



# **The South Allison Hill**

U.S. EPA Brownfields Area-Wide Plan  
Harrisburg, Pennsylvania



# ACKNOWLEDGEMENTS

***Prepared For: The Redevelopment Authority of the City of Harrisburg***

A project of this scope could not be realized without the support and commitment of many individuals. It is important to acknowledge the vision and leadership of those who assisted in the preparation of this plan and in all of the supporting technical work. All of the participants who played a role in the project, including business, community, institutional, and government leaders, are too numerous to list, however special acknowledgment goes to the United States Environmental Protection Agency for funding this project.

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May 2019

This Brownfields Area-Wide Plan represents the dedication of time and vested effort by the South Allison Hill community over the past 18-months to develop an implementation focused strategy for neighborhood revitalization.

Through the input at multiple public workshops, focus groups meetings, site tours, and one-on-one discussions, the desire of the community to see greater economic investment occur is validated and focused on several strategic opportunities. This Brownfields Area-Wide Plan advances this vision by delving deeper into the factors that influence how incremental economic investment and vitality can be achieved, including considering current and projected market factors, physical conditions, and new opportunities that may have not existed previously. A major emphasis of the plan is focused on ways to merge physical opportunities in terms of sites and buildings with local activities that have the potential of growing, as well as the un-tapped need to better serve local residents and workers with a variety services, employment, and shopping/food opportunities.

Through project partnerships with organizations such as Tri County Community Action and Capital Regional Water and especially the project Stakeholder Committee of residents, owners, and agencies, a broad cross-section of community representation and interests participated in informing, refining, and focusing the plan and its instrumental recommendations. This highly engaged group is motivated to see the recommendations happen; they have expressed an overwhelming willingness to continue to participate in guiding projects to fruition.

Finally, the outcome of this planning effort results in specific recommendations that define a pathway forward toward realizing long-desired goals. First and foremost, it highlights opportunities to address potential brownfield conditions by focusing public resources and directing specific economic opportunities in their direction, hence overcoming conditions that have otherwise hindered the drivers of private reinvestment in the neighborhood.

The plan harnesses the 17th Street Corridor's capacity as the nexus of neighborhood activity. It advocates an approach that focuses on creating a concentration of investment into sites and buildings in and near this corridor as a way to maximize the social, economic, and visual impacts of revitalization efforts. This emphasis includes improving the roadway itself through a "complete streets" approach that improves traffic flow while also ensuring that sidewalks, bicycle, parking, drainage, and transit facilities are also enhanced, including making the street safer and more inviting through aesthetic improvements.

As with any effort of this magnitude, success is achieved incrementally. As each project and initiative outlined in this plan are undertaken, the City is committed to continuing the partnerships formed through this planning effort and to maintain community engagement throughout each step. Through these collaborations the overall vision can be maintained and instilled into each project, large and small, to achieve the great outcomes that are possible.

Bryan K. Davis

Executive Director





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## **Project Introduction & Key Recommendations**

Planning Framework

Site Reuse Strategies

Environmental & Civic Infrastructure

Resources Roadmap & Funding Matrix

Appendix A: Background Assessment

Appendix B: Market Analysis

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# Plan Mission

- ▶ To assist the neighborhood, property owners, and the City in identifying and documenting specific steps needed to remove barriers and **unlock the economic reuse potential of properties encumbered by real or perceived environmental conditions.**
- ▶ To **identify key public infrastructure investments** needed to attract greater private investment.
- ▶ To provide local leadership with a resource roadmap to **pursue and secure potentially available funding** to support priority implementation projects.
- ▶ **Facilitate tangible improvements** in South Allison Hill.







## Area-Wide Plan Goals

**Rehabilitate** vacant buildings and properties encumbered by real or perceived environmental conditions.

**Cultivate** employment opportunities and talents of local residents.

**Support**, retain, recruit, and expand local businesses.

**Invest** in public infrastructure improvements needed to retain businesses, support private investment, and serve neighborhood residents.

**Connect** local leaders and property owners with resources to pursue priority projects.

**Engage** community members to participate in policy and public investment decisions.

**Enhance** and protect South Allison Hill's historic and unique character.

## Background

The South Allison Hill Brownfields Area-Wide Plan (AWP) is the result of a neighborhood planning initiative funded by the U.S. EPA and led by the Redevelopment Authority of the City of Harrisburg. It is an opportunity to find out what obstacles are keeping brownfields in an area from being reused, what opportunities for community-supported development exist, and what infrastructure and supporting improvements are needed. South Allison Hill is one of only nineteen communities nation-wide to receive AWP grant funding in 2017. An emphasis of the effort is creating a great community where transportation, housing, community services, modern industry, and commercial development investments are coordinated so that residents and visitors have access to adequate, affordable, and environmentally sustainable options. The recommendations of this effort include a focus on public investment such as improving pedestrian crosswalks, sidewalks, streetscapes, stormwater management, visual character, branding, and parking improvements. The plan prioritizes implementation by providing local leadership with an understanding of potentially available funding and a “road map” to pursue each funding source. This project is the next phase of ongoing economic development and community-wide planning in Harrisburg.

## ABOUT BROWNFIELDS

A brownfield is an underutilized parcel of land devalued by the real or perceived presence of contamination. They are vacant or underutilized sites that are not being redeveloped because people fear they might be contaminated from previous industrial or commercial use. If a property has a historic industrial legacy or is in the vicinity of other brownfields and its environmental status cannot be confirmed, lenders and developers typically require environmental assessments to be performed. Assessments determine the potential for environmental risks and/or can minimize uncertainty and dispel potential negative impressions from the public at-large. The purpose of the AWP endeavor is to assist the neighborhood, property owners, and the City in identifying and documenting specific steps to remove barriers and unlock the economic reuse potential for properties. As typically happens at the on-set of a U.S. EPA Brownfields Area-Wide Planning Project, property owners in South Allison Hill raised concerns that their

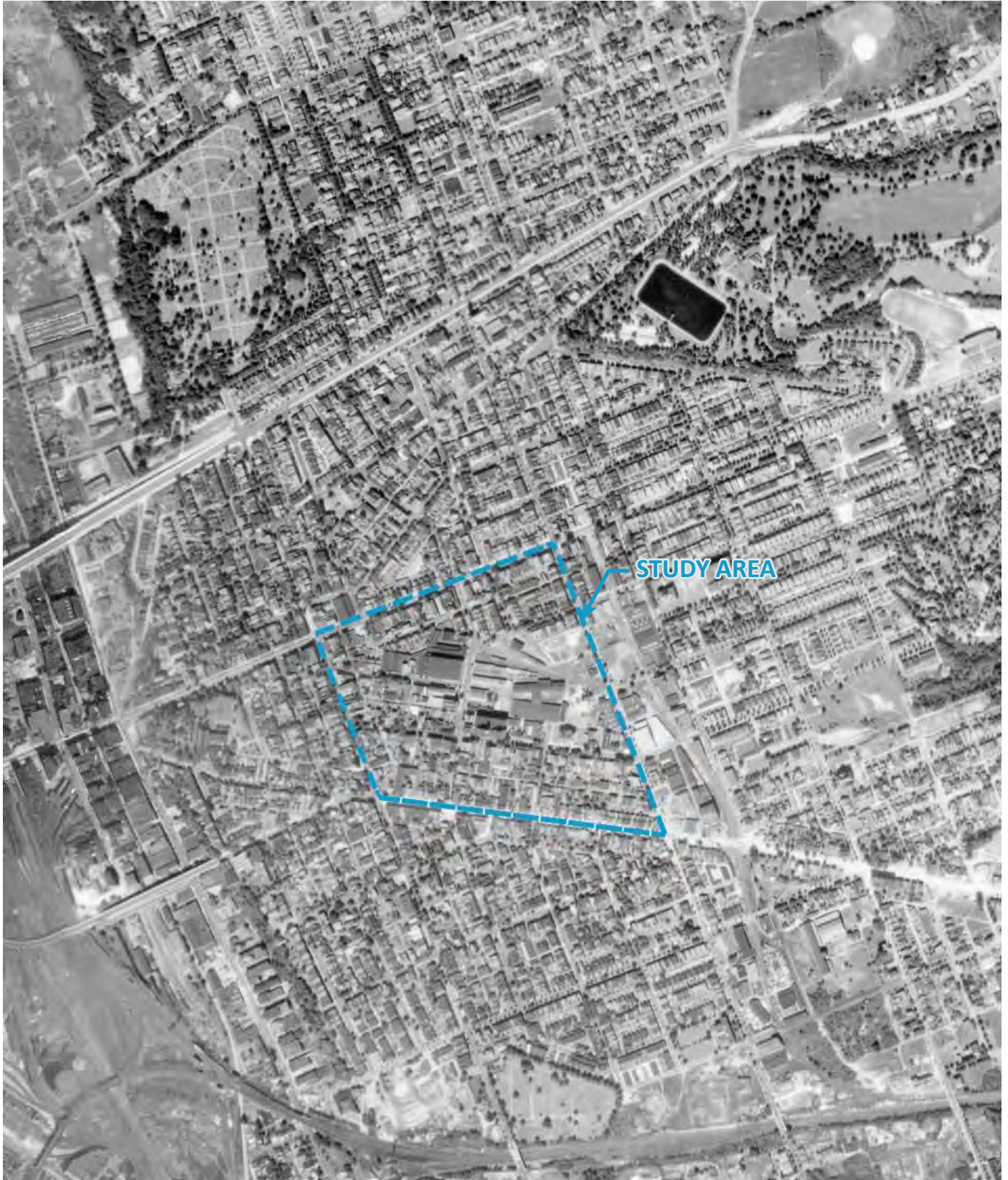
properties were identified as potential brownfield sites. Owners were concerned that they could become the target of regulatory enforcement action by either the U.S. EPA or the PADEP. The project team explained in various meetings during the Community Workshops that no environmental investigation would be conducted on any properties under this grant funded effort and that there is absolutely no enforcement component to the U.S. EPA Brownfields Area-Wide Planning Program. There was also a perception by property owners that their property values may be negatively impacted as a result of the “brownfield label.” This concern was addressed by explaining that the desired outcomes of the U.S. EPA Brownfields Area-Wide Planning Project is to determine site reuse opportunities and potentially remove as much uncertainty regarding potential existing environmental conditions at properties as possible. It also focuses on identifying solutions for mitigating potential environmental impacts, if they are known to exist, and facilitating reuse and redevelopment of such sites. A primary goal of the AWP is to assist property owners, and the community as-a-whole, to broaden the range of economically viable options and hopefully increase property values.

## HISTORICAL CONTEXT

The study area is defined by the city blocks located between 13th Street, 17th Street, Market Street, and Derry Street. In the late 19th century, this was a thriving center of production and commercial activity. The area included the Harrisburg Foundry and Machine Works (where the Hamilton Health Center is located today) and the Harrisburg Boot and Shoe Company. Together, these facilities once employed more than 1,400 people. Over the last century the district has hosted a range of activities, including automotive storage and repair, manufacturing, warehousing, and rail lines. These businesses have left a legacy of dozens of older, former industrial buildings along with the assumption (if not fact) of the presence of environmental conditions which may be impairing their full utilization or reuse.

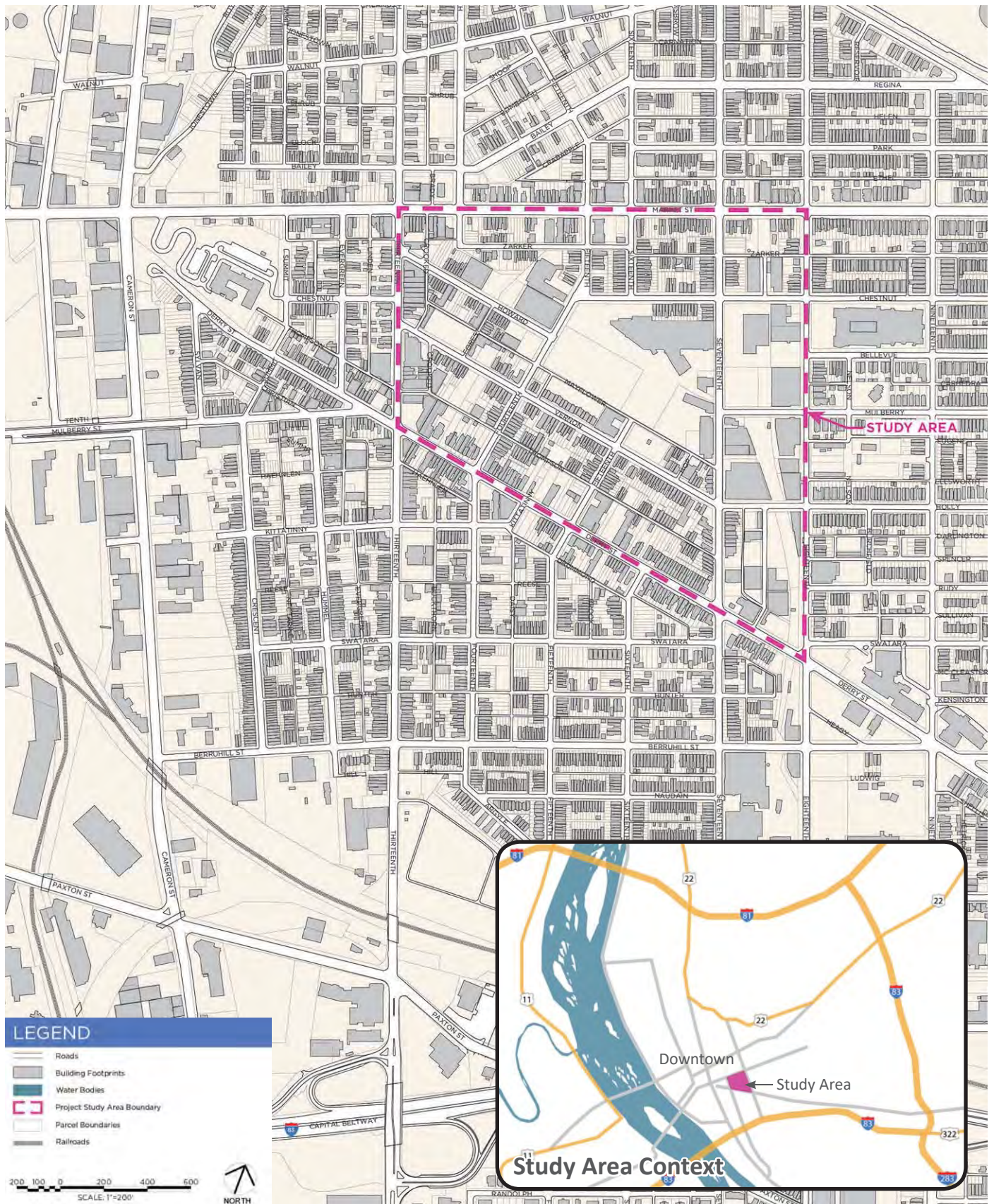


# PROJECT INTRODUCTION



*1937 Aerial Photograph Showing the Industrial Complex Oriented Along the Former Reading Railroad Rail Spur.*





## Study Area



# PROJECT INTRODUCTION

## WHAT IS A BROWNFIELDS AREA-WIDE PLAN?

In order to promote redevelopment activities that spur economic development employment opportunities, the Redevelopment Authority of the City of Harrisburg pursued funding from the U.S. EPA to prepare a Brownfields Area-Wide Plan (AWP). An AWP integrates land use, transportation, and economic development elements to create a comprehensive urban redevelopment strategy, considering site specific redevelopment and neighborhood improvements, including broader infrastructure needs required to attract and support private investment. An important component of the AWP is the identification of resources and strategies that are potentially available to support the implementation of the AWP's recommendations.

