

Community Name: City of Sunbury
Team Name: Downtown Sunbury
Strategic Plan 2026-2030

Goals:

- 1 Increase occupancy rates & diversify use in downtown properties.
- 2 Enhance the vibrancy and sustainability of downtown by promoting smart urbanization strategies including infrastructure improvements, green spaces, and walkability while preserving historic character.
- 3 Create and sustain a sense of community, connectedness, and working together.

Vision

A welcoming and vibrant downtown that thrives on collaboration, engagement, and innovation.

Team Members:

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Ted Strosser

The Degenstein Foundations
The City of Sunbury
Sunbury Municipal Authority
Bowen Agency Realtors
Fulton Bank (Member Institution, FHLB Pittsburgh)
SEDA-COG
Sunbury's Revitalization, Inc.
Degenstein Community Library
Marotta/Main Architects

CLG	Certified Local Government - The Certified Local Government (CLG) program is a partnership between municipal governments, the Pennsylvania State Historic Preservation Office (PA SHPO), and the National Park Service (NPS) that promotes and supports effective historic preservation programs and policies in Pennsylvania municipalities. Designation is a mark of distinction that provides participating communities with credibility, as well as access to technical assistance and grant programs; it means that the municipality follows best practices and views preservation as an integral part of its community and economic development.
DCED	Pennsylvania Department of Community and Economic Development
DDWG	Downtown Development Working Group - to be established by the Downtown Sunbury Team under Goal 1, Objective 3.
EPA	US Environmental Protection Agency
ESA	Environmental Site Assessment
GIS	Geographic Information System - Northumberland County GIS contains property information including parcel number, owner, zoning, and more.
HARB	Historic Architecture Review Board - The City of Sunbury HARB has been established by city ordinance. The board meets as needed to evaluate proposed improvements to properties located within the historic district.
PAC	Planning Activated Community - a program offered by DCED to assist municipalities with strategic plan implementation through technical assistance
PDC	Pennsylvania Downtown Center
PHMC	Pennsylvania Historical and Museum Commission
RDA	Redevelopment Authority - The City of Sunbury RDA is an authority established by city ordinance for the purpose of addressing blight.
REI	Real Estate Investors
SEDA-COG	SEDA Council of Governments - a public organization with over 50 years experience on issues related to economic development, community life, and the environment. Designated Local Development District including 11 counties
SHPO	State Historic Preservation Office
SS44A	Safe Streets for All - a grant program of the US Department of Transportation
USDOT	US Department of Transportation

Community Name: City of Sunbury			
Goal 1: Increase occupancy rates & diversify use in downtown properties.			
Outcome: Minimum 85% occupancy rate of mixed use properties in the Central Business District.		Improved Community Capital(s): Human, Finance, Built, Political	
Objective 1: Develop and populate a tool or tools to track commercial and residential units, occupancy rates, and use in downtown properties by September 2027.			
Outcome: Downtown Sunbury Team, partners, and collaborators are able to track progress toward goal outcome.	Fulfillment of indicators below:		
Outputs - Activities:	1 - A prioritized list of data sources	2 - Property inventory	3 - Interactive map
Indicator(s) - Metrics: (include baseline value if known)	# of data sources (minimum of 3)	# properties, defined dataset	Google Business profiles for 75% of downtown businesses, links to property inventory data
Timeframe / Target Date and Year	Dec-25	Sep-26	Sep-27
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Access to data (ex: iWorq, Tax Claims, GIS), staff, volunteers financial cost	Staff, volunteers, equipment, software	Staff, volunteers, web-based tool(s)
Possible Source of Resources: (If known)	Main Street America, PDC, City of Sunbury	Database tool (off the shelf v. homegrown)	Grow with Google, Regrid, GoogleMaps
Lead: Responsible Entity(ies) / Individual(s) Downtown Sunbury Team Property Committee: Brie, Derrick, Kevin, Aimee	Downtown Sunbury Team Property Committee	Downtown Sunbury Team Property Committee	Downtown Sunbury Team Property Committee, Downtown Manager
Obstacles:	Access to data, financial	Access to data, financial	Technical, financial, time
Objective 2: Implement and sustain a downtown management program for at least five years.			
Outcome: Downtown Sunbury benefits from Main Street Approach to downtown revitalization.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Full-time downtown manager	2 - Downtown management program implementing Main Street Approach	3 - Main Street Designation
Indicator(s) - Metrics: (include baseline value if known)	One person hired	Program recognized by PDC	Designation awarded
Timeframe / Target Date and Year	Sep-25	Jan-26	Jan-27
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Financial, technical assistance	Financial cost, technical assistance, equipment, downtown office space	Financial cost, technical assistance, equipment, downtown office space
Possible Source of Resources: (If known)	Partners, Foundations, Blueprint Communities Program, PDC, City budget, SRI partners	Partners, Foundations, Blueprint Communities Program, PDC, City budget, SRI partners	Partners, Foundations, Blueprint Communities Program, PDC, City budget, SRI partners
Lead: Responsible Entity(ies) / Individual(s)	SRI Board of Directors - Anchor Org, SRI Executive Director - Supervisor, Downtown Manager	SRI Board of Directors - Anchor Org, SRI Executive Director - Supervisor, Downtown Manager	SRI Board of Directors - Anchor Org, SRI Executive Director - Supervisor, Downtown Manager
Obstacles:	Financial, qualified candidate recruitment	Space availability, financial, inexperience	Space availability, financial, inexperience

