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An Urban Land Institute
Technical Assistance Panel
April 18 – 19, 2018

On behalf of
Harristown Development
Corporation

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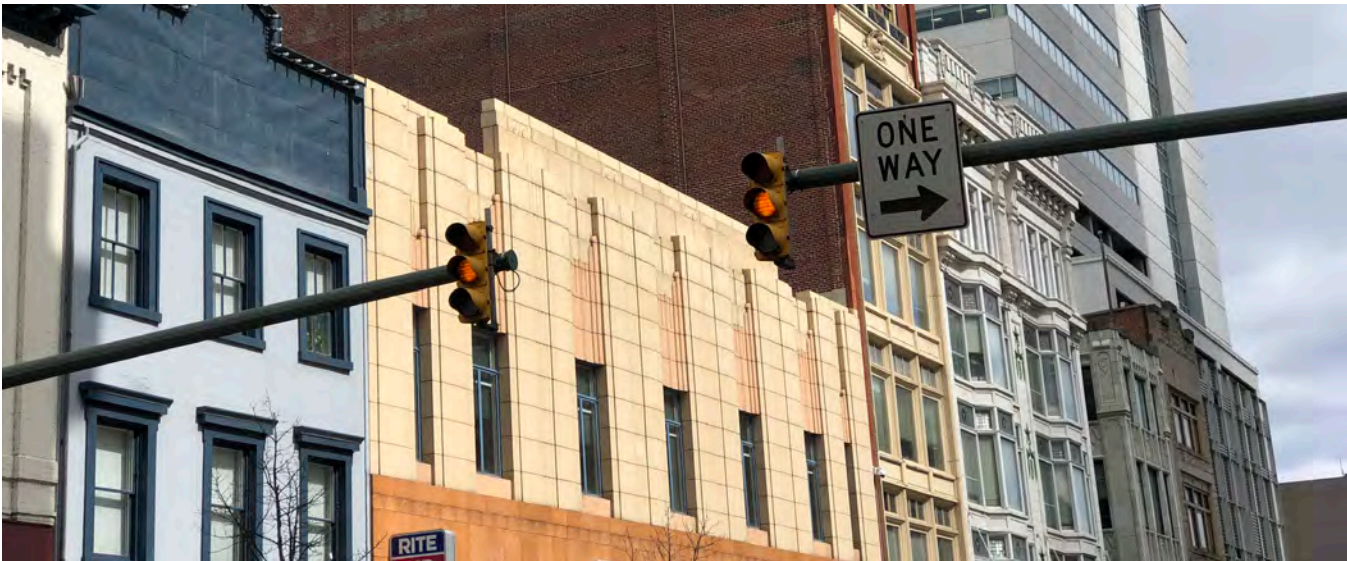
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About ULI

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by more than 40,000 members in 82 countries and representing all aspects of land use and development disciplines. ULI’s mission is to provide leadership in the responsible use of land in creating and sustaining thriving communities worldwide.

ULI provides 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.

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Urban Land Institute

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Overview

The Third Street Corridor, spanning from Reily to Chestnut Streets, about two miles in total, could be considered the backbone of the City of Harrisburg. The corridor spans multiple neighborhoods and is home to major landmarks including the PA Capitol Complex. Most of the city's new development has been completed on, or adjacent to, Third Street and many new businesses have located here. Contextually, Harrisburg boasts a waterfront location on the Susquehanna River, is the capital of the commonwealth as well as the seat of Dauphin County and is home to a population of about 49,000 people. Harrisburg has traditionally been a commuter-centric city, with over 26,000 employees flocking downtown, largely on the corridor, during business hours. However, recent development of upscale apartment units and added amenities like an urban grocery store and new restaurants are creating a more livable urban core.

The north end of the corridor, toward Reily Street, is the heart of Midtown Harrisburg. Midtown is highly residential and is anchored by the historic Broad Street Market; built in 1860, it's the longest continually operating market in the country. Additionally, the Millworks, Midtown Scholar, Midtown Cinema, Susquehanna Art Museum, local restaurants, retailers and residences make it a walkable and lively neighborhood. Looking toward Downtown, the centerpiece is the PA Capitol Complex. In recent years, there has been a surge of new development surrounding the capitol on the corridor. A prime example of this is Strawberry Square, a mixed-use hub of downtown that includes over one million square feet of office space. In addition to office, Strawberry Square houses a food court, UPMC Pinnacle physician's office, Rite Aid pharmacy, three educational institutions, luxury apartments, and ground-level retail and restaurant tenants.



Harrisburg's state capitol building dominates the downtown area; the capitol complex comprises more than 50 acres.

The Third Street Corridor's southern end, at Chestnut Street, is characterized by high rise residential towers, that include both subsidized and market rate units. Student housing is also located on the southern end of the corridor at International House Harrisburg and Harrisburg University, creating another residential anchor to the corridor.

While Third Street has seen recent growth and development, the city continues to face challenges. There are still instances of blighted and vacant properties, a high poverty rate, issues of homelessness and poorly rated public schools. Because of these factors, Harrisburg continues to fight the perception that it is unsafe. However, the Third Street corridor possesses a great deal of momentum and potential for continued development. Strategically bridging the gap between the downtown and midtown neighborhoods can put Harrisburg on the map as a vibrant capital city with a strong urban core.