## WHAT ARE THE PLAN'S LIMITATIONS?

**The recommendations in this document are purely for guidance in decision-making; the plan is not the letter of the law.** The decision-makers include multiple parties and therefore the plan should serve as common reference for all parties, as step-by-step decisions are made.

**The Site Reuse Strategies illustrate potential build-out**

**scenarios, including in some cases for private properties.**

The proposed physical layouts depicted on the plans were developed in conjunction with the property owners in most cases. Ultimately, though, the final configurations of any redevelopment or adaptive reuse plans will change as the level of design progresses, and based on what property owners or developers choose to advance. So why is this effort important? By developing a likely reuse scenario for sites, it allows the City and other public agencies to fully understand the potential physical constraints and opportunities for a particular site and, most importantly, their relationships with surrounding sites and the broader neighborhood.

**The plan is not a plan that recommends more planning for planning's sake.** In addition to short-term more immediately implementable recommendations, a project of such magnitude will inevitably also result in a series of recommendations that require further evaluation. In the vast majority of cases, the next steps require determining the details through a design and engineering process, together with a process to secure financing and other resources for implementation. These steps will determine how a project should be realized, its functional refinements, and the exact specifications needed to advance towards construction, but does not go "back to the drawing board" with regard to conducting further analysis as to whether or not a specific recommendation should be pursued at all.



1900 Sanborn Fire Insurance Map of South Allison Hill Area showing industrial uses.



## Priority Actions & Outcomes

### HOW DO WE ACHIEVE THE VISION?

Due to the complex nature of all of the inter-related factors and considerations needed to develop a viable and implementable set of initiatives and projects, it is important to have a focused set of actions to support and bring the plan's vision to reality. The following is a list of suggested high priority actions to be addressed in the next three to five years, arranged by topic area, targeted goals for each, potential resources, and potential advocates. It serves as a roadmap to lay the groundwork for larger efforts such as programs and policies, private-public partnership developments, or infrastructure investments and upgrades.

#### **The Importance of Communications, Coordination, Education, & Advocacy**

Building on the notion of creating a dedicated team (the Task Force) focused on the implementation of the recommendations in this plan, there are five key elements that will be important to that group's success.

**Communication** - In order to fully realize this plan, it is recommended that a formal communication strategy be considered. The HRA and Tri County Community Action groups should continue to provide regular community updates on all of the steps and projects. This includes requesting that private developers provide public engagement as a part of their development process, especially if any public resources are included in projects.

**Coordination** - It is also recommended that this project coordinates closely with all of the partners required for each proposed action, in order to make the ultimate realization of the site reuse and revitalization efforts truly great. This includes HRA, City Departments, Tri County Community Action, as well as County, State, and Federal agencies based on their involvement, property owners, and many others.

**Education** - In order for the outcomes of this AWP to happen and for them to be successful, the role of education is important. This is especially true for addressing brownfields conditions in a way that is safe and sound and provides assurance to the public that human and ecological health are being protected.

Proposed land-based actions will improve the neighborhood but their impact extends to the city as a whole when considering aspects such as environmental quality, the flooding potential of Paxton Creek, and the Susquehanna/Chesapeake Bay Watersheds. There are numerous regional and local efforts focused on improving environmental quality. These efforts need to be promoted at the neighborhood level. Education for others regarding this opportunity is the pathway to building broader support and for garnering the resources needed to achieve all that is possible for the neighborhood. Each project should build-upon earlier efforts to create a greater-leveraged impact from each dollar invested, whether public or private.

**Advocacy** – Building support with potential funders starts well before funding applications are submitted. A key role of the Task Force and its partners in any particular project is to advocate for projects by doing outreach upfront to inform potential funders of the visions and how a particular project(s) fits into the big picture. It is critically important that the funders are fully informed by the time they receive an application, so the project has maximum opportunity to be competitive for funding and resources.

Remember to Reference the AWP as a “Living” Guidance Document - This plan is purely meant to guide decision-makers in the development of the study area; it is not the letter of the law. This makes coordination and communication critical. Key stakeholders are wide ranging, both public and private, so it is important that this document serves as a common reference and a starting point for decision-making and is updated regularly to reflect project progress and as conditions change and evolve.

#### **Key Next Steps**

The following table on the following pages outlines specific key Actions and Outcomes needed to advance the AWP recommendations. These next steps are not listed in a particular or chronological order and multiple efforts could and ideally should be undertaken simultaneously, based on capacity and resources.

# KEY RECOMMENDATIONS

## Capacity Building/ Organizing & Project Oversight



## Health+Wellness & Community Services

### Actions

- HRA + Tri County Community Action to act as lead organizational and implementation advocates.
- Continue key stakeholder member involvement through an organized group such as a South Allison Hill Revitalization “Task Force” or other similar structure.
- Establish an annual strategy for pursuing grant funding with a supporting local (matching) funds sources plan.
- Advocate key projects to state and federal and state agency and elected officials in support of current priority initiatives and projects.

### Outcomes

- Convene Task Force meetings at least quarterly.
- Pursue two to three grants per year.

### Potential Funding Sources

Wells Fargo Foundation

Note: Agency Abbreviation Glossary on page 12.

### Actions

- Convene the Dauphin County Library System, PA CareerLink, and Hamilton Health leadership to discuss the opportunities to constructing a joint South Allison Hill Community Campus that includes a library and community services center and supporting facilities.
- Support Hamilton Health Center’s Building Expansion Plans to create a Health + Wellness Campus.
- Develop local food-based programs focused on healthy foods and nutrition to link healthy lifestyles with food

### Outcomes

- Establish cooperative agreement to undertake a feasibility study for the joint South Allison Hill Community Campus Complex.
- Continue efforts focused on the clean-up of the former foundry site to support completion of the Hamilton Health Center expansion.
- Work with Tri County Action + Hamilton Health on community food based programs.
- Work with the Joshua Group on a formal organizational plan for Joshua Farm to reorganize and broaden urban agriculture/fresh food opportunities.

### Potential Funding Sources

U.S. EPA; USDA; U.S. HHS; NDC; PADCED; PADEP; DC



## Brownfields & Neighborhood Revitalization



## Economic Development & Job Creation

### Actions

- Promote voluntary participation in environmental assessment and remediation activities with private property owners.
- Work with local property owners (including residential properties) on exterior renovations and improvements.
- Evaluate the application of an urban homesteading and/or deconversion housing program.
- Provide design guidance for exterior building rehab with an emphasis on ground level improvements that engage with the sidewalks (i.e. windows and doorways at the fronts of buildings) and improve safety.
- There is a pending threat of closure of neighborhood churches through parish consolidations. Efforts to attract new religious groups or other re-purposed uses should be considered before these large buildings are left vacant. Follow models such as Johnstown, PA's Steeples Project for guidance and outreach.

### Outcomes

- Quantify status and develop a strategy to address environmental conditions on at least three key parcels within the study area.
- Rehabilitation of housing along 17th and Vernon Streets as initial target areas for the effort.

### Potential Funding Sources

U.S. EPA; HUD; PADCED; PADEP; PHMC

### Actions

- Work with N.F. String & Son on potential operational expansion plans to include HRA-owned 1365 Howard Street.
- Advance the Food Accelerator Concept by undertaking a full feasibility study that includes evaluating organizational structure, sector-specific market evaluation, financial operations plan, site feasibility and food center programming plan.
- Engage with the new 137 S. 17th Street property owners to determine potential development synergies and site specific plans for the property.
- Establish a brownfields job training programming for local residents.

### Outcomes

- Establish a Memorandum of Understanding (MOU) with N.F. String & Son as a formal working relationship on potential operational expansion.
- Complete Food Accelerator Feasibility Study and potentially establish initial organizational entity if determined to be viable.
- Establish partnership with established regional brownfields job training program to expand to include South Allison Hill.

### Potential Funding Sources

Federal Qualified Opportunity Zone; U.S. EPA; U.S. EDA; USDA; HUD; PADCED; PADEP

# KEY RECOMMENDATIONS

## Infrastructure Improvements & Expansion



## Parks & Civic Spaces

### Actions

- Advance Phase I of the 17th Street Corridor Improvements (Mulberry to Holly Street) including the new entrance into the Hamilton Health Campus through the engineering and permitting process.
- Pursue potential public-private stormwater management projects with Hamilton Health, N.F. String & Son and other property owners as a part of potential site improvement/parking projects.

### Outcomes

- Secure funding for Phase I of the 17th Street Corridor Improvements.
- Address immediate flooding issues through green infrastructure improvements by working with Capital Regional Water (CRW) through the deployment of green infrastructure stormwater recommendations in the plan.
- Develop public-private agreements for stormwater management projects.

### Potential Funding Sources

U.S. DOT; U.S. EPA; NFWF; PennDOT; PADCED; PADEP

### Actions

- Undertake a joint Hamilton Health Center/ South Allison Hill Community Campus plan and Vernon Park/Indoor Community Recreation Center facility feasibility study.
- Develop neighborhood branding, banners, and gateway signing and landscape treatments.

### Outcomes

- Complete a strategy for how the Hamilton Health Center can be built-out to meet its current and projected needs and provide opportunities to better serve the neighborhood with recreational and outdoor health and wellness programming to create one unified campus and neighborhood center.

### Potential Funding Sources

U.S. EPA; NFWF; NDC; PADCNr; PADCED; PADEP

### Potential Funding Agencies Abbreviations

U.S. EPA - United States Environmental Protection Agency  
 U.S. DOT - United States Department of Transportation  
 USDA - United States Department of Agriculture  
 U.S. HHS - United States Health & Human Services Administration  
 HUD - United States Department of Housing & Urban Development  
 NDC - National Development Council  
 NFWF - National Fish & Wildlife Foundation

PADEP - Pennsylvania Department of Environmental Protection  
 PADCNr - Pennsylvania Department of Conservation & Natural Resources  
 PennDOT - Pennsylvania Department of Transportation  
 PADCED - Pennsylvania Department of Economic Development  
 PHMC - Pennsylvania Historical & Museum Commission  
 DC - Dauphin County





Project Introduction & Key Recommendations

**Planning Framework**

Site Reuse Strategies

Environmental & Civic Infrastructure

Resources Roadmap & Funding Matrix

Appendix A: Background Assessment

Appendix B: Market Analysis

Appendix C: 17th Street Corridor Study





## Planning Framework

Due to the complex nature of all of the inter-related factors and considerations needed to develop an economically viable and physically construct-able list of reuse opportunities and physical improvements, an extensive analysis of varied topics is required. The outcome of the analysis, including the information provided in the Background Assessment and Market Analysis provided as appendices to this plan, is a basis of the opportunities that inform a framework for reuse planning. The Planning Framework includes:

- The informative thread of all of the various other previous and parallel planning efforts that support the mission and goals of the AWP.
- Ongoing and proposed projects; many of which build upon recent investments such as the expansion of the Hamilton Health Center.
- Market trends, challenges, and opportunities that can be harnessed to drive new investment into the South Allison Hill neighborhood.
- Demographic characteristics and needs that are not meeting the needs of the local population.
- A determination and prioritization of the community's concerns and opportunities for their neighborhoods and the redevelopment projects on each of the former industrial sites and the priorities.
- Linkages between opportunities and sites and how sites could be redeveloped based on economic realities and physical conditions.
- Targeted infrastructure improvements needed to better serve the neighborhood and new development and types of uses on the former industrial sites, as well as improve conditions in the surrounding residential streets.
- Economic factors, incentives, and programs that could attract and support initiatives and redevelopment, in terms of promoting physical development, expanding human capacity, and providing connections to available resources to support the "green-housing" of new economic ventures.



