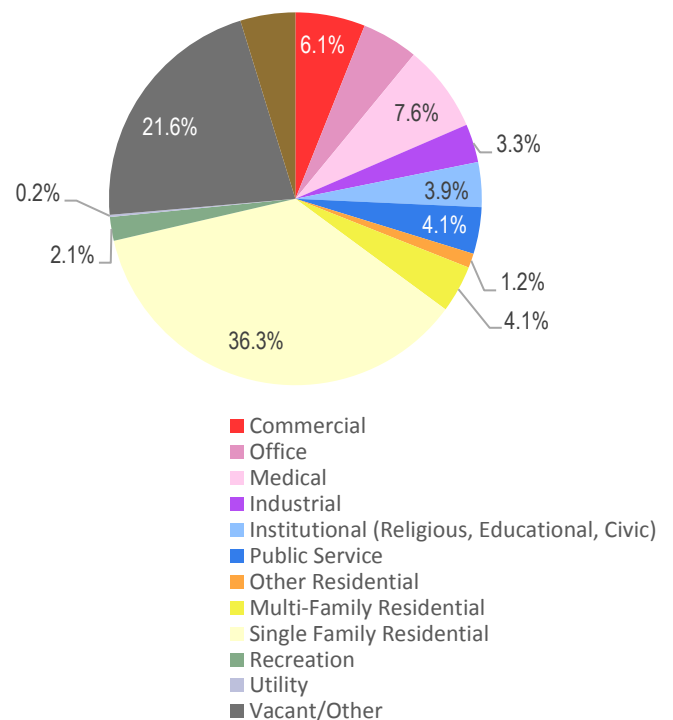
Land use refers to the physical use of land in a given area based on the types and intensities of the uses. Traditional land use classifications are often defined through broad categories such as agriculture and open space, residential, commercial, and industrial. These categories are often further defined based on their levels of density and intensity.

In Susquehanna Township, Dauphin County provides land use data through the Dauphin County Tax Roll. Based on current data, the Township is home to predominately single-family housing at 36%. Multi-family and other residential housing only comprise approximately 5% of land use in the Township. The second largest land use category in the Township is undeveloped vacant land. As shown on the map on page 17, the Township is largely built out (78.4% of land) and undeveloped land (21.6%) is scattered throughout the Township. It generally includes large privately-owned residential properties, portions of Blue Mountain, and pockets of infill development opportunities like Susquehanna Union Green.

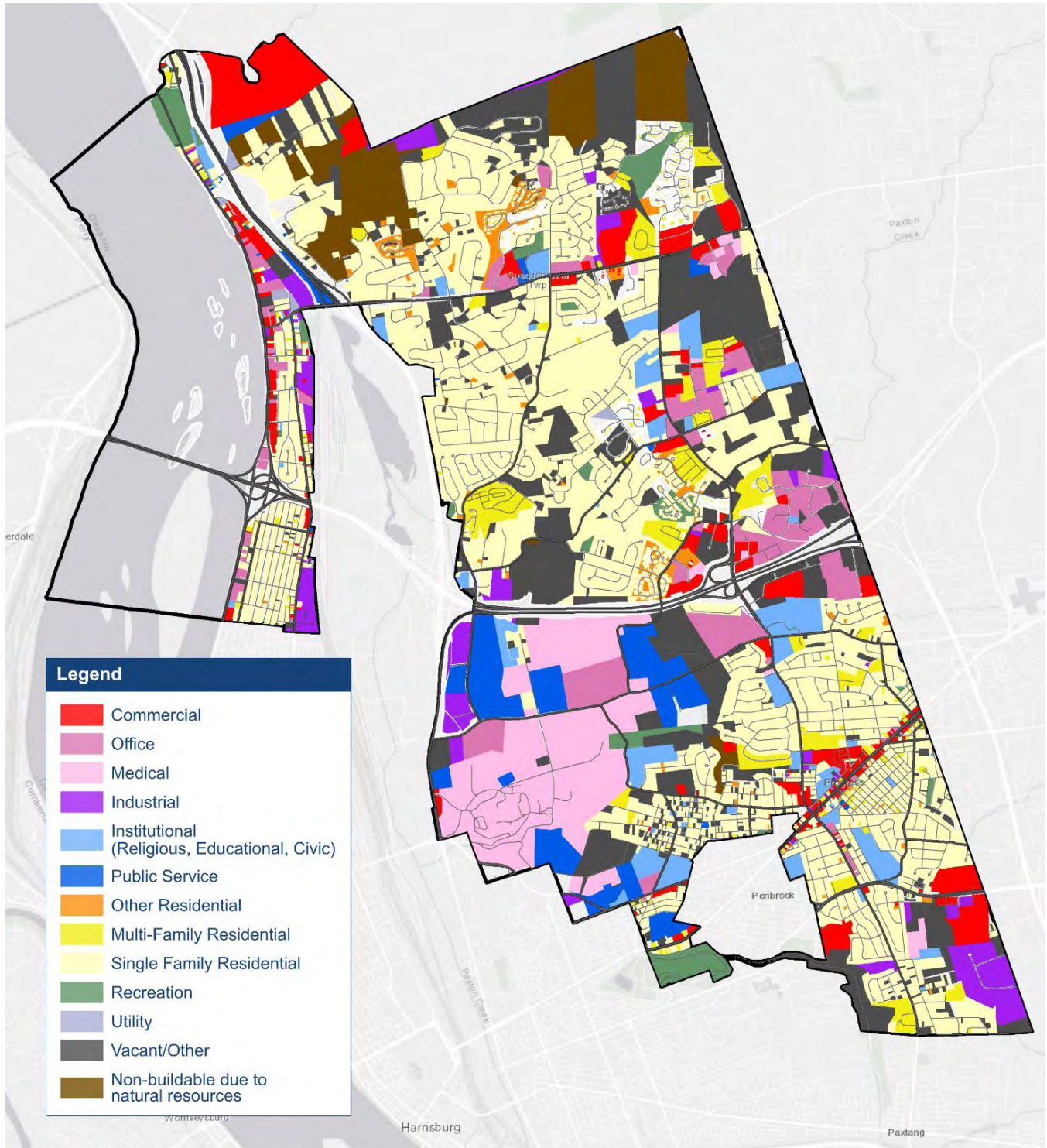
The Harrisburg State Hospital grounds, located along Elmerton Avenue, are categorized as medical, institutional, and office land uses. The 267 acres of land is currently owned by the Commonwealth of Pennsylvania and was formerly operated as the Harrisburg State Hospital. There are ongoing discussions at the state and county level regarding the potential purchase by the Dauphin County Redevelopment Authority but, as of the writing of this comprehensive plan, the land is still owned by the Commonwealth. These parcels represent the largest amount of available land in the Township for significant development or, conversely, conservation. As recommended on page 35, the Township should maintain active involvement to help formulate a vision for this land.

Susquehanna Township Land Use, 2018

Existing Land Use Classification	Acres	% of Total
Commercial	457	6.1%
Office	369	4.9%
Medical	571	7.6%
Industrial	251	3.3%
Institutional (Religious, Educational, Civic)	293	3.9%
Public Service	306	4.1%
Other Residential	94	1.2%
Multi-Family Residential	309	4.1%
Single Family Residential	2738	36.3%
Recreation	155	2.1%
Utility	14	0.2%
Vacant/Other	1631	21.6%
Non-buildable due to natural resources	360	4.8%



Susquehanna Township Land Use, 2018

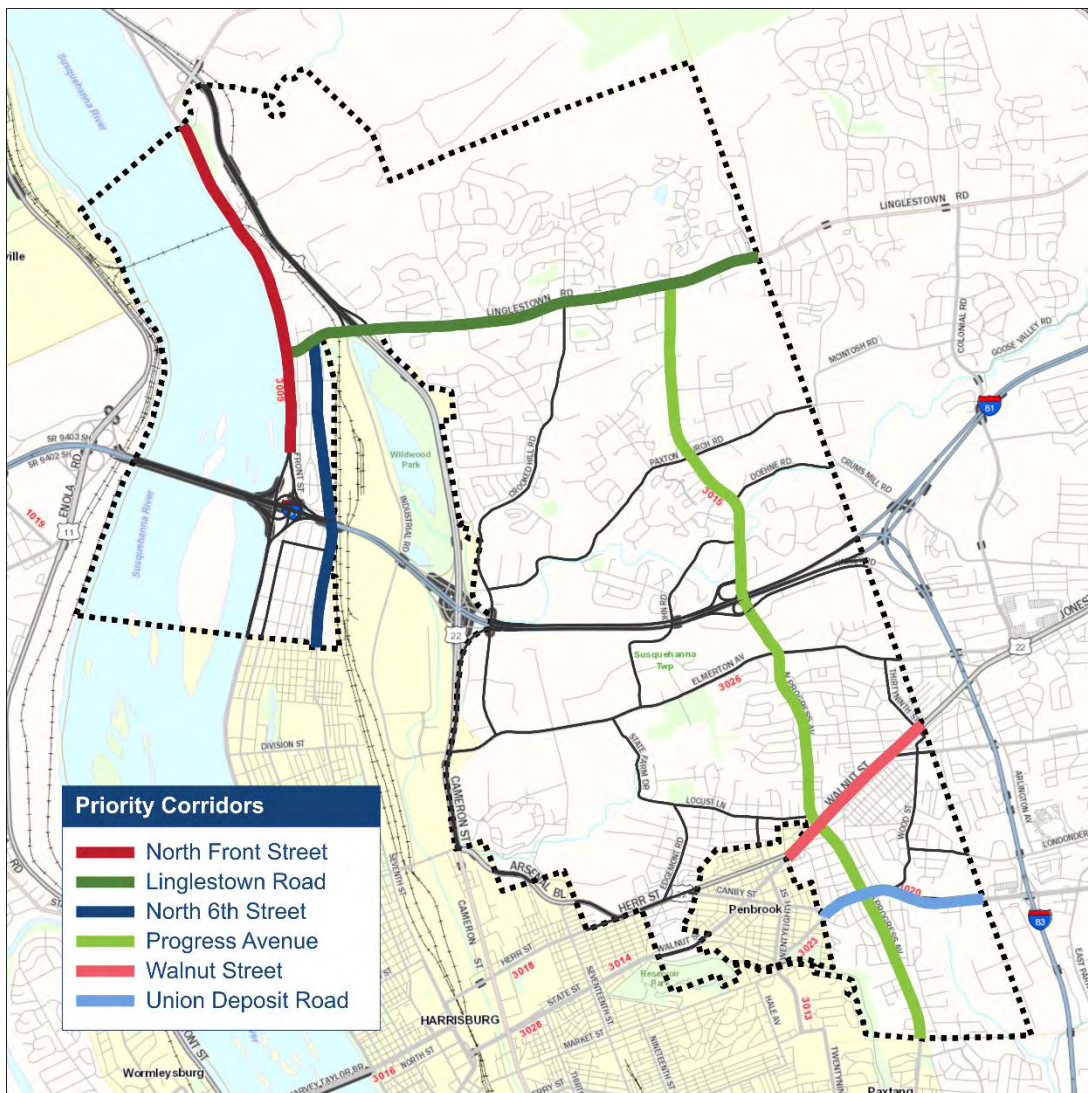


Redevelopment and Reinvestment

Susquehanna Township is home to six priority transportation corridors that traverse the Township north to south and east to west. The corridors located close to the City of Harrisburg have older, established uses with an urban character, while corridors further from Harrisburg towards Blue Mountain feature a suburban, low-density development pattern. Together, the six corridors are an important transportation network for the Township's 24,887 residents and 24,692 employees working throughout the Township. They are also important economic drivers for the Township, offering a mix of retail, office, and other commercial land uses. The Township's six priority corridors include:

- North Front Street
- Linglestown Road
- North 6th Street
- Progress Avenue
- Walnut Street
- Union Deposit Road

Susquehanna Township Priority Corridors



Redevelopment and Reinvestment

Over the past decade, it has become increasingly apparent that redevelopment and reinvestment are needed throughout the six corridors to improve their function and form. As further explained in the Community Input and Existing Conditions sections, the Township has the following challenges to overcome along these roadways:

- Development over the decades has resulted in access management challenges and poor aesthetics, undermining the Township's sense of place.
- Management of the corridors has prioritized vehicular transportation over bicycle and pedestrian modes of transportation. The result has been high-speed thoroughfares that bisect the Township's neighborhoods and limit bicycle and pedestrian accessibility to commercial areas.
- The corridors feature older land uses that are nearing the end of their useful life. These existing uses have large setbacks with a "sea of parking" between the buildings and the street, reducing the Township's sense of place and hindering walkability. Many of the existing land uses are not the highest and best use for the Township's premier real estate, which should serve as the foundation of the Township's tax base.

Redevelopment and reinvestment in these corridors requires not only a vision from the Township, but also land use regulations, such as design standards, to achieve the vision. This chapter focuses on transforming the Township's priority corridors into walkable, mixed-use, revenue generating locations based on a shared community vision for the future. New mixed-use redevelopment should provide both market rate and affordable housing units to ensure different dwelling types and at appropriate densities for households of all income levels. Coordination with the Housing Authority of the County of Dauphin to determine current need and demand for affordable housing units is encouraged.

Community Input

Encouraging redevelopment and reinvestment along the Township's priority corridors to promote a mix of housing, retail, office, and commercial uses was identified as a top issue throughout the public outreach conducted for this comprehensive plan. It was ranked as the second most important issue during the community open house, discussed at length at each of the stakeholder focus groups, and identified by the CAC.

Increasing the Township's Tax Base

An issue stressed consistently throughout stakeholder outreach was the need to identify opportunities to increase municipal tax revenues. Susquehanna Township's tax burden has been increasing in recent years, which negatively impacts homeowners and business owners, and can also be a deterrent to attracting new Township residents and businesses.

The total real estate tax burden on Dauphin County residents includes county taxes, taxes supporting the public library system, municipal taxes, and school district taxes. The total tax rate for the Township increased from a 15.1 millage rate in 2005 to 29.8 in 2019. For comparison, neighboring Lower Paxton Township has a total tax rate of 25.7 in 2019, and across the Susquehanna River in Cumberland County, East Pennsboro Township's 2018 total tax rate was 16.4 (includes county taxes, taxes supporting the public library system, municipal taxes, and school district taxes).

The millage rates of other neighboring municipalities in Dauphin County are compared in the table below. New forms of tax revenue are critical to ensure that Susquehanna Township can compete with neighboring communities with lower tax rates. The Township's nearly built out condition requires it to focus on revitalization and reinvestment in the existing built environment as a key strategy for strengthening its tax base.



Millage Rates for Real Estate Taxes in Neighboring Municipalities, 2019

Municipality	County	Library	Municipal	School	Total
Harrisburg	6.876	0.35	36.13	28.8008	65.2808
Lower Paxton	6.876	0.35	1.95	16.5672	25.7432
Middle Paxton	6.876	0.35	N/A	16.5672	23.7932
Paxtang	6.876	0.35	11.23	16.5672	35.0232
Penbrook	6.876	0.35	11.2	16.5672	34.9932
Susquehanna	6.876	0.35	3.975	18.5977	29.7987
Swatara	6.876	0.35	3.76388	16.5672	27.55708

Limited Undeveloped Land in Susquehanna Township

As a first-ring suburban community to the Pennsylvania’s State Capitol, Susquehanna Township is a largely built out community with limited vacant parcels available for new development. According to Dauphin County tax records, only 1,600 acres of vacant land currently remain in the Township. Vacant acreage generally includes large privately-owned residential properties, Harrisburg State Hospital, portions of Blue Mountain, and pockets of infill development opportunities like Susquehanna Union Green. With limited developable land, Susquehanna Township’s priority corridors represent the most viable, as well as sustainable, locations to encourage redevelopment and reinvestment to support community and economic development.

Improve Community Design and Character

Another challenge identified through stakeholder outreach was the overall streetscape design of the Township’s corridors and the lack of a sense of place. A streetscape is the overall appearance of buildings, signage, and landscaping along roadways and is the community’s visual identity. Many factors influence the quality of the built environment, including building density, building form, and the roadway network including provisions for sidewalks and landscaping.



Lack of identity/sense of place and the preponderance of strip malls with commercial/chain establishments; it’s not attractive. Even parking lot aesthetic controls would help... The sea of parking at the Weis, Lowes, Price Rite, Giant areas, coupled with faceless facades that have no continuity among them is not very exciting or pleasing. . . There is no “town square” feel or pedestrian friendly shopping or recreational area.



Gateways into the Township, such as North Front Street and Linglestown Road, were identified during stakeholder outreach as commercial corridors that would benefit from streetscape improvements. The corridors were also identified as a missed opportunity to capture consumer spending that can be fostered through reinvestment in vacant and underutilized parcels.

Developing Susquehanna Township as a Destination

The Township is already a destination for work, with more than 23,000 individuals commuting into the Township during weekdays. Further developing the Township as a destination to shop and visit was identified during outreach as a Township opportunity to capture consumer spending of workers as well as event visitors (e.g., PA Farm Show and Expo Complex).



Based on findings from the community survey, attracting new businesses and entrepreneurs with incentives was identified as a top economic development activity the Township should focus on. The Shoppes at Susquehanna Marketplace was also discussed by many stakeholders as the type of development people are looking for. Many stakeholders expressed that it is necessary to make coming to Susquehanna Township a destination and referenced communities such as Mount Pleasant and Greenville, South Carolina as well-designed suburban communities adjacent to an urban core.

Existing Conditions

While there has been some redevelopment along the corridors since the 2000 *Comprehensive Plan* was adopted, many of the corridors are characterized by dated buildings and facades. While the Township has made changes to land use regulations to encourage new investment, revitalization in general has been slow to occur. This could be attributed to several different reasons, including the national recession in 2008.

- The **North Front Street** (SR009) corridor runs from the Township's northern border with Middle Paxton Township south to the City of Harrisburg. The most recent Average Annual Daily Traffic (AADT) figure for this corridor is approximately 8,570 vehicles per day. Located directly adjacent to the Susquehanna River, North Front Street includes a few newer office buildings but an overall lack of cohesive streetscape and design. North Front Street is also challenged by the river's floodplain and the associated steep cost of development. The Capital Area Greenbelt Expansion from Fort Hunter South to Linglestown Road will change the roadway and provides a catalyst for reinvestment along the corridor. With reinvestment, North Front Street could be a welcoming western gateway into the Township.
- The **Linglestown Road** (Route 39) corridor runs from the Township's eastern boundary with Lower Paxton Township west to the intersection with North Front Street at the Susquehanna River. AADT along the corridor averages around 11,800 vehicles per day. Linglestown Road is one of the Township's central retail service corridors serving newer residential development and provides a continuous east-west connection through the Township. The road is experiencing an increase in bicycle and pedestrian movements from neighboring residential to commercial uses.

A large mixed-use development project is planned for a tract of land at the corner of Progress Avenue and Linglestown Road. This development, Susquehanna Union Green, has the potential to serve as a catalyst for future redevelopment along the corridor.

PA 39/743 Corridor Study

While Linglestown Road is part of the 2018 PA 39/743 Study commissioned by Dauphin County and Tri-County Regional Planning Commission, that study is broader in scope. The intent of the 2018 corridor study is to make roadway recommendations for the entire corridor to improve vehicular traffic movement. In contrast, this comprehensive plan looks specifically at Linglestown Road located in Susquehanna Township and is more focused on Complete Streets improvements that will transform Linglestown Road into a walkable destination. The comprehensive plan consultant team and the PA 39/743 Study consultant team coordinated and collaborated during the joint development of both efforts.

The final Executive Summary of the Route 37/743 Transportation and Land Use Study is available on the [TCRPC website](#).



- The **North 6th Street** corridor stretches from the intersection with Linglestown Road south to the city line, just south of Hurlock Street. AADT along the corridor averages around 5,000 vehicles per day. The corridor has a mix of commercial and industrial uses, and connects to the well-established residential neighborhoods of Uptown. Overall, the corridor lacks a cohesive streetscape and design. There is an opportunity to redevelop North 6th Street into a Complete Streets corridor featuring neighborhood retail with dining and shops.

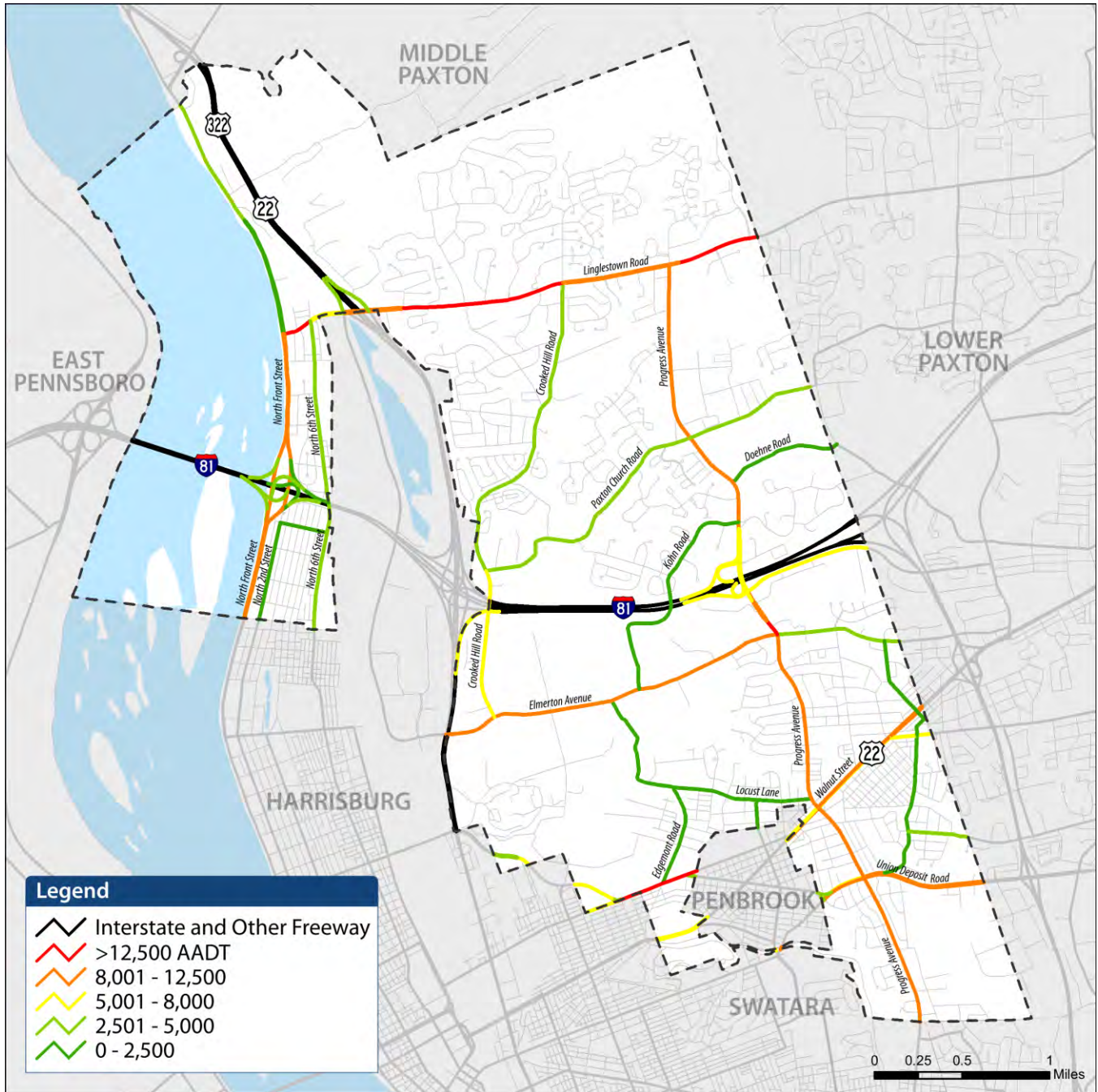
Complete Streets

Across America, streets are frequently built for cars, with few features like sidewalks or multiuse paths to make them safe and pleasant places to walk or bike. Complete Streets, however, are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. By providing safe and convenient travel for everyone, Complete Streets not only help people stay active and healthy but also reduce traffic and pollution.

- **Progress Avenue** (SR 3015) traverses Susquehanna Township from north to south. For purposes of the comprehensive plan, the corridor runs from the intersection with Linglestown Road south to the intersection with Union Deposit Road. AADT along the corridor averages around 10,310 vehicles per day. The corridor includes a wide cartway and local service retail serving surrounding neighborhoods. Similar to the other priority corridors, Progress Avenue lacks a cohesive streetscape design. In addition, there is growing safety concern surrounding increased bicycle and pedestrian movements.
- The **Walnut Street** (SR 3014; SR 3022) corridor begins at the eastern Township boundary with Lower Paxton Township west through Penbrook Borough to the City of Harrisburg line. The Walnut Street corridor was studied extensively as part of the [2006 Walnut Street Corridor Redevelopment Planning Study](#) prepared by Susquehanna Township, the City of Harrisburg, the Borough of Penbrook, and Lower Paxton Township with assistance from Tri-County Regional Planning Commission. AADT along the corridor averages around 7,800 vehicles per day.
- The **Union Deposit Road** (SR 3020) corridor begins at the Township's eastern boundary with Lower Paxton Township near the Union Square and Dauphin Plaza shopping centers and continues west to the Borough of Penbrook at the Canby Street/Larry Drive intersection. AADT along the corridor averages around 8,570 vehicles per day. Recent pedestrian improvements along the south side of Union Deposit Road and Progress Avenue have improved safety and convenience for surrounding neighborhoods. Opportunities to redevelop older retail shopping areas could provide potential for increased Township revenues.



AADT for Non-Interstate/Freeways in Susquehanna Township, 2017



Redevelopment Tools Currently in Place

Susquehanna Township's 2000 *Comprehensive Plan* included several recommendations to improve the Township's overall design and character. Several of the recommendations included land use ordinance revisions to encourage reinvestment along the Township's priority corridors based on detailed land use analysis corridor conditions. The land use regulation revisions that facilitate redevelopment and reinvestment along the priority corridors are summarized below.

In addition to the Township's tools, the County also provides resources for redevelopment, including the Dauphin County Infrastructure Bank, Dauphin County Local Share Program, and the Dauphin County Redevelopment Authority, which has a new demolition fund available for vacant and blighted structures. In addition, private foundations and land trusts are available to assist with certain preservation efforts.

Traditional Neighborhood Development

The addition of a Traditional Neighborhood Development (TND) zoning district facilitated the preliminary approval of Susquehanna Union Green at the corner of Linglestown Road and Progress Avenue. The Township's zoning ordinance and Subdivision and Land Development Ordinance (SALDO) were amended in 2017 to include the TND zoning district.

Susquehanna Union Green was identified on several occasions during stakeholder outreach as a new community asset that will improve Susquehanna Township's overall design and character. The project received preliminary approval in April 2018 and is a 59-acre mixed-use master planned development located at the southeast corner of Linglestown Road and Progress Avenue. Upon completion, the planned development is scheduled to include 26 commercial/retail buildings, a 100-room hotel, a senior living community; 31 single-family homes, and more than 19 acres of green space. Each phase of the project will require separate Township approvals, and it is anticipated the first phase of the project could commence in 2019.

Several stakeholders identified that a significant amount of time and effort was expended by the private project development team and the Township on reviewing and approving the design guidelines for Susquehanna Union Green. It was suggested that these design guidelines be reviewed for potential application throughout the Township. Adopting design guidelines, including standards for façade improvements, could guide reinvestment in commercial strip retail centers located along the Township's corridors.

Rendering of Susquehanna Union Green, LaQuatra Bonci Associates



Design Review Committee

While not all of the 2000 *Comprehensive Plan* actions which address redevelopment and reinvestment in the Township were addressed, a Design Review Committee was established and was integral to reviewing the design guidelines for Susquehanna Union Green. This committee will be important for the development of any Township wide design guidelines in the future.

Other Land Use and Zoning Changes

Several mixed-use and commercial zoning districts were added and the Township's SALDO was updated per recommendations in the Township's 2000 *Comprehensive Plan* to facilitate reinvestment along the corridors. In addition, a Floodplain Management Overlay District was established to include those areas identified as being subject to the 100-year flood per the Federal Emergency Management Agency (FEMA). Floodplain districts are overlays to the existing underlying districts.

Industrial & Commercial Development Authority

Susquehanna Township's Industrial & Commercial Development Authority has been in place since 2005. Through the Pennsylvania Economic Development Financing Law (Act 102 of 1967), the authority is authorized to acquire, construct, improve, maintain, and finance differing types of economic development projects. This authority could be utilized in the future to advance redevelopment projects throughout the Township.

Strategies

To improve the Township's priority corridors, 6 strategies will be prioritized over the next 10 years. These strategies aim to:

- Revamp the Township's land development ordinances to institute design standards that will help transform the Township into a quality-built environment that promotes a deep sense of place.
- Prioritize Complete Streets, shifting vehicular-oriented corridor policies to policies that prioritize walkable, bikeable, and livable communities and streets.
- Reclaim underutilized parcels along each corridor and position for reinvestment.

