



Maximizing the Potential of Harrisburg's City Island: A Unique Urban Amenity

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**Urban Land
Institute**

Philadelphia

Serving Eastern and Central
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On behalf of

City of Harrisburg

Dauphin County Commissioners

Harristown Enterprises, Inc.

Hershey/Harrisburg Regional Visitors Bureau

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About ULI

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by 33,000 members representing all aspects of land use and development disciplines. ULI's mission is to provide responsible leadership in the use of land in order to enhance the total environment and to create and sustain thriving communities.

For more than 50 years ULI has provided guidance to nonprofits and municipalities seeking solutions to land use challenges. At the regional level, ULI Philadelphia offers Technical Assistance Panels (TAPs) that bring together objective planners, developers, lenders, architects, and related professionals to evaluate specific needs and make recommendations on implementation in an atmosphere free of politics and preconceptions. ULI member and non-member professionals provide their expertise in a voluntary capacity and each has signed an agreement to avoid current or potential conflicts of interest.

Background

In local legend, the 444-mile Susquehanna River was named for an Indian phrase that means "mile wide, foot deep." The river is indeed broad and shallow, and is the longest non-commercially navigable river in the country. But it is a **rich source of environmental and recreational activities**, and a series of islands in the lower middle section of the river are popular with campers. The river also

serves as the eastern border of Cumberland County and the western border of Dauphin County and Harrisburg, the capital city of the Commonwealth of Pennsylvania.

There, at the southern end of the island archipelago, is City Island. At 63 acres, City Island is one of the river's larger islands and it is one of several islands owned by the City of Harrisburg. The island was acquired with public funds and is subject to use restrictions; the land cannot be used for purposes other than recreation, conservation or historical use without approval from lawmakers. The river and river bed are also regulated by the Commonwealth.

From each shore, the island is accessible via the Market Street Bridge, a four-lane vehicular bridge with sidewalks. To the north of the Market Street Bridge, the Walnut Street Bridge is reserved for pedestrian and bicycle use; the western span of the bridge was washed out in 1996 and has yet to be rebuilt but the bridge can be accessed from the east shore and connects to the island.

City Island is a unique amenity for area residents. It is a popular start and finish line for charity walks and runs. Miniature golf, riverboat tours, batting cages and a children's train ride are family attractions in nice weather. A minor league ballpark for the Harrisburg Senators and a facility for the City Islanders, a United Soccer Leagues (USL) pro team, are also favorite destinations during their respective seasons. But **large swaths of the island are underutilized or undeveloped** and there is little reason to visit when the temperatures drop.

Tapping City Island's potential has been a goal for decades. In 1984, the City asked ULI to convene a national Advisory Services Panel to evaluate development potential. And although much has happened on the island since publication of the 1984 report -- the construction of the ballpark and soccer facility, primarily -- the 1984 panelists' main concern is still relevant today: flooding. Once or twice a year there is standing water on parts of the island. Winter ice floes can cause even more damage; it was high water and ice that destroyed the western portion of the Walnut Street Bridge in 1996.



TAP Panelists touring City Island.

That and other considerations aside, **City Island is an exceptional asset for an urban area.** Its waterfront, environmental importance and proximity to downtown Harrisburg make City Island's development worthy of deliberation and careful planning. Thus, ULI was engaged again to evaluate the island's potential, this time by the local District Council, ULI Philadelphia, which includes Central Pennsylvania through Dauphin County.

Key Issues

Many positive changes have occurred since ULI's 1984 report but much can be done to make City Island a safer, more attractive and more fully functional, year-round destination. Specifically, the applicant team asked ULI to address four broad areas:

- **What is the additional development potential for City Island?**
- **How can the City maximize the potential of City Island to enhance recreation, tourism and entertainment assets?**
- **How can the City optimize the revenue potential of City Island?**
- **What measures can be taken to improve mobility and connectivity to City Island from the East and West Shores?**

And although many of the issues -- permitting, safety, parking and traffic management -- are the responsibility of the City of Harrisburg, it was clear to the Panel that City Island is important as a regional destination. For example, the City Islanders soccer team estimates that 32 percent

of fans come from Cumberland County and 32 percent from Dauphin County.