# OPPORTUNITY

The AWP represents an opportunity to advance the goals of the community, as defined in various recent planning documents as well as in this document. It is **an implementation tool to support community goals** identified by neighbors and the Tri County Community Action “Heart of the Hill” Action Plan. Needs were identified in the AWP Public Workshops held in April 2018, which included a number of informational and interactive working sessions. The AWP builds upon previous and ongoing plans, especially the Heart of the Hill Strategic Plan and the City’s in-progress Comprehensive Plan.

The AWP also provides a strategy to specifically **tap into current economic opportunities** and is designed to: 1.) document specific investments that will unlock economic reuse potential for area properties; 2.) make new economic opportunities available to area residents; and 3.) research latent economic market potential by supporting the neighborhood, property owners, and the City in attracting new businesses, employers, and investors.

Opportunity comes in many forms. Through the designation of strategically supporting public investments needed to attract private investment and maximize available resources, the AWP can aid in advancing critical infrastructure improvements that support both new projects and the existing neighborhood and its residents. Therefore, the AWP is also **a public work initiative**, applying the Capital Region Water (CRW) City Beautiful H2O Plan and the City’s Comprehensive and Capital Plans.

Funding opportunities exist to advance the vision for the future for South Allison Hill. The AWP outlines strategic sources of public funding through grants or special tax incentive programs, to serve as the basis to kick-start various proposed projects. This is only possible as a result of the partnerships created by the inter-related community initiatives underway, including all of the work underway by the TCCA, HRA as well as other public and private efforts. Momentum exists in the form of **community capacity to move projects ahead** and is one of the greatest South Allison Hill assets; a community opportunity that should be continually supported and promoted as each success story is achieved.



## Previous Plans

The framework for redevelopment and supporting actions defined in this AWP are based heavily upon the work done as a result of recent or ongoing planning efforts. It was the intention of the AWP process not to “start over,” but instead expand upon recent efforts and to broaden the opportunity to refine recommendations in order to focus on “implementable” actions.



**City Comprehensive Plan and Zoning Code Update** - The recent City Zoning Code update and the ongoing work on the Comprehensive Plan mark the first major update to the zoning code since the 1950's. The revamping of the City's zoning code began approximately five years ago in an effort to streamline and simplify a code that had become overly complex and even obsolete, according to the City. The new Comprehensive Plan acknowledges Allison Hill as one the City's seven primary districts and offers specific policy goals and objectives to guide private development, public improvements, and institutional investment over the coming decades. Specific goals include redevelopment of *“abandoned and underutilized property along the former railroad spur ... incorporating social, economic, and recreational activities to reactivate former manufacturing buildings.”* This was a point of discussion at the community workshop topic meetings, as was an interest in expanding the list of permitted uses and exploring the potential of form-based and performance-based regulation to encourage flexibility and home-based businesses.



**Heart of The Hill Strategic Plan – Tri County Community Action** - The focus of the *Heart of the Hill Plan* is the area bordered by Cameron Street, South 18th Street, Market Street, and Paxton Street to the south. The Action Plan details specific initiatives offering support for engagement, education, employment, cohesion, leadership. The plan includes improved security and services, education of landlords and tenants, and resources for maintenance and repair of older homes. There is an emphasis on physical planning and reinvestment and on objective measures of performance, specifically on maintenance and rehabilitation of houses. Mention of former industrial properties focuses on vacant parcels that could be converted to useful purposes such as parks, parking, health services, or housing.



**CRW Community Greening Plan & City Beautiful H2O Master Plan** - The Community Greening Plan describes Green Stormwater Infrastructure (GSI) strategies for planted elements at various scales and designates specific hydraulic and structural problems in South Allison Hill (e.g. standing water in streets and basement flooding) as high priority needs to be addressed. This is part of a larger, city-wide project. As is the case for many older cities, the combined sewer system tends to overflow during storms, sometimes even during moderate storm events. This overflow leads to river and creek pollution and flooding caused by system backups. The City and Capital Region Water are tasked with reducing pollution due to stormwater runoff and combined sewer overflow events.

These three guides cover neighborhood planning, city policy, and public investment in South Allison Hill. However, property owners, city leaders, and local residents have direct, hands-on influence over day-to-day decisions and development in the neighborhood. Their concerns and input was captured during the AWP Public Workshops held in April 2018.



# PLANNING FRAMEWORK

## Ongoing/Proposed Projects

Ongoing projects and initiatives in or near the study area have the potential to bring about profound improvements.



/// **Receive and Transform** - In recent years the TCCA has worked in the community to repurpose vacant lots. Vacancy in the neighborhood is pervasive enough to devalue property values and to diminish the perception of safety as well as the economic health of these blocks. Taking a very opportunistic approach, TCCA helps to connect users to vacant parcels with assistance in the selection, design, and maintenance of sites. The ability to support the continuation and potential expansion of this program is important.



/// **Mulder Square** - The project takes its name from the two streets, Mulberry and Derry, that join at a critical neighborhood node. The project will reduce blight, increase home ownership, and greatly expand affordable housing options. Public realm enhancements include traffic and pedestrian improvements, new sidewalks, curbs, and trees. Initial phases include four new townhomes, followed by the renovation of 15 Harrisburg Redevelopment Authority properties and one privately owned property into 48 new, high-quality, affordable apartments. The final phase includes three new buildings, 50 units total, with commercial space planned for use as a pharmacy.



/// **Green Market at Mulder Square** - CRW and HRA worked collaboratively to propose a new open-air market that would offer fresh produce and off-street parking. Innovative stormwater management features include a rain garden, subsurface stormwater storage, porous pavements, and a bioswale that would remove pollution from the runoff water. This project has faced funding hurdles, but its implementation is important to the surrounding neighborhood (just outside of the AWP study area) and compliments the recommendations in this AWP.



/// **Community Greening Plan** - As part of the City and CRW's long range objective to reduce sediment and nitrogen levels discharging into the Susquehanna River and ultimately the Chesapeake Bay, the Community Greening Plan includes dual-use landscape proposals for streets, parking lots, gardens, yards, and roof tops. The plan vividly documents an array of design solutions that could be deployed in the study area.



/// **Community Policing Center** - A new building will be located at 313 South 15th Street and will be staffed 24 hours a day by officers trained in community policing and familiar to the residents. This project is a key component for achieving the goal to implement a community policing strategy and promoting greater safety for residents, workers, and visitors.

## ECONOMIC ANALYSIS AND MARKET STUDY

From the outset of this planning effort, there was widespread concerns about the local economy and the real estate market realities and how they represent a major hurdle to attracting new investment. For this reason, it is important to delve into the details with the goal of better understanding how the local economy works and if there are unmet opportunities. A detailed Market Analysis Report is provided in Appendix B of this document. There are several trends worth highlighting.

### Positive Trends

- In Harrisburg, the City experienced a growth in population for the first time in 50 years, growing from 48,950 in 2000 to an estimated 50,980 residents in 2016. While modest, the population growth reflects recent national trends and bodes well for continued community and economic development initiatives to improve the City's residential neighborhoods, parks and recreational amenities, and business attraction efforts.
- The AWP is an opportunity for property owners to evaluate future capital investments in the context of anticipated improvements in the neighborhood. Examples of positive transformation include the Hamilton Health Center, now located on a former brownfield site.

### Economic Challenges

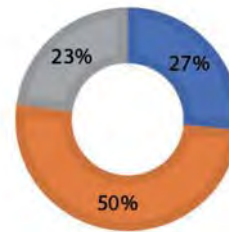
- With a median household income of \$29,015 in 2017, the South Allison Hill neighborhood is defined as a very low-income area by the U.S. Department of Housing and Urban Development (HUD). Unemployment is high (13.9 percent in 2017, compared to 11.8 percent in the City and 4.8 percent in the Harrisburg-Carlisle Metropolitan Statistical Area (MSA)) and employment barriers include low levels of educational attainment (approximately 29% of residents have not completed high school) and transportation barriers (many households own one vehicle or none, emphasizing the impact of public transit). Stakeholder interviews identified additional challenges including drug use and limited soft-skills necessary for obtaining and holding a job.



Median  
Household  
Income:  
\$29, 15

- In 2017, approximately half of all housing units in the South Allison Hill trade area were renter-occupied (50.8 percent). While a mix of both owned and rented homes is necessary to serve a diverse population in any community, homeownership generally encourages better home maintenance compared to rental properties. The high rental rate and absentee landlords in South Allison Hill are widely recognized challenges for the neighborhood. High vacancy is also a contributing factor to the housing challenges. In 2017, the South Allison Hill trade area had a vacancy rate of 22.5 percent, compared to 7.7 percent in the MSA.
- Concentrations of vacant and underutilized industrial buildings and blocks of blighted and unsafe residential structures suggests the need for neighborhood stabilization as a first component of reinvestment. As defined by HUD, neighborhood stabilization refers to assistance in neighborhoods that have high rates of abandoned and foreclosed homes, and to assist households whose annual incomes are up to 120 percent of the area median income (AMI).

■ Owner Occupied ■ Renter ■ Vacant




### Community Snapshot: Spending Trends

Consumer “market segmentation” is commonly used by the real estate and retail industries to describe the typical consumer lifestyle and spending habits of customers within a retail trade area. Using information collected through point of sale (POS) data and consumer surveys spending traits of the top 75 percent of consumers can be defined for the area. Within the South Allison Hill trade area, the top tapestry segments are Fresh Ambitions, City Commons, and Traditional Living. Descriptions of each segment, which describe the average person, are provided on the following page.

**This analysis is used by the real estate and retail industries to predict the typical consumer spending habits, including customers within the South Allison Hill retail trade area (wording and graphics are from ESRI Business Analyst).**

# PLANNING FRAMEWORK



LifeMode Group: Next Wave  
**Fresh Ambitions**

Average Household Size: 3.17  
Median Age: 28.6  
Median Household Income: \$26,700

**Fresh Ambitions** – These residents tend to be young families who focus on their children. Many are immigrants, and multigenerational families are prevalent. These residents spend what they can on their children and on occasional trips to visit family. They are predominantly renters and most households have at least one vehicle. Unemployment is high, and consumers are price-conscious.

**City Commons** – This segment reflects a young community, primarily comprised of single-parent and single-person households within metro areas. Many households own either one or no vehicle and use public transit when available. Unemployment is very high, and approximately one quarter have not graduated from high school.



LifeMode Group: Midtown Singles  
**City Commons**

Average Household Size: 2.67  
Median Age: 28.5  
Median Household Income: \$18,300



LifeMode Group: Hometown  
**Traditional Living**

Average Household Size: 2.51  
Median Age: 35.5  
Median Household Income: \$39,300

**Traditional Living** – Residents in this younger market are a mix of married-couple families and singles who are new to independent or married living. Manufacturing, retail trade, and health care are the most prevalent sources of employment, and more than three-quarters of these residents have completed high school or have some college. However, unemployment is still higher at approximately 7 percent.



## POPULATION DATA

### Community Snapshot: Projected Growth

A primary factor in measuring the depth of a retail or commercial market is assessing population trends. The local population represents the primary consumers of goods and services that could be offered in the trade area, as well as the local workforce that could potentially be tapped to support retail, commercial, or industrial development.

As the State Capital and regional employment hub for Central Pennsylvania, the City of Harrisburg enjoys a large residential population and a large day-time population comprised of weekday commuters. The South Allison Hill neighborhood, however, is primarily residential and does not witness the surge in daytime population when compared to the downtown and other sections of the City.

The South Allison Hill area is projected to experience a 3.1 percent increase in population between 2010 and 2022, while the City of Harrisburg is projected to increase by 3.4 percent. The residential population in the Harrisburg-Carlisle MSA is projected to increase by 8.8 percent during the same time, demonstrating population growth is primarily occurring in the suburban areas.

Table 1: Population Trends

Market Area	2010 (Actual)	2017 (Actual)	2022 (Actual)	% Change (2010-2022)
South Allison Hill	12,721	12,956	13,121	3.1%
Harrisburg City	49,528	50,368	51,188	3.4%
Harrisburg Carlisle MSA	549,475	576,957	597,681	8.8%

Source: ESRI Business Information Systems

### Community Snapshot: Race and Ethnicity

U.S. Census Bureau data reflects the race or races with which residents most closely identify. Based on 2017 estimates (Figure 1), 51.3 percent of residents in the South Allison Hill trade area identify as Black Alone and 20.1 percent identify as White Alone. Approximately 35.1 percent of residents reported a Hispanic origin. This racial and ethnic identification is similar to the City of Harrisburg but differs greatly from the Harrisburg-Carlisle MSA which has a racial and ethnic identification distribution of 10.4 percent Black Alone and 81.1 percent White Alone.

### Community Snapshot: Age

Based on 2017 estimates (Figure 2), the median age of the population in the South Allison Hill trade area is 29.1 years, compared to the City of Harrisburg and the greater Harrisburg-Carlisle MSA which have median population ages of 33.6 and 41.2 respectively. Residents in the South Allison Hill trade area are younger than those in the surrounding areas and represent a concentration of young families.