The strategies for Redevelopment and Reinvestment are summarized below and outlined in the Implementation Chapter beginning on page 67.

Strategy 1: Review and update Township codes and ordinances to facilitate efficient land development review and ensure implementation of design concepts presented in this comprehensive plan.

Based on the Township's current zoning ordinance, there are 14 zoning districts that regulate land use generally separating residential, commercial, and industrial uses into different areas of the Township. This approach to zoning is recognized by many members by the planning profession as a less effective approach to community development because it does not control for building form and design, and can limit development/redevelopment opportunities by not reflecting the economy and real estate market, which are consistently changing.

As a foundation for redevelopment, the Township should conduct a comprehensive review and rewrite of the Township's zoning and subdivision and land development regulations to address known deficiencies (e.g. parking standards, variances, waivers, etc.) and incorporate a form-based zoning including design guidelines. Form-based zoning enables more predictable built environment requirements along with high quality public spaces by focusing on physical form rather than separating individual land uses. As a primary recommendation

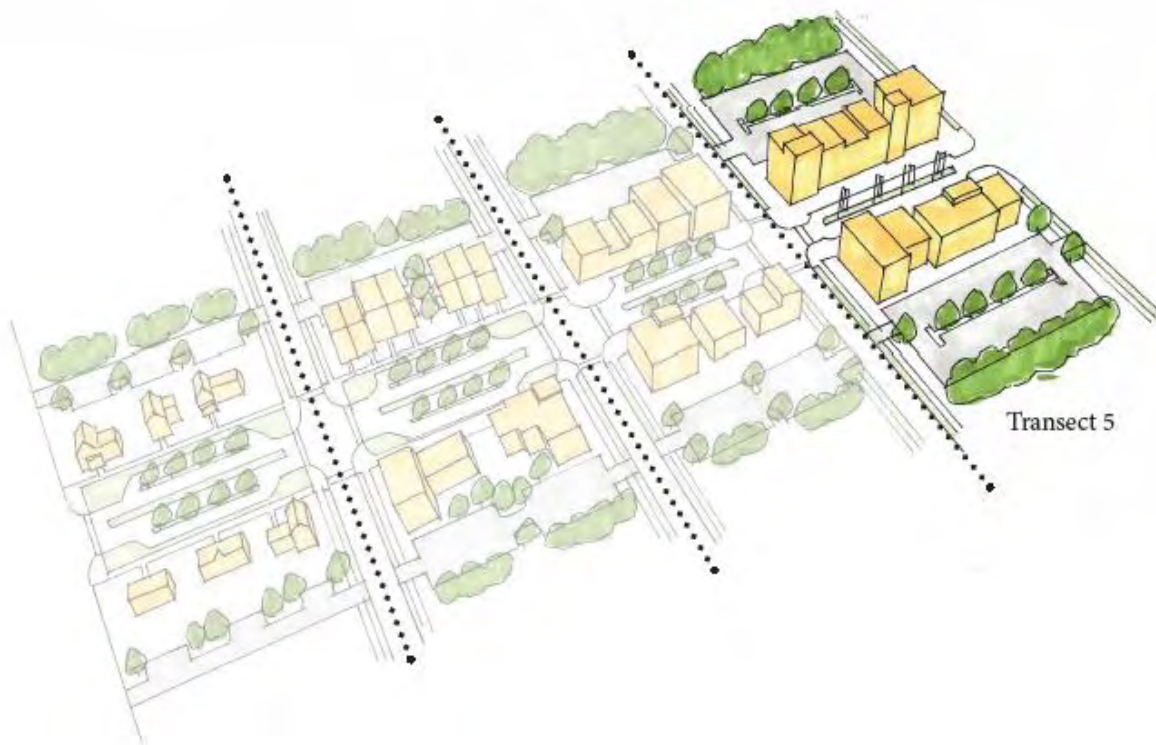


of this comprehensive plan, Susquehanna Township should accelerate the implementation of form-based zoning along with appropriate design requirements.

To help set the foundation for a new form-based zoning ordinance, preliminary rural to urban transects were developed for each priority corridor. A rural to urban transect is a way to organize all of components of the built environment from the most rural to the most urban, as illustrated on page 27. Each transect illustrates the transition from sparsely populated rural lands to more densely populated urbanized areas and includes its own distinct land development 'form'. Form includes building density, height, architectural design, and so forth. The transects developed as part of this comprehensive plan should be refined and incorporated into urban design standards as part of a form-based overlay zoning district. The transects and preliminary design guidelines are provided in Appendix A.

Excerpt from Appendix A, Linglestown Transect T-5

LINGLESTOWN TRANSECT: T-5



Strategy 2: Adopt land use tools and conduct necessary studies to transform each of the priority corridors evaluated as part of the comprehensive plan into mixed-use, pedestrian friendly destinations with varying levels of development intensity.

To identify how the Township envisions development along its priority corridors, Michael Baker International's Urban Design Studio conducted three days of design workshops in September 2018 and January 2019. Working with community representatives, design concepts were created to illustrate the community's vision for the priority corridors. Implementation of one or several of these design concepts will be a catalyst for reinvestment and redevelopment.



Rural-to-Urban Transect Zone Descriptions, SmartCode Version 9.2

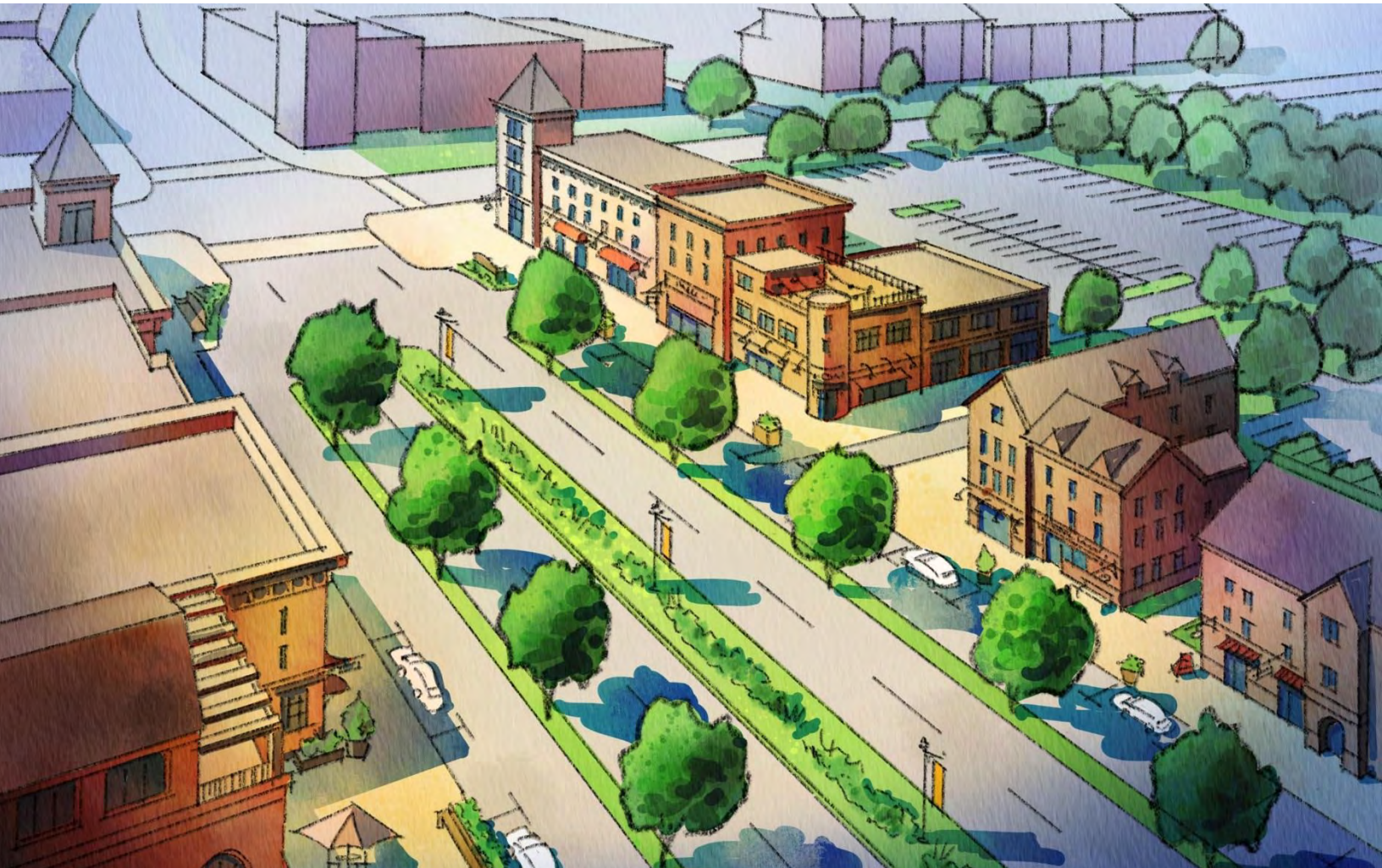
	<p>T1 NATURAL</p> <p>T-1 Natural Zone consists of lands approximating or reverting to a wilderness condition, including lands unsuitable for settlement due to topography, hydrology or vegetation.</p>	<p>General Character: Natural landscape with some agricultural use</p> <p>Building Placement: Not applicable</p> <p>Frontage Types: Not applicable</p> <p>Typical Building Height: Not applicable</p> <p>Type of Civic Space: Parks, Greenways</p>
	<p>T2 RURAL</p> <p>T-2 Rural Zone consists of sparsely settled lands in open or cultivated states. These include woodland, agricultural land, grassland, and irrigable desert. Typical buildings are farmhouses, agricultural buildings, cabins, and villas.</p>	<p>General Character: Primarily agricultural with woodland/wetland and scattered buildings</p> <p>Building Placement: Variable Setbacks</p> <p>Frontage Types: Not applicable</p> <p>Typical Building Height: 1- to 2-Story</p> <p>Type of Civic Space: Parks, Greenways</p>
	<p>T3 SUBURBAN</p> <p>T-3 Sub-Urban Zone consists of low density residential areas, adjacent to higher zones that have some mixed use. Home occupations and outbuildings are allowed. Planting is naturalistic and setbacks are relatively deep. Blocks may be large and the roads irregular to accommodate natural conditions.</p>	<p>General Character: Lawns and landscaped yards surrounding detached single-family houses; pedestrians occasionally</p> <p>Building Placement: Large and variable front and side yard Setbacks</p> <p>Frontage Types: Porches, fences, naturalistic tree planting</p> <p>Typical Building Height: 1- to 2-Story with some 3-Story</p> <p>Type of Civic Space: Parks, Greenways</p>
	<p>T4 GENERAL URBAN</p> <p>T-4 General Urban Zone consists of a mixed use but primarily residential urban fabric. It may have a wide range of building types: single, Sideyard, and Rowhouses. Setbacks and landscaping are variable. Streets with curbs and sidewalks define medium-sized Blocks.</p>	<p>General Character: Mix of Houses, Townhouses and small Apartment buildings with scattered Commercial activity; balance between landscape and buildings; presence of pedestrians</p> <p>Building Placement: Shallow to medium front and side yard Setbacks</p> <p>Frontage Types: Porches, fences, Dooryards</p> <p>Typical Building Height: 2- to 3-Story with a few taller Mixed-Use buildings</p> <p>Type of Civic Space: Squares, Greens</p>
	<p>T5 URBAN CENTER</p> <p>T-5 Urban Center Zone consists of higher density mixed use building that accommodate Retail, Offices, Rowhouses and Apartments. It has a tight network of streets, with wide sidewalks, steady street tree planting and buildings set close to the sidewalks.</p>	<p>General Character: Shops mixed with Townhouses, larger Apartment houses, Offices, work place and Civic buildings; predominantly attached buildings; trees within the public right-of-way; substantial pedestrian activity</p> <p>Building Placement: Shallow Setbacks or none; buildings oriented to street defining a street wall</p> <p>Frontage Types: Stoops, Shopfronts, Galleries</p> <p>Typical Building Height: 2- to 5-Story with some variation</p> <p>Type of Civic Space: Parks, Plazas, and Squares, median landscaping</p>
	<p>T6 URBAN CORE</p> <p>T-6 Urban Core Zone consists of the highest density and height, with the greatest variety of uses, and civic buildings of regional importance. It may have larger Blocks; streets have steady street tree planting and buildings are set close to wide sidewalks. Typically only large towns and cities have an Urban Core Zone.</p>	<p>General Character: Medium to high-Density Mixed-Use buildings, entertainment, Civic and cultural uses. Attached buildings forming a continuous street wall; trees within the public right-of-way; highest pedestrian and transit activity.</p> <p>Building Placement: Shallow Setbacks or none; buildings oriented toward the street, defining a street wall</p> <p>Frontage Types: Stoops, Dooryards, Forecourts, Shopfronts, Galleries and Arcades</p> <p>Typical Building Height: 4-plus Story with a few shorter buildings</p> <p>Type of Civic Space: Parks, Plazas and Squares; median landscaping</p>



Linglestown Road

Linglestown Road is envisioned as a vibrant, mixed-use Township center with shopping and multimodal connections to adjacent neighborhoods. Reimagining Linglestown Road will also integrate and leverage the planned Susquehanna Union Green, which is a high density traditional neighborhood development planned at the intersection of Linglestown Road and Progress Avenue.

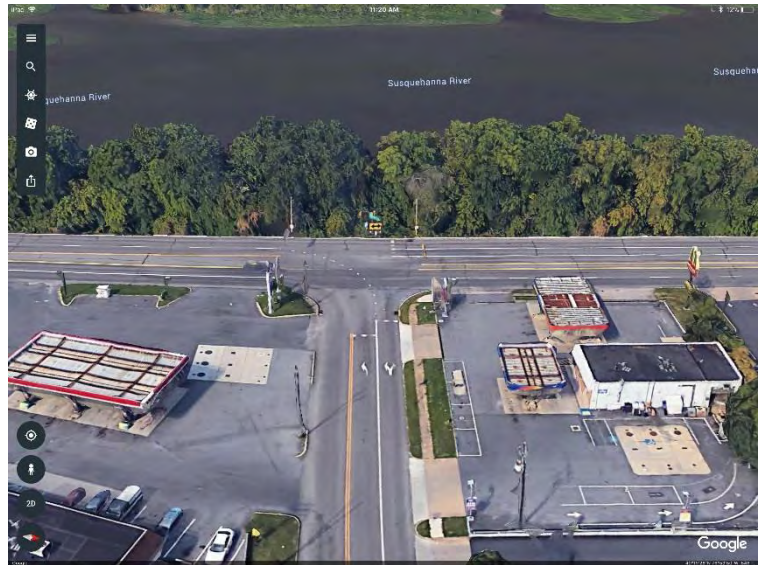
Based on the design concept, the existing Linglestown Road cartway would be transformed into a central boulevard with a green median to allow daily travelers to pass through the Township, as Linglestown Road is a major thoroughfare. However, unlike today, Linglestown Road would have a sense of place. It would be walkable and feature a breadth of retail establishments along the corridor. A series of tree-lined slip lanes are proposed, which allow shared access with fewer curb cuts. Tree lined slip lanes along with streetscape furnishings would create a welcoming environment for Township residents and visitors.



North Front Street

North Front Street is envisioned as a scenic gateway into the Township that takes advantage of the Township's riverfront and existing employment hubs along the corridor. Based on the design concept, a riverfront linear park, located on the eastern side of North Front Street, would provide opportunities for enjoying scenic river views as well as providing for stormwater management. River bank vegetation would be carefully managed to remove invasive plant species and enhance the view sheds and access to the river.

In addition, the corner of North Front Street and Linglestown Road would be redesigned as Susquehanna Township's western gateway. Entry signage and a scenic river overlook would welcome visitors to the Township and provide a venue for small community events. Anchor buildings at the corner of Linglestown Road and North Front Street would serve as a gateway and contribute to the riverfront's revitalization through higher and better land use opportunities. Ground floors on multi-story buildings would be dedicated to parking to address floodplain constraints. Upper stories would provide a mix of office and residential uses.



North 6th Street

The design workshop for North 6th Street was conducted at The Cru Pizza and the design concept reflects a mix of private and public investment. As envisioned, the North 6th Street neighborhood would be revitalized by encouraging a mix of walkable, neighborhood retail and business establishments. In addition, the wide cartways would be transformed into a Complete Street for use of residents, bicyclists, and all visitors. The corridor's investments would strengthen the adjacent neighborhood by reinforcing home ownership and investment.

The existing cartway is wide enough to accommodate a sidewalk for pedestrians, a bike lane connecting with the Capital Area Greenbelt, a center median, and on-street parking on both sides of the road. Implementing Complete Streets improvements would enhance the character of the residential neighborhood, encourage the attraction of neighborhood retail to the area, and slow traffic.

To obtain community buy in, the Township may want to consider using short-term, low-cost interventions (e.g., tactical urbanism). Temporary changes could be installed so that the neighborhood can physically see how streetscape improvements would change the look and feel of the neighborhood before long term solutions are designed and constructed.



Progress Avenue

The design sessions focused on Progress Avenue explored improvements specifically for the area surrounding the Walnut Street and Progress Avenue intersection. Approximately 10 years ago, design work was completed for a proposed \$15 million redesign of the intersection. The design proposes a large jug handle and would require significant property acquisition and the addition of multiple lanes. The cost and required acquisition have severely delayed the project, which has no clear path forward as funding simply is not available.

Accordingly, the Township, stakeholders, and the consultant team as part of *Sustainable Susquehanna 2030* utilized the design workshops to reimagine how the Walnut Street and Progress Avenue intersection could be improved and, contrary to the 2009 design, how it could keep the urban fabric for the block and prioritize multimodal connectivity over increased vehicular capacity.

Recommended design improvements include the following:

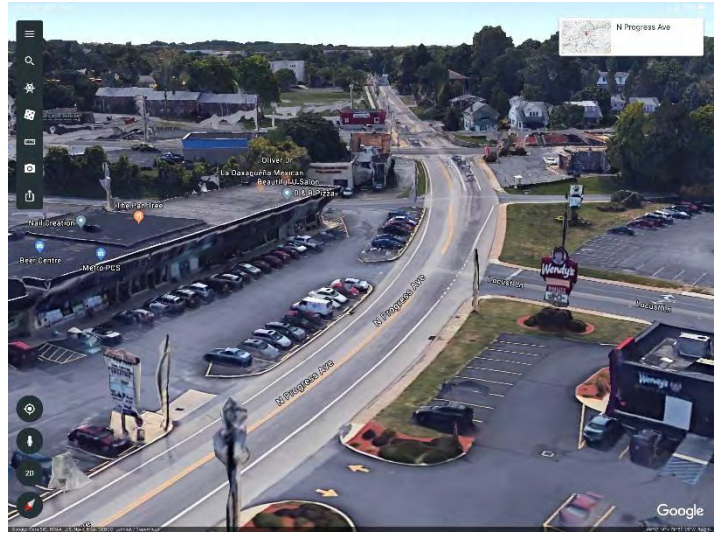
- Slow traffic while also improving traffic flow to make the intersection safer without construction of a jug handle.
- Redevelop properties along both the Walnut Street and Progress Avenue corridors by leveraging public resources and attracting developer interest.
- Advance a combination of short-term solutions (e.g., clear arrow markings, re-painting intersections, adding more directional signage) and long-term solutions (e.g., a turn lane for increased capacity, pedestrian crossings, strengthening the road grid pattern) for the intersection.

For the corridor as a whole, Complete Streets improvements are recommended along the length of Progress Avenue to ensure vehicles, pedestrians, and bicyclists can jointly and safely utilize the Township's major north-south transportation connector. The comprehensive plan also recommends developing pedestrian and bicycle access under the I-81 bridge to allow residents to freely travel north and south of I-81 without vehicles.



Progress Avenue *(continued)*

South of the Walnut Street and Progress Avenue intersection, adding a small community gathering space and park could anchor new redevelopment opportunities and incorporate natural drainage solutions to help the Township meet Municipal Separate Storm Sewer System (MS4) requirements. North of the intersection, design recommendations developed for Progress Plaza could be applied to other locations throughout the Township. The rendering below shows the redevelopment potential of Progress Plaza looking south towards Walnut Street.



Walnut Street

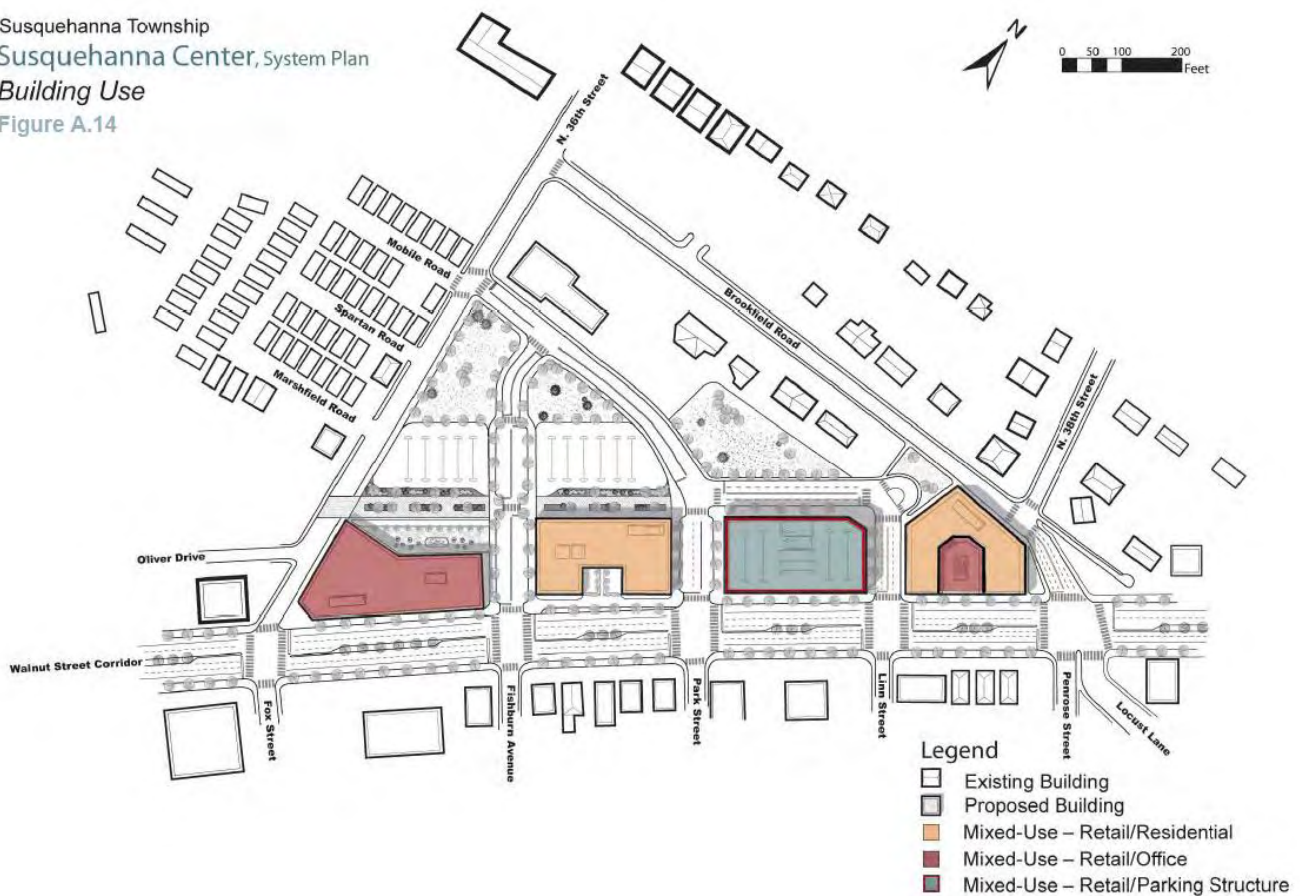
The entire length of the Walnut Street corridor was extensively studied as part of the 2006 *Walnut Street Corridor Redevelopment Planning Study* as referenced on page 22. Accordingly, recommendations in this comprehensive plan reemphasize the recommendations already set forth by the 2006 planning effort.

The 2006 study outlined several priority areas along the Walnut Street corridor, one of which was “Susquehanna Center”. As envisioned, Susquehanna Center includes all properties north of Walnut Street between North 36th Street and Brookfield Road. The 2006 study plans for multi-story, mixed-use buildings oriented towards Walnut Street with first floor retail to promote pedestrian access and walkability. Residential and office uses are envisioned for upper floors and the entire area would be anchored by green space.

Renderings on this page illustrate the vision for the area. As the Township updates its land use ordinances as recommended in this comprehensive plan, the design concepts referenced as part of the 2006 study should be incorporated.

Susquehanna Square Rendering

Susquehanna Township
 Susquehanna Center, System Plan
 Building Use
 Figure A.14



Union Deposit Road

During the design workshops, Union Deposit Road at its intersection with Progress Avenue was reimagined as a neighborhood node with the potential for redevelopment at the southeast corner of the intersection, which is currently a former gas station site. Zoning changes could encourage redevelopment of the parcels into a neighborhood scale mixed-use location. In addition, an underutilized parcel along the south side of Union Deposit Road may be a good location for a pocket park, addressing the limited community greenspace in the southern portion of the Township.

At the heart of reimagining the Union Deposit corridor, the Township, stakeholders, and consultant team are recommending a long-term redevelopment of the existing Dauphin Plaza and Union Square shopping centers. Currently, the shopping centers feature large areas of parking with no curbside storefronts. In the future, the concept is to capitalize on this shopping destination in the Township by creating a robust mixed-use community with a grid network of streets, retailers situated along Union Deposit Road with access via slip lanes, and office and residential uses decreasing in intensity inland from the corridor. Significant streetscape and green infrastructure would create a walkable community and attract residents and consumers to the Township. Real world examples of this type mixed-use redevelop include [Glen Allen, Virginia](#).



Strategy 3: Identify and begin to address potential regulatory clearances associated with implementing the proposed design concepts as presented in the comprehensive plan.

The Township will need to work with a variety of regulatory agencies to implement the visions for the priority corridors. As one example, the Township will need to work with Pennsylvania Department of Environmental Protection (PADEP) and Dauphin County Conservation District to determine Pennsylvania Chapter 105 Waterway Encroachment Permit requirements to create a scenic overlook at the intersection of North Front Street and Linglestown Road. Agency discussions would also be required to determine vegetation clearing requirements to increase scenic views along North Front Street.

Strategy 4: Prepare an investment and incentive strategy to attract private sector investment and facilitate public sector implementation of design concepts as redevelopment opportunities emerge.

Effective public-private redevelopment strategies often require land assemblage. To help support private sector investment in the future, the Township should strategically begin to utilize several economic development tools, including creating a redevelopment authority or utilizing its Industrial & Commercial Development Authority and financing incentives, such as a Neighborhood Improvement District and/or Local Economic Revitalization Tax Assistance (LERTA) program.

Strategy 5: Work with the Dauphin County Redevelopment Authority to prepare a reuse strategy for the former Harrisburg State Hospital property once the property is conveyed from Commonwealth ownership.

Approximately 267 acres of land currently owned by the Commonwealth of Pennsylvania and formerly operated as the Harrisburg State Hospital have been discussed for potential purchase by the Dauphin County Redevelopment Authority. However, as of the writing of this comprehensive plan, the land is still owned by the Commonwealth.

If a future land transaction occurs, the Township could work with the property owner to discuss appropriate land regulation changes, as the property is largely zoned Conservation. Permitted uses in the Conservation zoning district (e.g., conservation, recreation, and single family residential) would not result in the increased tax revenues the Township may wish to advance.

A balanced, strategic approach is a desired outcome for the property's adaptive reuse according to the [2017 Annex Disposition Report](#) commissioned by the Commonwealth's Department of General Services (DGS). Study findings concluded that stakeholders hope that potential future development both preserves and protects resources and creates new opportunities for economic development.



Local Economic Revitalization Tax Assistance and Transportation Development District

LERTA allows local taxing authorities to exempt new construction in areas designated as 'blighted'. By participating in LERTA, taxing authorities choose to forego revenue for a period of up to 10 years with the goal of encouraging economic development. This enables property owners to recuperate the money used for redevelopment and to stimulate investment into further renovations and improvements. Municipalities may also designate a Transportation Development District (TDD) to finance a program of transportation projects and finance those projects through a designated LERTA district. Property owners who participate in the program contribute funds to the transportation authority in like amount of the tax abatement. The contributions are used for the construction of identified transportation projects. TDD assessments are paid for through use of diverted tax revenue rather than a new fee being imposed on the landowner.

Neighborhood Improvement District

A Neighborhood Improvement District (NID) enables property owners in an established district to implement special assessments on properties to finance public infrastructure improvements such as streetscapes, parks, recreational facilities, sewer, water, and rehabilitation or demolition of blighted buildings. Once a NID is established, a municipality may issue bonds which are paid off through the special assessments. A public hearing must be conducted prior to creation of a NID.