After interviewing 51 stakeholders, the Panel convened and identified key issues relevant to the success of City Island:

- **Development of a master plan**
- **Dedicated management**
- **Appropriate usage mix**
- **Sustainable business model**

Initial Assessments

In stakeholder interviews, the Panel observed that area residents generally identified themselves as being an East Shore (downtown Harrisburg/Dauphin County) or West Shore (Cumberland County) resident. City Island, situated on the river, serves as a connection point for the two shores and their diverse populations. Residents use the island with regularity, whether attending a sporting event or festival, going for a run, or entertaining children; there was consensus that much could be done to improve the experience. The Panel, comprised of users of City Island as well as out-of-town experts, found the island's potential to be challenging as well as exciting.

City Island is a tremendous resource.

The uniqueness of an urban island cannot be overstated. City Island is already a gathering place and recreational hub; it could also be an educational center for the Susquehanna River's ecosystem. The Harrisburg Riverboat Society's riverboat cruises and Susquehanna



Harrisburg Senators stadium.



The Audubon Society has considered the historic City Island Bath House for a birding and nature center; it is currently used for storage.

River School are popular and demonstrate the appeal of river activities. The island is at the southern end of the Sheets Island Archipelago, a protected feeding area for birds, and is also the southern end of the 24-mile Susquehanna River Trail, which was established to “promote environmentally responsible recreation on the Susquehanna River and her islands and to encourage resource awareness, stewardship, and conservation by river users.”

City Island could become a destination for cultural activities as well. Moreover it could, and should, be an economic driver, stimulating businesses and jobs on the island, and generating revenue for the City of Harrisburg and the region.

There is unmet potential.

In addition to the island's significant potential for future development, there are opportunities that are being missed right now. To increase visitors to the island, the sports facilities could be used more frequently, additional programming could be developed; winter activities and a year-round restaurant should be explored. There are also steps the City could take immediately to generate revenue, a portion of which could be dedicated to City Island's planning, maintenance and development.

Dedicated management is needed.

Harrisburg's recent economic troubles have taken a toll on the City's ability to provide

services, and City Island is just one of many areas needing attention. Currently there is not one person or group, either private entity or public sector, responsible for the island. Maintenance has been and continues to be deferred, and opportunities are being neglected. The Panel sees an **immediate need for strong leadership and management** to engage City Island's users and area businesses, and to manage the planning, programming, maintenance and marketing that is required to make the island financially viable.

The right mix will be key.

Presently the island's use is outdoor recreation. In cold weather there is little activity on the island. But diversity in usage, and balancing the needs of stakeholders, will create opportunities for more visitors year-round. A master plan would guide development in a thoughtful and cohesive way to create a destination with diverse appeal, and lead to a financially sustainable business model.

The island has passionate users.

The Panel's stakeholder interviews revealed devoted proponents of City Island. Most stakeholders had a positive connection with City Island, whether as a soccer or baseball fan, a vendor, a conservationist or a participant in a charity run. But some interviewees reported a disconnect between the island and the area's minority population. City Island must find a way to harness the energy and ideas of its enthusiasts -- and it must create an environment in which all feel welcome.



City Island cabin used by the Susquehanna River School.

A master plan would guide development in a thoughtful and cohesive way to create a destination with diverse appeal.

Recommendations

The Panel's overarching goal was to determine the highest and best use for City Island. During its deliberations, the Panel organized its recommendations based on the questions posed by the applicant team.

What is the additional development potential for City Island?

The Panel agreed with the conclusions of the 1984 panel that residential use is not appropriate on City Island. In general, they recommended that the island be considered as a venue for outdoor public recreation, and that the City focus on developing the core of the island while creating a park-like setting to form its perimeter. Additional development considerations include:

- Food concessions on a more year-round basis, for walkers, bikers and visitors; currently the only food concessions are within the sports facilities.
- Year-round restaurant/sports bar, attached to the ballpark but not for the exclusive use of ticketholders.
- More seasonal activities such as winter tennis and ice skating.
- Dedicated multi-use trail for walking, running and biking that could circumnavigate all or most of the island.
- Upgraded soccer stadium.
- Playground.
- Marina for unpowered boats like kayaks and canoes.
- Dedicated festival space with pavilion or amphitheater.
- Environmental education, research and advocacy center, perhaps located in the City Island Bath House.
- Avian viewing area.
- Museum of the Susquehanna devoted to the river's history, ecology and more.