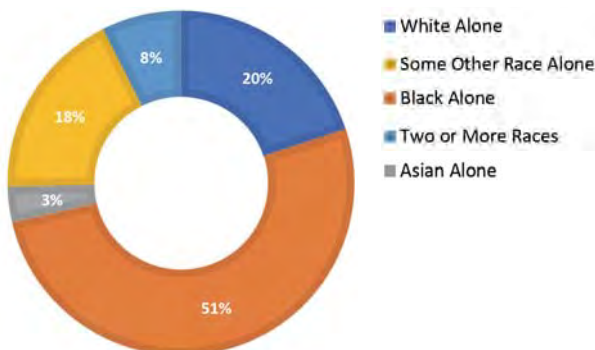


Figure 1: South Allison Hill Trade Area Population by Race, 2017  
Source: ESRI Business Analyst

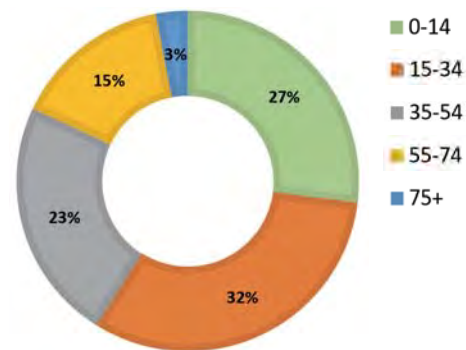


Figure 2: South Allison Hill Trade Area Age Distribution, 2017  
Source: ESRI Business Analyst

# PLANNING FRAMEWORK

## Retail Opportunities

Based on existing conditions, the South Allison Hill trade area can support approximately 72,000 square feet of additional retail. Based on the average establishment size, average sales by establishment, and average sales per square foot for each retail store type, the trade area may be able to currently support one additional clothing store and one additional restaurant.

## Industry Opportunities

A cluster analysis provides information on the health of industries that are related to one another in terms of common sales, tier suppliers, or shared labor forces. Analysis of industry clusters provides a representation of the specializations of the Harrisburg-Carlisle MSA and the types of businesses that are growing within the region.

Table 2: Top 10 Harrisburg-Carlisle MSA Traded Clusters Ranked by Employment

	Cluster Name	2016 Employment	Traded Cluster	National Rank
1	Business Services	27,119	*	58
2	Distribution and Electronic Commerce	14,786	*	66
3	Insurance Services	8,943	*	47
4	Hospitality and Tourism	8,615		60
5	Education and Knowledge Creation	6,208		80
6	Transportation and Logistics	4,987	*	61
7	Food Processing and Manufacturing	4,556		52
8	Marketing, Design, and Publishing	1,805		82
9	Printing Services	1,573	*	72
10	Plastics	1,369		115

Source: US Cluster Mapping Project. \* indicates strong cluster. National rank is out of 917 MSAs.

Based on an industry cluster analysis and the available opportunity sites within the study area, the local market is most ripe for food processing & manufacturing, malt beverage manufacturing, and microeconomic projects such as makerspaces. True throughout all cities, but especially important to low-income neighborhoods, manufacturing and other industrial activities are often part of that “right balance” for redevelopment, as they are more able than retail and most service jobs to provide a living wage.

## CHANGE MODEL

An essential element of the AWP planning effort is to, whenever possible, identify resources to amplify and support ongoing community-driven revitalization initiatives. Tri County Community Action's 2016 project *"Heart of the Hill"* has diverse perspectives and shared responsibility for implementation, action, and change across multiple entities, and customized to meet the unique needs and goals of the community. It includes an evaluation of obstacles to reinvestment and economic vitality, such as obsolete infrastructure that is insufficient to support planned-for future uses. For example, the notion of "connectivity" is important when considering the ability of residents and visitors to move through the study area as well as the ability to connect South Allison Hill to the rest of the City and the region. Through this and previous planning efforts a few key aspects of transportation and connectivity were identified. The AWP's action-oriented approach supports: ongoing community-driven revitalization initiatives; diverse perspectives and shared responsibility for implementation; and action and change across multiple entities.

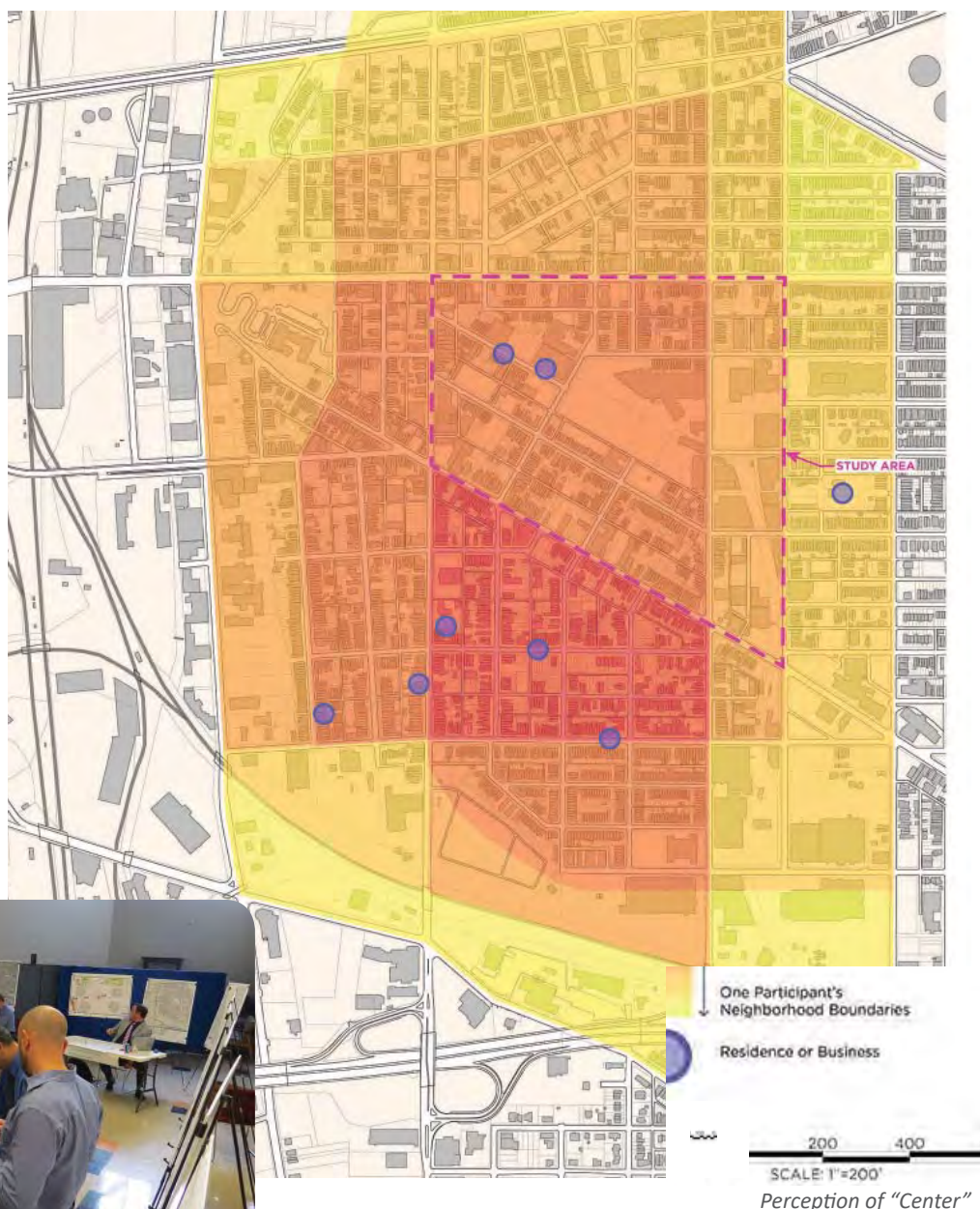
Focus	Short-Term	Long-Term
<b>Youth</b>	<ul style="list-style-type: none"> <li>▪ Increase accessibility to quality job training resources</li> <li>▪ Identify specific resources to create meaningful training and employment opportunities</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase in number of young people qualified and earning quality employment</li> <li>▪ Decrease unemployment rates</li> </ul>
<b>Sense of Community</b>	<ul style="list-style-type: none"> <li>▪ Increase community project opportunities</li> <li>▪ Increase information sharing and joint planning among organizations</li> <li>▪ Increase awareness of community events, activities, and programs available</li> <li>▪ Increase knowledge base on processes of civic engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve strong cross-sector collaboration</li> <li>▪ Increase the amount of resident engagement</li> <li>▪ Add to the capacity of community leadership to accomplish specific short, mid and long term objectives and projects.</li> <li>▪ Sustain community ownership and leadership in community change</li> </ul>
<b>Safety and Security</b>	<ul style="list-style-type: none"> <li>▪ Increase opportunities for police and residents to develop joint solutions</li> <li>▪ Identify resources and specific safety/security enhancements related to recommended AWP priority projects.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Improve relationships of trust between community and police</li> <li>▪ Increase community perceptions of safety</li> <li>▪ Reduce availability of structures used for criminal activity</li> <li>▪ Decrease incidents of crime</li> <li>▪ Decrease crime opportunity areas (defined by combination of prevalence and blighting factors)</li> </ul>
<b>Physical Environment</b>	<ul style="list-style-type: none"> <li>▪ Increase community ownership of vacant land by converting it into community use space</li> <li>▪ Increase the number of vacant lots greened with low mow grass</li> <li>▪ Assist with qualifying greening initiatives and with acquisition and/or repurposing of vacant properties.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase Property Values</li> <li>▪ Increase occupancy rates in formerly vacant homes</li> <li>▪ Increase property maintenance and condition levels</li> <li>▪ Neighborhood becomes more attractive for private/public development</li> <li>▪ Eliminate blighted vacant lots</li> </ul>



# PLANNING FRAMEWORK

## COMMUNITY VOICE

There is a concentration of vacant lots and abandoned structures. It was noted that the older industrial buildings (like the Coca Cola bottling plant) are handsome, solid buildings and that it would be ideal if they could find new uses. The exercise confirmed that there are a healthy number of community institutions – approximately 30 schools, community organizations, and places of worship in roughly a 60 block area, thus indicating a vital community life. Residents were asked to “*Draw Your Neighborhood*,” which indicates that the blocks framed by 13th, 17th, Derry and Berryhill Streets are the core of the neighborhood experience and that Derry Street is experienced as both a “center” and an “edge.” These observations were confirmed in follow-up stakeholder conversations.



Engagement activities during April 2018 Community Workshop.

## COMMUNITY MAPPING

During the AWP Community Workshop, residents located existing neighborhood landmarks, destinations, and ideas for future projects. The annotated maps locates Centers and Projects. South Allison Hill's CENTERS for this activity were defined as local attractions, civic organizations, places of worship, and schools. PROJECTS are participants' suggestions for reuse of buildings or vacant parcels and for improvements for public streets, parks and parking lots.

The discussions also focused on the need for resident parking, safe sidewalks, after-school activities for young people, and employment opportunities for those seeking work. It was noted that transit service is not frequent and very few stops are sheltered, and certain streets flood often. It was also observed that the success of Derry Street and Market Street businesses is limited by inadequate customer parking.





# PLANNING FRAMEWORK

## PARTNERSHIPS

The AWP planning process builds upon partnership established through previous planning efforts and other ongoing projects and initiatives. The relationships established include resident participation, as well as government and institutional representation. Together these partnerships bring a continued and renewed focus to agreed-to values and goals, increasing the potential to achieve successful progress and achievement of plan recommendations.

The AWP also describes and seeks to support and advance several of the capital projects and community initiatives that are underway or are being contemplated, including the ongoing evolution, diversification, and expansion of the catalytic Hamilton Health Center.

The site of the Hamilton Health Center Campus was a key proposal of the 1998 Neighborhood Action Strategy, led by the TCCA's precursor organization, the Community Action Commission. That foundational plan for community reinvestment proposed reuses that included education, training, and an instructional center, predicting that "it could be the single most important contribution to neighborhood 'livability' in the history of South Allison Hill." Most agree that the outcome has been extraordinarily positive for the community. Hamilton Health moved into its Allison Hill facility in 2012 after extensive environmental remediation and demolition work necessitated by substantial

environmental conditions was left in place from the area's former industrial and manufacturing legacy. Recently, through Pennsylvania's Industrial Sites Reuse Program (ISRP), an additional \$911,113 was committed by the Commonwealth to enable further remediation work on the adjacent property, allowing Hamilton Health to move forward with a planned expansion of the facility that will potentially include a new on-site preschool, a child day care, second-floor medical office space, and expanded parking.