Parks and Recreation

Parks are a foundational element of a healthy community and support the health of families, the local economy, and the environment. According to the National Recreation and Parks Association (NRPA), public parks contribute to healthy living by offering a location for physical activity and serving as a gathering place for all individuals regardless of age, economic status, and ability to pay for access. In addition, parks and open space increase the value of surrounding property, positively contribute to property selection for businesses and homeowners, and preserve the natural environment.

As an important part of creating livable communities, municipalities should strive to provide accessible parks and recreational facilities near all neighborhoods.

Community Input

During the public engagement process, community residents voiced that Susquehanna Township could improve its public parks in two primary ways:

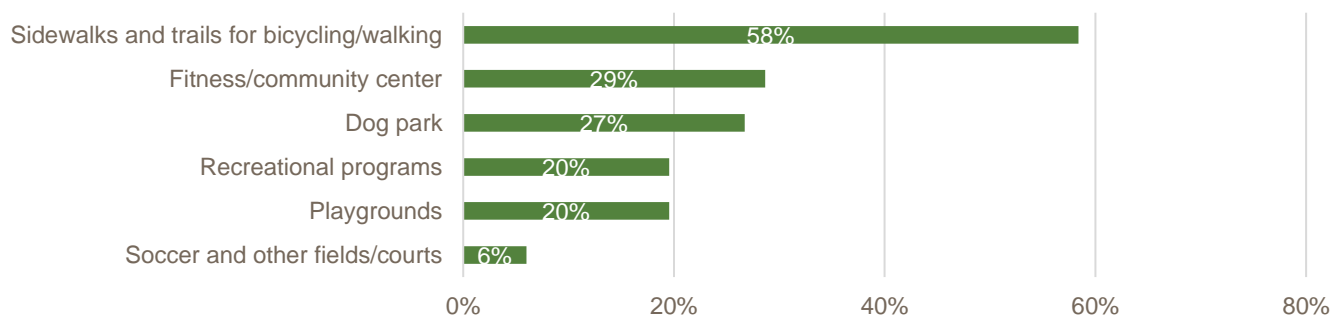
- First, by improving non-vehicular connections to parks to make them more walkable to and from the Township's neighborhoods; and
- Second, residents voiced strong interest in seeing new parks added to the Township's inventory, including new park acreage in the southern portion of the Township and improvements to the Township's primary community park, Veterans Park.

Based on the community survey findings, residents rate the Township's park a 7 out of 10, where 10 is defined as very satisfied. When asked where improvements should occur, multimodal infrastructure had clear consensus with 68 percent of respondents indicating new sidewalks and trails are needed for biking and walking. A follow-up survey question revealed residents rate the Township's existing bicycle and pedestrian infrastructure, in terms of access and safety, a 4.2 out of 10.

While the need for additional soccer, baseball, softball, and other fields and courts were not widely identified by the results of the online survey, there was substantial discussion during the focus groups, community workshops, and open house that revealed residents' desire in seeing improvements to the Township's larger community parks. Generally, participant consensus revealed that Veterans Memorial Park is underperforming in its role as the Township's primary community park. It is important to note that in 2018, the Township did complete playground and bathroom improvements at Veterans Memorial Park, shown on page 38.

Online Survey Results, Question 18

Which of the following recreational facilities and amenities would you like to see added or improved in the Township?



Existing Conditions

The Township adopted a *Comprehensive Recreation and Parks Plan Update* in 2017 which contains a detailed assessment of the Township's recreation facilities and programs. The document is available online at the [Township's website](#) and is a resource for information on the Township's existing recreational programming and facilities.

Public Parks in Susquehanna Township

Susquehanna Township has 13 existing Township-owned public parks, totaling approximately 152 acres, that can be broadly categorized into 10 neighborhood parks and 3 community parks. Based on NRPA standards, parks are generally categorized into three types, including:

- **Neighborhood parks** provide access to basic recreation opportunities for residents of a neighborhood. This type of park is generally within walking and bicycling distance of most residents and is small in size, typically five or fewer acres.
- **Community parks** are larger and serve a one to five-mile area. Generally, community parks are 20 to 100 acres in size and provide a large mix of amenities, which often include active recreation facilities (e.g., fields, playgrounds, picnic pavilions, etc.) and natural areas for passive recreation.
- **Regional parks** may be managed by a special park district and serve multiple jurisdictions. County parks are a good example, like Fort Hunter Mansion and Park, as well as state owned recreational areas, such as Little Buffalo State Park in Newport, Pennsylvania.

Other types of parks include linear parks, like Riverfront Park in the City of Harrisburg, and pocket-parks, which are small and less than 1 acre in size.



Parks and Recreation Facilities in Susquehanna Township, 2018

Neighborhood Parks with Acreage

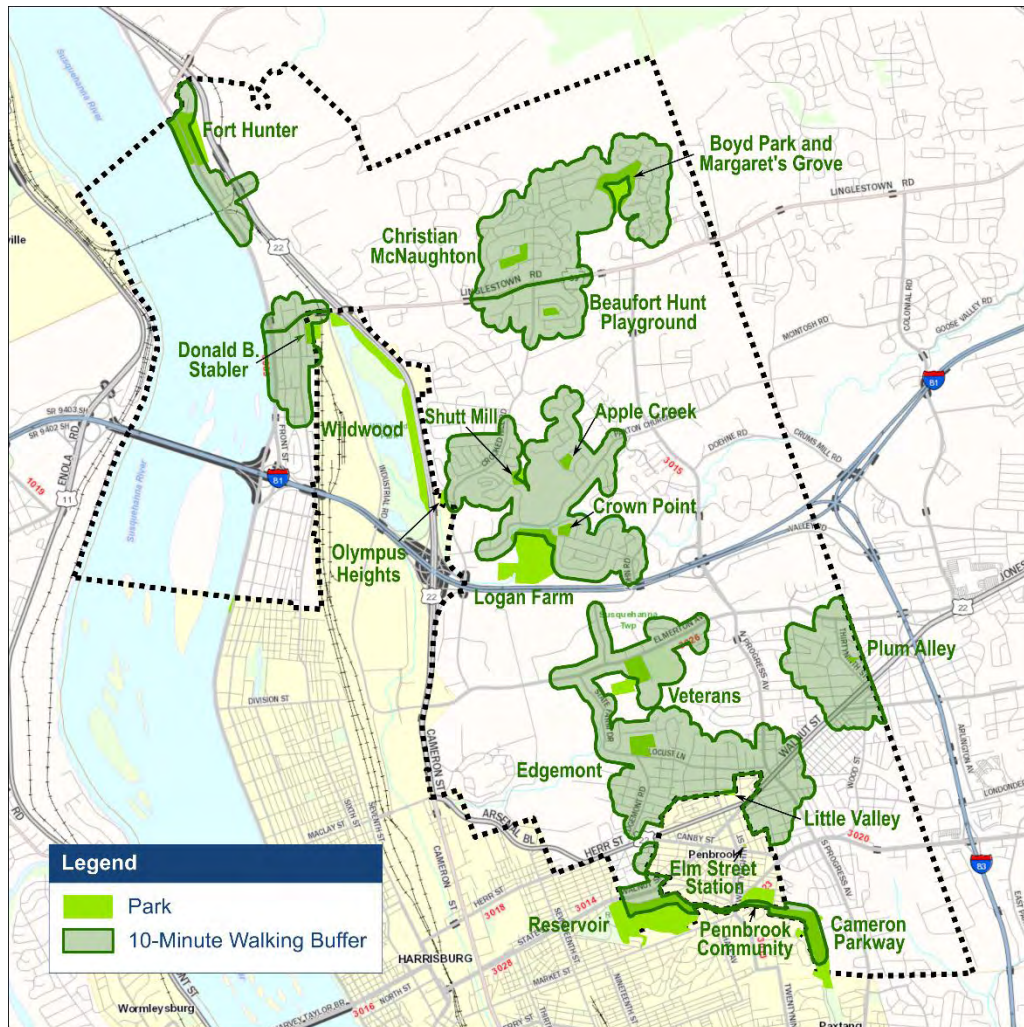
- Apple Creek Park (2.7)
- Beaufort Hunt Playground (2.8)
- Christian McNaughton Mem. (7.5)
- Crown Point Park (4.2)
- Donald B. Stabler Community (7.8)
- Edgemont Community Park (11)
- Margaret's Grove (6.25)
- Olympus Heights Park (1.5)
- Plum Alley Park (0.6)
- Shutt Mill Park (10)

Community Parks with Acreage

- Logan Farm Park (52)
- Veterans Park (26)
- Waverly Woods (20)

Park Amenities	Total	Apple Park	Beaufort Hunt	Christian Mc.	Crown Point	D. B. Stabler	Edgemont	Margarets	Olympus	Plum Alley	Shutt Mill	Logan Farm	Veterans Park	Waverly
Walking path	3			1	1								1	
Natural area	3							1				1		1
Concession stand	3			1		1							1	
Multi-use field	6	1	1	1	1		1						1	
Baseball field	3			1		1							1	
Softball field	3					1	1						1	
Soccer field	5			1									4	
Batting cage	3			1		1							1	
Tennis court	2												2	
Basketball court	6					1	2		1		1		1	
Volleyball court	1												1	
Horseshoes	2												2	
Playground	7		1	1	1	1	1			1			1	
Tot lot	2			1	1	1								
Pavilion	9		1	1	1	1	2			1	1		1	
Restroom	5			1	1	1	1						1	

Susquehanna Township Parks 10-Minute Walking Buffer, 2018



Parkland Standards

Parkland guidelines established by NRPA encourage municipalities to provide a minimum acreage of local active parkland per 1,000 residents. Reflecting NRPA, the Dauphin County *Parks, Recreation, Open Space, & Greenways Plan* in 2009 suggests a total park acreage of 6.25–10.5 acres per 1,000 residents and highlighted 10.5 acres as the countywide goal.

With 152 acres of Township-owned parkland and a current population of 24,887,

Susquehanna Township has a park ratio of 6.1 acres per 1,000 residents, which falls short of the county standard. However, the inclusion of Fort Hunter Mansion and Park (which is in the Township but owned by Dauphin County) brings the number of acres per 1,000 residents to 8.1. This puts Susquehanna Township above the minimum standard, but still below the county goal of 10.5 acres per 1,000 residents.

To meet Dauphin County’s goal of 10.5 acres of parkland per 1,000 residents, Susquehanna will need to add a minimum of 87-137 acres of public parkland by 2040.

To meet Dauphin County’s goal of

10.5 acres of parkland 

per  **1,000 residents,**

Susquehanna will need to add a minimum

of 87-137 acres of public parkland by 2040.

Parkland Standards Applied to Susquehanna Township

<i>Township Parks</i>					
Year	Population	Existing Park Acreage	Acres per 1,000 Residents	Goal	Additional Acres Needed
2017	24,887	152	6.1	10.5	109 acres
2040	27,491	152	5.5	10.5	137 acres

<i>Township Parks plus Fort Hunter Mansion and Park</i>					
Year	Population	Existing Park Acreage	Acres per 1,000 Residents	Goal	Additional Acres Needed
2017	24,887	202	8.1	10.5	59 acres
2040	27,491	202	7.4	10.5	87 acres

<i>Township Parks plus Fort Hunter Mansion and Park and School District Parks/Playgrounds/Fields*</i>					
Year	Population	Existing Park Acreage	Acres per 1,000 Residents	Goal	Additional Acres Needed
2017	24,887	280	11.3	10.5	0 acres
2040	27,491	280	10.2	10.5	8.2 acres

*Stakeholders noted School District facilities are not always open/available to the public.

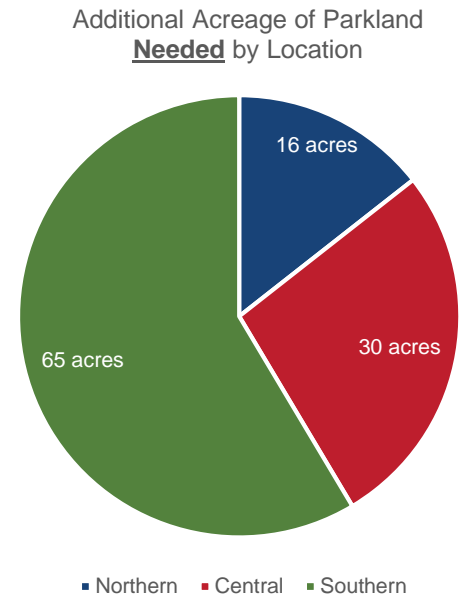
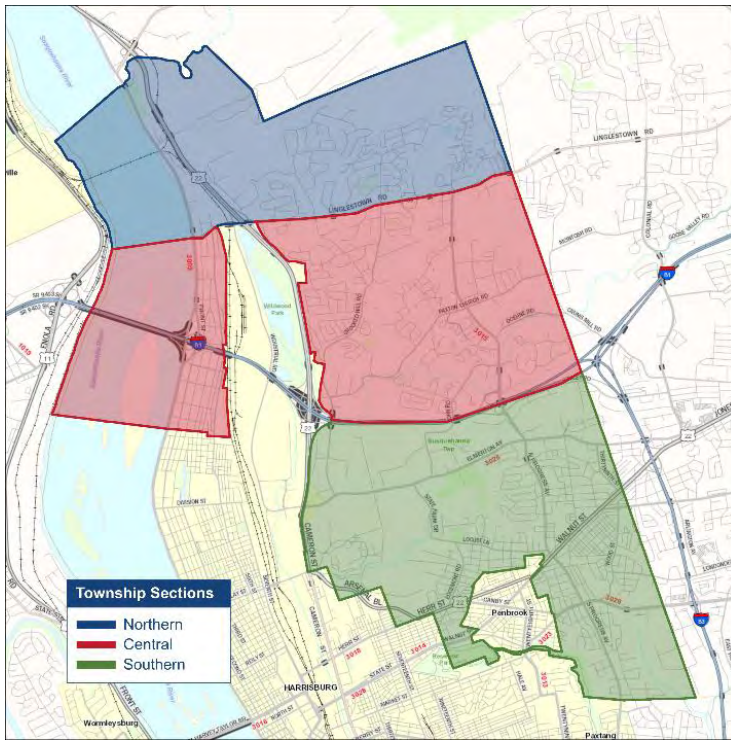
Township’s Parks by Location

As a best practice, many communities utilize level of service standards for parks to ensure all neighborhoods have equitable access to public parkland. This may include, for example, setting a standard that every neighborhood is located within ½ mile of a public park, which is generally within walking distance.

When analyzing Susquehanna Township in sections, the southern portion of the Township falls noticeably short of the Dauphin County parkland goal, with just 3.8 acres of parkland per 1,000 residents. The southern portion of the Township was identified in the 2017 *Comprehensive Recreation and Parks Plan Update* as a location needing additional park acreage, which was qualitatively and quantitatively validated through this comprehensive planning process (refer to map on page 41).



Parkland Standards Applied to Northern Susquehanna Township (Township Parks Only)



The Township’s Community Parks

One area of improvement expressed by residents and stakeholders during the interview process was the quality of the Township’s community parks, which are intended to offer a wide range of amenities serving the population at large in a one to five-mile area.

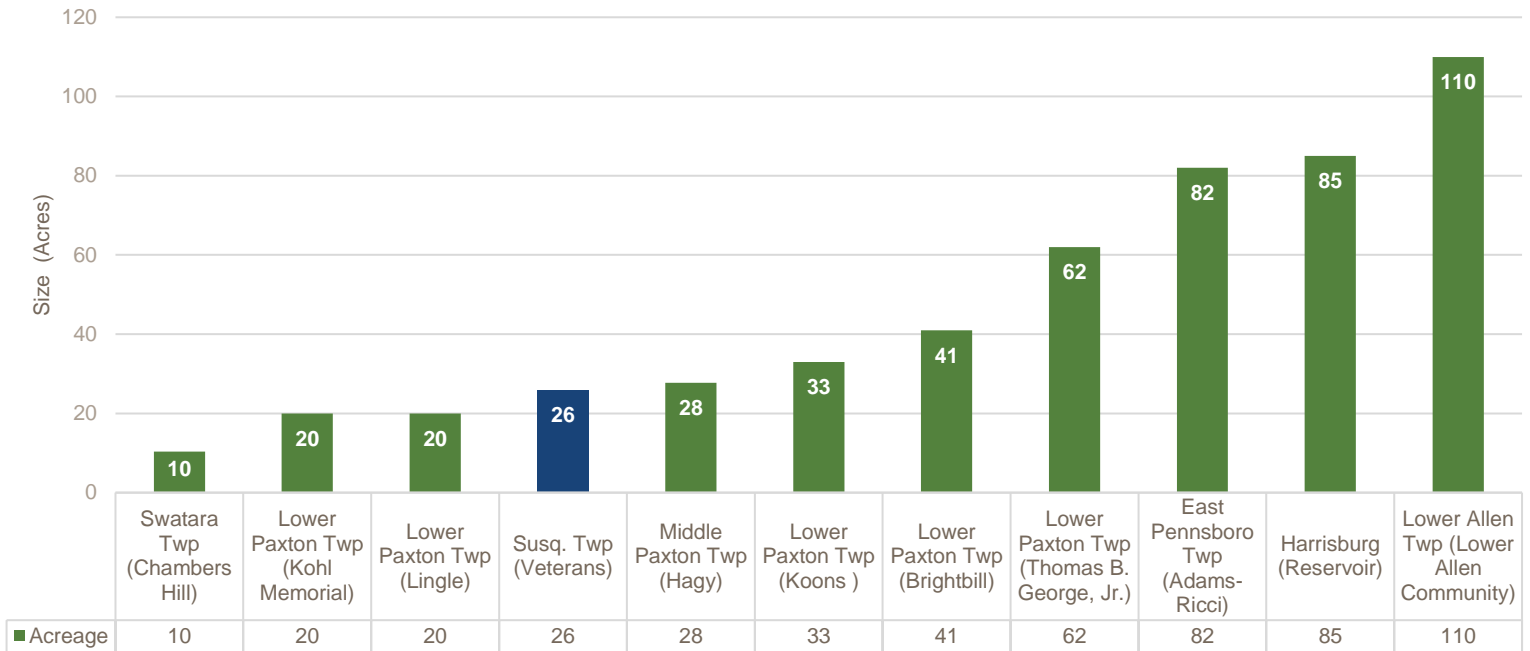
By acreage, three of the Township’s parks fall within the community park category, but only one provides the range of amenities to qualify as a community park.

- **Veterans Memorial Park** – Located at 1955 Elmerton Avenue, Veterans Memorial Park features a lighted baseball field; a lighted softball field; a 4.5-acre soccer complex; and a playground with swings, slide, and a climbing gym. A shuffle-board court, a sand volleyball court, a basketball court, and lighted tennis courts are also located at the park. In addition, the park has one pavilion with 9 picnic tables, restrooms, a kitchen with a refrigerator/freezer, a microwave, and electrical outlets. Veterans Memorial Park is 26 acres in size.
- **Logan Farm Park** – Spanning 52 acres, Logan Farm Park is located adjacent to Crown Point Park off of Walker Mill Road and Aspen Way. This park is a scenic natural area that currently does not feature any amenities. The Township has proposed a 2,765-linear foot trail project that will transform Logan Farm Park into a passive recreational amenity with a walking trail.
- **Boyd Park (formally Waverly Woods Park)** – Dedicated to the Township in 2001, this 19.84-acre park is located north of Linglestown Road at Continental Avenue and Progress Avenue. It’s currently wooded acreage with a pond. The Township has a proposed 1,500-linear foot trail that will also transform this park into a passive recreational asset for walking. The project is being funded through a \$200,000 grant from the Alexander Boyd and Jane Starke Boyd Charitable Foundation awarded in 2018.



Generally, community parks are 20 to 100 acres in size and provide a mix of amenities. NRPA recommends 5-8 acres of these parks per 1,000 residents. This standard equates to having approximately 125-200 acres of community parks in Susquehanna Township. At 26 acres, Susquehanna’s essentially sole community park does not meet this standard. In comparison, adjacent Lower Paxton Township has five community parks totaling 176 acres. Across the river, Lower Allen Township and East Pennsboro Township each have one large community park at 110 acres and 82 acres respectively.

Municipal-Owned Community Parks by Acreage in Nearby Municipalities, 2018



Strategies

To improve the Township’s parks and recreation, 8 strategies will be prioritized over the next 10 years. Generally, these strategies aim to:

- Improve community awareness of the Township’s park assets through several low-cost initiatives, including developing a promotional brochure, updating the Township’s website, and installing new, modern wayfinding and park signage.
- Transform Veterans Memorial Park into a premier community park that serves all of the Township’s residents and becomes an important gathering place for events and celebrations.
- Develop new community parks in areas of the Township where there are none, notably in the southern portion of the Township. Partnerships with the Wedgewood Hills Swim Club and Latshmere Swim Club may be one opportunity to explore.
- Improve the Township’s existing neighborhood parks by naturalizing underutilized park locations and investing in others that are more centrally located to neighborhoods (e.g., invest in Edgemont Community Park).



The strategies for Parks and Recreation are summarized below and outlined in the Implementation Chapter beginning on page 67.

Strategy 1: Conduct a community survey to better understand the community’s preferences for recreational facilities and programming.

To help validate recommendations in this comprehensive plan and the 2017 *Comprehensive Recreation and Parks Plan Update*, the first strategy is to undertake a community survey to understand public opinion surrounding the Township’s parks and recreational programs. This is particularly important to better understand the community’s needs in terms of programming, which was highlighted as a need in the 2017 Plan but hasn’t been validated with substantial community input.

Strategy 2: Implement new, unified park signage, wayfinding, and promotion.

The Township is currently advancing new branding for the Township along with the launch of a new municipal website. As part of this initiative, updating the Township’s website with a brochure and map of park amenities is a cost-effective opportunity to better promote the Township’s existing parks. Currently, information online is limited and hard to navigate, park signage is dated, and there is no wayfinding signage.

Strategy 3: Construct a new neighborhood park and a Greenbelt access point in the southern portion of the Township (south of Walnut Street).

To address the deficiency of parkland in the southern portion of the Township (see page 41), a primary recommendation is to construct a new neighborhood park (1-4 acres) south of Walnut Street. In addition, a new Capital Area Greenbelt access point should be added to enable residents to safely access the Greenbelt.

Strategy 4: Construct a new neighborhood park in the neighborhood located south of I-81 between North Front Street and North 6th Street.

As demonstrated in the Township’s 2030 Vision Statement (see page 7), the Township’s fundamental directive for the next decade is to reestablish Susquehanna Township as a *top first choice for families living and working in the Harrisburg Capital Region by... strengthening our neighborhoods through proactive investments in multimodal connectivity, park enhancements, and code enforcement*. With affordable 20th century homes, the Uptown neighborhood is a great choice for first-time home buyers. Currently, there are no parks within this neighborhood. Constructing a small, walkable pocket park is a low-cost project that will be a value-add to the neighborhood and its attractiveness to families.



Further develop some of the pseudo-park areas to make the region more attractive and make residents want to stay & spend more time and money here instead of in neighboring communities.



[Provide] parks/playgrounds that are not at the schools and can be accessed during school hours.



Strategy 5: Develop and implement a Master Plan for Veterans Memorial Park to expand the Township's primary community park and further develop multimodal trail connections to the park.

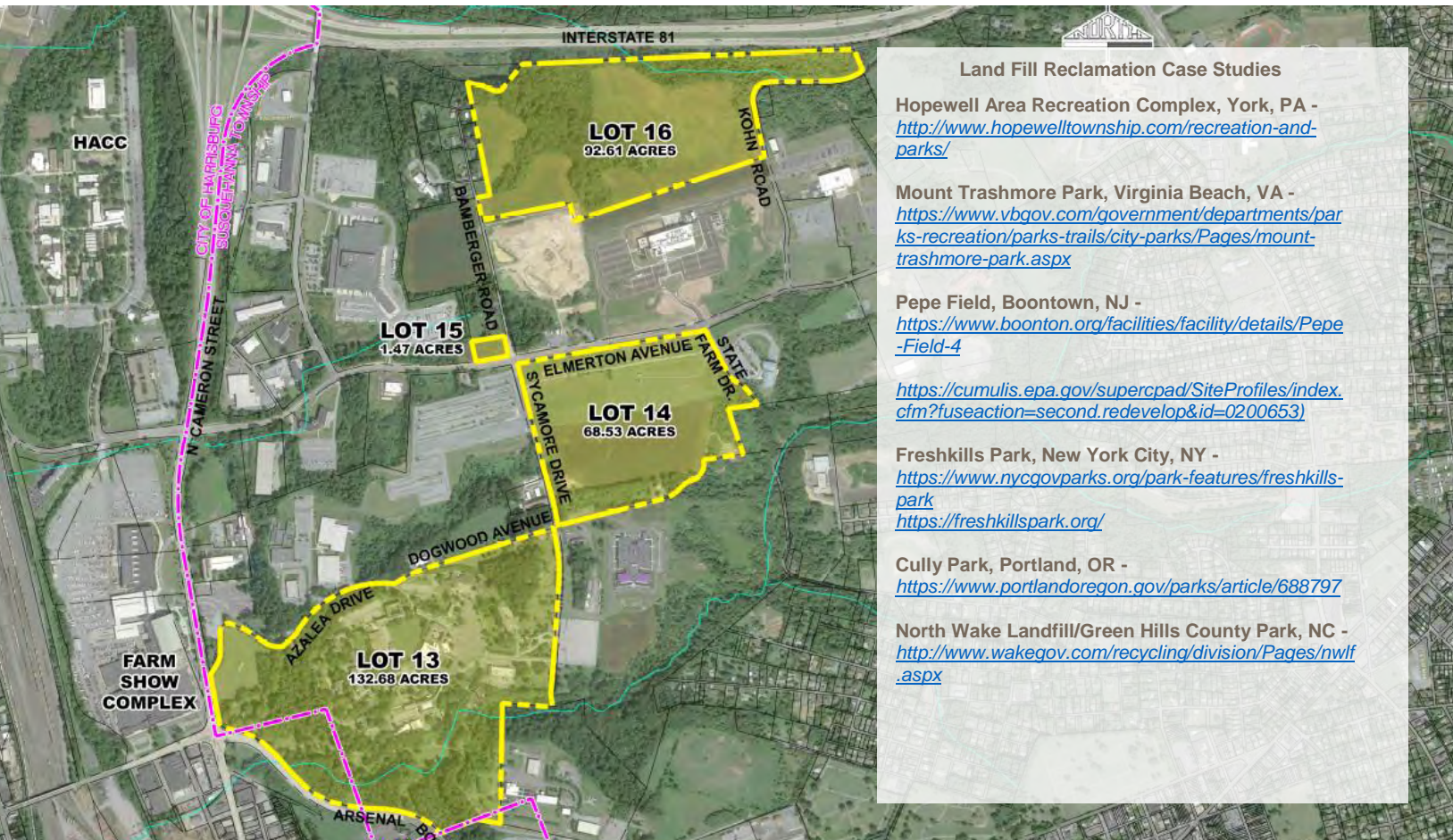
Based on standard levels of service for parkland, Susquehanna Township should have approximately 125-200 acres of community parks for the Township's 24,887 residents. At 26 acres, Veterans Memorial Park falls short of this standard level of service. In addition, the two parcels of land that Veterans Memorial Park occupies are shared by the Township's municipal maintenance complex (e.g., equipment storage, etc.). This creates a conflict of use and limits expansion of the park on its existing location.

DGS recently issued a report for the Harrisburg Annex Property (e.g., the former Harrisburg State Hospital) which is owned by the Commonwealth. In its findings, DGS recommended that Lot 16, which is located in very close proximity to Veteran's Memorial Park along Kohn Road, be repurposed for recreational uses. At 92.6 acres, the parcel is triple the size of Veteran's Park existing location. The Township should determine the feasibility of relocating the existing recreational facilities that are located on-site at Veterans Park to Lot 16 off of Kohn Road for the purpose of expanding and improving Veteran's Memorial Park. Relocating the community park could also provide the Township with a site for a potential new municipal complex.

Lot 16, shown below in an excerpt from the DGS study, contains an approximately 22-acre land fill. In addition, 86 acres are zoned Conservation, limiting development options without rezoning. Given the landfill and current zoning, utilizing Lot 16 for a large community park was recommended as a highest and best use for the land.

Before moving forward with a park relocation project, the Township would need to complete a series of environmental investigation and potential mitigation activities to ensure the safety of citizens. The DGS report (available [here](#) on pages 30-32) provides an overview of the environmental investigation that has been completed to date. While the environmental legacy of the site will add an extra layer of project requirements, landfills have been successfully redeveloped into parks in case studies across the nation and world.

DGS Harrisburg Annex Property Map (Lot 16 proposed for recreational uses)



Strategy 6: Make quality enhancements to existing parks.