Downtown Harrisburg's urban core activated at nighttime.



View of downtown Harrisburg from Third Street looking south.



Strawberry Square, adjacent to the PA Capitol Complex, includes office, retail, educational, and medical space, to name a few.

Third Street Corridor

Running through Harrisburg's central business district is Third Street, which connects the Downtown with Midtown; a two-mile segment of Third Street is the study area for the TAP. The corridor is extremely walkable with one exception: Forster Street, which intersects the corridor, is a six-lane thruway that challenges even the most alert pedestrian or cyclist. Land use divides the corridor as well. Downtown, south of Forster, includes the 50-acre capitol complex, office and commercial space and multi-family residential space. Midtown, north of Forster, is home to the Susquehanna Art Museum, the popular Broad Street Market, a bookstore, coffee shops and older buildings that have been renovated for residential mixed-use. Downtown's character is office/commercial with some recent retail and residential development activity while Midtown is residential, retail and some interesting adaptive reuse mixed-use projects. Downtown has a Downtown Improvement District; Midtown has an informal, fully volunteer merchant group.

Connecting these two distinct segments would benefit both and could create a vibrant retail corridor. With a stronger Third Street corridor, and with restaurant-centric Second Street just two blocks west, Harrisburg's central business district could continue to grow its appeal as a place to live, work and play.

Scope of The TAP

The sponsor of this TAP, Harristown Development Corporation, is a private non-profit organization with the mission to "enhance in all ways possible downtown's quality and character of life for all residents, businesses, employees, customers and visitors." The Sponsor asked the panel to address:

- how the corridor can become more connected and accommodating to multiple modes of transport including pedestrians, cyclists, motorists and public transit,
- how the downtown and midtown neighborhoods can better complement each other by way of the corridor, and how the corridor can be used to market or highlight the city as a whole,
- how existing assets, amenities and development on Third Street can be better leveraged to maximize their collective benefit and spur additional economic development.

On the morning of April 18, 2018, ten members of ULI Philadelphia met at International House in downtown Harrisburg. After a brief introduction to the area, the Sponsor led the panel on a walking tour of the study area, defined as Third Street between Reily Street to the north and Chestnut Street to the south. The panel spent the remainder of the day interviewing stakeholders and debriefing on content.



On the next day, the panel reconvened to share what they had learned and form recommendations. Interested stakeholders were invited to return to International House in the afternoon for a presentation of the panel's recommendations and a question and answer session.

Initial Assessments

Physical Assets

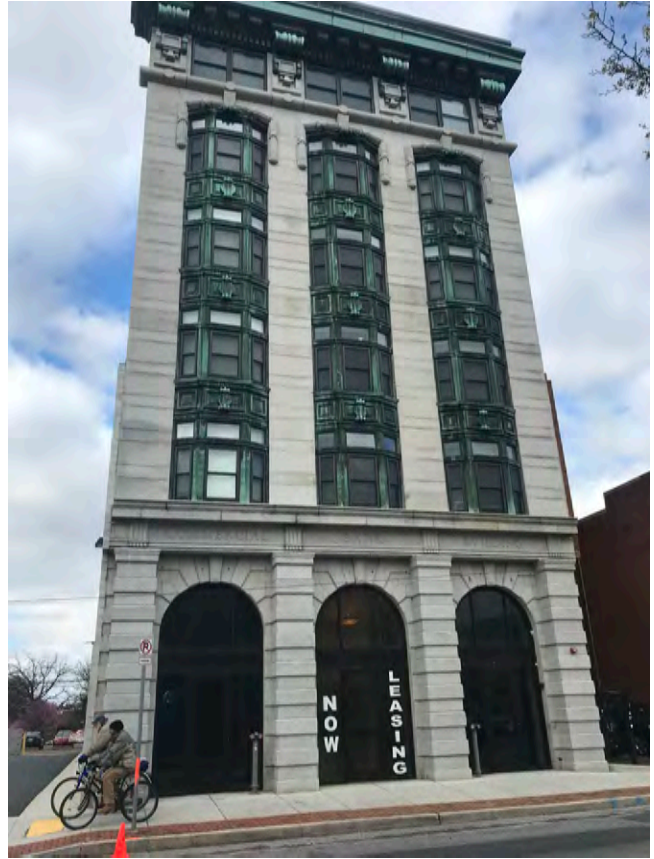
The panel admired many physical attributes along the corridor, such as its 19th century architecture that showcased narrow, interesting looking storefronts, shallow setbacks from the street, and short blocks with opportunities for further discovery and exploration around every corner. The abundance of mixed-use is in line with the principles of New Urbanism and is the beginning of a vibrant street. For the most part, the corridor is extremely walkable with scattered restaurants and culture institutions. Access to the river is good and at some places along the corridor, the riverfront is visible. A new bike-share program is popular and is a great asset for downtown residents and workers. The capitol complex, with its grand, domed capitol building and well-maintained landscaping, is a striking anchor at the southern end.



The Susquehanna Art Museum (on the left) has been a catalyst for growth in the midtown area but numerous vacancies are scattered along the Third Street corridor. A streetscape improvement project was underway at the time of the TAP.

