



Township of Springettsbury

Strategic Plan 2017 – 2021

Drafted August 2017



Mission: Deliver the best quality municipal services efficiently, effectively and in a friendly manner to residents, businesses and visitors.

Vision: Be known as the community of choice for quality, service and excellence in South Central Pennsylvania and as the most desirable location for residents and businesses.

Core values:

- **Stewardship** – Honor the public trust by administering, upholding and enforcing the laws, ordinances and policies with integrity, equity, prudence and dignity.
- **Excellence** – Measure performance by the highest standards of quality, productivity, discretion, respectful objectivity and professionalism.
- **Leadership** – Open, transparent, cooperative and inclusive government attracts a higher caliber of participation from every stakeholder and produces leading ideas, practices and decisions.

Strategic Priorities

Transportation - Improve the functionality, safety and flow of traffic and multi-modal access to reduce congestion and traffic accidents.

1. Concerns about traffic congestion and the need for increased traffic safety and improved traffic management were identified as the highest priority concern by residents in the 2017 community assessment survey.
2. Traffic data furnished by Pennsylvania Department of Transportation, the York County Planning Commission and the U.S. Department of Justice provides documented evidence of high volume traffic accidents, injuries and fatalities which have occurred along major transportation corridors; East Market Street (Route 462), Mount Zion (Route 24), and Route 30.

Transportation system planning efforts will focus on creating a Transportation Master Plan that will be used as the framework of the Springettsbury Township Comprehensive Plan Update. A view to the functionality, safety and efficiency of the entire system will inform the development of implementation plans for discrete localized areas. Implementation plans will utilize best practices in planning, traffic management, control devices and engineering.

The Community Development Department will lead the coordination of Township efforts with the Comprehensive Plan steering committee, the Planning Commission, the Township Engineer, planning consultants, the Public Works and Police departments and the Board of Supervisors.

Implementation plans will inform future project and budget priorities.

Water quality - Achieve and maintain compliance with the Clean Water Act and associated state and federal regulations pertaining to the Township's National Pollution Discharge Elimination System permitting and Municipal Separate Storm Sewer System management requirements.

1. The Township is not presently in compliance with the requirements of its 2012 – 2017 NPDES permit to develop and maintain a map and maintenance plan for its MS4 outfalls, inlets and storm water detention and conveyance system.
2. Additional requirements for NPDES and MS4 are part of the 2018 – 2022 permit cycle, including specific performance measures requiring the reduction of sediment, nitrates and phosphates from being discharged into waters of the Commonwealth under the Chesapeake Bay Pollution Reduction Plan targets.

The Township will complete the mapping and identify the storm water sheds, storm water infrastructure and directional flows. A routine inspection and maintenance program will be developed among township staff in various departments to assist in identifying maintenance needs and sources of contaminants to be mitigated or eliminated. Participation in the York County Storm Water Management Consortium provides the Township a means of more

easily achieving compliance with the Chesapeake Bay Pollution Reduction requirements at reduced cost through a regional approach that will ostensibly be more competitive for grant funding. The Township will identify and plan for the construction and implementation of various storm water management projects that will further assist in meeting current and future compliance requirements. The Township will pursue every means through coordination and partnership with governmental agencies and land developers to advance these goals wherever appropriate through construction and land development projects.

The Township Manager will lead the coordination of Township efforts with the York County Storm Water Management Consortium, the Township Engineer, Community Development, Public Works, Waste Water, planning consultants and the Board of Supervisors.

Public facilities – Provide public facilities that will improve the productive value of Township operations in the delivery of services.

1. Police station. The current Police facility is outdated and lacks many features that meet modern standards and codes and would also improve the safety and performance of the Police Department personnel.
2. Waste Water Treatment Facility for fats, oils and grease. This new treatment facility will serve the needs of local businesses, especially restaurants and other food processing establishments, to dispose of waste products consisting primarily of fats, oils and grease. The service fee will cover the cost of treatment and program administration.
3. Roads, curbs and sidewalks. The Township will seek every opportunity to improve the quality, safety and accessibility of its transportation system whether by its own projects or those emerging from the land development process. See Transportation.
4. Sanitary and storm sewer systems are an integral part of the Township's service and development capacity. Ensuring adequate capacity to protect existing assets and the delivery of services is ongoing.
5. Parks are important to the quality of life and leisure activities available to neighborhoods within the Township.

The Township Manager will lead the coordination of Township efforts with the Police Department, Community Development, Public Works, Waste Water, Parks, the Township Engineer, the Sanitary Sewer Engineer, other consultants and the Board of Supervisors.

Economic development - Improve the quality, variety and quantity of economic opportunities through efficient communications, planning and permitting for the development environment.

1. Greenfield development opportunities are becoming scarce and there is an increasing trend towards in-fill and redevelopment projects.

2. Economic growth is desirable when balanced with the needs for maintaining a highly desirable quality of life within the capacity constraints of the built environment.
3. The concentration of employers, jobs, retail and restaurant operations is a critical asset to the Township's revenue structure and capacity to deliver services, as well as making it a major destination within York County for business.
4. Infrastructure planning, funding and maintenance is essential for meeting the capacity requirements for ensuring adequate service delivery to current and future residents and businesses.

The Township will utilize a comprehensive planning approach to identifying and funding infrastructure and development projects through redevelopment planning and tax increment financing tools. This will position the Township to leverage development opportunities to provide extraordinary investments in infrastructure that will improve the quality and capacity of immediate developments while anticipating and building for future prospects while also improving the quality of life amenities to residents and visitors.

Community branding, marketing and outreach to local and prospective businesses will foster relationships to encourage business attraction, expansion, relocation and retention efforts.

Beautification and attraction - Maintain quality appearance of the community through public and private maintenance, improvements, compliance and incentive initiatives. Develop and enhance quality of life amenities for recreation and entertainment.

1. The aesthetic appeal of the community is important to residents and businesses to promote a high quality of life experience in the Township.
2. Amenities that attract visitors and residents to enjoy recreation, leisure and entertainment activities in the Township adds value to the community.

The Township adopted a Town Center Zoning Overlay in the subdivision and land development ordinance in 2009 to introduce design features that will increase the visual appeal of the community and improve the pedestrian experience in commercial areas.

The Township continues to enforce its codes and ordinances to ensure property owners and property managers do their part to maintain an attractive environment. The Township will explore opportunities to increase resident participation and awareness of property maintenance issues.

Connectivity and accessibility to parks, trails, sidewalks and other pedestrian or non-motorized thoroughfares are important components for improving the attractiveness of the community.

Services - Explore public interest, demand and feasibility of expanding civic services: Library, Recreation, Senior, e-government interface, Parks.

1. Public services are designed to fulfill the needs and desires of various segments of the general population at a rate commensurate with the level of public commitment for funding those services.
2. The Springettsbury Township Community Assessment Survey of 2017 revealed that some residents who expressed interest in maintaining or increasing the levels of service for library, recreation, senior activities and parks available to them.

The Township will explore the scope of public interest and support for new initiatives through various community engagement tools including public meetings, electronic media and print communications.

Fiscal planning and management – Maintain a strong fiscal position to improve the quality, scope and efficiency of delivering municipal services now and in the future.

1. Develop a five-year financial plan and budget strategy.
2. Achieve recognition of excellence in Budgeting and Financial reporting.
3. Update and adopt best practices in financial policies and administrative controls.

The Township will establish its financial position to be eligible and more competitive for bond financing for anticipated capital investments in facilities and infrastructure.