- A recreational "greenway," similar to Manhattan's High Line, combined with a bus route on the Capital Area Transit (CAT) bridge, terminating at the garage on the island. The proposed greenway project already has \$6.6 million in dedicated funds.

How can the City maximize the potential of City Island to enhance recreation, tourism and entertainment assets?

City Island could become an attractive municipal amenity that would attract visitors and new residents, and become an economic driver for the area. In thinking of how the City could maximize the island's potential, the Panel made both short-term and long-term recommendations.



When the weather is pleasant, activities like miniature golf draw area residents to the island but as temperatures drop, so do the number of visitors.

There are several steps that should be taken immediately. First, the City and City Island advocates must identify leadership, create a board and establish a champion for the island before irreversible loss or unplanned changes occur. Broad support for the island -- from the City, counties and business sectors throughout the watershed -- will be needed to successfully advance a plan.

Secondly, the City should **work in earnest with the City Islanders soccer team to help them resolve their need for a new facility.** The franchise has been extremely successful, in competition and in outreach to the community.

... advocates must identify leadership, create a board and establish a champion for the island.



In order to conform to league standards, the City Islanders must improve and upgrade their facility.

They are committed to a new facility that meets USL Pro requirements, and are committed to remaining on the island. This would seem like the perfect opportunity to look at the island comprehensively and use the proposed new stadium as a springboard for developing a City Island Master Plan.

Short-term recommendations include:

- Engage the public and legislators and build a case for supporting the island.
- Establish "Friends of City Island," a volunteer organization that could host fundraisers, apply for grants and work with stakeholders throughout the area to advocate for the island.
- Develop opportunities for business sponsorships.
- Create programming that promotes social diversity (i.e. youth camps, river activities) so that all area residents feel welcome at City Island.
- Work with the City Islanders to ensure that the proposed new stadium can be used for multiple activities throughout the year.
- Address security issues and the perception that City Island is unsafe.
- Facilitate the process for scheduling an event on City Island, perhaps with something as simple as a "City Island Permits" page on the Harrisburgpa.gov website.
- **Create and maintain a basic City Island website** with a calendar of events, information on how to schedule an event on the island, a map, vendor list and parking information.
- Coordinate and consolidate parking on the island; install signage prior to the bridge that communicates to drivers when island parking lots are full.

- Investigate longer-term vendor leases so vendors can confidently invest in improvements to their space.
- Consider reciprocal marketing arrangements with businesses in the City.

In thinking about more **long-term recommendations**, two rose to the top of the list: developing a Master Plan for City Island, and centralizing management. The **Master Plan** would serve as a guide for future development and can be implemented in phases. **Centralizing management** would create a position or department responsible and accountable for all the coordinated activities – parking, security, permitting, marketing and promotion – necessary for the island's success. Other long-term recommendations include:

- Improve wayfinding and signage on City Island.
- Work with Capital Area Transit to improve service to and from the island.
- Develop a marketing campaign to successfully brand City Island as a safe, attractive and appealing destination.
- Investigate rebuilding the Walnut Street pedestrian bridge to the West Shore.
- Explore and plan for more year-round activities; an ice skating rink, winter tennis, and stadium events such as concerts were suggested.
- Secure committed revenue sources to improve security and maintenance and fund centralized management.

How can the City optimize the revenue potential of City Island?

Once again the Panel sees the formation of a centralized management position or group as key to optimizing revenue. An individual or staff dedicated to City Island would be an investment that would pay for itself by providing full-time advocacy, continuity and follow-through. With a Master Plan in place, City Island management could also apply for state and federal grants.