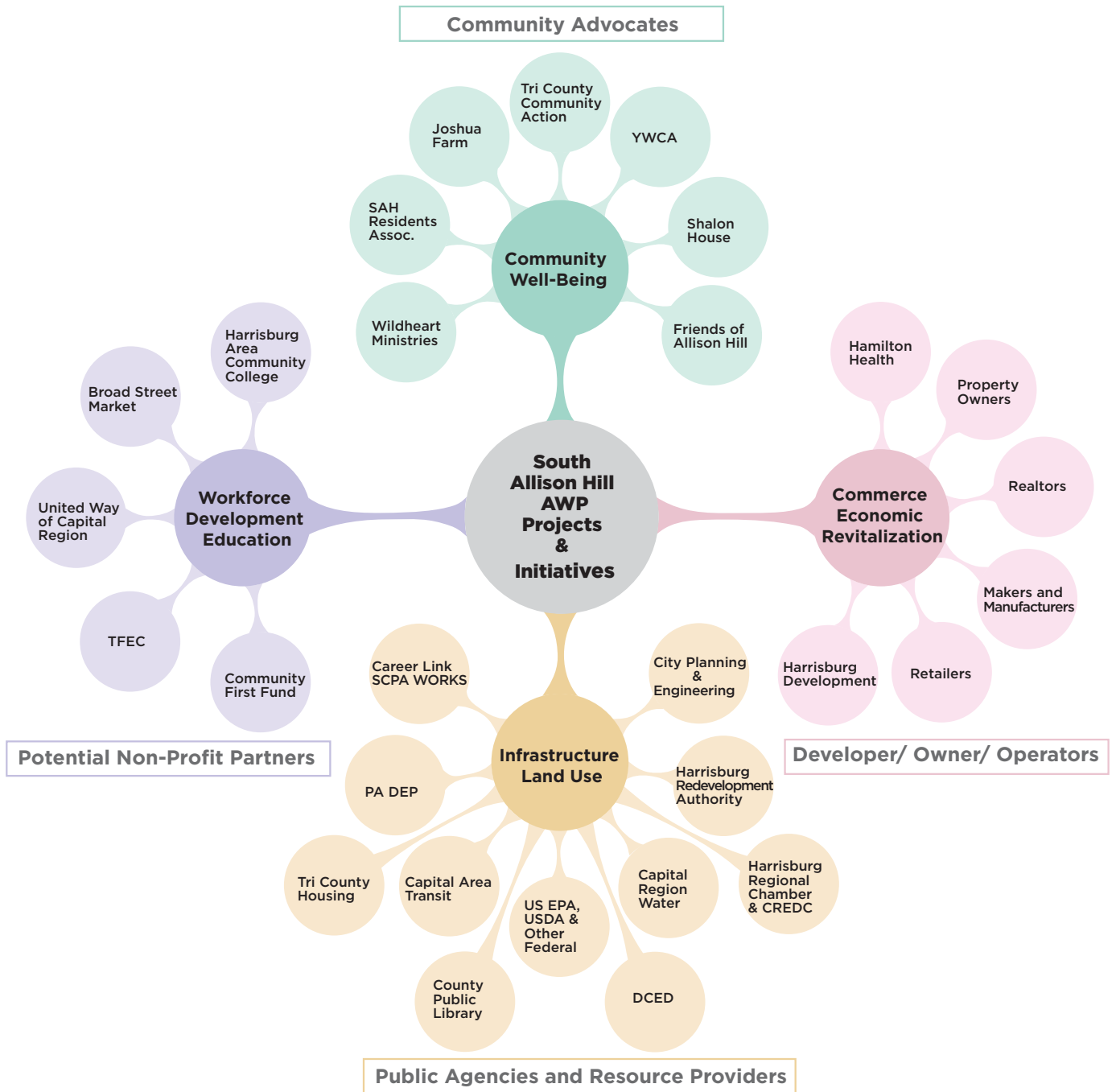
- Community Advocats : TCCA, Career Link (WIB), Wildheart, YWCA, Joshua Farm, Shalom House, SAH Residents Association, Friends of Allison Hill
- Public Agencies: City Departments of Planning and Engineering, the U.S. EPA, PADEP, PADCED, Dauphin County Library System, Capital Region Water, HRA, CAT, CREDC, Tri-County Housing, and others
- Non-Profit/For-Profit Potential Partners: Community First Fund, Broad Street Market, HACC, Harristown Development
- Developer / Owner / Operators: Hamilton Health, Retailers, Makers and Manufacturers (especially food-based), Realtors, Property Owners, Developers, Investors, Local Lenders

The AWP planning process provides opportunities for South Allison Hill residents, businesses, and property owners to channel resources and expertise toward high-priority projects. Key public entities and area institutions are committed to work collaboratively to remove barriers to investment and revitalization.



200 S. 18th Street - Former Schmidt's Bakery Plant.

# Community Partnership Structure





# PLANNING FRAMEWORK

## STRATEGIC OPPORTUNITIES - USES

Over the course of the development of the AWP, through the assessment of existing conditions and meetings and discussions with the community and city leadership, a series of strategic opportunities that represent the creative possibilities that could drive reuse recommendations were identified:



**Hamilton Health** - **This is a community health and related social services organization** that created a campus “anchored” by the Hamilton Health Center. The leaderships see the potential for expanded services such as behavioral health, social services, a veteran’s clinic, childcare, and healthy-living programs including food-related aspects. The opportunity exists to concentrate facilities which could necessitate a need for a potential parking deck. Additional improvements might include streets, sidewalks, open spaces, and landscaping. Related needs include housing for Harrisburg University’s new medical services program and a medical training hub. Hamilton Health is a popular training location because of the access to diversity here. Additional housing is needed for those who are training.



**Career Link** - There is a significant need for **job training and workforce readiness programs**. Space for existing or new provider/vendors is needed as well as expansion opportunities for existing businesses, shops, trainers, local entrepreneurs, and contractors/building trade persons. Career Link may establish or support future training/counseling/placement services here, including working in partnership with potential employers and educational institutions.



**Food-related** - **Culinary training and food-based business development opportunities** are examples of specialized opportunities that exist to stimulate new activity and to adaptively reuse existing structures. Programming could include preparation, packaging, marketing, distribution, and dining, as well as a training and start-up business element that could engage local residents and attract entrepreneurs. The desire for a year-round farmers market and for restaurants were mentioned as related uses. The Broad Street Market may be looking for a satellite location that could be a fit for this community. Union Kitchen (located in the Washington DC area) was mentioned as a model for a “food accelerator” that could potentially flourish here.



**Library** - **A library-based community services hub of learning and development program** could provide opportunities to an under-served population. The Dauphin County Library System may be considering a potential expansion to their system. The possibility of meeting the system’s needs through the creation of a facility in South Allison Hill could be explored. The current 5,000 sf. facility is undersized for the present and projected use and number of daily visitors. Linking a library with other community services would promote cross-utilization and partnership opportunities.



**Retail** – There are **opportunities to fulfill niche neighborhood-oriented retail needs**. Currently local dollars are being spent outside of the neighborhood. Although the national retailing environment is rapidly evolving, retail space, along with the food product realm, as well as clothing and other life necessities, may be an opportunity. Most likely retail would be a component of a larger “anchor” reuse/development program.

## OPPORTUNITIES: ECONOMIC BUZZ

Although South Allison Hill faces real and perceived economic challenges, the opportunity exists to focus efforts to create catalytic change. This clearly has already started with the major investment by Hamilton Health. Building on this success is important, but other independent investments and projects are also needed. Based on the number of available properties, the challenge is focusing efforts in a manner that creates a concentration of impact, and results in significant “economic buzz” within which investment opportunities exist. The first project is typically the hardest. However, once a successful track record is achieved, each subsequent project becomes easier. Some of the specific considerations for creating investment interest are included below.

In this economic environment, redevelopment of some vacant South Allison Hill properties and underutilized buildings will be more likely, and more successful, if the site and/or building is in some way prepared for future re-use. Advance preparations might include assessing environmental status, remediation, infrastructure and building system upgrades, permitting, financing, security enhancements, and/or façade improvements.



/// **Small-Scale Can Bring Good Neighbors and Have a Big Impact:** Underutilized commercial and industrial districts exist throughout the city. In some places they are directly adjacent to residential neighborhoods, as is the case for South Allison Hill. Identifying lower-impact, neighborhood-sensitive businesses such as Makerspaces, tool libraries, business incubators, and light fabrication uses could restore the economic and social value of these properties while minimizing potential conflicts with adjacent residential properties.



/// **Capitalize on the Architectural Character:** The blocks between 17th and 18th Streets are still occupied by unique and potentially handsome brick industrial buildings that are today, largely underutilized. Many of these properties may be eligible for a 10% or 20% federal Historic Preservation Investment credit as well as a potential 25% Pennsylvania Historic Preservation Tax Credit, a potentially significant reinvestment financing opportunity. Historic preservation requirements should not be viewed as a constrain but instead viewed as an asset to create a further distinctive place and as a set of guidelines to ensure as investment occurs that it is done in a universally consistent manner, protecting each incremental investment.



/// **Tap into the Food Culture:** There is a general recognition that as national trends guide local-based activities. This is especially true in the realm of industrial adaptive reuse. Food culture especially represents a broad range of opportunities from dining, to production, to malt beverages, education, and other “experience-oriented” activities. These trends can be powerful drivers of economic investment and are generally locally started, operated, community-oriented, and resident serving.



/// **Place-Based Branding:** Developing new place-based branding can be a powerful tool in stimulating economic interest. For example, former uses can create new identities, such as the term “the Bottling Works” for the reuse of the former Coca-Cola building. A similar example is the Goggleworks Center for the Arts in the City of Reading. Branding can be in the form of naming buildings, places, complexes, streets and corridors, public spaces, events, etc. It can also permeate all aspects of economic development including gateway, banner, building, and wayfinding signage, streetscape elements, and web-based promotions.

# PLANNING FRAMEWORK

## STRATEGIC OPPORTUNITIES - SUPPORTING ELEMENTS

In addition to the primary opportunity uses and activities that could drive revitalization, opportunities exist to upgrade various aspects of the public realm, especially the infrastructure needed to support reinvestment. Over the course of the development of the AWP, through the assessment of existing conditions and meetings and discussions with the community and city leadership, a series of strategic opportunities focused on multi-modal transportation, stormwater management, the quality of the public realm (including streetscaping and public spaces), and improving environmental quality, were identified:

**Circulation** – South Allison Hill is located between critical city-wide transportation corridors, Derry and Market Streets, and close proximity to the I-83 regional highway corridor. **17th Street has the potential become both a major multi-modal transportation spine and the prime economic activity corridor** within the neighborhood, i.e. functioning like the neighborhood’s “main street.”

**Transit** – With service access via 10 transit routes, South Allison Hill is connected to the entire City and the larger region. **Opportunities exist to promote transit ridership and to enhance the riders experience** through upgraded facilities linked with a greater concentration of transit-oriented development around key transit stops.

**Urban Design/Community Character** – Although many properties are in need of care, **the architectural character of the neighborhood, including both residential and commercial properties, is distinctive and attractive.** The overall building form is focused on traditional pedestrian-oriented streets. Opportunities exist to increase the relationship of buildings towards sidewalks, especially for commercial buildings like Hamilton Health, to make streets more engaged with the uses along them and therefore safer and more vibrant places.

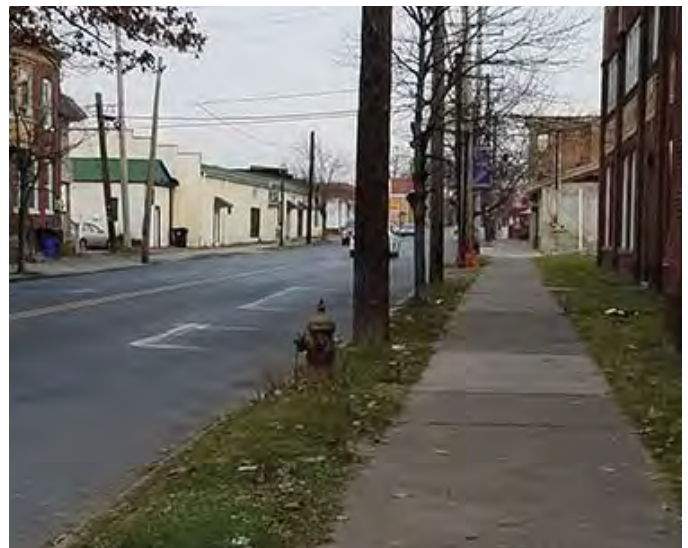
**Public Space/Neighborhood Identity** – **Opportunities exist to create strategic and signature public spaces,** when surrounded by active commercial buildings and residences. These spaces can support civic activities, placemaking, branding, social, recreational, stormwater management, and economic development goals.

**Stormwater Management/Flood Mitigation** – The City is moving towards the active integration of green infrastructure into various aspects of existing infrastructure. **Stormwater management techniques can address localized flooding issues and enhance the neighborhood** through greening.

**Parking** - Limited parking for residents is a consistent complaint. Workshop participants suggested that additional, convenient, and secure parking would add desirability to the neighborhood. Since on-street parking is constrained by street width and traffic speed, **off-street spaces could be created in underutilized lots throughout the neighborhood.** Resident-driven management, coordinated planning, and flexible standards (including shared parking arrangements) could address this need.

**Environmental Quality** – Resources are potentially available to identify and assess current brownfield environmental conditions and, if necessary, remediate them. **Creating “clean” sites can further stimulate investment in otherwise constrained properties.**

**Keystone Opportunity Zone (KOZ)** – **Some financial incentives to promote reinvestment are already in place.** The KOZ status expires in 2023. Redevelopment plans should be developed with the KOZ financial incentives in mind.



*17th Street has the potential to look and feel like the “Main Street” of South Allison Hill.*







Project Introduction & Key Recommendations  
Planning Framework

**Site Reuse Strategies**

Environmental & Civic Infrastructure  
Resources Roadmap & Funding Matrix  
Appendix A: Background Assessment  
Appendix B: Market Analysis  
Appendix C: 17th Street Corridor Study



## Site Reuse Strategies

The goal of this effort is to reinvigorate and revitalize South Allison Hill, especially through the reuse and or redevelopment of many of its former manufacturing/post-industrial properties. Utilizing potential redevelopment opportunities presented in the Planning Framework, as identified through the physical and market analysis phases of the project, as well as working with the community, viable and neighborhood appropriate reuse strategies for several key areas are proposed. Draft reuse concepts were presented throughout the process and included one-on-one meetings and discussions with many property owners. No two areas or sites are the same, whether due to physical attributes of a site or context, or as a result of known or perceived environmental barriers to reuse. In some cases, potentially viable short-term reuse alternatives were identified whereas in other instances, a potential long-term reuse was proposed.



# SITE REUSE STRATEGIES

## Placemaking and Brownfields Redevelopment as an Overall Approach to Neighborhood Revitalization

The proposed site reuse strategies for South Allison Hill follow broad placemaking principles and speculate a potential build-out based on a physical assessment of the sites, their context, and the overall intent to create a high quality-of-life neighborhood with a vibrant mixed-use neighborhood center. This in turn will support the goal of the City as a regional commercial, cultural and social activity hub.

The AWP's fundamental approach emphasizes the notion of the creation of new "places" versus parcel-by-parcel "developments." The foundation of this idea is the desired outcome that both public and private activities should result in the creation of highly desirable places for people, and as they are expanded, ones that mesh seamlessly with their surrounding context. This approach emphasizes the notion that street life is a fundamental aspect of urban living. The creation of successful places is a function of a thoughtfully considered mix of uses and the design and functionality of infrastructure systems. These two items working together form economically vibrant and sustainable building blocks of an overall community. As redevelopment occurs, new development should feel like a modern interpretation of the historic, well-established and highly functional pattern of the city versus suburban development that mostly considers auto-convenience, with little physical, functional or social connection to its surroundings.