Positive Influences

Harrisburg has an interesting history, including its place as a stop along the Underground Railroad, a center for the Union Army during the Civil War and as a center for steel



Adaptive reuse, such as this apartment building, is popular. New construction is seldom found in the study area, primarily because of the structure of the tax abatement program.

and rail traffic. As the capital of the commonwealth, the city has a stable base of employees and is a regional hub. Local universities and institutions are thriving, expanding their curriculum, attracting global interest and building their presence. The housing market is affordable for renters and buyers. Demand for housing is strong, making the central business district an appealing investment for developers; however, Harrisburg's two-tier tax abatement program allows a 10-year tax abatement only on residential renovation, with stricter requirements for new-build and commercial projects. There is strong entrepreneurial enthusiasm driving much of the downtown progress, including emerging developers who have chosen to live near their downtown projects. Among this community there is the desire and the momentum to make things happen.

Physical Constraints

The major physical impediment to connecting the corridor is Forster Street, a six-lane east-west state road with no true gateway to the city or corridor. Wayfinding

is poor and safety is a major concern for pedestrians and cyclists. The streetscape isn't consistently maintained and the number of vacant storefronts in both the downtown and the midtown areas is disconcerting. Additionally, other than the capitol complex, there is a lack of green space along the corridor.

Negative Influences

There is a regional disconnect between the city and the suburbs; compounding that disconnect is the perception that the city is unsafe. There is no real mechanism in place to coordinate the initiatives or activities of Downtown and Midtown. Though there are strong developers and

entrepreneurs doing good work, many of the corridor's landlords are located out of town or are disengaged. Additionally, codes are not strictly enforced. There is a lot of "dead space" in the corridor and not enough activity. Although more retail would enliven the area, until the population increases and employees stay in the city beyond working hours, the demand for more retail will be uncertain. For those wanting to build, renovate or open businesses, the municipal approval process is cumbersome. Finally, the city is unable to tax 42 percent of its buildings because they are state-owned or tax exempt--which puts added pressure on the city's already high residential property taxes.



The Corridor's 19th Century architecture is charming, especially this example of mixed use properties downtown.



Sculptural bike storage racks and public art in pocket parks along Third Street are examples of community efforts to improve the streetscape. Continuing these efforts with consistent wayfinding will improve aesthetics and brand the corridor.

Recommendations

The Third Street Corridor Needs Some TLC

Harrisburg's Third Street corridor would benefit from some TLC.

More practically, the TAP panel suggests that the stakeholders and Sponsor focus on three themes to cultivate the corridor: thrive (T), leverage (L) and connect (C).



The Midtown Scholar Bookstore is a popular destination on the corridor.



A charming bakery and coffee shop is typical of the sort of retail found in the midtown area.

Thrive

The key to a successful urban area is its ability to thrive—with residents who enjoy a good quality of life and with opportunities for economic development. Currently, the

corridor lacks the critical mass in population that would attract more businesses and assure their success. However, steps can be taken to stabilize the area and build a shared vision.

Incentivize home ownership. A larger residential population will benefit existing merchants, attract new merchants, enhance the vitality of the downtown and, with more eyes on the street, improve safety. Increasing the number of homeowners—currently just ten percent of the residents—will likely lead to residents becoming more engaged. Other urban areas have faced a similar situation and have been successful at increasing the level of homeownership.

Pottstown, PA: The city instituted a successful financial assistance program to convert multi-family homes to single family dwellings. When the program expired, 158 homes had been converted to single-family. Now the school district is helping its teachers buy homes in the city by offering forgivable loans.

Montgomery County, PA: The county provides assistance with down payments and closing costs to qualified home buyers who will purchase and occupy the home as a primary residence. The Pennsylvania Housing Finance Agency offers a similar program statewide.

Employer-Assisted Programs: Many employers are recognizing that they can improve employee retention by helping their employees buy their first home. For example, the University of Rochester, in collaboration with the city of Rochester, has had such a program in place for ten years and has helped over 400 employees buy their homes. Closer to home, Lancaster General Hospital, Franklin & Marshall College and the York Revolution baseball team have offered similar programs.

Exploit empty storefronts. Until tenants are found, vacant storefronts can be used for pop-up activities or civic group functions. Window signs and decals can promote upcoming activities and storefront windows can be used to display artwork. Many retailers could test a new market by installing a pop-up location for the holidays. This type of temporary use could also serve as a community engagement tool. Central Atlanta Progress (CAP), through the Atlanta Downtown Improvement District implemented such a program and requested proposals for pop-up shops from local businesses, entrepreneurs, start-ups and artists.

Through partnering with local property owners, the program brought new energy and vibrancy to vacant storefronts while supporting local artisans and businesses.



An undeveloped lot on the corridor provides a bit of green space, an amenity currently missing along the study area.

Promote parks and green spaces. A complete build-out isn't necessary for a successful corridor. Vacant lots can become green spaces, trees and recreational equipment can become assets. Green spaces build civic cohesion and encourage physical activity. Even smaller scale green projects beautify urban spaces and improve the local environment. In Capital Region Water's City Beautiful H2O program plan, green infrastructure projects such as street trees and rain gardens have been proposed.

The panel also suggests referring to the Philadelphia Water Department's Green City, Clean Water program (see www.phillywatersheds.org) as a best practice. The city took a "guerilla" approach to managing stormwater with small projects like rain gardens around the city rather than the expense and disruption of main replacement on its narrow streets. As development moves forward in the Third Street corridor and throughout Harrisburg, green building practices should be encouraged as a way to improve air quality, save energy and mitigate stormwater runoff.