The 2017 *Comprehensive Recreation and Parks Plan Update* recommended several capital improvement projects for the Township's existing parks. This comprehensive plan reaffirms and prioritizes five projects, including:

- Continue to advance the planned improvements to Logan Farm Park (construction of a 2,765-linear foot trail) and Boyd Park (formally Waverley Woods Park) (construction of a 1,500-linear foot trail).
- Consider the naturalization of Shutt Mill Park to reduce mowing and improve storm water management and wildlife habitat.
- Overlay tennis courts with pickleball courts.
- Develop Apple Creek Park with a playground.
- Update the playgrounds and improve maintenance at Christian McNaughton Memorial Park and Edgemont Community Park.

Shutt Mill Park (left) and Apple Park Creek (right)



Strategy 7: Implement the 2017 *Comprehensive Parks and Recreation Plan* related to recreational programming and promotion.

The 2017 *Comprehensive Recreation and Parks Plan Update* recommended the hiring of a Township recreational program director to expand recreational programming in the Township. However, as part of this comprehensive plan, it is recommended that the Township first complete a robust community survey to better understand community preferences for recreational programming before making new investments. This will be accomplished as part of Strategy 1 (see page 43). More information on the Township's recreational programming can be found in the 2017 *Comprehensive Recreation and Parks Plan Update* (see page 38).

Strategy 8: Identify, prioritize, and advance safety and connectivity improvements to the Capital Area Greenbelt.

The Capital Area Greenbelt is a 20-mile loop trail through and around the City of Harrisburg, which includes a 6.72-mile section traversing through Susquehanna Township. As demonstrated on page 37, the community input revealed a strong resident desire to have increased access to trails and walking paths. The Greenbelt is a



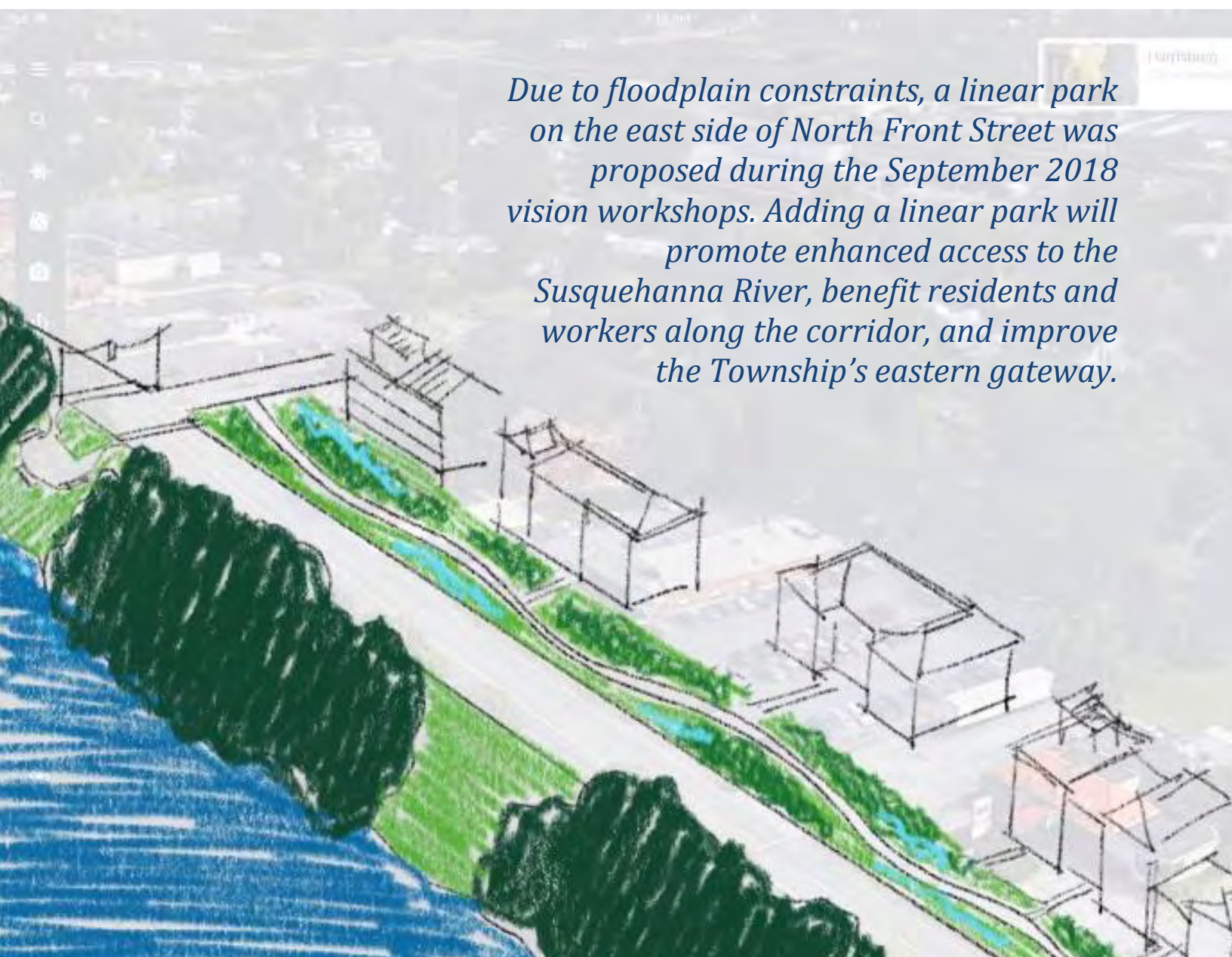
tremendous local asset that can help provide that desired outcome. Over the next 10 years, the Township should identify and advance priority safety and connectivity improvements to the Greenbelt. This includes ensuring that there are sidewalk connections from neighborhoods to Greenbelt access points and that new connections and access points are identified and implemented.

Two new potential connections to be explored include a connection near Edgemont Park and along Progress Avenue in the vicinity of Harrisburg Gardens.

Strategy 9: Expand access to recreational opportunities along the Blue Mountain and along North Front Street.

To further promote walkability throughout the Township, the public input process revealed two potential opportunities to create new walking paths. The first is to connect the adjacent neighborhoods with the Boyd Big Tree Preserve Conservation Area. The second project is to develop a proposed riverfront linear park along the eastern side of North Front Street. The riverfront linear park was conceptualized during the comprehensive plan design work sessions in September 2018.

Linear Park Rendering of North Front Street



Due to floodplain constraints, a linear park on the east side of North Front Street was proposed during the September 2018 vision workshops. Adding a linear park will promote enhanced access to the Susquehanna River, benefit residents and workers along the corridor, and improve the Township's eastern gateway.

Pedestrian and Bicycle Connections

During the development of the *2018 Sustainable Susquehanna* comprehensive plan, the Township heard from many residents and business owners about the importance of walkability, sidewalk connectivity, and a safe environment for bicyclists. Dedicated bicycle and pedestrian infrastructure provides communities with measurable health, environmental, and socioeconomic benefits, in addition to increased transportation options. At a minimum, most people are pedestrians at some point during the day, even if they only walk from a parked car to the entrance of a workplace.

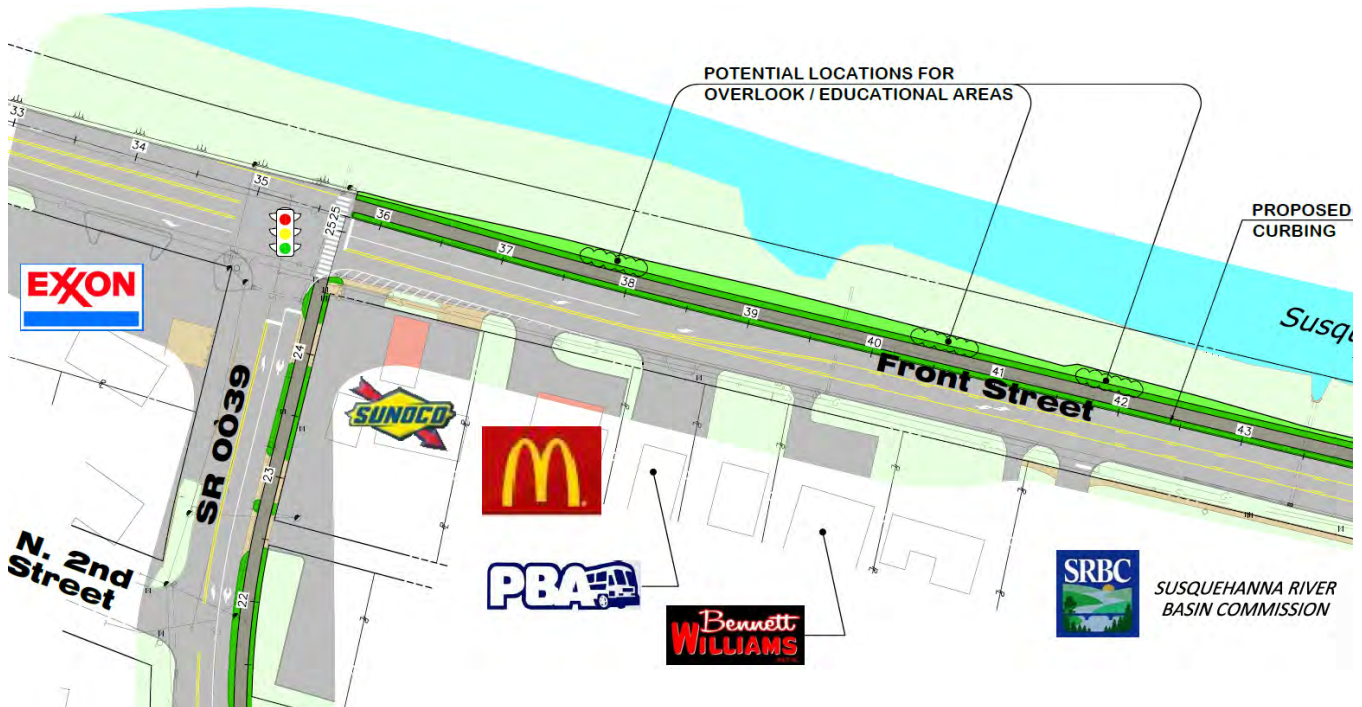
Walkability is often thought of in terms of the local sidewalk network, which includes crosswalks and other related infrastructure that accommodates shorter pedestrian trips. However, there is also a regional need to focus pedestrian investments strategically where demand is greatest, such as major activity centers, dense mixed-use developments, schools, and parks. Existing land use and transportation networks play an important role in making pedestrian trips viable.



SAFE TRAILS linking community amenities and commercial areas would be excellent. I'd ride or walk to shops and restaurants if there was a safe, dedicated trail or bikeway.



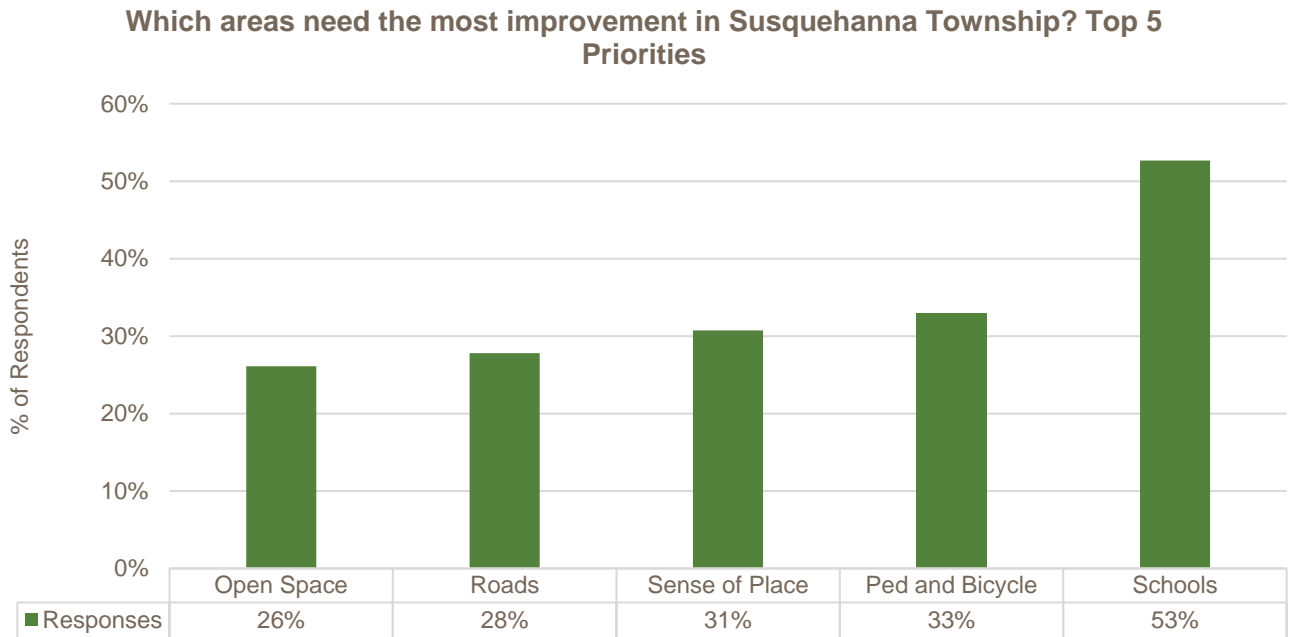
North Front Street Greenbelt Improvement Plans, Capital Area Greenbelt Association



Community Input

Throughout the public engagement process, participants repeatedly introduced the need to improve pedestrian connectivity and bicycle access throughout the Township. When asked “Which areas need the most improvement in Susquehanna Township?”, “Pedestrian and bicycle connectivity” was frequently selected as a key area, second only to improving the Township’s schools.

Online Survey Results, Question 25



The results of the online survey were validated during the focus groups, community workshops, and open house. At each in-person event, community members discussed the importance of a multimodal transportation network and how Susquehanna Township would benefit from investing in additional bicycle and pedestrian infrastructure.

Existing Conditions

In Susquehanna Township, the existing pedestrian and bicycle environment varies greatly due to the diversity and intensity of land uses, as well as the motorized transportation systems that support them. The southern portion of the Township reflects a more urban development pattern consistent with the City of Harrisburg, lending itself more to bicycle and pedestrian circulation. In contrast, the northern portion is primarily suburban and semi-rural, with residential subdivisions characterized by wide curvilinear streets and larger commercial hubs serviced by high-volume roadways.

Pedestrian Environment

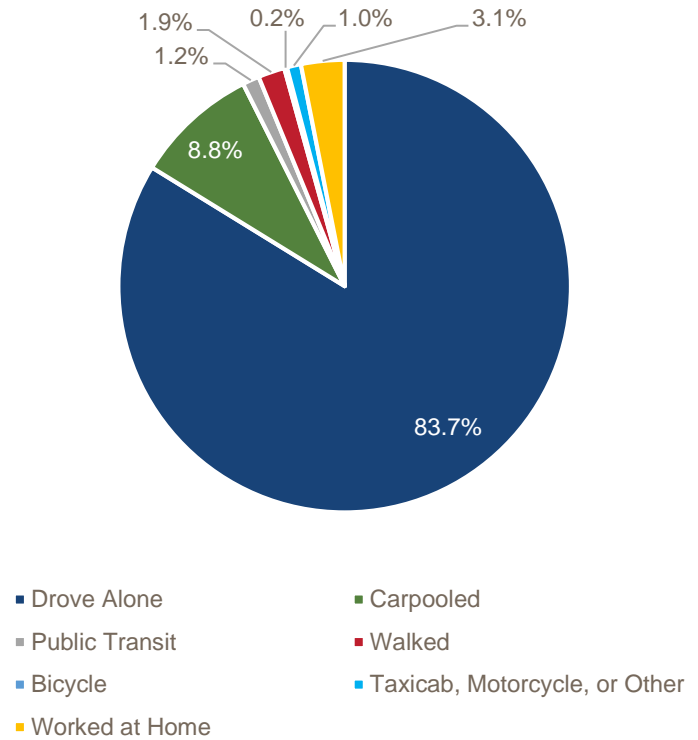
Sidewalks are the most important connecting feature of the pedestrian environment and many communities in Susquehanna Township are influenced by either a lack of sidewalk availability within the local system or to nearby regional destinations. While the extent of Township-wide sidewalk obstructions and breaks in pedestrian connectivity have not been formally documented in a sidewalk inventory and conditions assessment, the *Route 39 & 743 Corridor Study* included mapping of existing sidewalk locations in areas of the Township north of I-81. Existing sidewalk and pedestrian paths are concentrated in residential developments, with limited



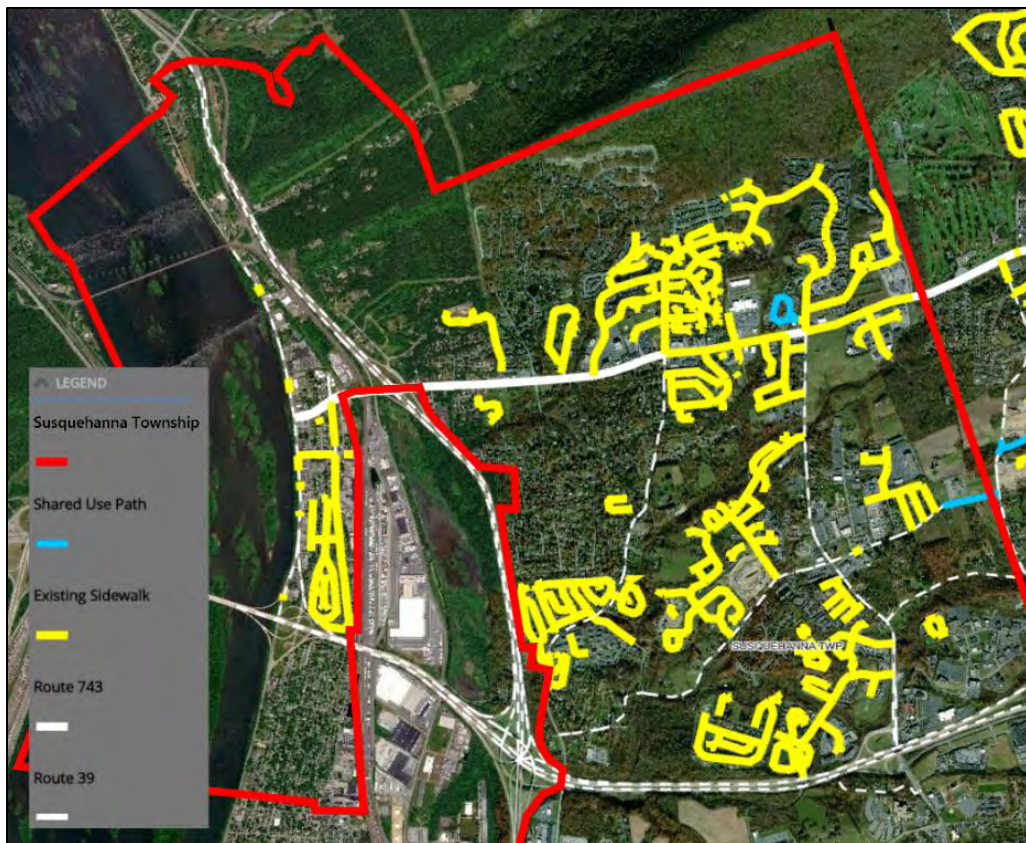
connections and linkages along the Township’s major thoroughfares. Many of the documented facilities do not comply with the Americans with Disabilities Act (ADA) accessibility requirements.

In reviewing the Township’s journey to work data, it is evident that workers rely heavily on automobiles for their daily commutes. While driving alone has consistently been the primary mode of travel to work, rates of solo travel have decreased slightly from 2010 to 2018. At the same time, rates of walking to work have increased from 0.5% in 2010 to 1.9% in 2016. To make walking and biking more attractive commuting options, significant investment must be made in infrastructure that supports non-motorized forms of transportation.

Journey to Work Mode Split in Susquehanna Township



Existing Pedestrian Facilities in Northern Susquehanna Township

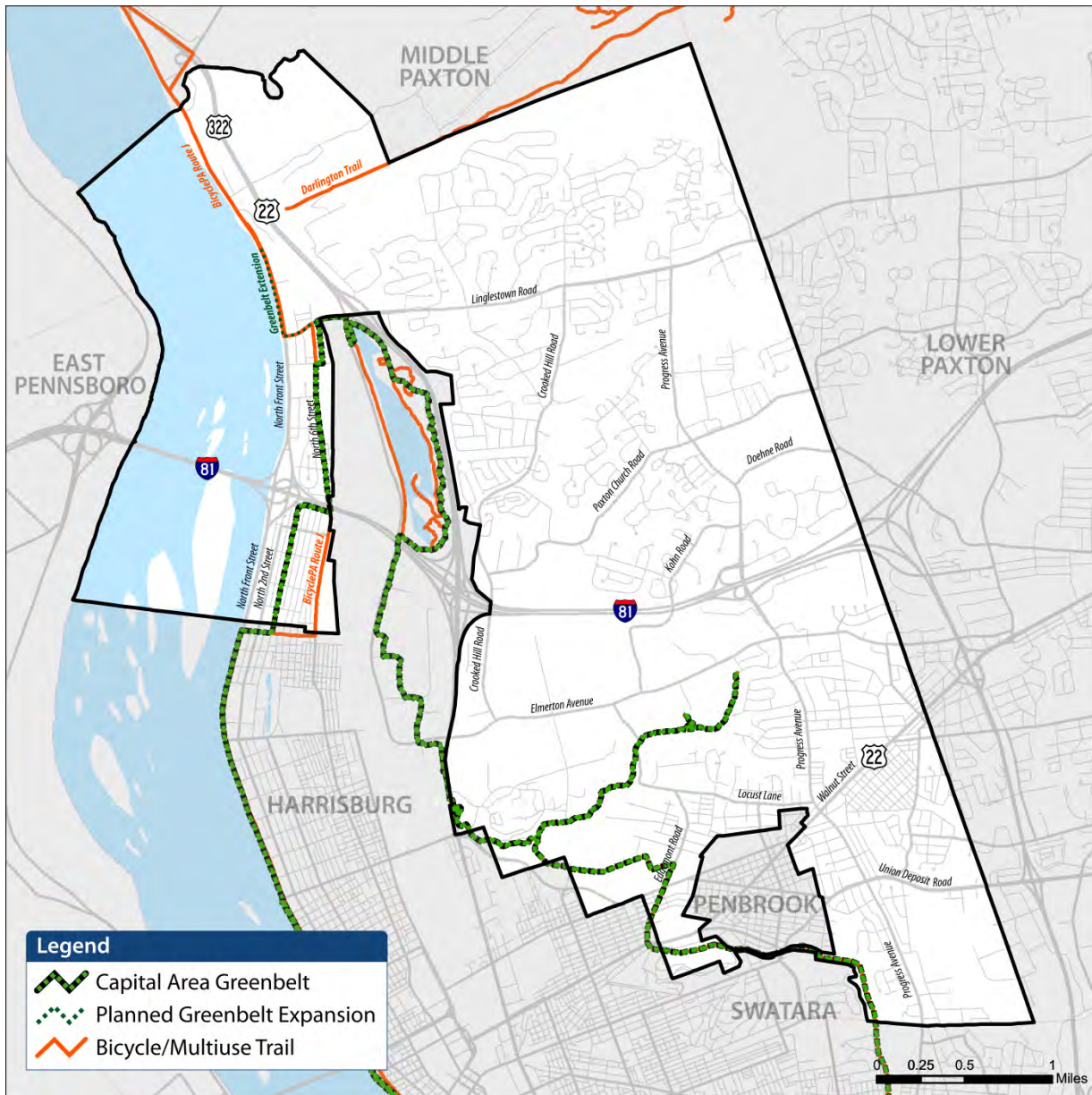


Bicycle Infrastructure

The existing bicycle network in Susquehanna Township consists of on-street facilities (e.g., signed routes like BicyclePA Route J) and off-street side paths and trails, like the Capital Area Greenbelt. Many of the Township’s priority roadway corridors, including Linglestown Road and Progress Avenue, have shoulder widths greater than or equal to 4’, which provide more seasoned bicyclists with a dedicated space alongside vehicular traffic.

The Capital Area Greenbelt is being expanded in the Township with the completion of the Greenbelt extension to Fort Hunter Park. The project will create a multiuse path on North Front Street north of Linglestown Road, reducing the road’s four traffic lanes to three to make room for the new trail, and there is potential to expand the path further south towards Harrisburg.

Bicycle Facilities in Susquehanna Township



Strategies

To improve the Township's pedestrian and bicycle environment, four strategies will be implemented over the next 10 years. Generally, these strategies aim to:

- Engage and mobilize a diverse group of Township stakeholders to evaluate, prioritize, and implement pedestrian and bicycle enhancements.
- Address non-motorized transportation safety and access within the Township through focused planning efforts and infrastructure upgrades.
- Improve the bicycle and pedestrian environment through adopted land use policies.

The strategies for pedestrian and bicycle connections are summarized below and outlined in the Implementation Chapter beginning on page 67.

Strategy 1: Establish a Susquehanna Township Bicycle and Pedestrian Task Force that meets regularly to identify, assess, and address bicycle/pedestrian issues and advance the bicycle/pedestrian recommendations of this comprehensive plan.

Residents and other community stakeholders in Susquehanna Township must take ownership of the directives set forth in the comprehensive plan. Because bicycle and pedestrian issues were at the forefront of the planning process and serve as a “cross-cutting” theme that affects other functional areas like parks, recreation, transportation mobility, neighborhood character, and urban design, the formation of a Township Bicycle and Pedestrian Task Force is recommended as a necessary first step for implementation. The Task Force will ideally be composed of a diverse group of local stakeholders who are charged with advancing the bicycle and pedestrian recommendations of the comprehensive plan. Susquehanna Township staff will convene the Task Force and provide administrative support and local insights as the group works toward project implementation.

Strategy 2: Address pedestrian safety and mobility along Priority Corridors through additional corridor planning, design improvements, education, and stakeholder collaboration.

Currently, the Township's Priority Corridors are automobile-oriented and have been designed to effectively maximize the flow of vehicular traffic. Through this planning process, it became evident that many residents want to have the ability to walk and bike to nearby destination but simply did not feel safe on Township roadways. Strategy 2 is focused on corridor-specific bicycle and pedestrian improvements. For example, Progress Avenue emerged as a barrier to safe pedestrian travel for residential neighborhoods located along the corridor.

Strategy 3: Improve bicycle and pedestrian access to the Township's park system through targeted infrastructure upgrades.

In addition to increasing park acreage and improving the quality of the Township's parks, residents should be able to safely access open space and recreational opportunities that are within walking and biking distance. While this strategy complements the directives set forth in the previous chapter on parks and recreation, it is ultimately a transportation-related recommendation dealing with site access. Many stakeholders noted during the comprehensive plan outreach that they lived within a short distance of a park but could not easily walk or bike there. One way to make the Township a more desirable place to live and improve its quality of life is to close critical sidewalk gaps between residential neighborhoods and nearby parks.



Strategy 4: Establish land use policies to encourage bicycle and pedestrian forms of transportation.

This strategy highlights the importance of adopting local land use regulations that require the inclusion of bicycle and pedestrian facilities into new developments. Without codes and ordinances that are supportive of bicycle and pedestrian infrastructure, the Township will continue to develop in an automobile-oriented manner. Simple changes like requiring bicycle parking as part of commercial land development plans and developing Township-wide design guidelines will go a long way in making the Township more walkable and bikeable.

Capital Area Greenbelt Trailhead at Olympus Heights Park



Transportation Safety and Mobility

Transportation systems impact the daily lives of all residents and workers and can be a benefit or burden, depending on the availability of safe, connected modal options. In Susquehanna Township, the transportation system is composed of a diverse network of roadway, transit, and bicycle/pedestrian facilities, with additional transportation services located nearby. While the Township is mostly built-out, its proximity to the City of Harrisburg and its mix of land uses contribute to increased traffic congestion along major roadways.