Great places are not easily formed. They are certainly not created by policy alone, but rely on strong partnerships between many public-sector partners, at all levels of government, combined with private land owners and the development and business communities. The overall reuse and redevelopment strategies presented, including the targeted brownfield properties, consider all aspects of the placemaking equation. However, they focus especially on those aspects that can be most defined and shaped by the public sector. These components of the framework can serve as the skeleton upon which each individual private sector action can connect. In some cases, the division between public and private sector activities are well defined, but sometimes they are a function of inter-related aspects which when combined, add up to a result that is greater than the sum of its parts. In both cases, they serve the notion of forming truly great places and establishing South Allison Hill with a reputation as an attractive and desirable community to live, work, and grow.

**The proposed reuse strategies are based on the notion that local needs and character are the basis for a vibrant economy** – Unique assets and local character make a place distinctive. Keeping investments circulating close to home and attracting new resources to the neighborhood will grow the local economy incrementally over time, and firmly reinforce its role as a regional economic hub. In the case of South Allison Hill, the Hamilton Health Center is a local asset, so building upon and enhancing this valuable resource is fundamental to a viable revitalization approach that has the potential to link to many of the proposed recommendations.



*An important part of Placemaking includes the orientation of buildings towards streets and public spaces.*

## Hamilton Health Center/ South Allison Hill Community Services Campus

The Hamilton Health Center has been a remarkable turn-around story for the 100 block of South 17th Street in South Allison Hill. Situated on the former Harrisburg Foundry and Machine Works, the property more recently hosted a number of industrial activities, including auto recycling and a state-owned print shop. Hamilton Health moved into this facility in 2012 after extensive remediation and demolition work on the property that was necessary due to the numerous environmental hazards left behind in the area's industrial and manufacturing legacy. Harrisburg Redevelopment Authority and the Hamilton Health Center received a Phoenix Award in 2017, a national award for excellence in brownfields reuse.

Hamilton Health is a vital, region-serving institution. It is a community anchor, bringing new jobs and improving the lives of people throughout the area it serves. In addition, it is a catalyst for growth and economic activity in the South Allison Hill neighborhood. Looking into the future, the facility has the potential to grow, becoming a neighborhood campus, bringing together a range of health-related and social services as well as healthy-living offerings.



*The Hamilton Health Center is a major redevelopment anchor in South Allison Hill.*

The facility today offers a wide range of health services under one roof, including adult medicine, pediatrics, women's health and dental services (hosting the Women, Infant and Children Supplemental Feeding Program [WIC]), Quest Diagnostics lab, behavioral health services, services for individuals with HIV/AIDS, a pharmacy, and a full-service optical shop. A planned 2022 expansion will bring online a new on-site preschool, daycare, additional medical office space, and expanded parking. The future Hamilton Health Center/South Allison Hill Community Services Campus will build on the present-day "medical mall" to become more of a mixed-use neighborhood center, providing a broadening array of wellness-related activities such as: prepared food and cooking demonstrations, perhaps a Dauphin County library branch, housing for trainees, health business incubator, clinical services, occupational training, medical devices, fitness facilities, as well as sports and medical clothing, and other health-themed retailers.

### PROJECT FACTS AND DRIVERS

- The Hamilton Health Center is model for the successful reuse of a brownfields. It is the major health and social services hub for the neighborhood, city, and region. It serves as not only a provider of services to the community, it is a major employer with more than 235 employees.
- The Hamilton Health Center is undertaking 30,000 SF expansion which include remediating brownfields site at 47 South 14th Street.



*Adjacent brownfields land targeted for facility expansion.*

# SITE REUSE STRATEGIES

- Hamilton Health has acquired additional adjacent land along 17th Street Corridor which is currently utilized for additional off-street parking.
- Hamilton Health foresees the possibility of further future expansion. Other uses and services have expressed a desired to be located in close proximity to the facility. As additional development occurs the opportunity exists to maximize the functional, physical, and visual inter-relationships between facilities to create a campus-like setting.
- Hamilton Health sees the connection between the mission of its organization as a provider of health care services and its ability to provide social services and to promote overall community health and well-being. The organization is thinking in a holistic way that increases healthy living and that expands the economic opportunities of everyone it serves, especially the South Allison Hill community.
- Community building, the highly necessary counterpart to healthcare access work, has been steadily gaining traction within the field of public health. According to the Robert Wood Johnson Foundation, sixty percent of premature deaths are related to environmental conditions, social circumstances, and behavioral patterns; just ten percent are the result of inadequate healthcare access. There is a major push to make healthcare for low-income individuals less reactive and more proactive; medical providers are striving to reach these patients more frequently at less expensive points in the healthcare system. This holistic approach represents a significant potential driver for new development activity within the study area, especially along the 17th Street Corridor.

## OVERALL REUSE VISION

The conceptual reuse vision for the area surrounding the existing and pending expansion of Hamilton Health Center focuses on creating a campus-like environment with a series of buildings and public space facilities. The conceptual reuse vision includes;

- Improving the vehicular access to and from the complex via a new access drive that aligns with the Mulberry Street intersection of 17th Street.
- The potential construction of a structured parking facility at the southeast entrance to the campus, (the address of record is 140 S. 17th Street).
- The creation of the South Allison Hill Community Campus through the construction of a library/community services center as extension to the entrance wing of the existing Hamilton Health Center. This would extend the civic uses and the activity of the Hamilton Health Center to engage with the streetscape frontage along 17th Street.
- Swapping land of the existing Hamilton Health Center surface parking lot with portions of Vernon Street Park, maintaining the amount of public open space, but greatly increasing the quality, safety and functional relationship of the public space with the surrounding campus. This would allow for the creation of a potential location for an indoor community recreation facility at the corner of South 15th and Vernon Streets or a building for additional community services associated with the Hamilton Health Center.
- The potential for further expansion of the Hamilton Health Center on the South 14th Street frontage of Hamilton Health complex once structure parking is introduced to the campus.
- The creation of a well-defined public space or plaza adjacent to the proposed library community facility. This space could serve as an outdoor venue for programs and services hosted by Hamilton Health (health fairs), the library, other social service providers, as well as serve as a potential branded neighborhood “town” square for the South Allison Hill neighborhood.

## RECOMMENDATIONS AND ACTIONS

- As the pending expansion of Hamilton Health Center occurs onto the 47 South 14th Street site, opportunities to improve the overall access to and from the complex from 17th Street should be promoted. The reuse plan shows how a complete four-way intersection can be created with one leg of the intersection serving as the in and out access point into the Hamilton Health Complex.
- Upgrade 17th Street between Mulberry and Chestnut Streets as a complete street with a strong emphasis on the relationship of the design and land use on each side of the street. This area has the opportunity to function as the neighborhood core and the functionality and design of the street and the design of the building fronting onto the street should reflect this ideal. Since there are no buildings located in close proximity to the right-of-way on the east side of the street, 17th Street could be widened to accommodate a 38-foot wide cartway versus the current 34-foot wide cartway. This would allow for two 8 feet wide parking lanes on each side as well as ample sidewalks within the 60 feet wide right-of-way.





*The opportunity exists to engage the Center with 17th Street through improved architecture and urban design elements.*

- Any extension of the existing Hamilton Health Center building towards 17th Street should employ strong urban design principles. These include an entrance and significant use of glass along the 17th Street and proposed public space facades, the creation of courtyard entrance from 17th Street into the Hamilton Health Center, setting back any new buildings 10 to 15 feet from the existing 17th Street Hamilton Health building frontage in order to provide a more generous pedestrian realm, and architectural elements to denote the civic significance of the entire complex and to act as a beacon along South 17th Street.
- The “Quonset Hut” property located at 140 South 17th Street is a .5-acre site currently owned by Hamilton Health. Sanborn Maps indicate that the parcel was part of the Harrisburg Foundry and Machine Works. Additional assessment of this site may be necessary to support reuse, although a majority of this portion is recommended for the new main entrance into the Hamilton Health Center.
- The Majid Meeting Hall parcel is located at 220 South 17th Street at the intersection of South 17th Street and Mayflower Street. This property is currently utilized for religious activities, but was once part of the Harrisburg Foundry and Machine Works. Additional environmental assessment activities may be necessary if the site redeveloped in a manner that necessitates new construction. The site is not proposed to be redeveloped, however, as a part of this schematic reuse plan.
- The catalyst site is currently being further remediated to support a new building and parking lot for the expansion of the Hamilton Health Center. The site has achieved PA Act 2 relief of liability for residential end uses (as defined by PADEP) as long as the terms of the Environmental Covenant are met. These terms include use of a Health and Safety

Plan and Soils Management Plan during construction; incorporation of a subslab ventilation system for new buildings; and annual inspection of any capping features. The new parking lot could support additional structures, again, as long as the terms of the Environmental Covenant are met.

- The property located at 138 S. 17th is currently operating as a restaurant and an auto repair business. It was formerly a gas fueling station. This parcel was also part of the Harrisburg Foundry and Machine Works therefore additional environmental assessment activities may be necessary to support and redevelopment of the property.

## NEXT STEPS

- Support the remediation of the 47 South 14th Street site and the completion of the pending expansion phase of the Hamilton Health Center.
- Facilitate a process between HRA, the City’s Engineering Department, and Hamilton Health to create a new access drive into the health center complex with improvements at the intersection of Mulberry and 17th Streets.
- Convene discussions between the Dauphin County Library System, Hamilton Health, and other social service providers that have expressed an interest in located in the area. Undertake a feasibility study to explore the creation of a new Allison Hill Community Hub facility as an extension to the current Hamilton Health Center complex.
- Investigate ways to create a public/private partnership to master plan the upgrades to Vernon Street Park and the construction of a public space at the entrance to the Hamilton Health Complex and the proposed Allison Hill Community Hub. Depending on the ultimate ownership or long-term easement agreements for some of the land-swap portions, these projects may be eligible for public space and stormwater management funding (i.e. grants) to support their planning, design, and construction.

# SITE REUSE STRATEGIES



View of 17th Street Corridor showing new entrance to Hamilton Health Center and Community Services Campus.



## Hamilton Health Center Expansion/South Allison Hill Community Services Campus – How might this effort be funded?

There are several resources that could help to support the various fundable components of the Hamilton Health Center expansion into Community Services Campus to include a library, CareerLink job placement center, and multi-purpose community rooms. One key resource that aligns well with this project is the U.S. Department of Health and Human Services (HHS) Administration for Children and Families (OCS) Community and Economic Development (CED) grant (see Resource Roadmap & Funding Matrix section of this report). This grant program provides grants of up to \$800,000 for projects that help create employment opportunities in distressed areas through a variety of activities, including startup of expansion of businesses, physical, or commercial activities; capital expenditures such as the purchase of equipment or real property; certain operating expenses; and loans or equity investments (example projects include business incubators, shopping centers, manufacturing business, agricultural initiatives).

The potential location of the CareerLink job placement center in the extension would make this project particularly competitive for these funds. These grants are only available to Community Development Corporations (CDCs), so HRA would need to partner with Tri County Community Action to apply. This grant is currently open and accepting applications through June 3, 2019, with annual cycles likely to follow a similar timeline.

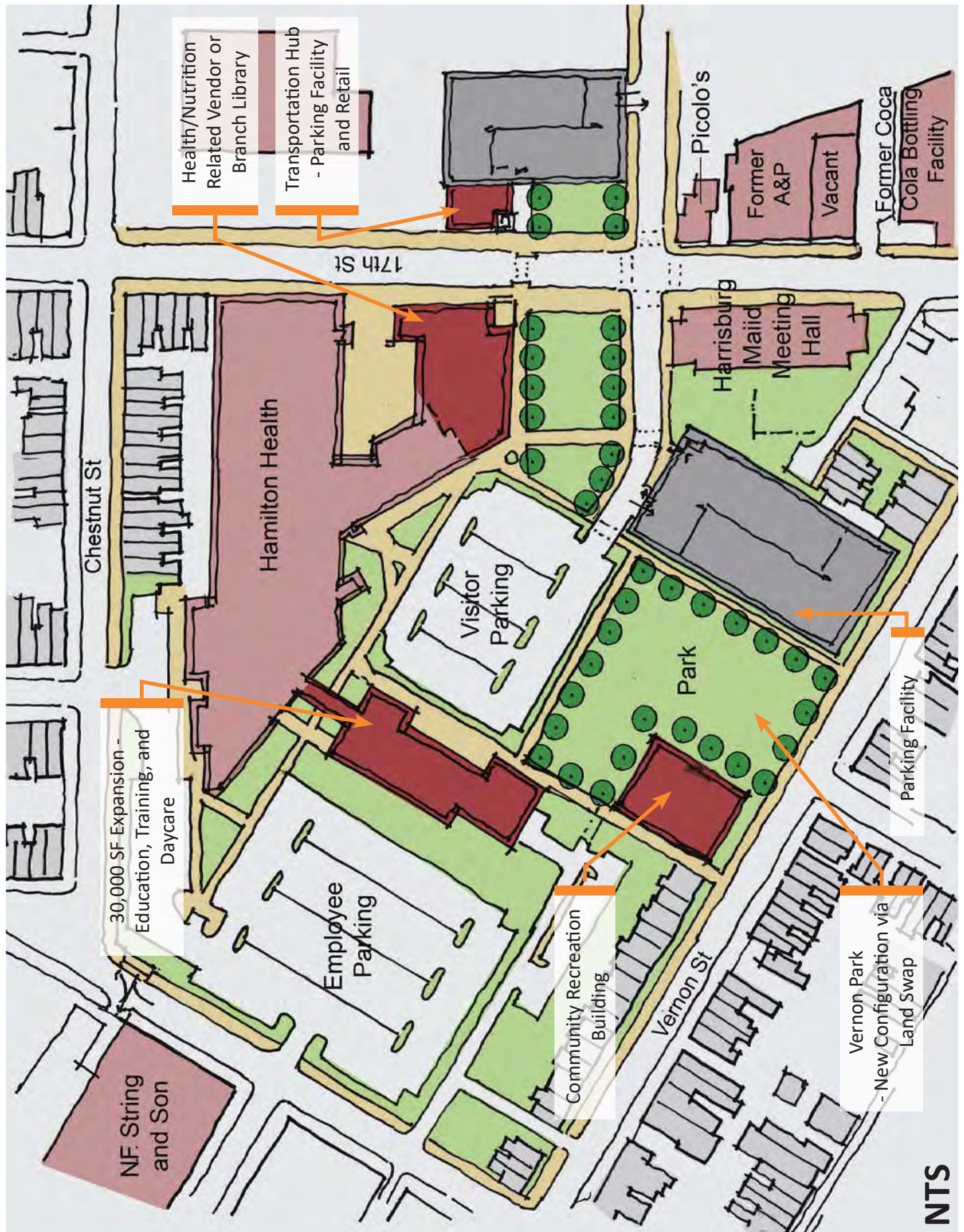
### **Other resources that could be leveraged to support this project include:**