Implement healthy corridor principles. A community health assessment conducted by a collaboration of area health care providers identified several areas of concern among Harrisburg's population, including lack of physical activity and inadequate nutrition. Creating areas for activity and recruiting affordable fresh food purveyors should be a priority. ULI, through the Healthy Corridors project, is committed to "reimagining the future of underperforming urban and suburban arterials and reinventing them in healthier ways." The Third Street corridor is such a corridor.

Healthy Corridor principles include high quality parks and public spaces, vibrant retail, a defined identity, pet-friendly features, bike infrastructure and others. When physical activity is enhanced in a pedestrian-friendly and intermodal environment, there are tangible economic and health benefits in the community. Health institutions, such as UPMC Pinnacle, are poised to reinforce the corridor's efforts to enhance community health and deploy health promotion strategies.

A ULI document, which can be found at <https://americas.uli.org/research/centers-initiatives/building-healthy-places-initiative/healthy-corridors/the-building-healthy-corridors-report/>, can serve as a guide for these efforts.



State Street, with angled parking, bumpouts and a landscaped median, could be a model for improvements to Forster.

ULI's 10 Principles of Healthy Corridors

1. Use the lens of health to convene stakeholders.
2. Understand the context of the corridor and determine how jurisdictional boundaries affect it.
3. Analyze and understand the corridor's development potential; rethink land uses and zoning that are incompatible with community needs.
4. Proactively address transportation and infrastructure challenges.
5. Leverage anchor institutions as key partners.
6. Identify champions; redeveloping a healthy corridor requires many partners.
7. Engage communities along the corridor; develop strategies to prevent residential displacement.
8. Engage business owners and landowners.
9. Facilitate healthy food access.
10. Seek out multiple funding opportunities from public and private sources.

Increase police visibility and security. Whether real or imagined, a belief that the city is unsafe is a liability. When the residential population increases, there will be more activity and “more eyes on the street” will create a safer zone. In the meantime, increasing the number of bicycle and beat officers will reinforce safety and security. As one panelist said: “it’s not more police, it’s more visible police.”

Leverage

As discussed previously, the corridor has many factors already working in its favor: interesting architecture and appropriate scale, a stable workforce in the downtown area, “destinations” along the corridor such as the Susquehanna Art Museum and the Midtown Scholar Bookstore; a strong cohort of enthusiastic entrepreneurs. The Third Street corridor will benefit by leveraging each of them and creating synergy.

Form a Third Street coalition. Build on established successes and unite the corridor with a single message and harness the consolidated energy. This effort would include several components to leverage strong partners and maximize impact:

- Assign a champion: Join the Downtown and the Midtown under a single banner and organization; choose an individual to advocate for the whole coalition.
- Brand the corridor: Second Street already has a reputation as “Restaurant Row,” build upon that branding and brand Third Street as a similar, complementary destination. Define the corridor’s branding and marketing story and share the message on social media.
- PR/communications: use the corridor’s champion to address issues like parking and safety. Be accessible to the media and take control of the spin.
- Wayfinding: develop a physical representation of what’s on the corridor. Install distinct signage that is directional and informative.
- Collateral/promotional materials: partner with other marketers to create materials that are relevant and consistent with the brand.
- Encourage alliances: collaboration between the State Museum and the Susquehanna Art Museum has been successful for both and can serve as a model for similar working partnerships.

“The Broad Street Market has long functioned as the anchor of the Midtown business core...a place from which small businesses can establish themselves and expand.”

2017 Harrisburg, PA Comprehensive Plan Draft

Enforce property maintenance codes. Use the existing code to the corridor’s benefit and remediate blighted structures. Work with the city on enforcement and with landlords on compliance. Educate retail and residential tenants regarding code and empower these businesses to insist on enforcement and compliance. Work with and support corridor tenants in alleviating the nuisance bars along the corridor.

Celebrate the student population. Harrisburg University of Science and Technology is thriving and receiving a lot of attention for its curriculum. Engage the students of HU, Harrisburg Area Community College and other institutions; offer a lifestyle that will keep them in town for the weekend, in the city for their careers and encourage their visitors to experience the City of Harrisburg. Embrace diversity through cultural events that represent the international population.

Engage downtown workers and tourists. The workforce in Harrisburg’s central business district is significant, however many do not take full advantage of the amenities that the corridor has to offer. Engagement of this population would add vitality and create demand for other activities on the corridor. Offer employees appealing venues for shopping and entertainment and develop programming that keeps them in town when the workday ends. Consider a downtown fitness amenity or children’s program to keep employees after work and attract families to the area in the evening. Pittsburgh Downtown Partnership is a good example of successful fitness programming. Develop marketing materials that are timely and informative for tourists so relevant information can be found in one cohesive place; work with the hotels to promote events.

Connect

Physically and metaphorically, Downtown and Midtown need greater linkage and collaboration. The corridor is extremely walkable but venues and destinations can be blocks apart and there is no unifying theme or physical look that ties them together.