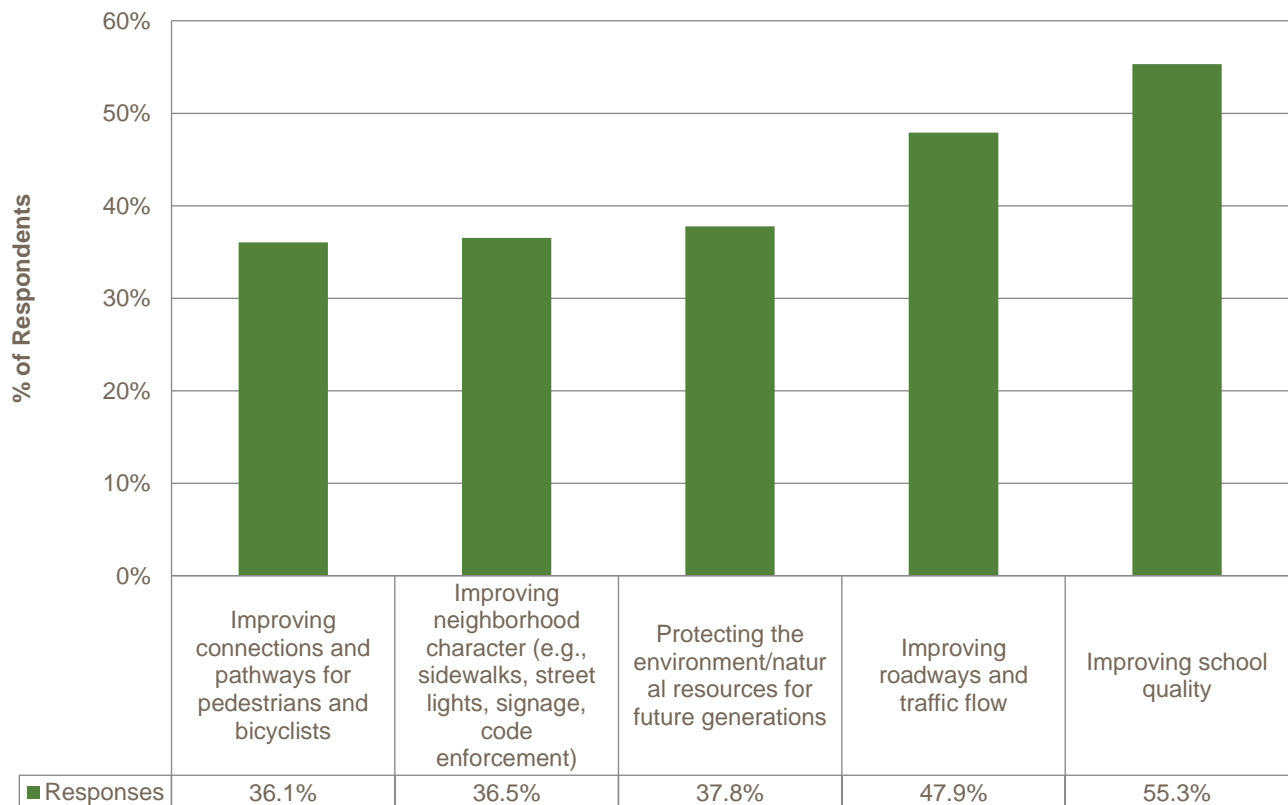
Transportation safety is also at the forefront of the Township’s comprehensive planning efforts. Over the past 5 years, there have been 9 fatal and 514 injury-causing vehicular crash incidents in Susquehanna Township. The loss of life exacts a tragic toll on a community and advancing safety improvements along the Township’s roads will contribute to safe mobility for all travelers.

Community Input

The significance of Susquehanna Township’s transportation system was made clear in analyzing responses gathered in the community survey. When asked where the Township should dedicate its time, money, and staff, 36% of respondents selected “improving bicycle and pedestrian connections” while nearly 48% selected “improving the Township’s roads and traffic flow.”

Online Survey Results, Question 28

**Where should the Township use its resources for future initiatives?
Top 5 Responses**

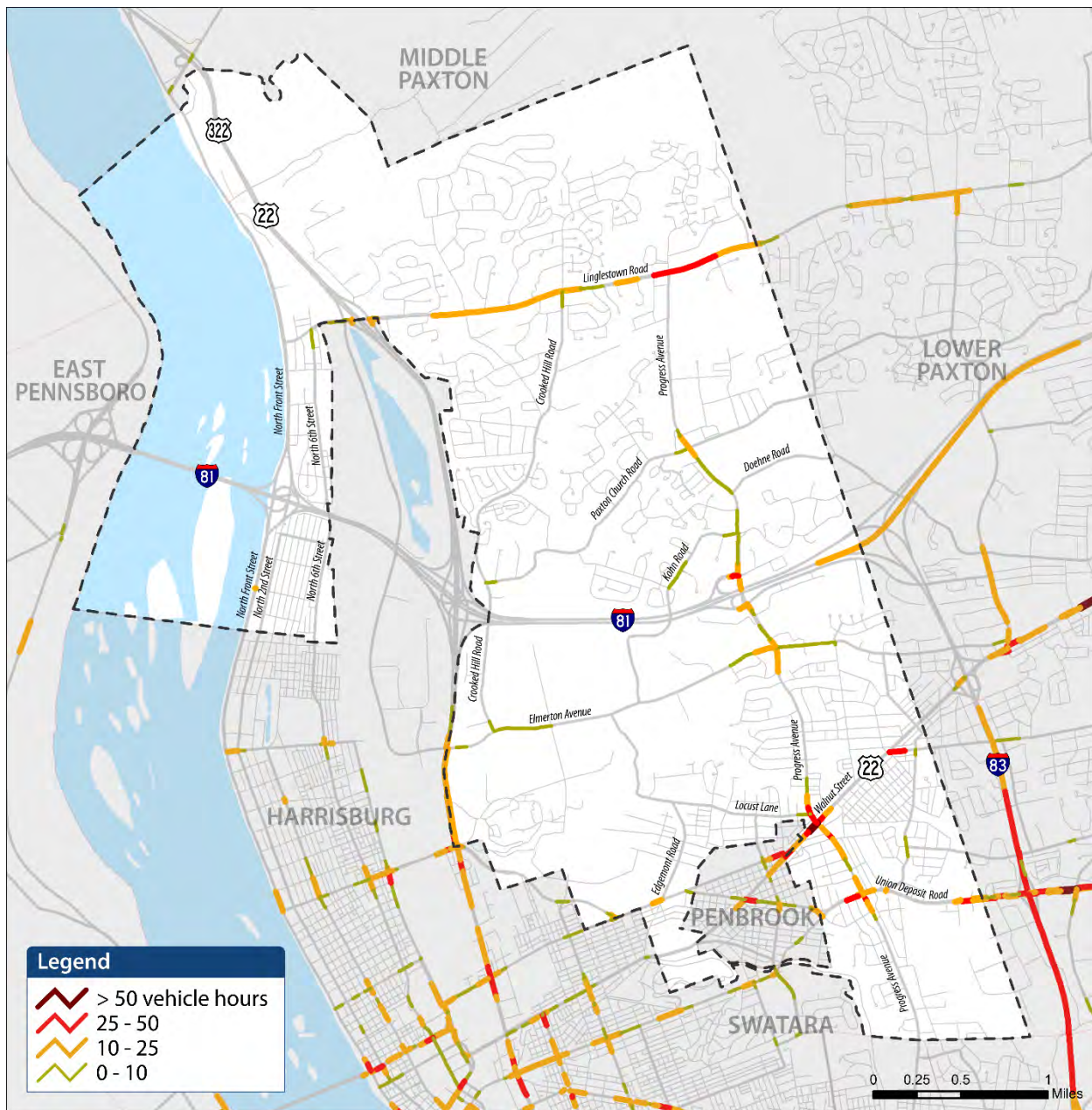


Existing Conditions

The backbone of the Township’s transportation system includes its roadway network. The Township has nearly 132 linear miles of roadway, including 23.4 miles on the state system, with the remainder being locally-owned. I-81 is the Township’s most strategic roadway, providing mobility for high-speed, long-distance trips. As a growing suburban Township, Susquehanna experiences traffic congestion on many roadways and intersections.

Travel delay is one measure of traffic congestion and it is based on the differences between off-peak and peak vehicle travel times. Delay is calculated using the highest peak congested travel time in the AM and PM peak periods. Areas experiencing the most delay in Susquehanna Township include the areas adjacent to US 22’s intersection with Progress Avenue, and along Linglestown Road.

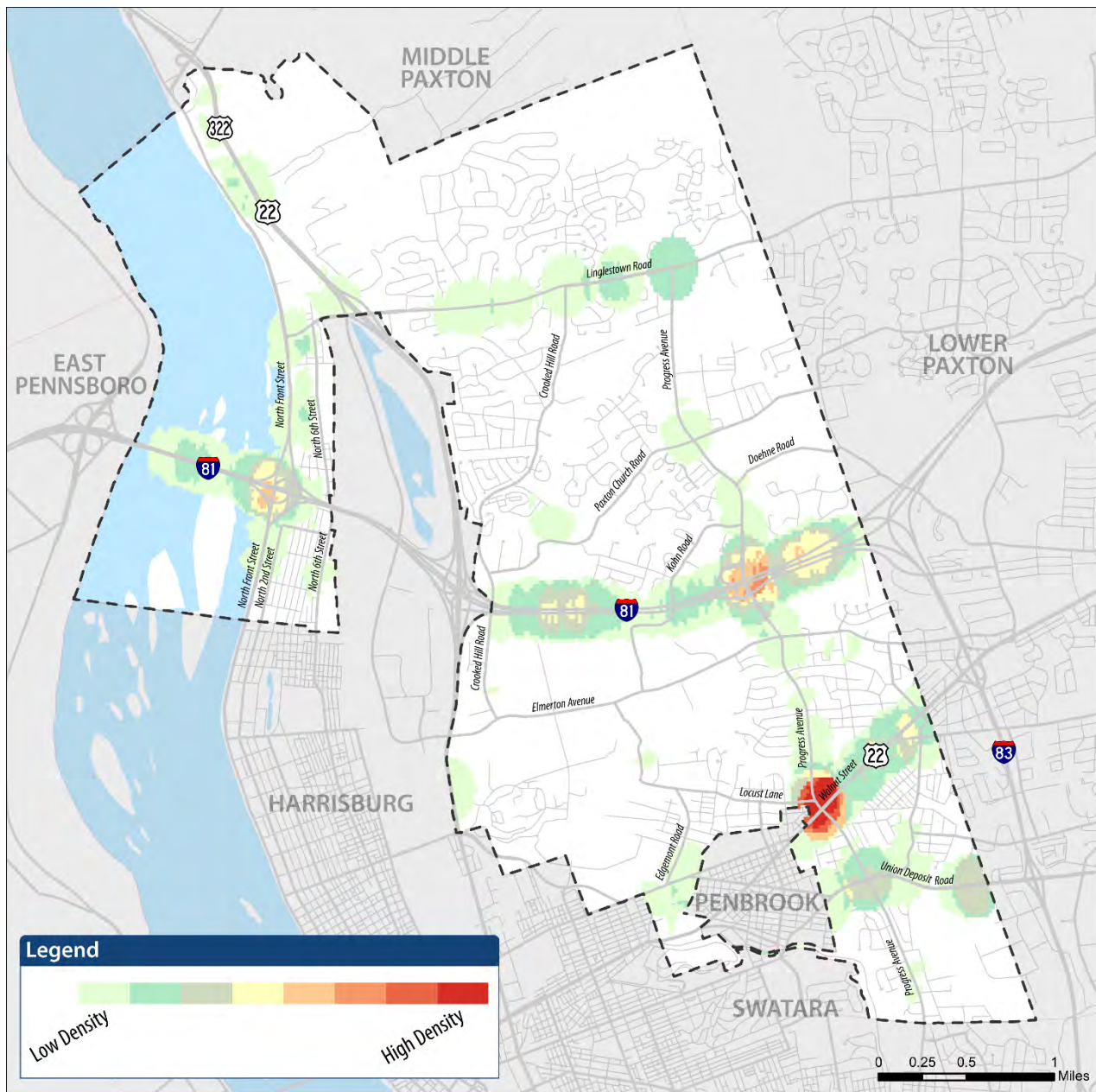
Vehicular Travel Delay on Susquehanna Township Roads



Transportation safety can be measured using detailed crash data made available by the Pennsylvania Department of Transportation (PennDOT). In Susquehanna Township between 2012 and 2016, there were 1,151 vehicular crash incidents that resulted in 9 fatalities and 514 injuries. Over this 5-year period, total crash rates remained consistent, while crashes resulting in injury decreased slightly.

Roadways carrying larger volumes of traffic also experienced higher frequencies of crashes. For example, nearly a quarter (24.4 percent) of reported vehicular crash incidents within the Township occurred on I-81. While Progress Avenue and Walnut Street do not carry the same level of daily traffic as I-81, the intersection demonstrated the highest clustering of vehicular crash incidents.

Vehicular Crash Density in Susquehanna Township Heat Map, 2012-2016



Strategies

To improve the Township's multimodal transportation network, with an emphasis on safety and mobility, 4 strategies will be prioritized over the next 10 years. These strategies aim to:

- Fully engage Susquehanna Township in regional and statewide transportation planning processes to ensure the recommendations of the comprehensive plan are included in project development.
- Improve public transportation services within the Township to better serve residents who are transit-dependent.
- Elevate the importance of Complete Streets as a means for addressing safety concerns, improving mobility, and offering transportation choices.

The strategies for transportation safety and mobility are summarized below and outlined in the Implementation Chapter beginning on page 67.

Strategy 1: Increase coordination with regional and state transportation agencies to address traffic congestion and transportation safety concerns on the Township's major travel corridors.

Susquehanna Township's most congested and unsafe roadway corridors are all state-owned facilities and require coordination with the Harrisburg Area Transportation Study (HATS) and PennDOT in advance of any design improvements. To improve municipal and state transportation planning coordination, PennDOT initiated a new policy in December 2016 called PennDOT Connects. The new policy aims to engage municipalities early in the transportation planning process, prior to the initiation of engineering and design work, to ensure local concerns and plans are considered as part of project development. Strategy 1 directs the Township to engage in different regional and state planning processes, including the Regional Congestion Management Process, the HATS Traffic Incident Management Program, and PennDOT Engineering District 8-0's Regional Operations Plan.

Strategy 2: Improve access to public transportation and ride-share opportunities.

A convenient and reliable public transportation system can reduce the need for single passenger vehicle trips, decrease automobile emissions, increase physical activity, and provide critical transportation access for people who are unable to drive. Susquehanna Township is currently served by Capital Area Transit (CAT), and many residents live within walking or biking distance of a bus stop. While transit service is available, it is underutilized. The Township cannot dictate CAT's service structure, but it can be an engaged partner in elevating public transportation concerns within the community. This Strategy outlines ways for the Township to work with CAT in identifying specific transit service gaps and gaining a better awareness of how public transit could be modified to meet the needs of local riders.

Strategy 3: Integrate a Complete Streets approach to multimodal transportation planning Township-wide.

Local and state governments have the power to make communities healthier, safer, and more sustainable by implementing laws and policies that support Complete Streets. Complete Streets policies change how streets are designed and built so that residents of all ages and abilities can travel easily and safely along them, whether they are walking, biking, or riding the bus. Each street doesn't require the same features to be safe for active travel. A low design speed may be enough to make some streets safe; other streets may require elements such as additional crosswalks, accessible transit stops and pedestrian signals, median islands, sidewalks, and bicycle lanes.

Through the planning process, it became evident that residents, businesses, and other community leaders desired a more context sensitive approach to transportation improvements within the Township. Many of the



Priority Corridors have the potential to integrate bicycle, pedestrian, and transit improvements without significantly impacting vehicular traffic. A 2-mile segment of North 6th Street, for example, has wide travel lanes and on-street parking that could be updated to accommodate other transportation modes. The figures below provide a graphical depiction of the existing standard cross section of North 6th Street, shown alongside a standard cross section where other modal elements have been included.

North 6th Street Complete Streets Design



Strategy 4: Begin advancing the Township’s portfolio of candidate transportation infrastructure projects in collaboration with regional partners.

The comprehensive plan identifies Township priorities related to infrastructure projects and additional planning studies that should be advanced over the next 10 years. To be considered for any state and federal transportation funding, the Township’s priority initiatives must be identified in the HATS Regional Transportation Plan. An important next step for implementation is working with HATS staff on the development of Project Initiation Forms (PIFs) as an important first step in raising awareness of local needs at a regional level, and potential placement onto the Harrisburg region’s Regional Transportation Plan (RTP).



Neighborhood Character

Located adjacent to the City of Harrisburg, Susquehanna Township is a first ring suburban community. In all areas of the Township, there is a diverse mix of housing options for individuals of all incomes, including small single-family detached homes found within the established Uptown and Progress neighborhoods, multifamily townhomes found in the King Manor and Crooked Hill neighborhoods, and larger single-family homes throughout the Township.

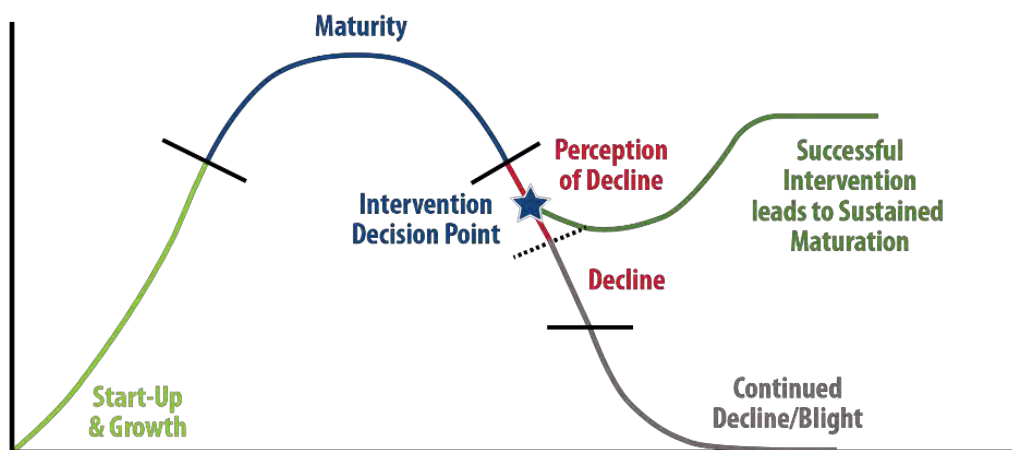
Not many communities in the Harrisburg Capital Region offer the continuum of housing choices offered by Susquehanna Township. Protecting the Township's mature neighborhoods from decline is an important initiative to preserve the range of high-quality housing choices throughout the Township.

Community Input

Maintaining the Township's diverse mix of high-quality neighborhoods is of paramount importance to attract individuals and families to live and work in the Township. During the stakeholder engagement phase, a reoccurring concern was identified regarding the gradual deterioration of neighborhoods. It was a primary topic brought up during the focus groups, community workshops, online survey, and open house.

As the baby boomer generation continues to age, qualitative insights from stakeholder interviews suggest that many of the Township's established neighborhoods are experiencing a natural changeover in ownership. When the homes were first built in the 1950-1980s, they were premier, high-end homes that were being constructed at a high price point. Decades later, these homes are smaller in comparison to new construction and are being purchased by first-time home buyers. These first-time home buyers may not have the means to invest in the necessary maintenance or perhaps perceived level of maintenance of the former owners. This comes at a time in the neighborhood life cycle where the homes in Susquehanna may require additional investment to sustain maturation and avoid the potential for decline.

Neighborhood Life Cycle Diagram



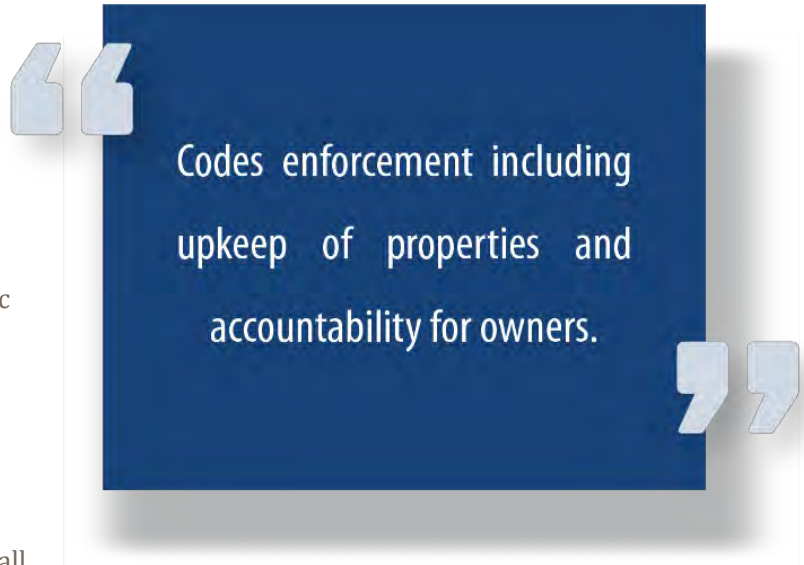
Help keep Susquehanna Township clean and beautiful by enforcing codes of rundown homes and businesses.



Existing Conditions

The Township’s current building codes are based on the International Property Maintenance Code (IPMC) that regulates the minimum maintenance requirements for buildings. The code outlines clear and specific property maintenance criteria for regulating the following:

- Installation and maintenance of specific building components;
- Maintenance requirements for vacant structures and land;
- Requirements regulating the safety, sanitation, and appearance of the interior and exterior of structures and all exterior property areas;
- Accessory structures; and
- Vehicle storage regulations.



To enforce the code, the Township currently employs a complaint-driven program. The Township provides an online complaint form, which may be used by residents to convey concerns regarding another person’s property. Once a complaint submission is received, the Township generally contacts the property owner as a courtesy to have the code violation resolved without a formal citation. However, if the property owner is unresponsive, a violation letter is sent, and the case is then administered by the Magisterial District Judge. The fines by violation are provided below.

Code Violation Fine Schedule, 2018

Ordinance	Subject	Fine (all fines include court costs)
4-208	Vacant property registration	\$500
5-102	IBC	\$1,000 max
6-707	Noise	\$100 - \$500
9-115	Grading & Excavation	\$100 - \$600
10-104	Property Maintenance	\$600 max
10-308	Outdoor storage (limited)	\$600 max
13-113	Transient business	\$600 max
20-511	Vacant Properties	\$1,000 max
21-106	Sidewalk maintenance	\$600 max
22-1602	SALDO Enforcement	\$500 max
25-117	Tree care	\$50 - \$600
27-2622	Zoning Enforcement	\$500 max

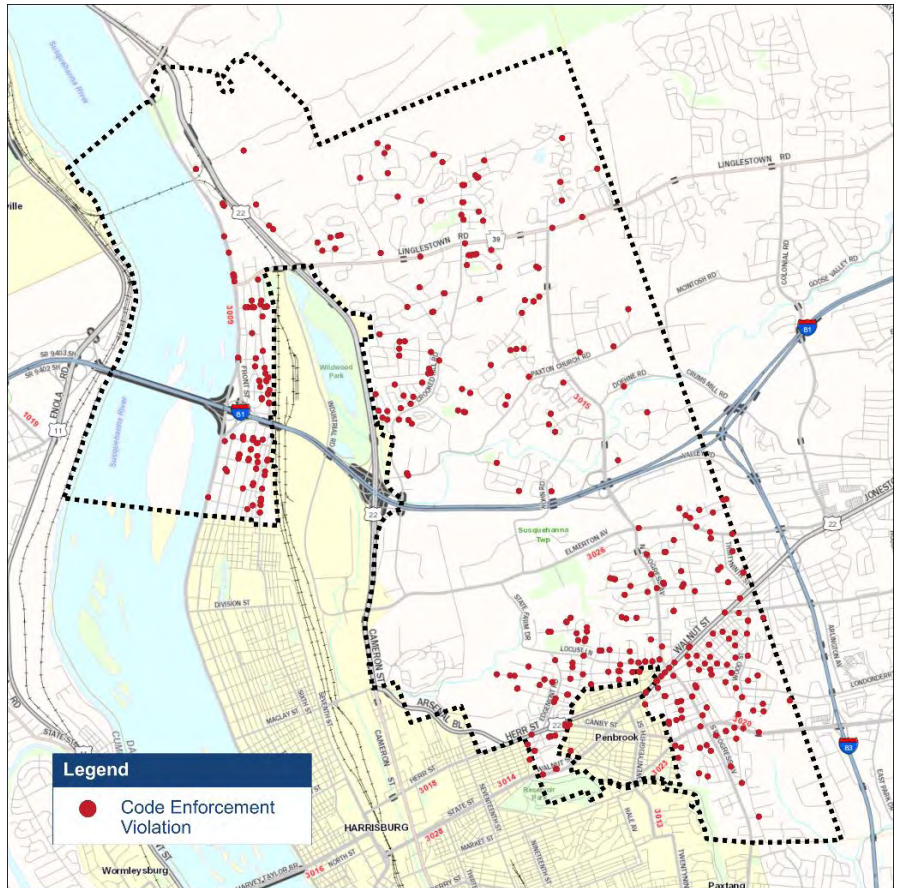


Code Enforcement Violation Trends

While historical data back to 2010 is not available, the Township reviewed code enforcement trends over the past four years, from 2015-2018. Over the four-year period, the Township issued 1,086 code enforcement violation citations. Weed and Noxious Vegetation was the most frequent citation issued, followed by Responsibility for Removing Certain Items, Exterior Property Areas, and Structure. These citation categories include items like high grass and weeds, trash, overgrown shrubbery, abandoned vehicles, and stagnant water.

In terms of location, code enforcement violation citations have been issued throughout the Township. However, the southern portion of the Township received a proportionally higher number of violations. The Uptown neighborhood also has a high concentration of violations.

Code Enforcement Violation Citations in Susquehanna Township by Location, 2015-2018



Of all code violations between 2015 and 2018, 42 percent were issued to rental properties (landlord owned) and 56 percent were issued to owner-occupied properties. As explored in the strategies below, the Township should consider different approaches to addressing absentee landlords versus homeowners that have a vested interest in the community.

Code Enforcement Violation Citations in Susquehanna Township, 2015-2018

By Violation Type	Count	By Month	County
Weeds and Noxious Vegetation	405	January	57
Responsibility for Removing Certain Items	138	February	74
Exterior Property Areas	136	March	40
Structure	134	April	120
Animals at Large	62	May	222
Sanitation	62	June	148
Other	43	July	107
Sidewalks and Driveways	43	August	122
Trees	26	September	77
Interior	14	October	44
Rodent/Extermination	11	November	41
Swimming Pools	9	December	31
Grand Total	1083	Grand Total	1083



Strategies

To improve neighborhood character and develop ways to address and prevent deteriorating residential properties, 4 strategies will be prioritized over the next 10 years. Generally, these strategies aim to:

- Promote increased pride in homeownership and neighborhood identity by creating innovative programs to bring neighbors together and provide resources for home maintenance.
- Increase investment in properties through economic incentives.
- Add capacity to the Township's code enforcement program to maintain the health, safety, and sanitation of all neighborhoods.
- Through a multipronged approach, increase curb appeal and property values, reduce code violations, and improve the community's quality of life through safe, well-maintained neighborhoods.

The strategies for neighborhood character are summarized below and outlined in the Implementation Chapter beginning on page 67. Collectively, these strategies provide a proactive approach to help improve neighborhood character and over time reduce the number of code violations.

Strategy 1: Develop a neighborhood initiative with a variety of educational events and resources to bring neighbors together, provide tools for home maintenance, and promote neighborhood pride.

Susquehanna Township residents are concerned about increased property deterioration, corresponding neighborhood decline, and negative impacts on home values. To address these concerns, the Township needs to take a lead role in changing these trends.

As a foundation to the following three strategies, Susquehanna Township should develop a neighborhood initiative to build community pride, encourage regular home maintenance, and provide resources and tools for maintenance activities. The initiative should consider the following elements:

- **Community home maintenance workshops.** Host quarterly educational workshops to provide guidance on home maintenance and best practices. For example, workshops may be sponsored by a local contractor and include topics such as exterior painting. For owner-occupied households, the Township could consider waiving code violation fines if the owner attends one or more workshops. As part of this task, the Township should also develop an educational brochure outlining code enforcement policies and tips for home maintenance.
- **Community resources for home maintenance including a tool lending program.** Not all residents own tools that are needed for home maintenance work and the purchase of paint supplies, lawn and garden supplies, and so forth can be cost prohibitive for many families. As an innovative approach to overcoming this challenge, the Township should develop a tool lending program where residents can checkout tools for home improvement projects. This type of program has been successfully implemented in other communities, including Round Rock, Texas, where tools have been lent over 3,400 times. In addition to personal home improvement projects, the tools should also be available for organized projects such as neighborhood cleanups and beautification projects.



Strategy 2: Implement a LERTA for neighborhoods to stimulate owner reinvestment in residential properties and consider a small grant program available to residents Township-wide.

In addition to the neighborhood initiative, the Township can utilize incentive tools to help attract reinvestment in certain areas. LERTA is an excellent example. As a tax abatement program, LERTA provides exemptions of property taxes on improvements located within a designated area that is mutually approved by the municipality, county, and school district. Generally, property owners receive the abatement for a 10-year period. Some LERTA programs offer a 100% abatement for the 10 year period. In other programs, the taxing jurisdictions approve a sliding abatement that is 100% in year one, 90% in year 2, 80% in year three, and so forth. Over the 10-year program, however, LERTA offers a tangible tax savings to home owners and property owners that make improvements to their property.

While a LERTA may be targeted for neighborhoods in decline, the ownership should also consider the development of a small grant program available for residents Township-wide. The program should focus on façade and other exterior improvements and be targeted toward low-income families. An annual application process could be developed along with objective evaluation criteria to make project selections.