The Panel had several suggestions for optimizing revenue that could be implemented quickly:

- Increase the City Island event permit cost, which seems justified based on the high demand for the island's space; demand-pricing would need to be calculated.
- Attach a surcharge to the City Island parking rates that would be dedicated to the island.

- Extend vendor leases to encourage investment; increase rent as market will bear.
- Increase the number of festivals with vendor fees and/or an admission charge; encourage food trucks or temporary "pop-up" vendors.
- Explore offering naming rights to businesses; for example, an electronic message sign to communicate parking information could be sponsored by a local business.

Long-term recommendations for optimizing revenue could require research and/or legislative action before implementation but include:

- Implementing a ticket surcharge or tax that would be returned to island management.
- Offering longer leases to the sports teams.
- Re-activating the Mayor's Barge -- once used as a base for fireworks, boat races and other events -- as a revenue source.
- Developing a regular calendar of enhanced programming to attract new vendors, and aggressively market those events.
- Staging and promoting concerts at the sports venues, if practical.
- Coordinating island events to coincide with downtown events and/or using the pedestrian bridge for activities.

What measures can be taken to improve mobility and connectivity to City Island from the East and West Shores?

Time and again the Panel heard of the disconnect, both physical and psychological, between the two shores and between the shores and the island. There are several actions that could be taken quickly to improve mobility and connectivity to the island and create a more welcoming experience:

- Organize and clarify contracts and rules for parking on the island; rates and hours of operation vary and aren't clearly outlined.

- Resolve traffic congestion on game days; an electronic message sign located before the bridge access point would inform drivers of rates and parking availability.
- Install bike racks in convenient locations and encourage fans and visitors to leave their cars at home.

Long-term recommendations include:

- Re-design the parking areas for more efficient traffic flow and pedestrian safety.
- Increase Capital Area Transit (CAT) shuttle service to and from the island and downtown transportation centers.
- Continue exploring the conversion of the CAT bridge to a recreational "greenway" and busway that would connect to the island's parking garage and be used by transit, pedestrians and cyclists.
- Consider interpretative signage across the Walnut Street Bridge, thereby making the bridge more welcoming as a path, and as a gateway to the island.

There are several actions that could be taken quickly to improve mobility and connectivity to the island and create a more welcoming experience.



One of City Island's more popular attractions, the City Island Ferry.

Summary

In 1984 the ULI panel determined that the island was suitable only for recreation and entertainment and recommended “that the city retain ownership and control of City Island and pursue a public/private implementation strategy utilizing private investment incentives, design guidelines and standards, promotional programs and improved maintenance and security services.” The 2014 Panel agrees. Two plans that were widely discussed -- a recreational “greenway”/busway on the CAT bridge, and the new proposed soccer facility for the City Islanders -- would implement that strategy and should be aggressively pursued. The Panel further recommends that City Island fulfill its potential by:

- **Developing a master plan** using the Senators’ ballpark and the City Islanders soccer facility as anchors, focus development activity in the core of the island and use the perimeter as a park. Take advantage of the river and incorporate environmental and educational features. Make the island welcoming and inclusive, with programming and uses that appeal to a broad and diverse population. Anticipate traffic and parking issues and take steps to encourage transit use, walking and biking.

- **Centralizing management:** identify leadership in the community and organize an advocacy group for City Island to focus attention on the island, work with city administration, and identify the resources necessary to fund dedicated City Island management. With a strong voice and full-time attention, steps could be taken to increase revenue, identify new resources, implement and facilitate more programs, improve safety and maintenance and make City Island a vibrant, financially sustainable destination.

Using the Senators’ ballpark and the City Islanders soccer facility as anchors, focus development activity in the core of the island and use the perimeter as a park.



The Harrisburg Senators and City Islanders draw thousands of fans during their respective seasons but both facilities could be leveraged to draw more visitors to the island.

Panelists

George Asimos

TAP Co-Chair

Partner, Saul Ewing

As a partner at the law firm of Saul Ewing Mr. Asimos divides his practice between development advocacy and transactional work for owners and developers of all categories of real estate throughout eastern Pennsylvania. He is particularly experienced representing clients in the areas of telecommunications, oil and gas, as well as the growing Marcellus Shale industry. On the development side, he represents developers, land owners and others seeking project approvals from municipalities. On the transactional side, Mr. Asimos represents real estate owners and investors in the purchase, sale, and leasing of all basic categories of real estate. A substantial part of his practice involves advising land owners and nonprofit land trusts on the donation of conservation easements and related real estate planning.