Improve the streetscape. Improve and maintain sidewalks and curb cuts to add to the vitality of the corridor. Incorporate more street trees and tend existing trees. This includes removal of grates that constrict trunk growth and providing larger tree pits. Increasing the tree canopy is consistent with current plans to create more green infrastructure. Incorporate benches along the corridor. Bus shelters can be added as Capital Area Transit expands routes and identifies stop locations. On the whole, a more attractive, comfortable, cohesive streetscape will encourage pedestrians to walk further and feel safer.



Harrisburg's new Bike Share program is popular and should be the beginning of a plan to expand the biking network throughout the central business district.

Build a bike network. Harrisburg's Bike Share program is in line with similar initiatives across urban areas that encourage healthy activity and provide an alternate mode of transportation. More Bike Share locations around the central business district would benefit those who don't own bikes. All parties would benefit from expanding the biking network with the caveat that some of the busier streets—like Third Street—may not be appropriate for safe bike lanes. Design a network that takes riders from origins, such as the capitol complex, to destinations like the Broad Street Market and also provides access to the neighborhoods. Work with the city, state and community to create a designated network. There are several local trail and bicycle groups that could be partners.

Examples of creative bike storage racks are already along Third Street and can be a model for additional racks throughout the city. Complementing art and cycling, such as the Barnes Foundation's sponsorship of ArtBikes in Philadelphia, could create visual interest. Better signage and

mapping of how this corridor connects with regional trails would be beneficial.

Unify the corridor with consistent branding. Brand the corridor as Third Street, not Midtown or Downtown. Use opportunities along the corridor to promote the brand. Install banners up and down the corridor to create continuity and cohesion. Think outside the box and consider using the roadway and crosswalk surfaces for visual cues and branding. When planning the gateway, consider sculptural elements.

Connect the community. Use Third Street's rejuvenation as an opportunity to reach into adjacent communities and neighborhoods. Create programming and an environment that is diverse, inclusive and welcoming. Consideration should be given to promoting uses that are complementary between Midtown and Downtown, to improve the connection between the areas and draw residents and visitors from one end to the other.

Address the Forster Intersection. Dangerous. Intimidating. Interruptive. Forster Street, the most physical example of the divide between Downtown and Midtown, is one of the corridor's largest challenges. Statistics support the perception that the road is dangerous; within a four-year period, 25 collisions occurred resulting in 34 injuries. In thinking about the road, stakeholders should work to maintain a balance between vehicular needs and those of pedestrians and cyclists. State Street, although narrower than Forster, incorporates many features that maintain that balance: angled parking, a landscaped median and textured crosswalks and intersections. The City of Harrisburg should coordinate with PennDOT and the TCRPC regarding any improvements planned for this stretch of Forster Street, and request a "complete streets" approach if that isn't already under consideration. Providing a pilot intervention with follow-up measurements to track safety improvements would be helpful.

Refer to the National Complete Streets Coalition

A "complete street" is designed and built to enable safe access for all users—people of all ages and abilities—regardless of how they are traveling. "Complete Streets make it easy to cross the street, walk to shops and bicycle to work." See <https://smartgrowthamerica.org/program/national-complete-streets-coalition/> for more information.

With three lanes and a parking lane in each direction, Forster's capacity exceeds the 18,000 cars a day that use it, and the center median strip is too small for pedestrians to feel protected. Bumpouts at the crosswalks of Forster and Third, part of ongoing Third Street enhancements, will help. One dramatic solution for Forster would be to put the thoroughfare on a "road diet." If a traffic study indicates that the number of lanes can be reduced, the median could be enlarged to give pedestrians a refuge. That level of engineered solution will take time and sizable investment. Traffic considerations must take into account the adjustments planned for Second Street.

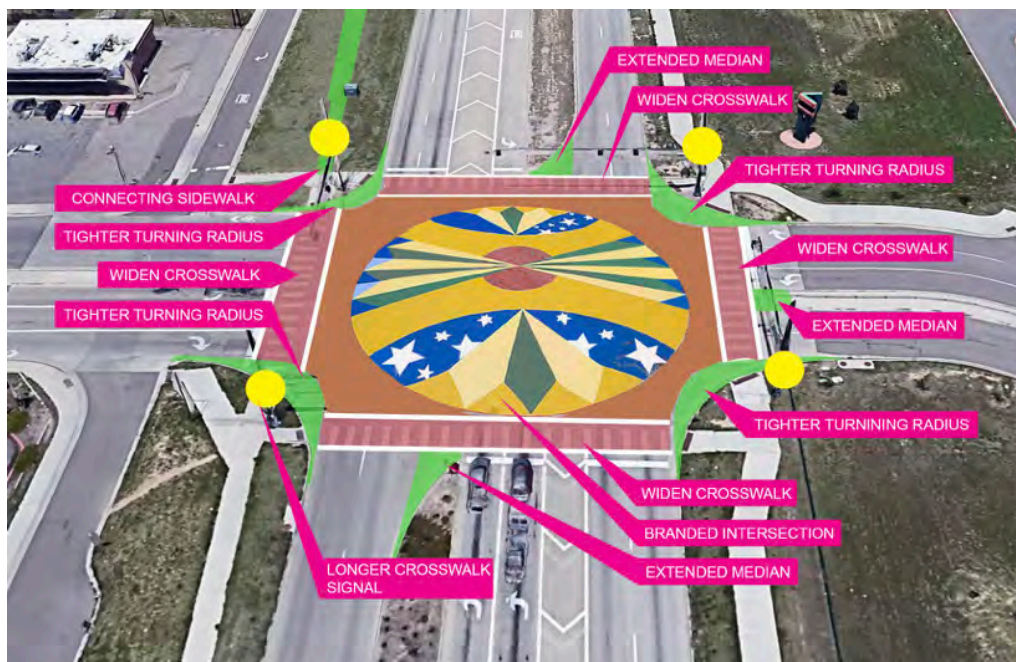
In addition to considering a traffic study, there are easier, traffic-calming steps that can be more quickly implemented. Installing patterned crosswalks or horizontal graphics at the intersection would give drivers another visual cue to the large pedestrian crossing. Products such as an applied, textured material that looks like brickwork are cost-efficient and hold up to traffic. Street murals—painted onto the roadway surface—have also been shown to slow traffic. The intersection should be considered an enormous branding opportunity; it can be a gateway into the Third Street corridor.