Objective 3: A Downtown Development Working Group (DDWG) of business/property owners, stakeholders, and others create a marketing strategy to reach occupancy and mixed-use development targets by December 31, 2028.

Outcome: Working group members implement projects and initiatives to reach occupancy and mixed use development targets.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Working group charter & member recruitment	2 - DDWG prioritizes properties for marketing	3 - Marketing strategy and tools (ex: window shopping interactive map, virtual tours)
Indicator(s) - Metrics: (include baseline value if known)	Written DDWG Charter, max 9 members	Portfolio of at least 3 properties for marketing	DDWG selects marketing strategy and 1 or more tools
Timeframe / Target Date and Year	Sep-26	Sep-27	Sep-28
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Volunteers, technical assistance	staff, volunteers, technical assistance, financial cost	staff, volunteers, technical assistance, financial cost
Possible Source of Resources: (If known)	Housing Coalition, Sunbury Blight Program, ThinkSunbury Business Association, Property Owners Group, Realtor, REI Group	REI Group, MSM Grant, Blueprint Communities Program, PDC	REI Group, MSM Grant, Blueprint Communities Program, PDC
Lead: Responsible Entity(ies) / Individual(s)	Downtown Sunbury Team Members (Kevin, Aimee, Brie), Downtown Manager	DDWG	DDWG, Downtown Manager
Obstacles:	time and buy-in, member recruitment	façades, building conditions	technical challenges

Objective 4: Develop and implement a plan for downtown brownfield property redevelopment by December 31, 2030.

Outcome: Downtown brownfield properties will have redevelopment plans.	Fulfillment of indicators below:			
Outputs - Activities:	1 - EPA Brownfield Community-Wide Assessment Grant (\$500K)	2 - Select at least one to two downtown properties for EPA Brownfield Assessment Coalition Grant	3 - Complete phase 1 ESA; and Phase 2 if needed for selected properties	4 - Re-use or redevelopment plan for one or more downtown properties
Indicator(s) - Metrics: (include baseline value if known)	Five or more downtown properties selected for program	Two or more downtown properties selected for Assessment Coalition Grant program	ESA reports for each property selected under Assessment Coalition Grant	Re-use plan completed for at least one property under the Assessment Coalition Grant
Timeframe / Target Date and Year	Application due: Nov-25 Award: Jun-26 Project start: Jan-27	Dec-25	Dec-25	Dec-26
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Technical assistance, grant applicant	Technical assistance, grant administration	Technical assistance, grant administration	Technical assistance, grant administration
Possible Source of Resources: (If known)	SEDA-COG, City of Sunbury	SEDA-COG, City of Sunbury	SEDA-COG, City of Sunbury	SEDA-COG, City of Sunbury
Lead: Responsible Entity(ies) / Individual(s)	SEDA-COG - Grant Admin City of Sunbury - Grantee	SEDA-COG - Grant Admin City of Sunbury - Grantee	SEDA-COG - Grant Admin City of Sunbury - Grantee	SEDA-COG - Grant Admin City of Sunbury - Grantee
Obstacles:	Unfunded	Unfunded	Unfunded	Unfunded

Community Name: City of Sunbury

Goal 2: Enhance the vibrancy and sustainability of downtown by promoting smart urbanization strategies including infrastructure improvements, green spaces, and walkability while preserving historic character.

Outcome: Improved scores on Image and Identity Development Report. Improved Community Capital(s): Natural, Human, Political, Financial, Built

Objective 1 Develop an infrastructure improvement action plan by December 31, 2028.