Richard W. Huffman, FAIA

TAP Co-Chair

Mr. Huffman was a principal of the firm Wallace Roberts & Todd for over 30 years prior to his retirement. He has directed major redevelopment projects throughout the United States and abroad including the award-winning Canal Walk in Richmond, Virginia, the Growth Management Plan for downtown, Washington DC, residential redevelopment strategies in Atlantic City, NJ; Buffalo, NY; and Philadelphia, PA; as well as the urban design plan for Liberty Place in Philadelphia. He received master's degrees in Architecture and City Planning from

the University of Pennsylvania. He is co-chair of ULI Philadelphia's TAP Council and has served on national ULI Advisory Service Panels in Los Angeles, Cleveland, Milwaukee, New Orleans and Washington, DC, as well as multiple ULI Philadelphia TAPs.

Christopher K. Bauer, PE, PTOE

*Director of Transportation,
Herbert, Rowland & Grubic*

HRG is a regional engineering and land planning firm headquartered in Harrisburg; Mr. Bauer is responsible for management of the firm's transportation services. He has extensive experience in traffic design, highway design and highway project management, including roadway geometry, surveying, computer-assisted design and drafting, plan preparation, drainage design, right-of-way investigations, utility coordination, erosion and sediment control design, pavement design, wetland mitigation, traffic control design, and construction administration and inspection.

Phil Frey

*Partner, Manbel Devco;
President, B&F Properties*

Mr. Frey was born and raised on a 12th-generation dairy farm in Lancaster County. B&F Properties was formed by the Frey family in 1980 and began with a three-unit farmhouse rental. Today the firm's portfolio includes four resort-style luxury apartment communities and six high-quality commercial shopping centers in Lancaster and Chester counties, together valued at more than \$300 million. Mr. Frey is an active member of the Lancaster community,

serving on the board of directors for Tabor Community Services of Lancaster County, an organization focused on helping individuals with housing and financial challenges.

Michael B. Funck

*Senior Vice President,
Wohlsen Construction Company*

Mr. Funck joined Wohlsen Construction Company, a \$250 million-plus construction management and general construction firm with offices in Pennsylvania, Delaware and Maryland, in 1994. His career path included positions as project engineer, project manager, estimator, and preconstruction manager. A member of Wohlsen's leadership team, he also serves on the company's strategic planning committee. Mr. Funck is a Certified Healthcare Constructor with experience that includes clients in the senior living, healthcare, and education markets including Franklin & Marshall College, Messiah College, The Highlands of Wyomissing, Chestnut Hill Hospital, Universal Health Systems, and Diakon Lutheran Social Services; projects range from complicated, multi-phased additions and renovations to construction of new facilities on active campuses.

Todd Helmer, PE

*Vice President,
Timothy Haahs & Associates*

Mr. Helmer serves as vice president of Timothy Haahs & Associates, a Blue Bell, Pennsylvania-based engineering and architectural design firm specializing in the planning and design of parking and mixed-use facilities. He manages the firm's Northeast

operations, leading project development, financial management, and business development efforts, managing and coordinating multiple stakeholders, team members and design disciplines for complex mixed-use and parking projects. Mr. Helmer has led projects for a variety of clients including the University of Pennsylvania, the City of Harrisburg, the Red Rose Transit Authority, and SEPTA.

Marc Kurowski, PE

Co-Owner, K & W Engineers

Mr. Kurowski is principal of K & W, a site design and land-planning firm located in Harrisburg. He has specialized in land development and site design for 20 years, providing services for clients in the educational, institutional, commercial and residential development sectors. For the firm he manages all aspects of the business including operations, strategic planning, marketing and business development, and finances. He is a graduate of the Pennsylvania State University, LEED Green Associate accredited, a graduate of the Leadership Harrisburg Area program, chairman of the Board of Directors for Capital Region Water, a member of the Harritown Development Corporation Board of Directors, and a member of the Harrisburg Young Professionals Advisory Board.