Finally, with the exception of the State Museum, the corners of the intersection provide little aesthetic value. The gas station/mini-mart, with its large paved parking area



Forster Street, an imposing state road that separates Midtown from Downtown, could be a gateway for the corridor. On the far corner, the State Museum is the northern anchor for the downtown area.

and broad driveway aprons, is an uninviting but necessary feature of the intersection. Streetscape improvements such as large ornamental planters at the edges of its driveway curb cuts would improve aesthetics and provide guidance for drivers pulling in and out of the gas station.



An example of traffic calming interventions proposed at a ULI Advisory Services Panel in Commerce City, CO. Similar strategies should be considered for the intersection of Third Street and Forster Street.

The storefront at the northwest corner would benefit from some minor façade improvements. If the entire intersection were re-thought as a gateway and designed with more street trees, upgraded traffic lights, broader crosswalks and lighted sculptural installations, the intersection would be more pedestrian-friendly and more welcoming. There would be a better balance of vehicular, cyclist and pedestrian needs.

Summary

The Third Street corridor is a good example of the maxim that the whole is greater than the sum of its parts. Downtown offers the capitol complex, daytime activity and a ready supply of office workers. Midtown offers a more residential setting with unique retail and cultural opportunities. Both neighborhoods of the city have undergone significant development in recent years and there is much to work with. A concerted effort and a multi-faceted approach can unite the corridor in such a way that it meets the Sponsor's and stakeholders' goals for growth and connectivity.

How can the corridor become more connected and accommodating to multiple modes of transport including pedestrians, cyclists, motorists and public transit?

The corridor is walkable but the streetscape needs practical and aesthetic improvements. The largest obstacle—Forster Street—should be rethought with a goal of achieving a balance between vehicular and pedestrian needs. Short term traffic-calming measures will only go so far. If possible, the corridor would benefit from implementing a “road diet” on Forster Street- decreasing the lanes of traffic and creating a safer pedestrian experience with a wider median, bumpouts and more obvious pedestrian crosswalks. Bike share locations and the bike network should be expanded throughout Midtown, Downtown and the surrounding neighborhoods to offer those living within the city limits access to Third Street and Second Street amenities. Developing the network on streets less active than Third and Second would be a safer option. To help downtown workers run midday errands and grab quick lunches away from the office, regularly scheduled shuttle service would be worth trying again.

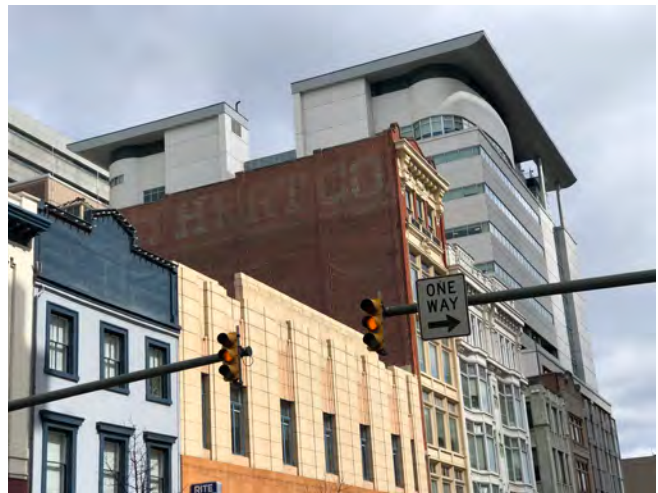
How can the downtown and midtown neighborhoods better complement each other by way of the corridor, and



SOMA, South of Market, marks the southern end of the Third Street corridor and has a more bohemian vibe than the rest of the downtown area.

how can the corridor be used to market or highlight the city as a whole?

Just as Second Street developed organically to become Harrisburg's Restaurant Row, Third Street can become its shopping and arts district. Forming a Third Street coalition that promotes the corridor and all of its activities and destinations will be key, as will branding the corridor with a consistent message and look, from banners to brochures. Natural alliances, like that between the State Museum and the Susquehanna Art Museum—representing Downtown and Midtown—should be found and encouraged. Closing the corridor to traffic for daytime family festivals with music, activities and food along the length of the corridor would introduce people to a “new side” of the city and promote



A variety of architectural styles is part of downtown Harrisburg's charm and is an asset to build upon.

all retailers and institutions. When given the opportunity to discover restaurants, or find a favorite new bookstore or coffee shop, the city becomes more familiar and friendly.