- Brownfields Remediation and Cleanup: U.S. EPA Brownfields Assessment (HRA has pending application for community-wide assessment resources); U.S. EPA Brownfields Cleanup grants (see page 71 of the Resource Roadmap); PA Department of Community & Economic Development (DCED) Industrial Sites Reuse Program (ISRP) grants;
- Development Costs: PA Office of the Budget's Redevelopment Assistance Capital Program (RACP); National Development Council (NDC) Public-Private Partnership (P3) Design-Build; and Dauphin County Local Share Gaming Fund.



# SITE REUSE STRATEGIES

## Hamilton Health Center/South Allison Hill Community Services Campus



NTS

## The 137 South 17th Street Site Reuse

This visually prominent vacant site fronts onto the 17th Street Corridor, across from the Hamilton Health Center. It was part of the Harrisburg Foundry and Machine Works and was associated with the primary facility located where the Hamilton Health Center is now located. More recently the site was a storage lot for scrap automobiles.

### PROJECT FACTS AND DRIVERS

- The .71-acre parcel is centrally located and is for sale.
- The property was formerly used for industrial manufacturing and the storage of vehicles and therefore the potential exists for environmental conditions that could impede reuse if not addressed.
- The property owner's representative indicated that a Phase 1 Environmental Site Assessment was performed at some point in the past; however, the document was not made available for this planning effort. Therefore, existing environmental information should be reviewed with proposed or potential end-uses in mind and additional/updated Environmental Assessments should be conducted, as needed.

### OVERALL REUSE VISION

The property has the opportunity to serve as location for development associated with the Hamilton Health Center and/or other associated social or community services. Once the access drive to the Hamilton Health Center is realigned with the intersection of Mulberry Street, this corner of the intersection will become more prominent. The opportunity to shape any new development so there is a functional and visual relationship on each side of 17th Street, will support the concept of establishing the block of 17th Street from Mulberry to Chestnut Streets as the core of the South Allison Hill neighborhood. This could include creating a public space on each side of the street that has a common design theme and/or design elements.

## RECOMMENDATIONS AND ACTIONS

- Work with current or future property owners to determine that actual environmental status of the property. If HRA is able to secure U.S. EPA Assessment grant funds, it should consider utilizing the funds to determine if any remediation work is required for this site.
- Upgrade 17th Street between Mulberry and Chestnut Streets as a complete street with a strong emphasis on the relationship of the design and land use on each side of the street. This area has the opportunity to function as the neighborhood core and the functionality and design of the street and the design of the building fronting onto the street should reflect this ideal. Since there are no buildings located in close proximity to the right-of-way on the east side of the street, including this site, 17th Street could be widened to accommodate a 38-foot wide cartway versus the current 34-foot wide cartway. This would allow for two 8 feet wide parking lanes on each side as well as ample sidewalks within the 60 feet wide right-of-way.
- Explore opportunities to develop this site with a mix of uses including commercial/retail and social services, as well as a potential parking facility, either as a surface parking lot (initially) but designed to potentially accommodate a future parking structure.

### NEXT STEPS

- HRA should continue communications with the property owner's representative related to any sales transaction for the property.
- Depending on the potential on the actual known environmental status of the site, further environmental assessment activities should be performed, if warranted.



View of vacant lot at 137 South 17th Street.



# SITE REUSE STRATEGIES





## The Bottling Works/Food Accelerator Center

Commonly referred to by locals as the “Coca-Cola Building,” the building at the corner of 17th and Holly Streets shares many of the architectural features of other bottling works built in the 1930s and 1940s. Generally, Coca Cola produced the syrup, formula, marketing, and branding, and then distributed, by agreement, to hundreds of independent bottling companies like this one. The importance that the Coca-Cola Company placed in self-marketing is demonstrated through the building’s architecture which included plate-glass shop windows on the first floor, allowing the bottling operation to be viewed by the passing public. This detail was typical of Coca-Cola bottling facilities throughout the United States at the time. Since the beverage operation ceased in the 1980’s, the building has been used by a variety of tenants for production and storage purposes.

### PROJECT FACTS AND DRIVERS

- The former Coca-Cola bottling works located at 227 South 17th Street was built in 1936. The building has been under its current ownership since 1988 and at the time of this report is for sale.
- Coca-Cola, through its regional network of bottling companies, was known for constructing buildings with distinctive Coca-Cola themed architectural elements. Numerous other buildings of similar age and style across the United States have been adaptively reused. The building has major architectural branding elements and is located within the Mount Pleasant Historic District and would be eligible for federal and state historic preservation tax credits.
- Although the building, which is actually an aggregation of several structures added to the original building located along the South 17th Street frontage, is over eighty years old, it is generally constructed following modern practices. The building has high ceiling heights, wide and regular column spacing, and is a combination of masonry, wood, and steel construction, all of which supports relative flexibility in adaptively reusing the structure for modern uses.
- At 60,000 SF it is large enough to support substantial redevelopment and attract potential investors, yet is not so large that the property would require an unlikely amount of funds to kick-start its substantial reuse.

- The building has a substantial amount of adjacent land from the former rail line that ran behind the building complex. This land could potentially support a formal off-street parking lot needed to support the proposed reuses within the building.
- Market analyses identified unmet opportunities within the neighborhood to support a restaurant and food-based businesses. This data-driven analysis is further supported by the overwhelming community sentiment for a greater supply and access to food including in the form of fresh and healthy grocery options, cost-conscious pre-prepared foods, and sit-down dining opportunities.
- Harrisburg has a growing food culture and specialty food industry. This includes the success of the Broad Street Market as well as the increase in varied dining opportunities as well as the malt brewery/micro-brew industries.
- The growing food service industry within the city and regionally is generating demand for a greater trained workforce. The Harrisburg Area Community College offers several education programs that could be married with a food-based industry accelerator, including: a new Culinary Areas/Associate in Applied Science Degree; Certified Production Technician, and Hospitality and Tourism Management Certificate and Associate in Applied Science Degree.
- Opportunities exist to leverage healthy-living services and programs underway and being considered at the Hamilton Health Center to create a cross-fertilization dynamic between the two centers.
- The site is a designated Keystone Opportunity Zone.

### OVERALL REUSE VISION

The concept is to create a concentration of diverse and vibrant uses with an emphasis on food-based activities, as well as other healthy living related services. Commonly referred to as “food accelerators” for the broad role in utilizing all aspects of food to advance community goals, the vision is to create a facility that acts like a “greenhouse” to foster new food and health activity in South Allison Hill and as another anchor (complimenting the Hamilton Health Center) along the 17th Street Corridor. The concept is to pack as much symbiotic food-based activities into one facility as possible to create a beehive of activity. There are a growing number of food accelerator models in large and small cities throughout the United States that can serve as models of success and potential mentors for Harrisburg.

# SITE REUSE STRATEGIES

## RECOMMENDATIONS AND ACTIONS

Recommendations under this initiative can be grouped into three distinct modes. The first focuses on the leadership and capacity-building structure to organize and manage the effort. This entity would undertake efforts to create the physical infrastructure needed to support the initiative as well as create the economic and industry partnerships needed to provide technical support for start-up food related ventures.

- **Establish a Leadership Structure** – This effort would effectively be the initial undertaking to get the idea off the ground. It focuses on creating a primary champion and advocate for the Food Accelerator Center and all of the tasks needed to make things happen. Key actions under this recommendation include:
  - Form a formal advocacy development entity, possibly a Certified B Corp.
  - Establish a development director position, ideally for a period of two years.
  - Develop an operational and capital development plan.
  - Form partnerships with key local and regional entities.
  - Establish a board of directors and/or advisors.
  - Pursue capital and advocate for grants, foundation support, and other financial resources.
  - Work with local lenders to establish a seed capital fund with favorable terms for accelerator users.
  - Perform a space feasibility plan starting with the former Coca-Cola Building and potentially secure an option on start-up space within the facility.
  - Pursue and obtain letters of interest from established operators and potential end-users for a space to have some established anchors at the time of opening.

## NEXT STEPS

- Advance the overall effort with an in-depth first phase feasibility study (estimated \$100K study). This work could be supported by efforts such as the Local Food, Local Places Technical Assistance Program sponsored by the U.S. Department of Agricultural in partnership with the U.S. EPA, the Centers for Disease Control and other partnering agencies.
- Pursue the Leadership Structure recommendation and associated actions. The ability to establish a formal entity with a dedicated leadership position for the initiative

will likely be instrumental in pulling together all of the partnerships, efforts, actions, and projects needed to get the entire initiative up and running.

- Pursue funding sources for Phase I capital project (estimated at \$100K design/\$1M construction) which may consist of establishing base occupancy on ground floor of the Coca-Cola Building facility with street visibility. It would likely require, at minimum, a community-shared commercial kitchen (up to 3,000 SF), flex processing, production, packaging, shipping, and a trade area (an additional 3,000 SF).

## What is a B Corporation?

Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy.

Society's most challenging problems cannot be solved by government and nonprofits alone. The B Corp community works toward reduced inequality, lower levels of poverty, a healthier environment, stronger communities, and the creation of more high-quality jobs with dignity and purpose. By harnessing the power of business, B Corps use profits and growth as a means to a greater end: positive impact for their employees, communities, and the environment.

B Corps form a community of leaders and drive a global movement of people using business as a force for good. The values and aspirations of the B Corp community are embedded in the B Corp Declaration of Interdependence.

B Corp Certification is administered by Standards Analysts at the non-profit B Lab. Standards Analysts are located at B Lab's Pennsylvania, New York, and Amsterdam offices. The standards for B Corp Certification are overseen by B Lab's independent Standards Advisory Council.

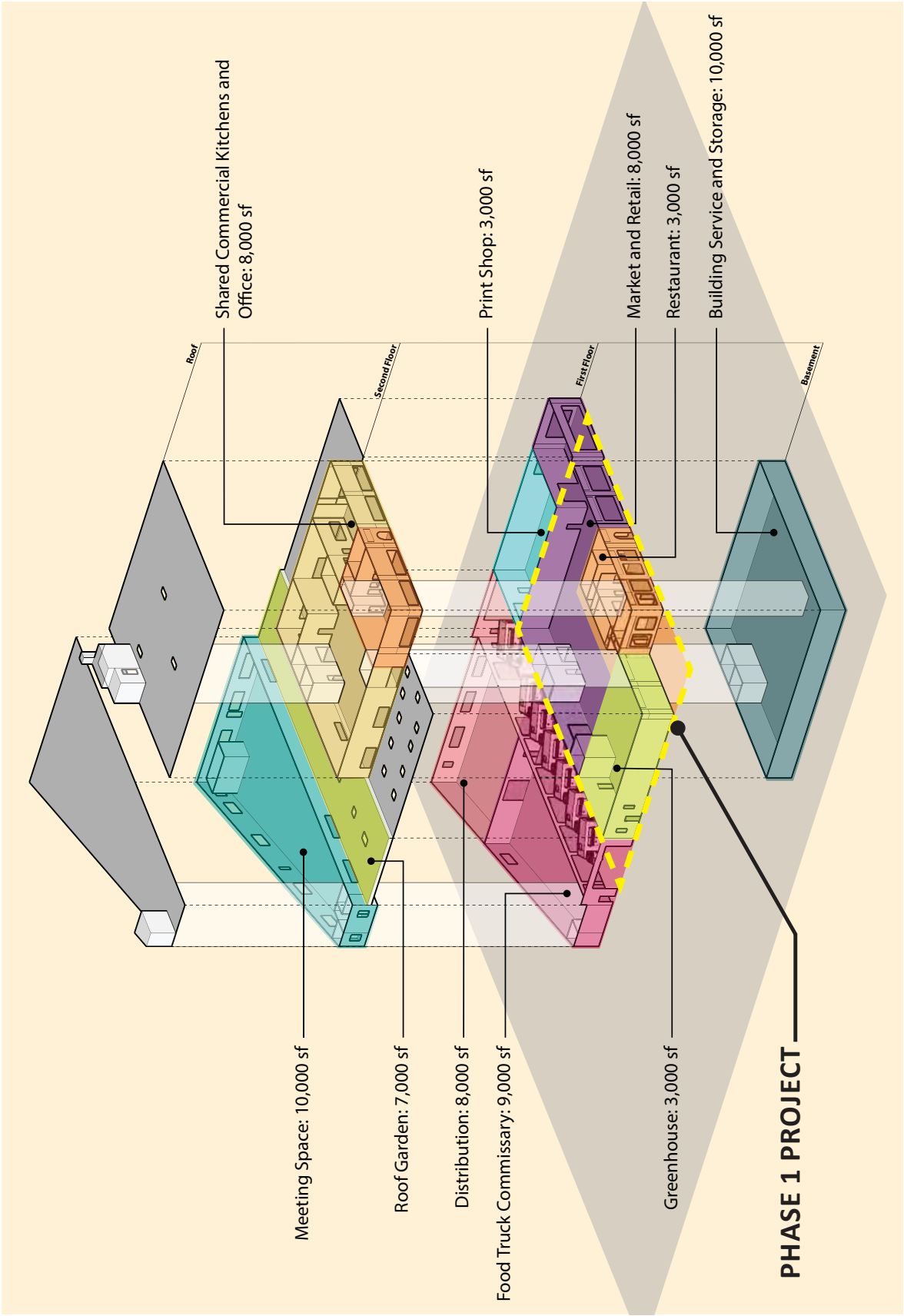
### THE B CORP DECLARATION OF INTERDEPENDENCE

We envision a global economy that uses business as a force for good. This economy is comprised of a new type of corporation - the B Corporation - Which is purpose-driven and creates benefit for all stakeholders, not just shareholders.