M. James Maley, Jr.

Principal, Maley & Associates

Founder and principal of the law firm Maley & Associates, Mr. Maley regularly represents New Jersey municipalities, county agencies, and private developers in projects utilizing public

and private lands and funds, counseling governments and business interests on a broad spectrum of issues. In addition, since 1997 Mr. Maley has served as the Mayor of the Borough of Collingswood, NJ. His experience as a local elected official, combined with a keen understanding of the law, has proven an invaluable resource in the counseling of clients on the inner workings of governmental process including environmental permitting, tax abatement, land use approvals, eminent domain, contracts, and issues of business and law that arise in commercial and real estate transactions in New Jersey.

David Mercuris

*Senior Vice President,
Development Director, Marketing
and Communications,
The Goldenberg Group*

Mr. Mercuris has over 30 years of professional experience in real estate and consumer product management. With The Goldenberg Group since 2003, his primary responsibilities are for the residential division of Goldenberg Development; notable residential projects include The Ayer Condominium and The Carriage Homes at Haverford Reserve. In addition to his development responsibilities, Mr. Mercuris manages marketing, corporate communications, and public relations. Prior to joining The Goldenberg Group, Mr. Mercuris served as Vice President for Corporate Strategic Planning, Vice President for Finance, and Absolut Vodka Brand Global Finance at Seagram Company. He has also worked for Moody's Investors Service and the Campbell Soup Company.

Yogesh Saoji, AIA, AICP, LEED AP

*BD+C Senior Associate,
Wallace Roberts & Todd*

An architect, planner, and urban designer, Mr. Saoji has over 18 years of experience working on diverse urban design and architectural projects that have spanned the globe, from Trenton's Capital Park in New Jersey to the Dwaraka Transit Oriented Development in India. He has worked as senior urban designer and project manager on major planning and urban design projects at WRT including waterfront developments, educational campus master plans and state capitol and federal campus master plans such as Virginia's Capitol Master Plan and Saint Elizabeth's FEMA Headquarters Master Plan among others. Mr. Saoji has a particular interest in exploring tools and methods of implementing and monitoring district scale sustainability and strengthening community and stakeholder engagement strategies to achieve consensus.

Robert Shenk

*Associate and Senior Project Manager,
Herbert, Rowland & Grubic*

Mr. Shenk is a landscape architect registered in the Commonwealth of Pennsylvania and has been with HRG, a regional engineering and land-planning firm headquartered in Harrisburg, since 2000. Additionally, he is Vice President of the Lancaster County Coalition for Smart Growth, is active with the American Society of Landscape Architects and participates in other community building and revitalization organizations and projects in Lancaster and throughout the county. Mr. Shenk is a Lancaster County native and resides in Lancaster.

Kevin Snelbaker

*Senior Vice President,
Commercial Real Estate Finance,
Susquehanna Bank*

Headquartered in Lititz, Pennsylvania, Susquehanna Bank has assets of \$18 billion and is the 38th largest U.S. commercial bank by assets. Mr. Snelbaker is team leader for the Commercial Real Estate Group covering the Central Pennsylvania region. He has over 23 years of banking experience primarily centered in commercial real estate including origination, underwriting, loss mitigation, and portfolio management. He holds a Bachelor of Science Degree in Quantitative Business Analysis from Penn State and an MBA from York College of Pennsylvania. Mr. Snelbaker is a member of the Lancaster Commercial and Industrial Council and the International Council of Shopping Centers.

Kathy Stiller

*Senior Program Manager,
BrightFields*

Ms. Stiller has 27 years of environmental regulatory experience. She received her master's in Marine Policy from the University of Delaware and her B.S. in Marine Science from the University of South Carolina. She worked for the State of Delaware for 27 years, primarily in the superfund, brownfields and above- and underground-storage tanks programs. Ms. Stiller also served as the director of the Division of Water and as Governor Markell's alternate commissioner to the Delaware River Basin Commission. She has experience in state, regional and national environmental rule-making negotiations, and advocacy and led the development of Delaware's statewide brownfields program and grant funding.