Outcome: Downtown infrastructure, green spaces, and walkability will be improved.	Fulfillment of indicators below:			
Outputs - Activities:	1 - USDOT Safe Streets for All Safety Action Plan Grant Award	2 - Safety Working Group	3 - Safety Action Plan	4 - Community engagement, public meetings as required
Indicator(s) - Metrics: (include baseline value if known)	Grant awarded	Group established	Prioritized plan published	# of events, engagement reports
Timeframe / Target Date and Year	Application Jun-26	May-26	Dec-28	Throughout program implementation
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	SEDA-COG staff City of Sunbury staff	Volunteers, staff, technical assistance	City Council adoption of plan	Staff, volunteers, financial cost
Possible Source of Resources: (If known)	USDOT, SS4A Technical Assistance Center, City of Sunbury	USDOT, SS4A Technical Assistance Center, City of Sunbury	USDOT, SS4A Technical Assistance Center, City of Sunbury	SRI, grants, sponsors
Lead: Responsible Entity(ies) / Individual(s)	SEDA-COG staff - Grant Admin City of Sunbury - Grantee	SEDA-COG staff - Grant Admin City of Sunbury - Grantee	SEDA-COG staff - Grant Admin City of Sunbury - Grantee	Downtown Sunbury Team
Obstacles:	Unfunded	Commitment	Funding resources	Community participation

Objective 2 Identify public, private, philanthropic, partnership resources to fund downtown improvement initiatives by December 31, 2027.

Outcome: Projects and initiatives will have funding sources for implementation.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Planning grant calendar	2 - Implementation grant calendar	3 - Funding timeline (roadmap) for projects
Indicator(s) - Metrics: (include baseline value if known)	Calendar complete	Calendar complete	Roadmap complete
Timeframe / Target Date and Year	Dec-26	Dec-26	Dec-27
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff, financial cost	Staff, financial cost	Staff, financial cost
Possible Source of Resources: (If known)	SRI, City of Sunbury, SEDA COG, DCED, State Legislators, Federal Programs, Foundations	SRI, City of Sunbury, SEDA COG, DCED, State Legislators, Federal Programs, Foundations	SRI, City of Sunbury, SEDA COG, DCED, State Legislators, Federal Programs, Foundations
Lead: Responsible Entity(ies) / Individual(s)	Downtown Sunbury Team	Downtown Sunbury Team	Downtown Sunbury Team
Obstacles:	Time, grant info and awareness	Time, grant info and awareness	Time, grant info and awareness

Objective 3 Offer and administer funding opportunities to business/property owners/investors (microloan, reimbursement program) for property improvements by December 2027.

Outcome: Downtown property owners will have access to programs and resources to make property improvements.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Explore relevant funding programs	2 - Façade Improvement Program	3 - Interior Improvement Program
Indicator(s) - Metrics: (include baseline value if known)	At least one program in place	Program application/award	Program application/award
Timeframe / Target Date and Year	Jun-26	Application Nov-26 Award/Admin Jan-27 thru Dec-27	Application Nov-26 Award/Admin Jan-27 thru Dec-27

Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff, technical assistance	Staff, technical assistance	Staff, technical assistance
Possible Source of Resources: (If known)	DCED, MSM Business Improvement Program (Grant or Loan), partner bank, City of Sunbury	DCED, MSM Business Improvement Program (Grant or Loan), partner bank, City of Sunbury	DCED, MSM Business Improvement Program (Grant or Loan), partner bank, City of Sunbury
Lead: Responsible Entity(ies) / Individual(s)	SRI - Grantee or subgrantee SEDA COG - Grant Admin City of Sunbury - Grantee as needed	SRI - Grantee or subgrantee SEDA COG - Grant Admin City of Sunbury - Grantee as needed	SRI - Grantee or subgrantee SEDA COG - Grant Admin City of Sunbury - Grantee as needed
Obstacles:	Unfunded	Unfunded	Unfunded

Objective 4 Adopt at least three strategies to preserve historic character of downtown by December 31, 2028.