Strategy 3: Further promote a sense of place throughout the Township's unique neighborhoods.

A reoccurring theme throughout stakeholder engagement was resident desire to see Susquehanna Township evolve as a well-known, cohesive community that has a sense of place. In addition to the priority corridor improvements proposed in this comprehensive plan, the Township should help distinguish the many desirable neighborhoods within the community. One simple action item is to create a marketing map that delineates the neighborhoods through the Township and install corresponding wayfinding signage. This will help attract homeowners by better promoting the Township's neighborhoods.

As one example marketing and wayfinding, the Borough of Lansdale in Montgomery County has undertaken a complete rebranding and wayfinding initiative in recent years. In addition to updating its municipal logo and website, the Borough is installing corresponding wayfinding signs with the same branding for community recognition. The Borough's [Wayfinding & Signage Program](#) is available online.

Strategy 4: Enhance code enforcement capacity to provide strong and consistent code enforcement Township-wide.

Strong, consistent code enforcement ensures safe and desirable neighborhoods, helps maintain property values, and preserves neighborhood character. A priority recommendation is to hire an additional full-time code enforcement officer in 2019. With additional staff capacity, the Township will be able to migrate from reactive complaint-driven code enforcement to proactive enforcement that is managed by monitoring all neighborhoods on a defined schedule.



Community Events and Celebrations

Susquehanna Township has many attributes and advantages that promote a sense of community.

- The Township is one of the most diverse communities in the region and residents recognize this diversity as one of the Township's most significant assets.
- Unlike many surrounding townships, Susquehanna Township and the Susquehanna Township School District share the same borders. This synergy presents a great opportunity to celebrate the achievements of the Township's youth who will be the Township's leaders in the future.
- The Township is home to many places of worship which bring congregations together to celebrate faith as well as many senior citizen communities.

However, even with all of these examples that reflect the Susquehanna community, there is a lack of Township-wide community events that bring the *entire* community together. With generational, housing, and ethnic shifts, the Township's resident composition and neighborhoods are evolving. There is a desire to garner cohesive community identify and increase opportunities for community-wide events and celebrations.

Previous Efforts and Recommendations

Community celebration as a goal is not new, but rather one which Township residents and staff have been advocating for nearly 20 years. The Township's *2000 Comprehensive Plan* recommended a Special Events Program to establish more community events and programs. Suggestions included Township sponsorship of seasonal festivals, group gatherings, and family movie nights. It was also recommended that the Township consider recruiting volunteers to fill a "Special Events Committee" to develop ideas, conduct research, and coordinate with Township staff and boards to develop and implement the Special Events Program.

The Township's *2017 Comprehensive Recreation and Parks Plan Update* also makes two recommendations specific to this goal:

- Offering a variety of events/festivals for families that are not provided by other entities; and
- Developing a program operational manual for future special events/festivals.

Existing Community Events

Susquehanna Township has hosted different types of events in the past, including a 4th of July Parade and Easter Egg Hunt; but these types of events have not taken place in several years. While no formal community events are currently offered by the Township, events and activities do take place regularly throughout the Township. These activities are coordinated independent of the Township through various groups and organizations and promote the Township's sense of community.

- Youth sports through Susquehanna Township School District and club teams
- Susquehanna Township School District
- Susquehanna Township Alumni Association
- Faith-based organizations and churches
- Susquehanna Township volunteer fire companies
- Community service organizations such as Kiwanis and Rotary Club
- Senior community groups



Establishing a large, Township sponsored event is an important opportunity to bring all residents together at a single event and was a repeated resident suggestion in the public engagement planning process.

Citizen Input from the Online Community Survey

“
Community activities to bring people together, senior citizen activities, better communication
”

“
Neighborhood community building
”

“
Build a sense of community
”

“
Creating more of a quaint community (sense of place) with better connectivity between neighborhoods
”

“
Attempt to establish some sort of town center and community identity
”

“
Community identity and development
”

“
Community wide events & involvement
”

“
Create community cohesiveness, participation, pride
”

“
The Township needs to make sure that immigrants, local residents, young people, and senior citizens are able to integrate well with each other and support the community
”



Strategies

Establishing one or more annual community events has been an identified Township need for nearly 20 years. To help realize success, Susquehanna Township staff will need to take a proactive role in organizing and staffing events.

Throughout *Sustainable Susquehanna 2030*, all of the goals and strategies will work together to help position the Township over the long-term to garner community awareness and identity. For example, reinvesting in North Front Street as a waterfront destination, relocating and expanding Veterans Memorial Park, investing in Linglestown Road as a main street corridor, and strengthening the Township's neighborhoods will all work together to create a sense of place for the Township. The planned Susquehanna Union Green development also has great potential to serve as a community gathering place. The developer intends the traditional neighborhood to be a "...scene of lively community activity and programming, such as outdoor movies, yoga on the lawn, food truck festivals, and a pop-up winter village with an ice-skating rink."

The strategies for Neighborhood Character are summarized below and outlined in the Implementation Chapter beginning on page 67.

Strategy 1: Ensure community events and celebrations reflect citizen interests.

Before initiating event planning, the Township needs to understand what type of events community members wish to see. A community survey should be administered to understand public opinion and to inform a future events program. The survey could also be utilized to identify volunteers that would like to assist the Township with event planning and coordination.

This survey should be conducted in conjunction with the parks and recreation survey recommended in the Parks and Recreation goal chapter. It should also be administered with support from the school district, neighborhood leaders, and churches to reach a broader number of households.

Strategy 2: Implement recommendations identified in the Township's 2017 *Comprehensive Recreation and Parks Plan Update* that facilitate community events and celebrations.

The 2017 *Comprehensive Recreation and Parks Plan Update* outlines several recommendations related to event planning. *Sustainable Susquehanna 2030* reinforces these recommendations as priority action items for the Township:

- Implement a Township marketing and communications strategy to better communicate with Township residents. This should include website improvements, the development of an email distribution list, and a social media presence to include Nextdoor.
- Organize volunteers and sponsors for event planning and coordination. This could be accomplished by creating a Special Events Committee. This item is critical, and it is recommended that the Township identify a staff member whose responsibility is to organize and oversee volunteers.
- Help fund and identify funding sources for events.

Event ideas include the following:

- **An annual festival or carnival.** Ideas from neighboring jurisdictions include:
 - Kipona Labor Day Celebration, City of Harrisburg
 - Greek Festival, Borough of Wormleysburg
 - Jubilee Day, Borough of Mechanicsburg
 - Fall Festival, Lower Paxton Township



- **Sustainability related events** including:
 - Electronics Recycling Day
 - Township-wide Yard Sale Day
 - A seed library to provide residents with produce and flower seeds
 - Community farmers market
 - Community bulb projects
- A **first Friday event** that occurs monthly to promote local businesses. The location could rotate monthly and be held in different wards throughout the Township.



Implementation Strategies

Overview

To support the implementation of the comprehensive plan goals, this chapter provides a complete list of implementation strategies and corresponding action items. These strategies outline a tactical approach for advancing Susquehanna Township's 2030 vision by specifying tangible action steps that can be taken to ensure progress over the next 10 years. In addition to implementation strategies, this chapter also identifies key partners that the Township may collaborate with to support implementation. Partners include local, county, and state entities, as well as qualified consultants who offer expertise in specific areas of need. A targeted timeframe for the completion of each implementation strategy is also outlined in this chapter as well as funding resources.

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Redevelopment and Reinvestment

Encourage redevelopment and reinvestment along the Township’s priority corridors to promote tax revenue generating development including a mix-of retail, office, commercial, and housing.

1 Review and update Township codes and ordinances to facilitate efficient land development review and ensure implementation of design concepts presented in this comprehensive plan.

Who: Township staff; qualified technical consultant

Complete By: 2021

Potential Funding: Township Operating Budget; DCED Municipal Assistance Program; Tri-County Regional Connections Grant

1.1	Prepare and adopt an Official Map for the purpose of identifying future transportation and streetscape elements identified in this comprehensive plan as part of Strategies 2 and 3. 2019-2020
1.2	Conduct a comprehensive review and update of the Township’s zoning and subdivision and land development regulations to address known deficiencies (e.g. parking standards, variances, waivers, etc.) and incorporate the recommended form-based zoning including design guidelines as identified in this comprehensive plan as part of Strategies 2 and 3. 2020-2021



2

Adopt land use tools and conduct necessary studies to transform each of the priority corridors evaluated as part of the comprehensive plan into mixed-use, pedestrian friendly destinations with varying levels of development intensity.

Who: Township staff; Township Design Review Committee; qualified technical consultant

Complete By: 2022

Potential Funding: Township Operating Budget; DCED Municipal Assistance Program; Tri-County Regional Connections Grant

2.1	As part of Action 1.2, adopt form-based zoning to ensure the transects and design guidelines developed for Linglestown Road are in place to advance a vibrant, mixed-use corridor with multimodal connections for nearby neighborhoods and efficient travel. 2020-2021
2.2	As part of Action 1.2, adopt form-based zoning to ensure the transects and design guidelines developed for Front Street are in place to connect residents, workers, and visitors to the Susquehanna River and regional parks and recreation. 2020-2021
2.3	Develop a master plan for Front Street to promote redevelopment as a premier riverfront destination including a river-walk pathway and a scenic overlook of the Susquehanna River. 2020-2022
2.4	As part of Action 1.2, adopt form-based zoning to ensure the Complete Streets design concepts developed for North 6th Street are in place to revitalize the neighborhood and encourage a mix of walkable, local retail and business establishments for the use of residents, bicyclists, and visitors. 2020-2021



3

Identify and begin to address potential regulatory clearances associated with implementing the proposed design concepts as presented in the comprehensive plan.

Who: Township staff; Township engineer

Complete By: 2022

Potential Funding: Township Operating Budget

3.1	Review transects, design guidelines, and design concept for potential impact on Township Municipal Separate Storm Sewer System (MS4) requirements per the Joint Pollutant Reduction Plan adopted in 2017 by Susquehanna Township, Lower Paxton Township, and Capital Region Water. 2020-2021
3.2	Work with Pennsylvania Department of Environmental Protection (PADEP) and Dauphin County Conservation District to determine Pennsylvania Chapter 105 Waterway Encroachment Permit requirements to create a scenic overlook at the intersection of North Front Street and Linglestown Road and vegetation clearing requirements to increase scenic views along North Front Street . 2021-2022



4

Prepare an investment and incentive strategy to attract private sector investment and facilitate public sector implementation of design concepts as redevelopment opportunities emerge.

Who: Township staff; qualified public funding consultant

Complete By: 2020

Potential Funding: Township Operating Budget

4.1	Consider establishing a Township Redevelopment Authority under the Urban Redevelopment Law (PA Act 385 of 1945) for the purpose of facilitating redevelopment of underutilized properties including accessing public funding sources to advance design concepts as presented in this Comprehensive Plan. 2019-2020
4.2	Assess the feasibility of adopting municipal financing tools such as, but not limited to, a Neighborhood Improvement District (NID) under the Neighborhood Improvement District Act (PA Act 130 of 2000) or a Transportation Impact Fee under the Municipalities Planning Code (PA Act 247 of 1968, as amended) for the purpose of generating recurring revenue to help finance public sector improvements identified in design concepts and transects along priority corridors. 2020-2020
4.3	Re-evaluate the Township’s draft Local Economic Revitalization Tax Assistance (LERTA) ordinance and consider adoption to encourage private sector redevelopment through tax abatements on new construction in transects identified in this Comprehensive Plan. 2019-2020

5

Work with the Dauphin County Redevelopment Authority to prepare a reuse strategy for the former Harrisburg State Hospital property once the property is conveyed from Commonwealth ownership.

Who: Township staff; Dauphin County Redevelopment Authority

Complete By: 2 years after property conveyance

Potential Funding: Township Operating Budget

5.1	Continue to work with Dauphin County Redevelopment Authority officials to identify future end uses for the former Harrisburg State Hospital annex property as preliminarily identified in the PA Department of General Services Harrisburg State Hospital Annex Disposition Report .
5.2	Draft and adopt zoning changes for the Harrisburg State Hospital property based on the reuse strategy developed.



Parks and Recreation

Improve the Township's park and recreation facilities and programs and explore the potential for developing additional park acreage.

1 Conduct a community survey to better understand the community's preferences for recreational facilities and programming.

Who: Township Staff

Completed By: 2030

Potential Funding: Township Operating Budget

- | | |
|-----|---|
| 1.1 | Conduct a robust community survey to better understand community preferences for recreational facilities and programming. Consider simple random sampling to provide statistically significant survey findings. 2020, 2025, 2030 |
|-----|---|

2 Implement new unified park signage, wayfinding, and promotion.

Who: Township Staff

Completed by: 2020

Potential Funding: Township Operating Budget

- | | |
|-----|---|
| 2.1 | Expand the publication and promotion of existing facilities by developing a parks map and brochure and updating the Township's website with a comprehensive list of all park facilities, locations, and amenities (<i>2017 Park and Recreation Plan recommendation</i>). 2019-2019 |
| 2.2 | Based on the Township's current branding initiative, install new, modern signage at all parks and install wayfinding signage at primary access roads to each park. 2019-2020 |



3 Construct a new neighborhood park and a Greenbelt access point in the southern portion of the Township (south of Walnut Street).

Who: Township Staff, Capital Area Greenbelt Association

Completed by: 2023

Potential Funding: Township Operating Budget; Dauphin County Local Share; DCNR Community Conservation Partnerships Program (C2P2); Community Sponsors

3.1	Evaluate existing Township-owned and vacant parcels to determine if there’s a viable location to 1) create a 1-5-acre neighborhood park; and 2) establish a new access point to the Greenbelt. Partnerships with the Wedgewood Hills Swim Club and Latshmere Swim Club may be one opportunity to explore. 2021-2022
3.2	Once a location is identified and secured, develop and implement a master plan for the proposed park. Consider a public participation process to obtain community input on park amenities. 2022-2023

4 Construct a new neighborhood park in the neighborhood located south of I-81 between North Front Street and North 6th Street.

Who: Township Staff

Completed by: 2023

Potential Funding: Township Operating Budget; Dauphin County Local Share; DCNR C2P2; Community Sponsors

4.1	Evaluate existing Township-owned and vacant parcels to determine if there’s a viable location to create a neighborhood pocket park that is 1-acre or less in size. 2021-2022
4.2	Once a location is identified and secured, develop and implement a master plan for the proposed park. Consider a public participation process to obtain community input on park amenities. 2022-2023



5

Develop and implement a Master Plan for Veterans Memorial Park to expand the Township's primary community park and develop new multimodal trail connections to the park.

Who: Township Staff

Completed By: 2030

Potential Funding: Township Operating Budget; Dauphin County Local Share; DCNR C2P2; Community Sponsors

5.1	Determine the feasibility of relocating the existing recreational facilities that are located on-site at Veterans Memorial Park to Lot 16 off of Kohn Road for the purpose of expanding and improving Veteran's park (<i>consistent with the 2017 Department of General Services Annex Disposition Report Annex recommendations for Lot 16</i>). Alternatively, explore expansion of the existing park at its current location. 2022-2023
5.2	Determine the feasibility of utilizing the existing Veterans Memorial Park property for a new municipal complex (parcels 62-026-054 and 62-023-072). 2029-2030
5.3	Develop and implement a master plan for the park relocation and/or expansion. Consider a robust public participation process to obtain community input on park amenities. A football field and dog park should be considered based on public input received during the planning process. 2024-2028



6

Make quality enhancements to existing parks.

Who: Township Staff

Completed By: 2022

Potential Funding: Township Operating Budget; Dauphin County Local Share; DCNR C2P2; Community Sponsors

6.1	Continue to advance the planned improvements to Logan Farm Park (construction of a 2,765-linear foot trail) and Boyd Park (formally Waverley Woods Park) (construction of a 1,500-linear foot trail) (<i>2017 Park and Recreation Plan recommendation</i>). 2019-2020
6.2	Consider the naturalization of Shutt Mill Park to reduce mowing and improve stormwater management and wildlife habitat. 2020-2020
6.3	Overlay tennis courts with pickleball courts (<i>2017 Park and Recreation Plan recommendation</i>). 2020-2020
6.4	Develop Apple Creek Park with a playground (<i>2017 Park and Recreation Plan recommendation</i>). 2022-2022
6.5	Update playgrounds and improve maintenance at Christian McNaughton Memorial Park and Edgemont Community Park (<i>2017 Park and Recreation Plan recommendation</i>). 2021-2021

7

Implement the *2017 Comprehensive Parks and Recreation Plan* related to recreational programming and promotion.

Who: Township Staff

Completed By: Ongoing

Potential Funding: Township Operating Budget

7.1	As part of 1.1, conduct a robust community survey to better understand community preferences for recreational programming. The survey will validate the <i>2017 Park and Recreation Plan</i> recommendation to hire a program director and quantify the potential demand for a community facility. 2020, 2025, 2030
7.2	Improve partnerships with sports associations, the school district, and the Jewish Federation to expand programming variety and increase facilities available, without extraordinary expense to the Township (<i>2017 Park and Recreation Plan recommendation</i>). Ongoing



8

Identify, prioritize, and advance safety and connectivity improvements to the Capital Area Greenbelt.

Who: Susquehanna Township, Capital Area Greenbelt Association, HATS

Completed By: 2020

Potential Funding: Township Operating Budget, Capital Area Greenbelt Association, TCRPC Regional Connections

- | | |
|-----|---|
| 8.1 | Partner with the Capital Area Greenbelt Association and HATS to identify additional roadway access improvements for neighborhoods located within walking and biking distance of the trail. Create and adopt an Official Map to preserve future rights-of-ways for these easements. 2019-2020 |
|-----|---|

9

Expand access to recreational opportunities along the Blue Mountain and along North Front Street

Who: Susquehanna Township, Middle Paxton Township, DCNR

When: 2030

Potential Funding: Township Operating Budget; Dauphin County Local Share; DCNR C2P2; Community Sponsors

- | | |
|-----|--|
| 9.1 | Evaluate the feasibility of a trail connection from residential neighborhoods in the northern portion of the Township to Boyd Big Tree Preserve Conservation Area. 2029-2030 |
| 9.2 | Integrate the proposed riverfront linear park along the eastern side of North Front Street in conjunction with the urban design concepts developed as part of the comprehensive plan. 2023-2026 |



Pedestrian and Bicycle Connections

Prioritize pedestrian improvements in priority corridors throughout the Township and develop bike/pedestrian requirements for development projects and road improvements.

1

Establish a Susquehanna Township Bicycle and Pedestrian Task Force that meets regularly to identify, assess, and address bicycle/pedestrian issues and advance the bicycle/pedestrian recommendations of this comprehensive plan.

Who: Township staff; Bicycle and Pedestrian Task Force; Harrisburg Area Transportation Study (HATS)

Completed By: Ongoing

Potential Funding: Township Operating Budget; TCRPC Regional Connections Grant Program

1.1	Communicate Sustainable Susquehanna 2030 to the Harrisburg Area Transportation Study and ensure the Plan's bicycle and pedestrian recommendations are considered for inclusion into the HATS Regional Transportation Plan (RTP). 2019-2019
1.2	Prioritize the six Priority Corridors as identified in the comprehensive plan as part of a bicycle and pedestrian network as a focus for future funding opportunities. This would also include network improvements on the Township's Official Map. 2019-2019
1.3	Initiate a Susquehanna Township Walkability and Connectivity Study to establish an accurate inventory and assessment of the current state of existing sidewalks Township-wide. The Study will include a resource roadmap, implementation strategy, and funding strategy for future walkability improvements. 2020-2021
1.4	Create awareness and excitement for bicycle and pedestrian modes through Township-wide events (e.g., Bike to Work Day, PARKing Day, etc.). Ongoing



2

Address pedestrian safety and mobility along Priority Corridors through additional corridor planning, design improvements, education, and stakeholder collaboration.

Who: Township; Township School District; HATS; PennDOT

Completed By: Ongoing

Potential Funding: HATS Surface Transportation Urban (STU); HATS Highway Safety Improvement Program (HSIP); PennDOT Transportation Alternatives Program (TAP)

2.1	Partner with Susquehanna Township School District to initiate a safe route to school program to address bicycle and pedestrian safety issues. Ongoing
2.2	Initiate a Bicycle and Pedestrian Corridor Master Plan to establish consistent guidance for multimodal roadway design, signage, network connectivity, site design, and access management improvements. Implementation of design improvements should be carried out via PennDOT's municipal collaboration policy: "PennDOT Connects." 2020-2024
2.3	Explore the use of utility rights-of-way as possible multi-use trail corridors to connect high density residential areas to shopping and entertainment (e.g., Slotznick Run could be transformed into a trail connection for neighborhoods along Progress Avenue to shopping destinations at Union Square). 2022-2027

3

Improve bicycle and pedestrian access to the Township's park system through targeted infrastructure upgrades.

Who: Township

Completed By: 2030

Potential Funding: Township Operating Budget; PennDOT TAP; Property Owners

3.1	Address areas within a ½-mile radius of the Township's park system where sidewalks are discontinuous. 2020-2030
-----	--



4

Establish land use policies to encourage bicycle and pedestrian forms of transportation.

Who: Susquehanna Township

Completed By: 2023

Potential Funding: Annual Operating Budget

4.1	Review and update Township codes and ordinances to require bicycle parking as part of commercial and institutional land development plans. 2020-2021
4.2	Develop and implement Township-wide streetscape design guidelines to foster a pleasant and comfortable environment for bicyclists and pedestrians with a focus on the priority corridors. 2020-2021
4.3	Change off-street parking guidelines to encourage parking in the rear yard and side yard as opposed to the front yard of commercial and institutional development and develop incentives for developers that are willing to provide side and/or rear parking such as density bonuses to allow for a higher floor area ratio and higher maximum lot coverage percentage to accommodate increased driveway lengths. 2020-2022
4.4	Improve sidewalk maintenance practices Township-wide. This could take the form of Township-sponsored low-interest loans to property owners for constructing or maintaining sidewalks. 2022-2023



Transportation Safety and Mobility

Improve safety and mobility along priority corridors and major roads within the Township.

1

Increase coordination with regional and state transportation agencies to address traffic congestion and transportation safety concerns on the Township's major travel corridors.

Who: Township; HATS; PennDOT

Completed By: 2030

Potential Funding: Township Operating Budget

1.1	<p>Coordinate with the Harrisburg Area Transportation Study (HATS) and PennDOT on addressing the Township's most congested intersections as identified in the Regional Congestion Management Process (CMP): 2023-2030</p> <ul style="list-style-type: none"> • Linglestown Road and Progress Avenue • Progress Avenue and Walnut Street • Walnut Street and Hoffer Street
1.2	<p>Complete a Road Safety Audit (RSA) for roadways that exhibit high crash activity, including State Farm Road, Walnut Street, Progress Avenue, and Union Deposit Road. 2022-2024</p>
1.3	<p>Participate in the HATS Traffic Incident Management (TIM) program and PennDOT Engineering District 8-0 Regional Operations Plan (ROP). 2019-2019</p>
1.4	<p>Integrate access management provisions into the Township's Subdivision and Land Development regulations that are consistent with the recommended form-based design approaches for the Township's primary corridors. Consider utilizing PennDOT's access management standards contained in the Department's model Access Management Ordinance. 2020-2021 https://www.dot.state.pa.us/public/PubsForms/Publications/PUB%20574.pdf</p>
1.5	<p>Ensure the proposed transportation improvements from the PA 39/749 Corridor Transportation and Land Use Study are integrated into the Regional Transportation Plan (RTP). 2019-2019</p>



2

Improve access to public transportation and ride-share opportunities.

Who: Township; CAT; HATS; PennDOT

Completed By: Ongoing

Potential Funding: Township Operating Budget; HATS Congestion Management and Air Quality (CMAQ) Program

2.1	Facilitate a listening session with Township residents and Capital Area Transit (CAT) to learn more about how services could be modified to better meet the community's transportation needs. 2019-2019
2.2	Coordinate with CAT management on an annual basis as it considers route restructuring and service frequency and communicate the Township's proposed mixed-use development vision for the Township's priority corridors. This could include partnering with CAT to raise awareness of transit service availability in the Township by adding scheduling and fare information at high-traffic stops. Ongoing
2.3	Evaluate the effectiveness and sustainability of the Indian Wheels Senior Transportation Program. 2020-2020
2.4	Participate in the 5-year update of the HATS Coordinated Public Transit – Human Services Transportation Plan to maximize senior mobility options. 2019-2020
2.5	Inventory existing CAT bus shelters within the Township and partner with CAT to develop a Transit Arts Program to integrate public art into existing and new bus stops to enhance community identity and add visual interest to the streetscape. 2021-2021



3

Integrate a Complete Streets approach to multimodal transportation planning Township-wide.

Who: Township

Completed By: 2026

Potential Funding: Township Operating Budget

3.1	Adopt a Township Complete Streets Policy. 2020-2021
3.2	Integrate a Complete Streets design into the recommended form-based urban design standards as recommended in the Urban Design and Reinvestment Chapter of this comprehensive plan. 2020-2021
3.3	Complete a comprehensive Complete Streets design for the North 6 th Street corridor based on the recommended design approach illustrated on page 57. 2023-2024
3.4	Develop a Multimodal Corridor Master Plan for Elmerton Avenue as it develops into a significant regional employment destination to anticipate future growth and transportation needs. 2025-2026

4

Begin advancing the Township's portfolio of candidate transportation infrastructure projects in collaboration with regional partners.

Who: Township

Completed By: 2019

Potential Funding: Township Operating Budget

4.1	Participate in available Local Technical Assistance Program (LTAP) training in maintaining and managing the Township's nearly 107-mile network of locally-owned roadway. 2019-2019
4.2	Coordinate with HATS on the development of Project Identification Forms (PIF) for use in advancing projects and studies on the forthcoming 2021 Twelve Year Program, development of which formally begins in Spring 2019. 2019-2019



Neighborhood Character

Protect neighborhood character and develop ways to address and prevent deteriorating residential properties.

1

Develop a neighborhood initiative with a variety of educational events and resources to bring neighbors together, provide tools for home maintenance, and promote neighborhood pride.

Who: Township Staff

Completed By: 2024

Potential Funding: Township Operating Budget

1.1	Develop an educational brochure outlining code enforcement policies and tips for home maintenance. 2019-2020
1.2	As part of the neighborhood initiative, facilitate community home maintenance workshops for residents. 2020-2021
1.3	Create a tool lending program where residents can checkout tools for home improvement projects. 2021-2023
1.4	Consider a sweepstakes program where the Township selects a winner on a set basis (e.g., annually, bi-annually, or quarterly) to receive volunteers for a day to assist with clean-up and/or repairs. 2023-2024



2

Implement a LERTA for neighborhoods to stimulate owner reinvestment in residential properties and consider a small grant program available to residents Township-wide.

Who: Township, School District, and County

Completed By: 2025

Potential Funding: Township Operating Budget

2.1	Re-evaluate the Township's draft LERTA ordinance and consider narrowing the proposed LERTA district to neighborhoods that would benefit from reinvestment such as areas having higher concentrations of code violations and blight. Collaborate with the three taxing bodies to encourage participation in the proposed LERTA. 2022-2023
2.2	Develop a small grant program to provide a funding source for home improvement projects. The program should focus on façade and other exterior improvements and be targeted for low-income families. An annual application process could be developed along with objective evaluation criteria to make project selections. 2023-2025

3

Further promote a sense of place throughout the Township's unique neighborhoods.

Who: Township Staff

Completed By: 2024

Potential Funding: Township Operating Budget

3.1	Develop a neighborhood map to delineate the neighborhoods through the Township and advertise with wayfinding signage. 2019-2021
3.2	Develop an annual awards program for neighborhood character and improvement to recognize neighborhood community development efforts. 2022-2024



4

Enhance code enforcement capacity to provide strong and consistent code enforcement Township-wide.

Who: Township Staff and Elected Officials

Completed By: 2025

Potential Funding: Township Operating Budget

4.1	Hire an additional full-time code enforcement staff member. With additional capacity, migrate from reactive complaint-driven code enforcement to proactive enforcement that is managed by monitoring neighborhoods on a defined schedule. 2019-2019
4.2	Review the code with the Township Solicitor to ensure it is relevant, enforceable, and understandable to staff and the public. In addition, review the fee schedule and make changes as necessary to incentivize compliance. 2019-2020
4.3	As part of proactive code enforcement (1.1 above), develop a schedule where the Township periodically selects certain neighborhoods to complete a sidewalk and street tree inventory and condition assessment and notifies property owners regarding violations that need to be addressed. Consider this during winter months. The inventory and condition assessment information should be spatially collected and managed in a GIS database. 2021-2025



Community Events and Celebrations

Improve opportunities to bring residents together at community events and celebrations.

1 Ensure community events and celebrations reflect citizen interests.

Who: Township staff; Recreation Advisory Committee; Township Commissioners

When: 2023

1.1	Survey residents to identify community events and celebrations of interest. 2020-2020
1.2	Based on community input, develop a program of community events and celebrations for implementation. 2021-2023

2 Implement recommendations identified in the Township’s 2017 *Comprehensive Recreation and Parks Plan Update* that facilitate community events and celebrations.