Encourage additional anchor tenants, such as Provisions grocery store in Strawberry Square.

How can existing assets, amenities and development on Third Street be better leveraged to maximize their collective benefit and spur additional economic development?

Third Street already has several solid anchors on the corridor and some interesting newcomers. A formal coalition

that advocates for greater code enforcement, better-maintained streets and sidewalks, and consistent branding and promotion would benefit all. A strong coalition can also serve as a tool when recruiting new merchants.

In thinking about a rejuvenated Third Street, the proposed coalition should consider what types of retail would be appealing as a destination, and what type of retail and services neighborhood *residents* would like to see. Urban residents choose to live in cities for their walkability, access to transit and proximity to places where they live, work and play. Affordable fresh food options, green space, and a clean, safe environment are on every wish list. Unique retail options, diverse restaurants, bars and cafes are a bonus. With a balanced mix of merchants, visitors may want to become residents and renters may become buyers. Increasing the area's population will benefit merchants on the corridor and will benefit the city with increased tax revenue. Home ownership incentive programs have worked in similar locations and could be the carrot that convinces prospective owners to look at a home in the city.

Uniting the assets of Downtown with those of Midtown is the first step to creating the critical mass of large and small destinations that will attract shoppers, visitors, residents and home buyers.



The Third Street Corridor TAP presentation of recommendations on April 19, 2018.

Panelists

George Asimos, TAP Co-Chair

Partner, Saul Ewing Arnstein & Lehr LLP

Mr. Asimos is a partner in the law firm Saul Ewing Arnstein & Lehr LLP, advising clients in real estate transactions and land use. He has served as a member of the Chester County Planning Commission, the Pennsbury Township Board of Supervisors and the Pennsbury Township Planning Commission. He is a member of the Board of Chester County 2020, a charity that promotes education and leadership in smart growth planning.

Albert Federico, TAP Co-Chair

Principal, Albert Federico Consulting LLC

Mr. Federico has over 20 years of experience supporting a diverse array of clients in their efforts to improve the public infrastructure and built environment. This includes supporting new and redevelopment efforts on behalf of both public and private sector clients, the design and construction management of public works projects, as well as participating in numerous planning efforts. A significant element of his practice focuses on transportation, working to integrate the physical infrastructure and adjacent uses in a manner that provides utility and minimizes undesirable impacts.

Lindsay Bodin

Construction Manager, Insomnia Cookies

Ms. Bodin works in the corporate headquarters of Philadelphia-founded Insomnia Cookies. She leads store design, permitting, and construction across the country adding to their +130 location portfolio. On a journey to help commercial corridors thrive, she contributes her time to non-profit leadership as the co-chair of ULI Philadelphia's Young Leaders Council, the vice chair of the board for the East Falls Development Corporation, and as membership coordinator for the Rail Park. She holds a Bachelors of Architecture degree from Philadelphia University.

Sergio Coscia, AIA

Principal, Coscia Moos Architecture

Mr. Coscia, a co-founding principal of Coscia Moos Architecture, has over 30 years of experience in the design and master planning of projects. His breadth of design experience provides a portfolio of select projects spanning higher education, mixed-use, commercial/office, hospitality and high-rise. Working directly with clients and overseeing project teams, Mr. Coscia leads the design of all projects and ensures they are delivered with the highest quality. In addition, he serves as the vice-chair of the Clay Studio and participates in a number of organizations including the Urban Land Institute and the Society for College and University Planning.

Anne Deeter Gallaher

Owner/CEO, Deeter Gallaher Group LLC

Ms. Gallaher is owner/CEO of Deeter Gallaher Group LLC, a PR, marketing, and digital media firm with offices in Camp Hill, Pennsylvania and Nashville, Tennessee. Driven by measurable performance, Ms.

Gallaher and her team create award-winning results for clients in financial services, food and retail, engineering, banking, commercial real estate development, construction, health care, and music entertainment. She is vice chair of The Salvation Army Harrisburg Capital Region advisory board, member of the Nashville Chamber of Commerce, The Wall Street Journal's Women in the Economy Task Force and the Harrisburg Regional Chamber. Ms. Gallaher has been honored as one of Pennsylvania's Best 50 Women in Business and a YWCA Woman of Excellence, she is a frequent speaker and writer on entrepreneurship, women in business, social media, PR, leadership, and higher education.

Benedict Dubbs, AIA, LEED AP

Principal, Murray Associates Architect, P. C.

Mr. Dubbs joined Murray Associates Architect in 1984 and has been a principal in the firm since 2000. He is involved in most project phases, with particular focus on programming, planning, and sustainable design. A graduate of Millersville University, with a degree in Industrial Arts, Mr. Dubbs also received his Masters Degree in Architecture from Virginia Polytechnic Institute. He has served as an adjunct professor in Harrisburg Area Community College's Architecture Department since 2010; was a former trustee for Harrisburg Academy and was a past member of the Harrisburg Regional Chamber Board of Directors. Mr. Dubbs is currently a member of the Corporate Affiliate Working Group for the Association of Independent College and University Association (AICUP), the Urban Land Institute (ULI) and Preservation Pennsylvania.