Coleen Terry

President, ECON partners

Coleen Terry is the president of ECON partners, a woman-owned small business in Pennsylvania. Ms. Terry has spent more than 19 years designing and advancing highly successful implementation strategies for complex development projects and leads ECON's work supporting new development as well as repurposing underutilized sites and brownfields. She has worked directly on projects with public and private sector clients throughout the Mid-Atlantic, and has strong experience in the Commonwealth's urban cores. Prior to founding ECON partners, Ms. Terry served as vice president of a mid-sized economic development firm, leading a service area that delivered over \$450 million of public funding to projects.

Sean Torpey, PE

*New Jersey Practice Lead,
Ocean and Coastal Consultants*

Mr. Torpey is the New Jersey practice lead for Ocean and Coastal Consultants (OCC), a division of COWI North America, which is the North American arm of COWI's Bridge, Tunnel, and Marine business line. COWI NA capabilities range from professional advice on specific

issues to comprehensive engineering and planning on large-scale projects. With an emphasis on addressing the issues facing the maritime infrastructure throughout North America, COWI NA consistently demonstrates understanding the requirements for effective and efficient waterfront design and rehabilitation.

Richard Voith, Ph.D., CRE

*President and Principal,
Econsult Solutions*

Dr. Voith is the president and principal of Econsult Solutions. He is an economist whose contributions to economics span both the academic and popular press. Dr. Voith has overseen a wide variety of projects in the realm of real estate, transportation, labor markets, and economic development. In particular, Dr. Voith is a well-known expert in real estate economics, transportation, and applied microeconomics. He is currently a Faculty Fellow at the University of Pennsylvania Institute for Urban Research. Prior to joining Econsult, Dr. Voith held the position of economic advisor at the Federal Reserve Bank of Philadelphia, where his responsibilities included analysis of Philadelphia's regional economy as well as the national economy.



TAP Panelists on City Island pedestrian bridge.

Stakeholders

Tara Leo Auchey, Principal/Chief Advisor, tla Communications

The Hon. Jeff Baltimore, Councilman, City of Harrisburg

David Black, President, Harrisburg Regional Chamber and Capital Region Economic Development Corporation

Mike Bowers, President, Bowers Marine Sales

George Connor, Deputy Director, Dauphin County Economic Development Corporation

Bill Cornell, Founder and Director, Susquehanna River School

Renee Custer, Executive Director, Harrisburg Young Professionals

The Hon. Shamaine Daniels, Councilwoman, City of Harrisburg

Dr. Eric Darr, President, Harrisburg University

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Shireen Farr, Chief Operating Officer, Cumberland Area Economic Development Corporation

Scott Fultz, Owner, Southpointe Marina, City Island

Linda Goldstein, Vice President and Chief Operating Officer, Capital Region Economic Development Corporation

Michael Hanes, President, Whitaker Center

Sharon Hassinger, Senior Vice President, Enterprise Services, Harristown Enterprises

James Henning, Deputy Secretary for Administration, Pennsylvania Department of General Services

Mary Kate Holder, Sports Coordinator, Harrisburg Young Professionals

Catherine Hoover, PE, LEED AP, Regional Manager, Raudenbush Engineering and Chair, Harrisburg Young Professionals

Wendy Jackson-Dowe, Owner, JacksonDowe Strategies

Bradley Jones, President-Elect and Vice President, Community Development, Harristown Enterprises

William Jones, General Manager, Capital Area Transit

Nancy Keim, Senior Manager, Park Harrisburg

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August "Skip" Memmi, Executive Director, Dauphin
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Downtown Improvement District

Phil Wallis, Audubon Pennsylvania

Skip Wieder, Chairman, The Susquehanna River
Heartland Coalition

Shannon Williams, PE, Chief Executive Officer,
Capital Region Water

Lori K. Yeich, Natural Resource Program Supervisor,
Customer Assistance and Policy Division, North
Central/South Central Regional Office, Department of
Conservation and Natural Resources

The Hon. Suzanne Yenchko, Councilwoman,
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