Who: Township staff; Recreation Advisory Committee

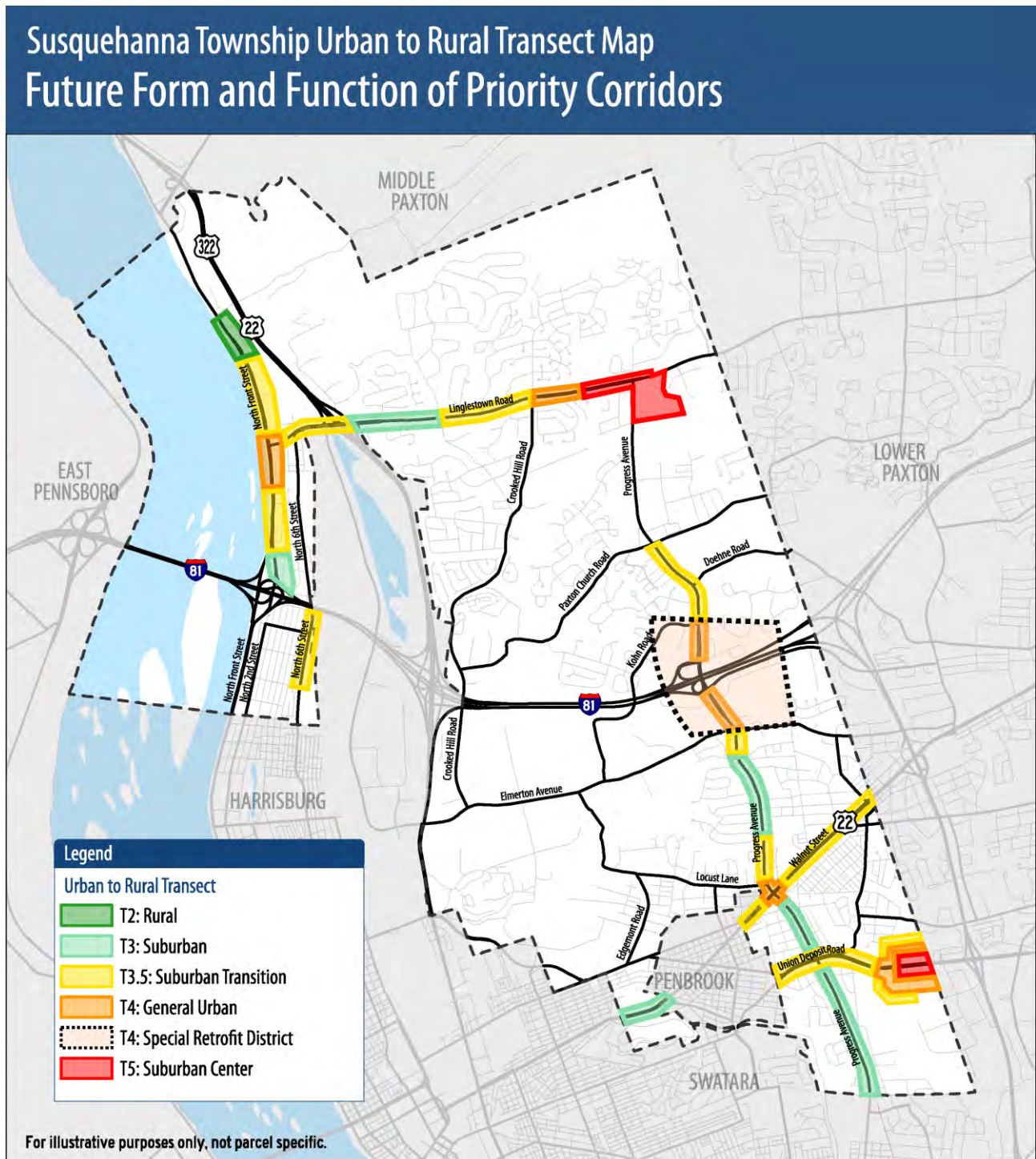
When: 2030

2.1	Implement marketing and communications recommendations (Goal 5). 2021-2022
2.2	Organize volunteers and sponsors for event planning and coordination (Goal 6 and Goal 8). 2022-2023
2.3	Help fund and identify funding sources for events (Goal 7). 2022-2030



Appendix A – Transects

Transect Map



Full Transect Set



LINGLESTOWN TRANSECT:
T-3

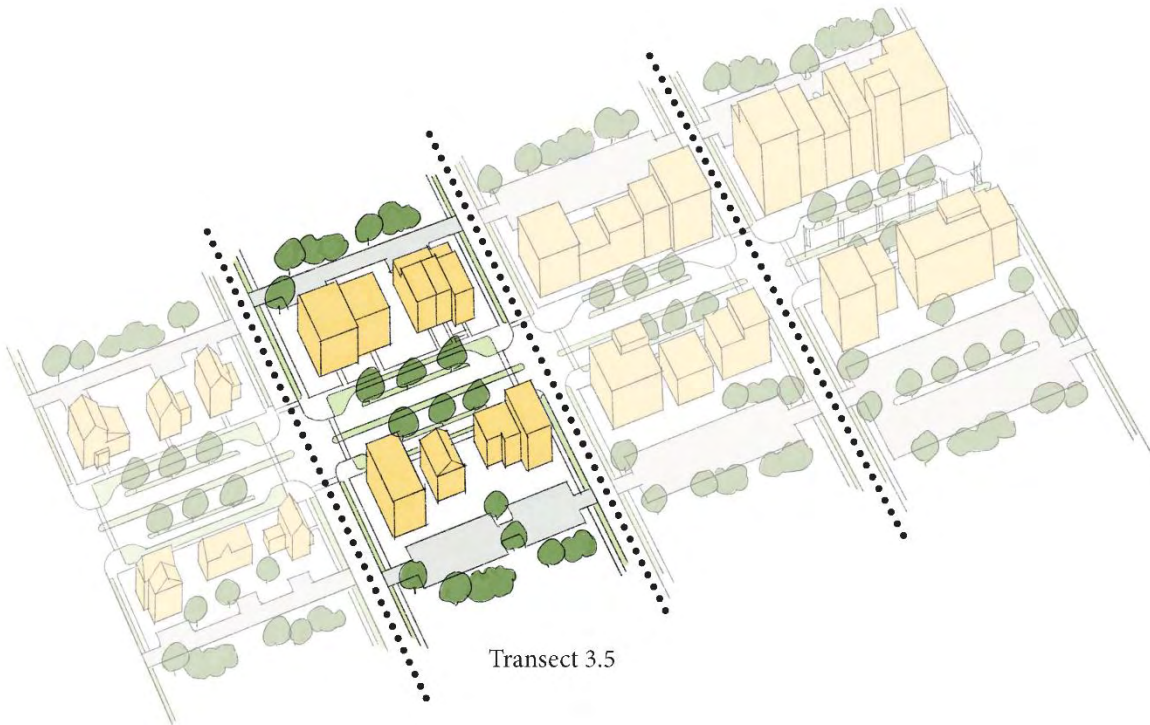


Transect 3

1. USE
Residential, office, and live-work
2. HEIGHT
1-2 stories
3. SETBACK
10-20 feet from the property line



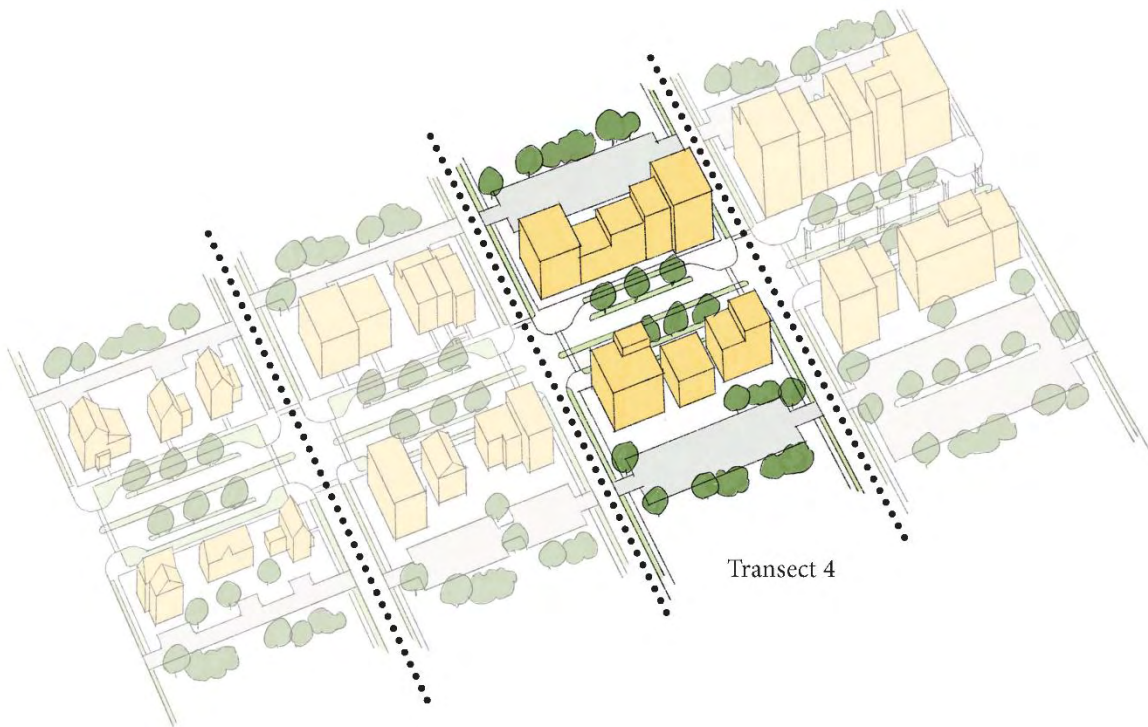
LINGLESTOWN TRANSECT: T-3.5



1. USE
Residential scale allows townhouses and apartment buildings
2. HEIGHT
2-3 stories
3. SETBACK
Primary Facade: 10-20 feet setback from the property line
4. SPECIAL CONDITIONS
Buildings more than 60' in width may obtain an additional setback in order to allow courtyard conditions.
At least 60' of the building width must meet the front setback requirement of 10-20' from the property line; additional width may be set back up to 40' from the property line.



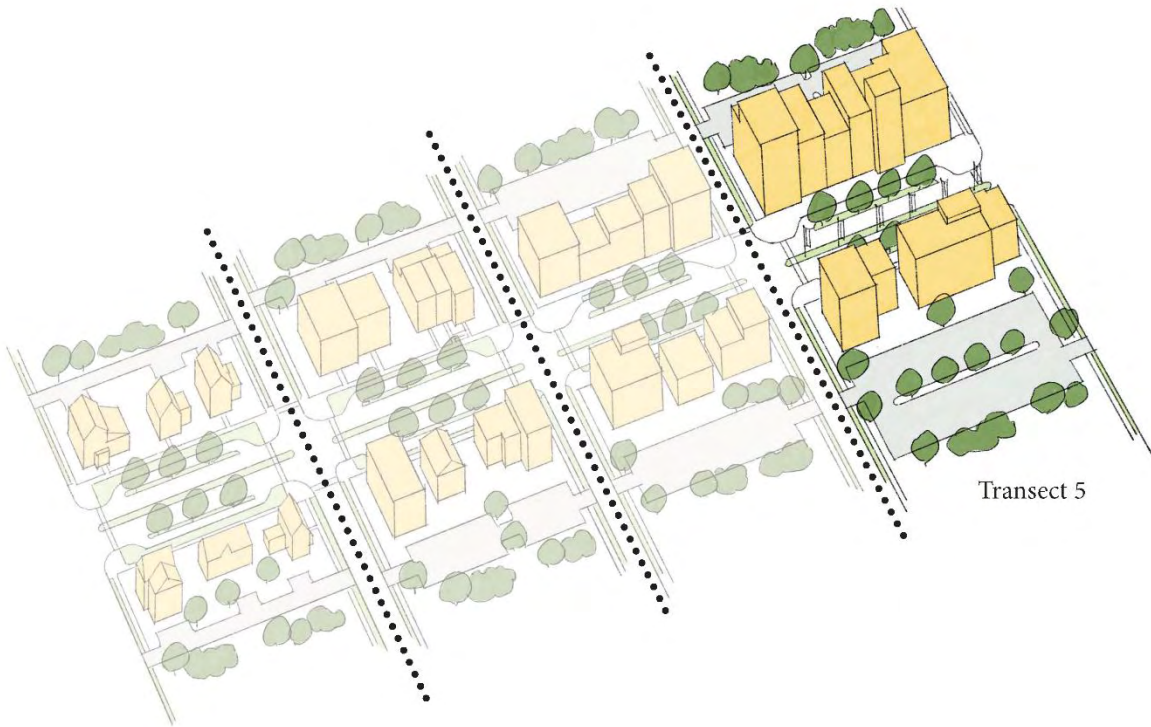
LINGLESTOWN TRANSECT:
T-4



1. USE
Mixed Use
Ground Floor Commercial is encouraged
Upper floors: Office, Residential
2. HEIGHT
2-4 stories
3. SETBACK
No setback is required; 10' setback maximum.
4. SPECIAL CONDITIONS
Rows of buildings may be attached for a maximum of 200'.
Pedestrian paths 16' wide minimum must be included between separated buildings.



LINGLESTOWN TRANSECT: T-5

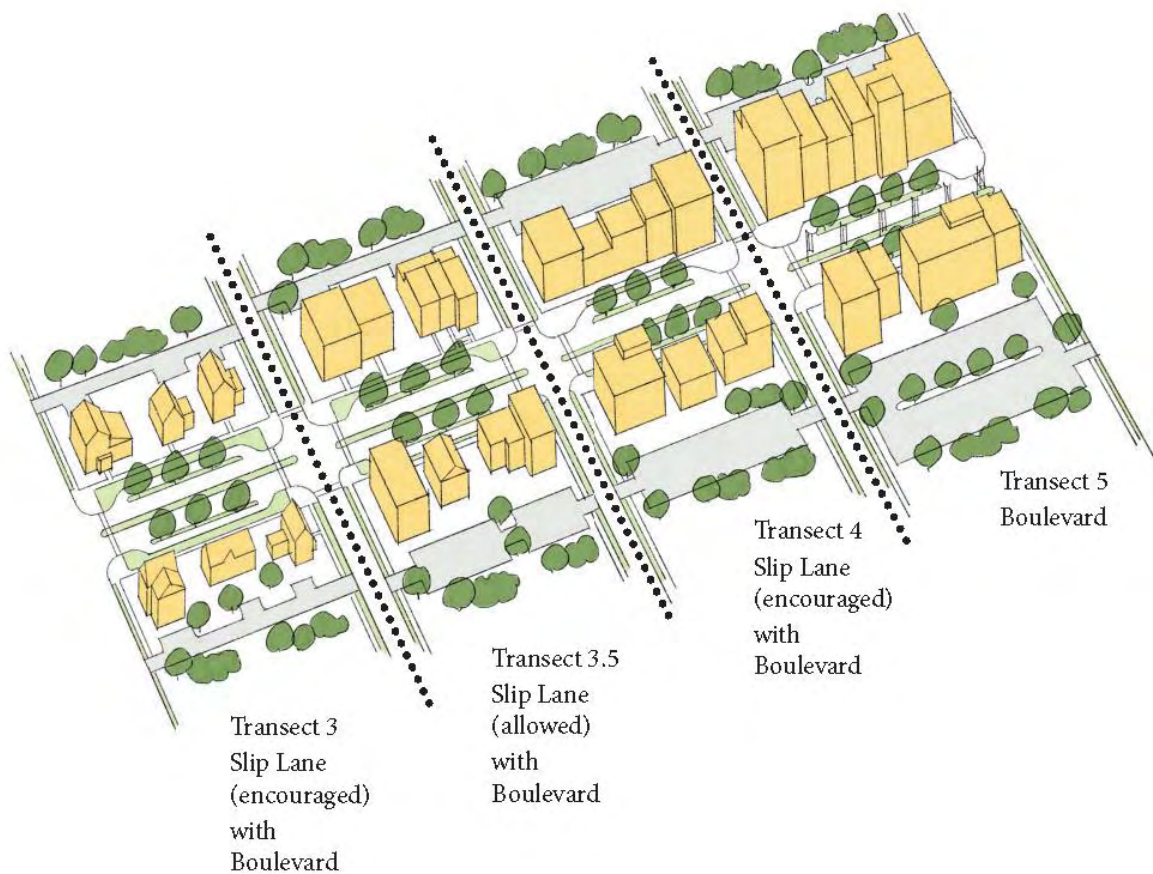


Transect 5

1. USE
Mixed Use
Ground floor commercial
Upper floors: office, residential
2. HEIGHT
3-5 stories
3. SETBACK
0-10 feet from the sidewalk



LINGLESTOWN STREETScape



SLIP LANE CONFIGURATION

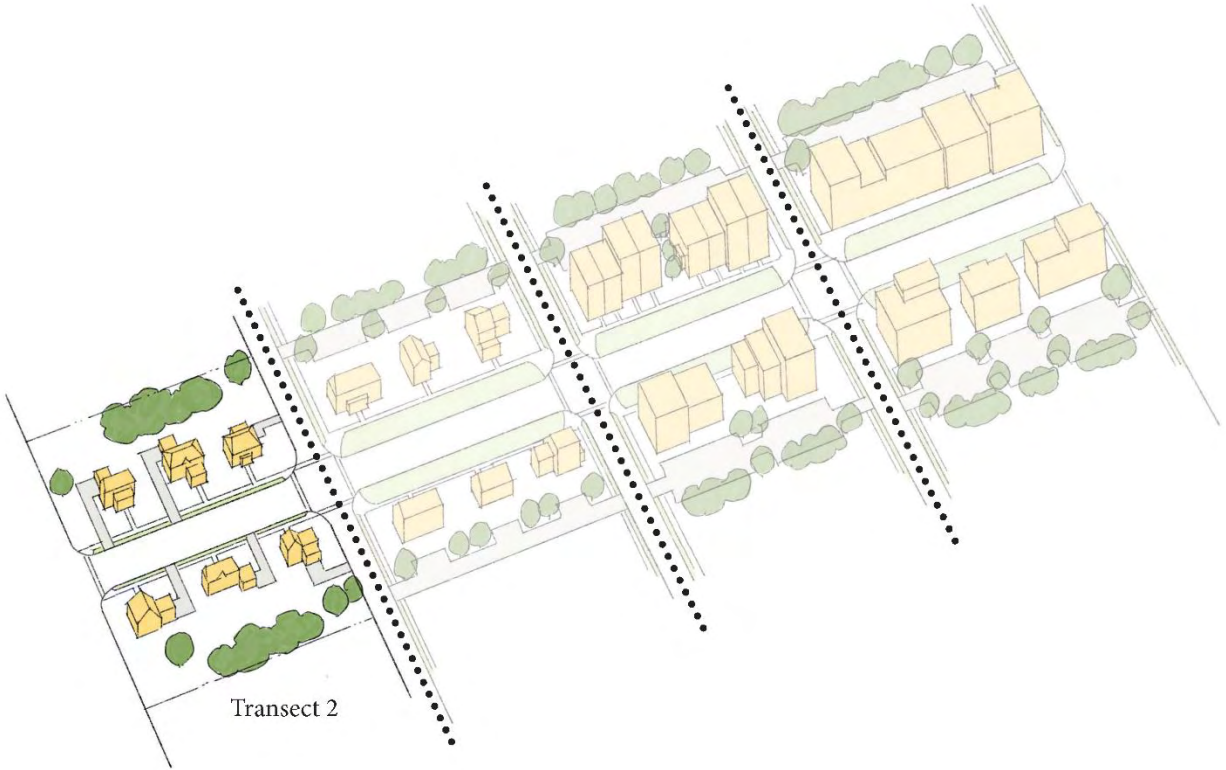
- Slip lane configuration allows shared access with fewer curb cuts
- Allows both front parking along the slip road and rear alley loaded parking
- Central stripes become a green landscaped median
- Slip lane edge is tree lined
- Sidewalks and crosswalks provided
- Trees around the alley create a visual buffer from rear properties
- Lighting along the sidewalk to illuminate the path

BOULEVARD CONFIGURATION

- On street parking
- Central stripes become a green landscaped median
- Central median can have banners, artwork, or similar vertical elements that announce the place and create a sense of identity
- Street lighting along the slip lane facing the street
- Minimum 8' sidewalks and crosswalks provided
- Rear parking lot with trees as a visual buffer from rear properties



FRONT STREET TRANSECT:
T-2



1. USE
Residential
2. HEIGHT
1-2 stories
3. SETBACK
10-30 feet from the property line



FRONT STREET TRANSECT:
T-3



1. USE
Residential, including townhouses and apartment buildings
2. HEIGHT
2-3 stories
3. SETBACK
Primary Facade: 10-30 feet setback from the property line
4. SPECIAL CONDITIONS
The Front Street transect allows a greater setback to accommodate the flood plain and allows a green park buffer along Front Street.



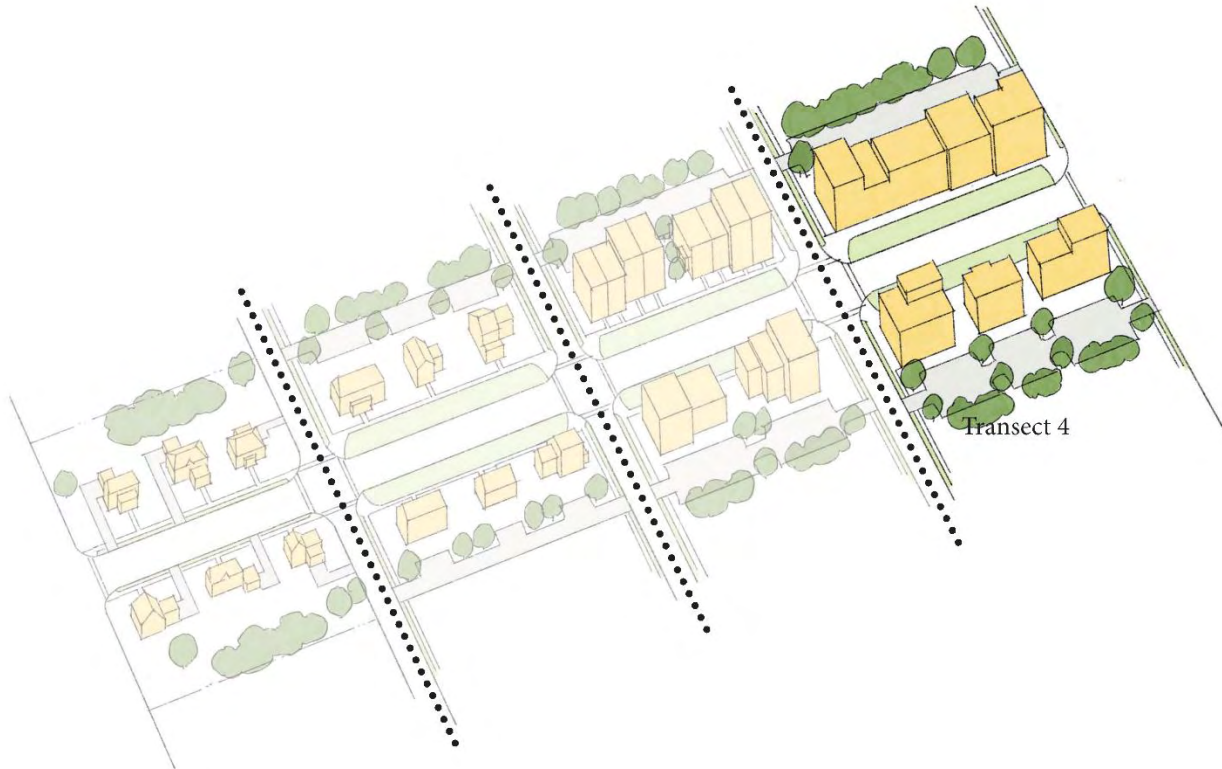
FRONT STREET TRANSECT:
T-3.5



1. USE
Mixed Use
Ground Floor: Parking
Upper floors: Office, Residential
2. HEIGHT
2-3 stories
3. SETBACK
Primary Facade: 10-30 feet setback from the property line
4. SPECIAL CONDITIONS
The Front Street transect allows a greater setback to accommodate the flood plain and allows a green park buffer along Front Street.



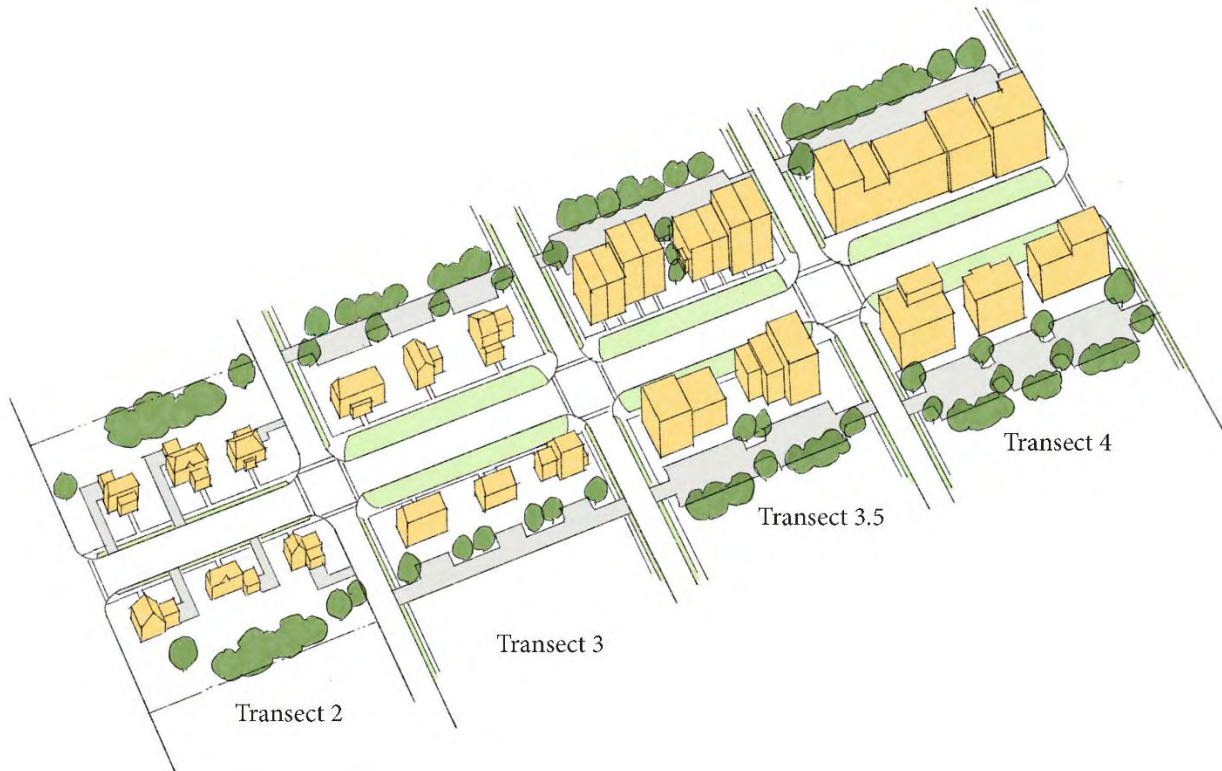
FRONT STREET TRANSECT:
T-4



1. USE
Mixed Use
Ground floor: Parking
Upper floors: Office, Residential
2. HEIGHT
2-4 stories
3. SETBACK
Primary Facade: 10-60 feet setback from the property line
4. SPECIAL CONDITIONS
The Front Street transect allows a greater setback to accommodate the flood plain and allows a green park buffer along Front Street.



FRONT STREET STREETScape:



T-2: 2 Driving lanes with sidewalks added.

T-3: 4 Driving lanes, continuous sidewalks, and a large setback to accommodate the flood plain.

T-3.5: Continuous sidewalks, and a large setback to accommodate the flood plain; 2 to 4 lanes depending on location.

T-4: 4 Driving lanes, continuous sidewalks, and a large setback to accommodate the flood plain. Alternating central turn lanes may be provided at major intersections.

On-street parking: none



PROGRESS TRANSECT:
T-3



1. USE
Residential scale allows townhouses, duplexes, and single family.
2. HEIGHT
2 stories
3. SETBACK
Primary Facade: 10-20 foot setback from the property line
4. SPECIAL CONDITIONS
Buildings may front onto Progress Avenue or onto a side street.
Parking access from rear alleys or side streets is encouraged to reduce curb cuts along Progress Avenue.