Patty Elkins, PP, AICP

Director of Planning, Delaware Valley Regional Planning Commission

As director of planning at DVRPC Ms. Elkins oversees staff in long-range planning; transit, bicycle and pedestrian planning; environmental and smart growth planning; economic and demographic analyses; and marketing and commuter services; as well as DVRPC's initiatives in energy, climate change, food system and healthy communities planning. She has partnered with non-profits and other governments on regional projects, including the GreenSpace Alliance on the Return on Environment study, Pennsylvania Horticultural Society on regionwide tree planting projects, and Natural Lands Trust and the Philadelphia Water Department for the Schuylkill Priority Lands Strategy. Her Return on Environment study, land prioritization modeling work, greenway work and New Regionalism project have received awards of recognition from Communities in Motion, the Schuylkill Action Network, Delaware River Greenway Partnership, the Rancocas Conservancy, and APA Pennsylvania Chapter.

Scott France, AICP

Section Chief of County Planning, Montgomery County Planning Commission

At the Planning Commission Mr. France works on county-wide issues involving land use, comprehensive planning, revitalization, housing, demographics, farmland preservation, and zoning. He has worked

on many economic development projects including the Turnpike Corridor Study and the Horsham Business Parks Master Plan, along with administering the annual Montco 2040 Implementation Grant Program. He is also a lead data analyst and the project manager for MCPC's school district enrollment projection studies. Mr. France has been responsible for synthesizing county-wide datasets for annual reports on land development proposals, median housing price, and residential and non-residential construction projects. He is an appointed member of the Lower Merion Planning Commission Board.

Eric T. Goldstein

Executive Director, King of Prussia District (KOP-BID)

The King of Prussia Business Improvement District is a private, not-for-profit organization that works with 304 commercial property owners to keep King of Prussia economically competitive. Mr. Goldstein has led highly successful efforts to reposition King of Prussia as one of America's great edge cities. Since 2011, he has modernized outdated zoning codes, launched a commuter shuttle service, managed design and installation of over \$1.5M in landscape improvements, directed aggressive marketing efforts to keep King of Prussia top-of-mind, and conducted numerous tax policy and planning studies. His efforts have contributed significantly to the current \$1B economic development boom in King of Prussia; as a result,

Mr. Goldstein was named to the Philadelphia Business Journal's 2017 Power 100 list, and was named the 2016 Best Visionary by Philadelphia Magazine. A licensed landscape architect (NJ/PA) and professional planner (NJ) he serves on the Board of Directors of the International Downtown Association (IDA) in Washington, D.C.

Joyce Lee, FAIA, LEED Fellow President, Indigo JLD, LLC

As president of Indigo JLD, Ms. Lee provides green health, design and planning services on exemplary projects and communities. She is among a group of 300 LEED Fellows worldwide. Ms. Lee is also on the faculty at the University of Pennsylvania focusing on building healthy places. She has been an architect fellow at the National Leadership Academy for Public Health and one of the first LEED accredited professionals in New York City. Ms. Lee served under Mayors Giuliani and Bloomberg as Chief Architect at the New York City OMB. The Active Design Guidelines, a publication she co-authored, had won recognition from the Robert Wood Johnson Foundation as well as the Sustainable Building Industry Council. Projects in which she led design and planning intervention include the Riverside Health Center in Manhattan, Via Verde in the Bronx, the Whitehall and St. George Ferry Terminals in New York City, and the Mary Free Bed Y in Grand Rapids, Michigan.

Stakeholder Participants

Staci Basore, Co-Owner, Mangia Qui

Charles O. Beckley II, Esq., BECKLEY & MADDEN, LLC

Lawrence Binda, Editor-in-Chief, The Burg

Ted Black, President, Whitaker Center for Science and the Arts

Bill Collier, Executive Chef and General Manager, Bricco Restaurant

Eric Darr, President, Harrisburg University of Science and Technology

Sheila Dow Ford, IMPACT Harrisburg

Julien F. Gaudion, Deputy Secretary, Property and Asset Management, Department of General Services

Justin Heinly, Heinly Homes

Chris Herr, Executive Vice President, PennAg Industries Association

Brad Jones, Harristown Development Corporation

Ian Kanski, Intag System

J. Marc Kurowski, P.E., Principal, K&W / Designing Environments

Christine Lawson, Salem UCC

Meg Connolly, Vice President, Communities in Schools

Joe Massaro, General Manager, Hilton Harrisburg

David J. Morrison, Executive Director, Historic Harrisburg Association

Ian Morrison, Owner/ Operator, The Underground Bike Shop

Doug Neidich, Chief Executive Officer, Green Works Development

Michael Ortenzio, Project Manager, Select Capital Commercial Properties

Elise Panko, Harristown Development Corporation

The Honorable Eric Papenfuse, Mayor of the City of Harrisburg

Robert Philbin, Director, Capital Area Transit

Alice Anne Schwab, Executive Director, Susquehanna Art Museum

Melissa A. Snyder, Executive Director, Jump Street

Jeb Stuart, Historic Harrisburg Association

Beth Taylor, Manager, Broad Street Market

John Traynor, Harrisburg Midtown Arts Center

Ryan C. Unger, President & CEO, Team Pennsylvania

Todd Vander Woude, Executive Director, Harrisburg Downtown Improvement District

H. Ralph Vartan, Vartan Group

Richard Veet, Salem UCC

Bob Welsh, CEO, Intag System

Derek Whitesel, Executive Director, Harrisburg Young Professionals



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