Outcome: Revitalization efforts and initiatives will be balanced with preservation of historic character of downtown.	Fulfillment of indicators below:			
Outputs - Activities:	1 - Historic district standards and criteria	2 - CLG (certified local government) Designation	3 - Resource database for property owners, developers	4 - Public/private funding resource list
Indicator(s) - Metrics: (include baseline value if known)	Zoning Ordinance Historic District Chapter updated	Designation achieved	Database available	List available
Timeframe / Target Date and Year	Dec-26	Application Dec-27	Dec-28	Dec-28
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff, technical assistance	Staff, technical assistance	Staff, technical assistance	Staff, technical assistance
Possible Source of Resources: (If known)	PHMC (Keystone) SHPO, Historic Preservation Specialist (Frank Grumbine)	PHMC (Keystone) SHPO, Historic Preservation Specialist (Frank Grumbine)	PHMC (Keystone) SHPO, Historic Preservation Specialist (Frank Grumbine)	PHMC (Keystone) SHPO, Historic Preservation Specialist (Frank Grumbine)
Lead: Responsible Entity(ies) / Individual(s)	Lead: Downtown Sunbury Team Members (Ted, Aimee), Partners: HARB, RDA, City of Sunbury, City Code Dept.	Lead: Downtown Sunbury Team Members (Ted, Aimee), Partners: HARB, RDA, City of Sunbury, City Code Dept.	Lead: Downtown Sunbury Team Members (Ted, Aimee), Partners: HARB, RDA, City of Sunbury, City Code Dept.	Lead: Downtown Sunbury Team Members (Ted, Aimee), Partners: HARB, RDA, City of Sunbury, City Code Dept.
Obstacles:	Zoning ordinance process, City Council and community buy-in	City Council buy-in	Time, available info and awareness	Time, available info and awareness

Community Name: City of Sunbury			
Goal 3: Create and sustain a sense of community, connectedness, and working together.			
Outcome: Improved relevant scores on Image and Identity Development Report.		Improved Community Capital(s): Social, Human, Financial	
Objective 1 Increase the number of social connection activities downtown by December 31, 2026			
Outcome: People feel socially connected in the downtown neighborhood.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Compile comprehensive list of existing events annually	2 - Two events for targeted groups	
Indicator(s) - Metrics: (include baseline value if known)	Baseline defined	Two events complete	
Timeframe / Target Date and Year	Mar-26	Dec-26	
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff, volunteers, time, financial cost	Staff, volunteers, time, financial cost	
Possible Source of Resources: (If known)	Visitors bureau (America250-PA), Susquehannakids.com, community calendars, social media	Visitors bureau (America250-PA), sponsors, nonprofit partners, Susquehannakids.com	
Lead: Responsible Entity(ies) / Individual(s)	SRI Downtown Manager	Downtown Sunbury Team Downtown Manager	
Obstacles:	Cost, volunteers, missed opportunities, omissions	Cost, volunteers, time, marketing reach, sponsors	
Objective 2 Develop and implement a marketing campaign to promote local community assets and businesses by June 30, 2026.			
Outcome: Increased visitors, foot traffic, and dollars spent in downtown Sunbury.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Marketing committee	2 - Marketing plan	3 - Marketing plan implementation
Indicator(s) - Metrics: (include baseline value if known)	Committee of 5 established	1-year plan 5-year plan	1-year plan 5-year plan
Timeframe / Target Date and Year	Dec-25	Jun-26	Start Jun-26
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff, volunteers, marketing intern	Staff, volunteers, marketing intern	Staff, volunteers, marketing intern
Possible Source of Resources: (If known)	SU, BU Marketing programs PHEAA Program, Degenstein Foundation, Blueprint Communities grant	SU, BU Marketing programs PHEAA Program, Degenstein Foundation, Blueprint Communities grant	SU, BU Marketing programs PHEAA Program, Degenstein Foundation, Blueprint Communities grant
Lead: Responsible Entity(ies) / Individual(s)	Downtown Sunbury Team, Downtown Manager	Downtown Sunbury Team, Downtown Manager	Downtown Sunbury Team, Downtown Manager
Obstacles:	Volunteer commitment, marketing expertise, time	Volunteer commitment, marketing expertise, time	Volunteer commitment, marketing expertise, time

Objective 3 Establish and sustain a diverse and inclusive volunteer network by June 30, 2028.

Outcome: Volunteer network available to help with events, activities, and initiatives.	Fulfillment of indicators below:		
Outputs - Activities:	1 - Assess volunteer sources	2 Community-wide Volunteer survey	3 - Publish volunteer opportunities directory every three years
Indicator(s) - Metrics: (include baseline value if known)	Volunteer sources matrix	Min of 100 survey responses	Volunteer directory on ThinkSunbury.com
Timeframe / Target Date and Year	Jun-27	Jun-27	Jun-28 and every three years
Inputs: Required Resources (i.e. staff, volunteers, technical assistance, equipment, financial cost, other)	Staff	Staff, tech/survey platform	Locable account
Possible Source of Resources: (If known)	All nonprofits, Bucknell University engagement Susquehanna University engagement	Survey template/examples	United Way, other nonprofits,
Lead: Responsible Entity(ies) / Individual(s)	Downtown Manager	Downtown Manager	Downtown Manager
Obstacles:	Omissions, volunteer interest	Omissions, survey responses, technology	Locable recruitment and training