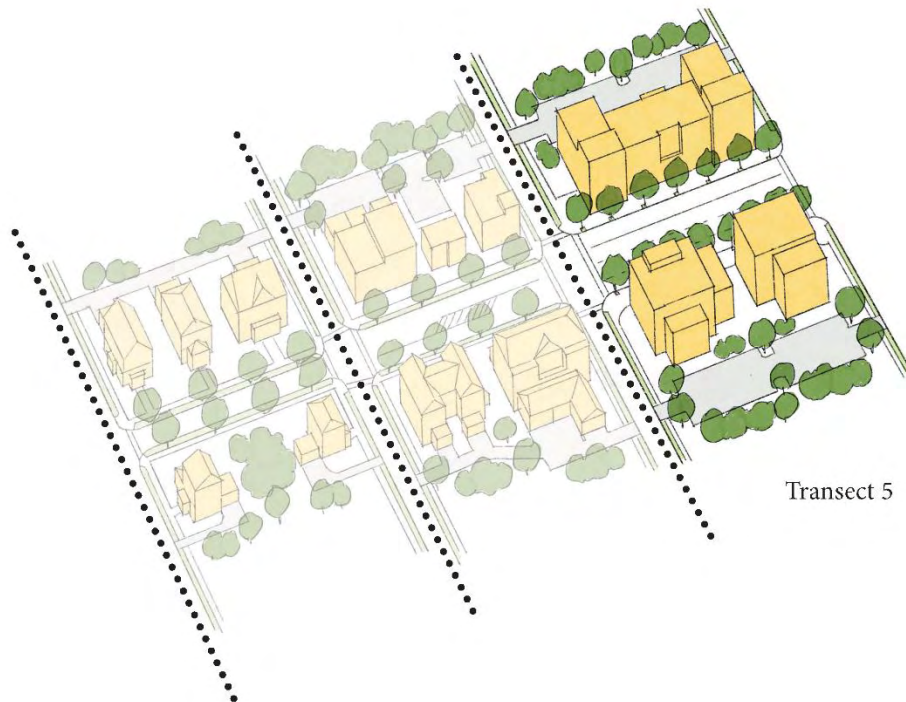
PROGRESS TRANSECT:
T-4



1. USE
Multifamily residential and possible mixed use.
Mixed use is also permitted with ground floor commercial uses.
2. HEIGHT
2-3 stories
3. SETBACK
No setback is required; 10 foot setback maximum.
4. SPECIAL CONDITIONS
Rows of buildings may be attached for a maximum of 120' feet.
Pedestrian paths: 16 foot wide minimum must be included between separated buildings.
Parking access from side streets is encouraged to reduce curb cuts along Progress Avenue.



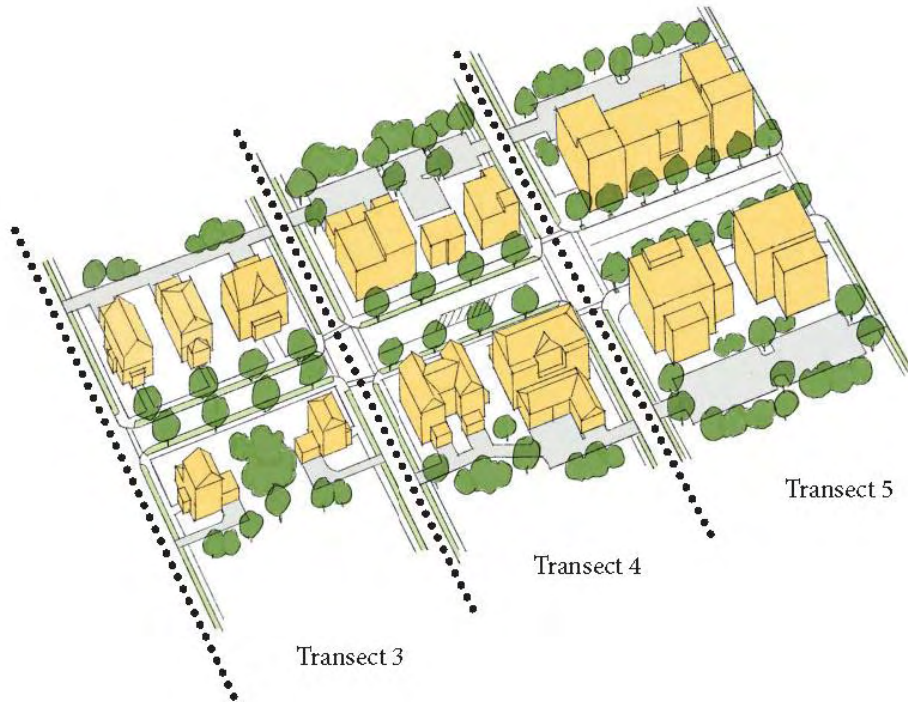
PROGRESS TRANSECT:
T-5



1. USE
Mixed use with ground floor commercial and office/residential on upper floors.
2. HEIGHT
3-4 stories.
3. SETBACK
0-10 feet from the sidewalk.
4. SPECIAL CONDITIONS
n/a



PROGRESS STREETSCAPE:



T-3: 2 Driving lanes.

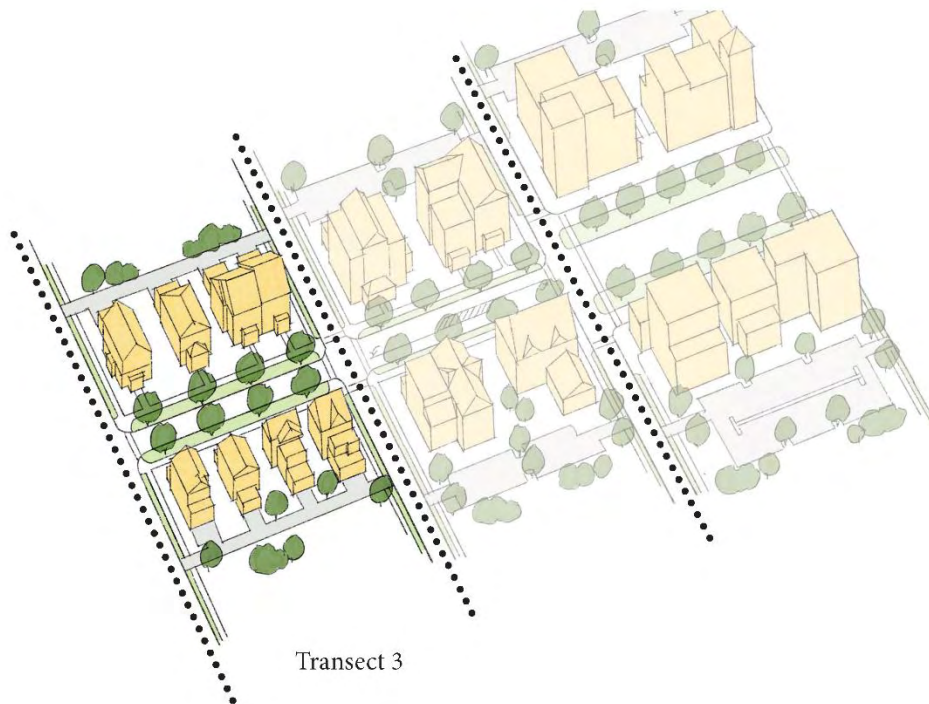
T-4: 2 Driving lanes and alternating central turn lane.

T-5: 2 Driving lanes, designated right turn lane, and designated left turn lane.

On-street parking: none



UNION DEPOSIT TRANSECT:
T-3



1. USE
Residential scale allows townhouses, duplexes, and single family.
2. HEIGHT
2-2.5 stories
3. SETBACK
Primary Facade: 20 foot setback from the property line.
4. SPECIAL CONDITIONS
Buildings may front onto Union Deposit or onto a side street.
Parking access from rear alleys or side streets is encouraged to reduce curb cuts along Union Deposit.



UNION DEPOSIT TRANSECT:
T-4



1. USE
Residential, including townhouses and multifamily.
2. HEIGHT
2-3 stories.
3. SETBACK
10-20 foot setback maximum.
4. SPECIAL CONDITIONS
Rows of buildings may be attached for a maximum of 120 feet.
Pedestrian paths must be included between separated buildings.
Parking access from rear alleys or side streets is encouraged to reduce curb cuts along Union Deposit.



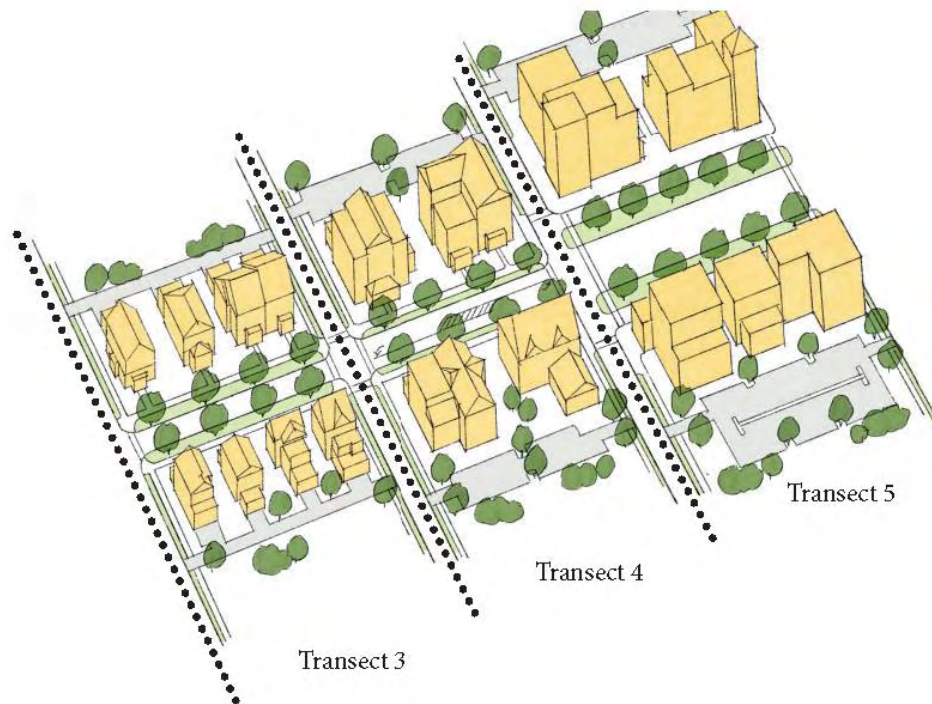
UNION DEPOSIT TRANSECT:
T-5



1. USE
Mixed use with ground floor commercial and office/residential on upper floors.
2. HEIGHT
3-4 stories.
3. SETBACK
0-10 feet from the sidewalk.



UNION DEPOSIT STREETScape:



T-3: Two Driving lanes

T-4: Two Driving lanes and alternating central turn lane

T-5: Four Driving lanes, and planting strips on either side to create a buffer for additional 1-way slip lanes on both sides of the street.

On-street parking: One-sided on-street parking along the slip lanes.



WALNUT TRANSECT:
T-3



1. USE
Residential scale allows townhouses, duplexes, and single family.
2. HEIGHT
2 stories.
3. SETBACK
Primary facade: 10-20 foot setback from the property line.

SPECIAL CONDITIONS

Buildings may front onto Walnut Street or onto a side street.
Parking access from rear alleys or side streets is encouraged to reduce curb cuts along Walnut Street.



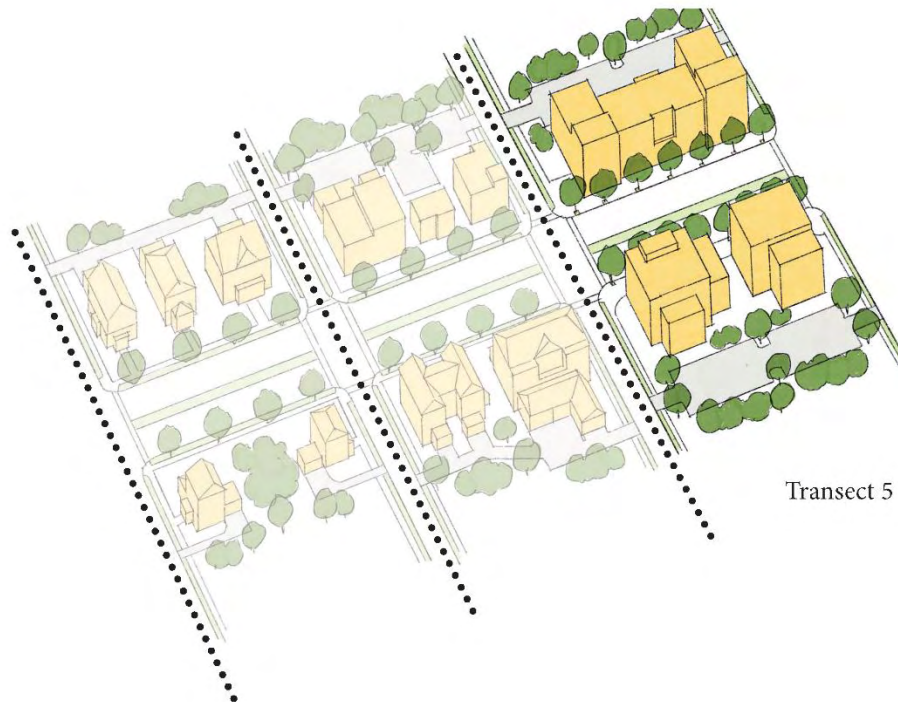
WALNUT TRANSECT: T-4



1. USE
Multifamily residential and possible mixed use.
Mixed use is also permitted with ground floor commercial uses.
2. HEIGHT
2-3 stories.
3. SETBACK
No setback is required; 10 foot setback maximum.
4. SPECIAL CONDITIONS
Rows of buildings may be attached for a maximum of 120' feet.
Pedestrian paths: 16 foot wide minimum must be included between separated buildings.
Parking access from side streets is encouraged to reduce curb cuts along Walnut Street.



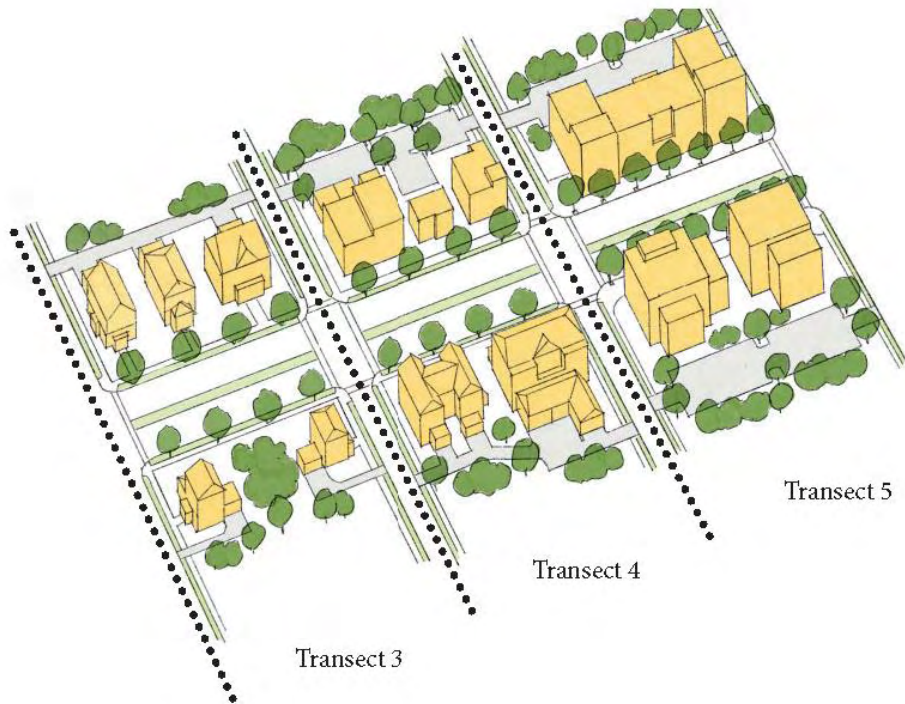
WALNUT TRANSECT:
T-5



1. USE
Mixed use with ground floor commercial and office/residential on upper floors.
2. HEIGHT
3-4 stories.
3. SETBACK
0-10 feet from the sidewalk.



WALNUT STREETSCAPE:



ALL WALNUT STREET TRANSECTS
Six Driving lanes and a central median, including one dedicated bus/bike lane and two through lanes in each direction.
On-street parking: none.



Appendix B – Figure/Table Data Sources

Page	Table/Figure	Source
5	Comprehensive Plan Promotional Efforts	Michael Baker International, 2018
8	Susquehanna Township Activity Nodes	Michael Baker International, 2018
9	Susquehanna Township Population, 1940-2040	ESRI Business Information Systems, 2018
9	Population of Contiguous Municipalities, 2010-2022	ESRI Business Information Systems, 2018
9	Household Type, 2017	ESRI Business Information Systems, 2018
10	Population, 1980-2022	ESRI Business Information Systems, 2018
10	Absolute Population Change by Age Cohorts, 2010 to 2022	ESRI Business Information Systems, 2018
11	Susquehanna Township Ethnicity, 2017	ESRI Business Information Systems, 2018
11	Susquehanna Township Ethnicity by Location, 2017	ESRI Business Information Systems, 2018
12	Housing Units by Type, 2000-2022	ESRI Business Information Systems, 2018
12	Susquehanna Township Housing Units by Structure Type	US Census Bureau American Community Survey, 2012-2016
12	Susquehanna Township Housing Units by Year Built	US Census Bureau American Community Survey, 2012-2016
13	Susquehanna Township Low-income Households, 2017	ESRI Business Information Systems, 2018
13	Median Household Income, 2017	ESRI Business Information Systems, 2018
14	Dauphin County Unemployment Rate, 2017	Center for Workforce Information and Analysis, 2018
14	Susquehanna Township Employment by Industry, 2005-2015	US Census Longitudinal Employer-Household Dynamics, 2018
15	Employment Locations in Susquehanna Township, 2015	US Census Longitudinal Employer-Household Dynamics, 2018
15	Commuting Patterns in Susquehanna Township, 2015	US Census Longitudinal Employer-Household Dynamics, 2018
16	Susquehanna Township Land Use, 2018	Dauphin County, 2018
17	Susquehanna Township Land Use, 2018	Dauphin County, 2018
18	Susquehanna Township Priority Corridors	Michael Baker International, 2018
20	Millage Rates for Real Estate Taxes in Neighboring Municipalities, 2019	Dauphin County, 2018
23	AADT for Non-Interstate/Freeways in Susquehanna Township, 2017	PennDOT Highway Performance Monitoring System, 2018
24	Rendering of Susquehanna Union Green, LaQuatra Bonci Associates	LaQuatra Bonci Associates and Vartan Group
26	Excerpt from Appendix A, Linglestown Transect T-5	Michael Baker International, 2018



Page	Table/Figure	Source
27	Rural-to-Urban Transect Zone, SmartCode Version 9.2	Michael Baker International, 2018
33	Susquehanna Square Rendering	Walnut Street Corridor Redevelopment Plan Study, 2006
37	Online Survey Results, Question 18	Michael Baker International, 2018
39	Parks and Recreation Facilities in Susquehanna Township, 2018	Susquehanna Township, 2018
39	Susquehanna Township Parks 10-Minute Walking Buffer, 2018	Michael Baker International, 2018
40	Parkland Standards Applied to Susquehanna Township	Michael Baker International, 2018
41	Parkland Standards Applied to Northern Susquehanna Township (Township Parks Only)	Michael Baker International, 2018
42	Municipal-Owned Community Parks by Acreage in Nearby Municipalities, 2018	Municipal Websites
44	DGS Harrisburg Annex Property Map (Lot 16 proposed for recreational uses)	PA Department of General Services
45	Shutt Mill Park (left) and Apple Park Creek (right)	Michael Baker International, 2018
46	Linear Park Rendering of North Front Street	Michael Baker International, 2018
47	North Front Street Greenbelt Improvement Plans, Capital Area Greenbelt Association	Capital Area Greenbelt Association
48	Online Survey Results, Question 25	Michael Baker International, 2018
49	Journey to Work Mode Split in Susquehanna Township	US Census Bureau American Community Survey, 2012-2016
49	Existing Pedestrian Facilities in Northern Susquehanna Township	Herbert, Rowland and Grubic, Inc.
50	Bicycle Facilities in Susquehanna Township	PA Department of Conservation and Natural Resources ExplorePA Trails
52	Capital Area Greenbelt Trailhead at Olympus Heights Park	Michael Baker International, 2018
53	Online Survey Results, Question 28	Michael Baker International, 2018
54	Vehicular Travel Delay on Susquehanna Township Roads	TomTom Average Travel Times, 2014-2016, and PennDOT Roadway Management System Traffic Volumes, 2016
55	Vehicular Crash Density in Susquehanna Township Heat Map, 2012-2016	PennDOT Bureau of Maintenance and Operations, 2018
57	North 6th Street Complete Streets Design	Streetmix, 2019
58	Neighborhood Life Cycle Diagram	Michael Baker International, 2018
59	Code Violation Fine Schedule, 2018	Susquehanna Township, 2018
60	Code Enforcement Violation Citations in Susquehanna Township by Location, 2015-2018	Susquehanna Township, 2018
60	Code Enforcement Violation Citations in Susquehanna Township, 2015-2018	Susquehanna Township, 2018
64	Citizen Input from the Online Community Survey	Michael Baker International, 2018



Appendix C – Implementation Schedule

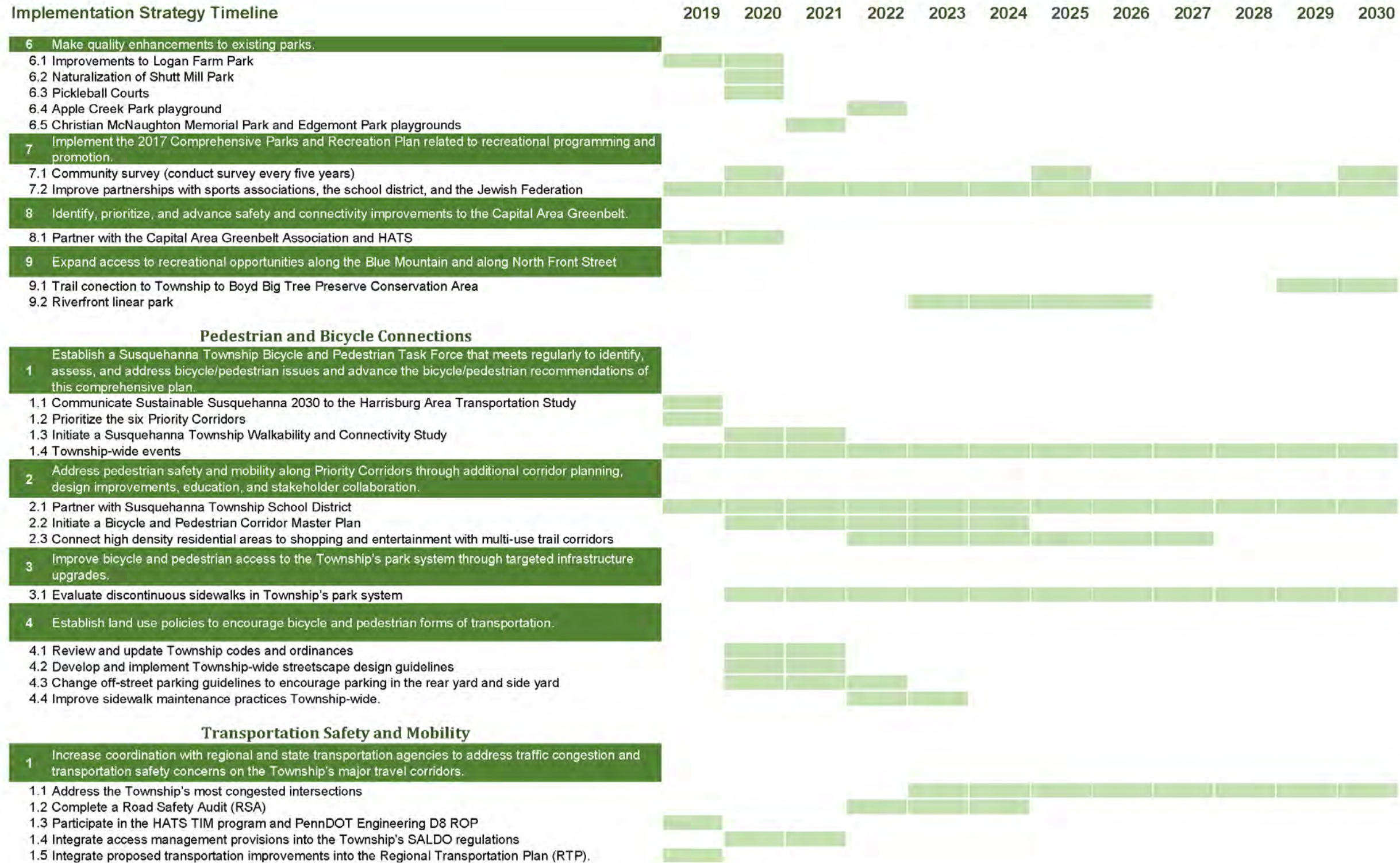
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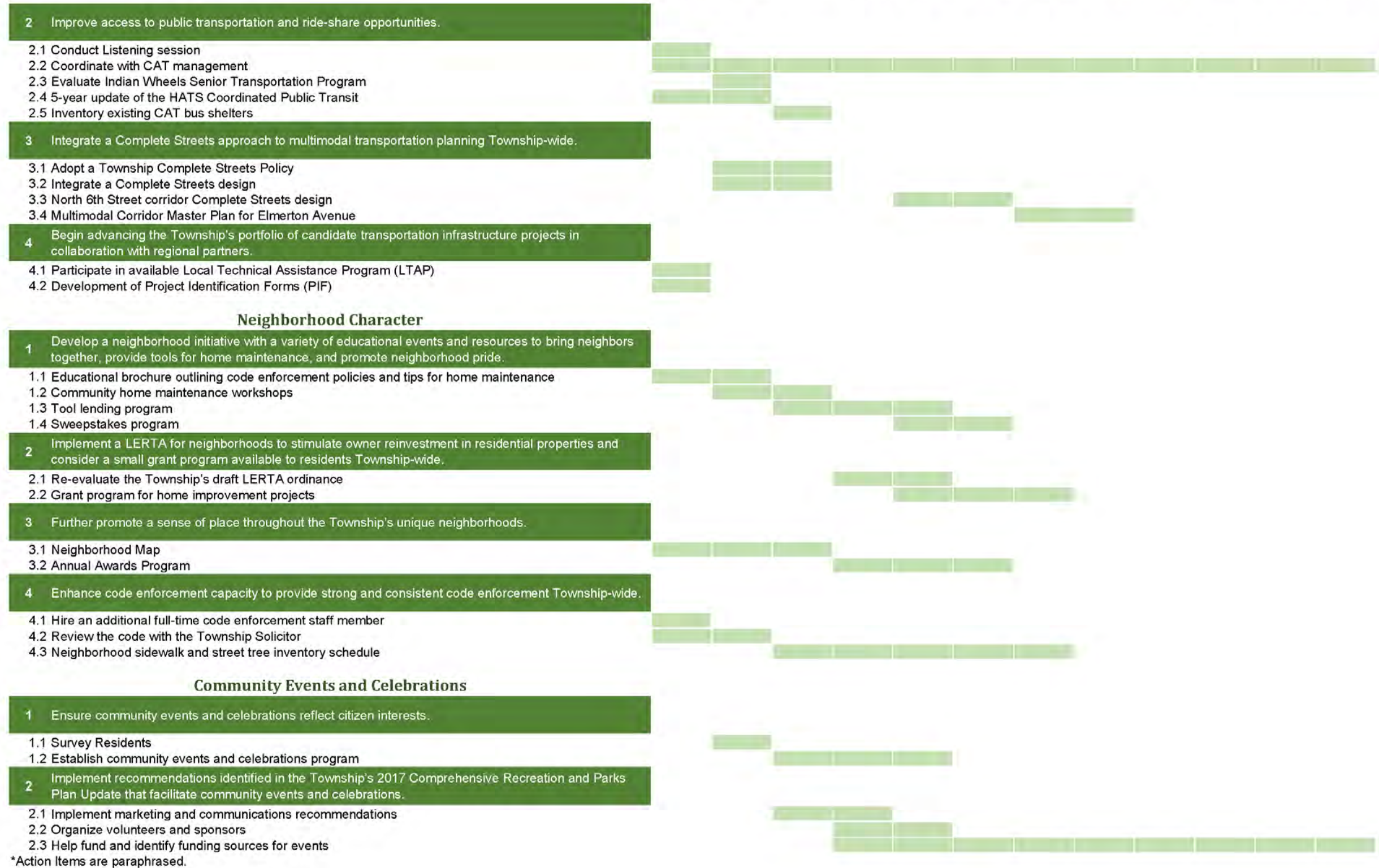


Implementation Strategy Timeline



Implementation Strategy Timeline

2019 2020 2021 2022 2023 2024 2025 2026 2027 2028 2029 2030



*Action Items are paraphrased.