As B Corporations and leaders of this emerging economy, we believe:

- That we must be the change we seek in the world.
- That all business ought to be conducted as if people and place mattered.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- To do so requires that we act with the understanding that we are dependent upon another and thus responsible for each other and future generations.





**FOOD ACCELERATOR DIAGRAM**

# SITE REUSE STRATEGIES



View showing adaptive reuse of the former Coca-Cola Building as the Bottling Works/Food Accelerator Center.



## N.F. String & Son Expansion

N.F. String and Son are manufacturers who have been in business since 1929 and are Pennsylvania-based. N. F. String & Son, Inc. is located in the heart of South Allison Hill and employs 60 people many of which are local, drawn by the availability of steady work and generous employee benefits. As a leader in the manufacturing of coin counting and related machinery, the company's products are found across the United States and it consistently looking to grow its list of suppliers and vendors. Located in a large multi-story structure that was once part of the former Harrisburg Foundry and Machine Works, the leadership of the company would like to expand onto undeveloped land it owns along Howard Street.

### PROJECT FACTS AND DRIVERS

- Employing 60 people, N.F. String & Son represents the largest private business operation in the study area.
- The vertical layout of its current production line is not efficient and they can no longer expand within their current building footprint.

### OVERALL REUSE VISION

The opportunity exists for N.F. String & Son to expand horizontally to adjacent properties they own. In order to accommodate growth, they will need additional land to supplement the land they own on the opposite side of Howard String.

### RECOMMENDATIONS AND ACTIONS

- HRA and the leadership of N.F. String & Son should continue discussions related to the potential sale of HRA owned property that could be used to support business expansion.
- Truck access to the facility is somewhat challenging. Trucks enter from Market Street, via Howard Street, turning onto South 15th Street. Backing into their loading dock accessed via South 15th Street. Opportunities exists to address truck turning radii issues by shifting the roadway towards east side of South 15th Street, south of Chestnut Street. North of Chestnut Street the curbline on the west side of South 15th Street could be shifted to the east,

reducing the amount of impervious surface and creating an opportunity for a stormwater flow-through planter on the west side of the street.

- Opportunities to reduce stormwater runoff through the design of on and off-street parking improvements should be considered.
- All of the parcels related to potential expansion and retention of the N.F. String & Son's operations have been identified as part of the former Harrisburg Foundry and Machine Works. As such, appropriate environmental site assessment activities should be conducted as part of future site redevelopment efforts.

### NEXT STEPS

- HRA and the leadership of N.F. String & Son should continue discussions related to the potential opportunities to support the company's efforts to expand at its current location within South Allison Hill.
- HRA, the Office of the City Engineer, Capital Regional Water should work with N.F. String and Hamilton Health to pursue re-designing the intersection area of South 15th Street and Chestnut Street.



*N.F. String & Son is a significant employer and currently occupies a multi-story structure that was originally part of the former Harrisburg Foundry and Machine Works.*

# SITE REUSE STRATEGIES

## N.F. String & Son Expansion –

### How might HRA assist in supporting this South Allison Hill employer expand and create more local jobs?

The site preparation, infrastructure, and utilities components of the N.F. String & Son expansion project competitively align with the Economic Development Administration (EDA) **Public Works** or **Economic Adjustment Assistance** grant program (see Resource Roadmap & Funding Matrix section of this report). These programs provide strategic investments on a competitive merit basis to support economic development, foster job creation, and attract private investment in economically distressed areas. EDA funding can be used to undertake site preparation, utilities work, and infrastructure upgrades for sites where businesses can commit that the federal investment will help them to locate or expand and grow family-sustaining jobs. Examples of the types of projects typically funded include access improvements to industrial parks, water and sewer system improvements for manufacturing facilities, or brownfields remediation for a business technology incubator.

The average grant size is approximately \$1.4 million, with match provided on a sliding scale that is tied to the distress level of the location of the project. Harrisburg's Census Tract 312 meets criteria for a federal matching rate of 80%.

#### To initiate an application, HRA should work with N.F. String & Son to:

- Develop a 1-page briefing sheet about the project, including the anticipated grant request, the project need and impacts, and expected job creation. The briefing sheet should highlight that the project is located in an Opportunity Zone.
- Send the briefing sheet to the Pennsylvania Economic Development Representative (EDR), Christopher Casper (215-597-1074 or CCasper1@eda.gov) to set up a call to discuss the project and seek guidance regarding how to make the application most competitive.
- Once you HRA has coordinated with the EDR, HRA can proceed with the two-phase review process. This will require submission of an initial pre-application to secure an invitation to submit a full-application. The full application must be accompanied by a form completed by N.F. String indicating the number of jobs and amount of investment it anticipates could come from expansion.

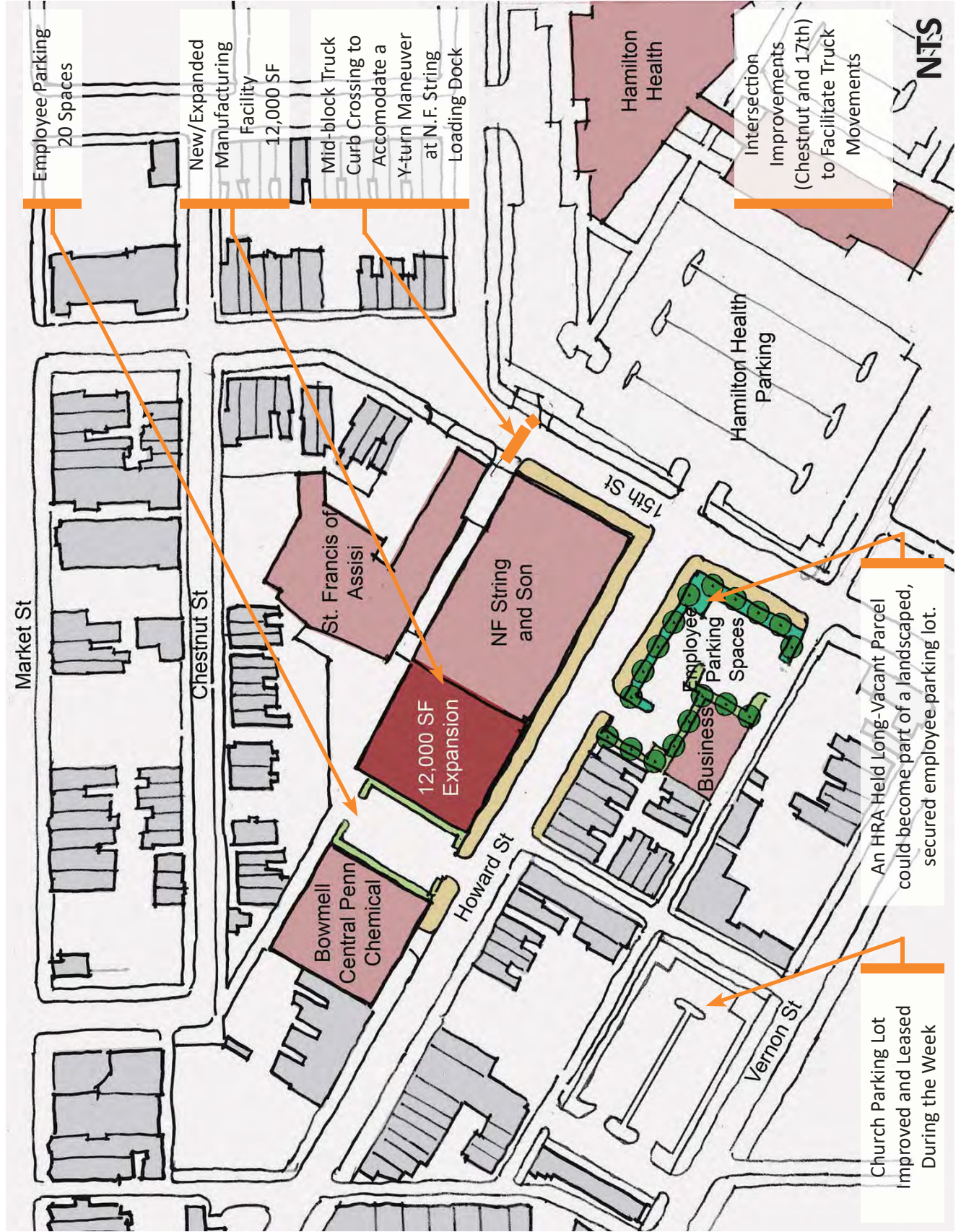
#### Other resources that could be leveraged to support N.F. String & Son expansion:

- **Brownfields Remediation and Cleanup:** U.S. EPA Brownfields Assessment (HRA has pending application for community-wide assessment resources); U.S. EPA Brownfields Cleanup grants (see page 71 of the Resource Roadmap); and PA Department of Community & Economic Development (DCED) Industrial Sites Reuse Program (ISRP) grants.
- **Redevelopment Costs:** PA Office of the Budget's Redevelopment Assistance Capital Program (see Resource Roadmap & Funding Matrix).

As these resources could also be applied at other catalytic sites, it is important that HRA coordinate with the City and other stakeholders to determine which projects are most competitive and shovel-ready with the highest degree of political and public support.



## N.F. String and Son Expansion



# SITE REUSE STRATEGIES

## The 18th Street Gateway

Most of the two-block area at the southeast corner of the study area is controlled by a single owner. The prominent location, framed by Derry Street and Holly Street, between 17th and 18th Streets supports a variety of commercial operations, some vacant, some thriving, as well as an active church congregation and a Veterans facility. Derry Street Family Grocery and Cidras Cabaña Restaurant occupy the lower level of a four-story concrete frame building originally constructed for textile manufacturing. With large windows and generous ceiling heights the building has attributes that make the vacant upper floors, especially, attractive for adaptive reuse. The upper floors have supported a variety of commercial endeavors in the recent past. The building shares its north wall with an older, three story masonry structure, a former Hershey Ice Cream facility. It was constructed in the middle of the block, set far back from 18th Street and Derry Street, limiting its attractiveness for contemporary users. When it was built, however, the location was very valuable, as it offered direct rail siding access from an active railroad spur that served other major manufacturing operations towards Market Street. The two buildings just described, the former railroad right-of-way, as well as other parcels on the block are controlled by same owner and thus can be redeveloped in an incremental, but coordinated way, as suggested by the schematic reuse plan. Unlike the other reinvestment proposals shown in this document, these reuse recommendations were not developed through discussion with the property owner despite earnest attempts to contact the owner and their local representative.

The conceptual design recommendations shown here respond to the clear opportunity presented by the large (2-acre) urban site offering excellent visibility and access. Clearly, this is a community gateway and future development could add vitality, visual interest, shared parking, green stormwater management, and improved walkable connections

## PROJECT FACTS AND DRIVERS

- The principal property owner did not participate in this community planning process; therefore, it is unknown if the primary objective is to sell off individual properties, offer long term lease(s) to a developer, or to continue develop, improve, tenant, and manage the properties.

- The four-story building that houses Derry Street Family Grocery and Cidras Cabaña Restaurant appears to be of concrete frame construction and could be costly to demolish and remove, making reuse the more economically viable approach.
- Adjacent properties should attract quality potential tenants and real interest supporting over-the-shop uses if managed shared parking were available. In addition, other site amenities, lighting, and landscape improvements should increase activity and therefore property values.
- The assumption that existing businesses thrive-in-place may be optimistic, depending on the entire development program proforma and on construction phasing considerations.
- Similar to the MulDer Square project under construction a few blocks to the east, surrounding commercial properties would benefit from the presence of a new “anchor” operation and from infrastructure improvements occurring at the same time – such as shared parking, stormwater management, lighting, and landscape plantings.
- City Zoning and on-site parking requirements, if strictly applied, would limit what can be accommodated and reduce its urban infill potential.
- A significant “landmark” building at the corner of Derry and 18th Streets, along with intersection improvements will heighten the gateway identity of this major intersection into South Allison Hill.
- The traffic volumes at this intersection represent an untapped opportunity to provide retail/commercial uses that could serve the neighborhood and capture a portion of the large market travelling along Derry Street.

## OVERALL REUSE VISION

The conceptual reuse vision for 18th Street Gateway anticipates that planned redevelopment and site improvements can also bring significant value to the surrounding properties. A strategic approach to increasing the overall development potential of this significant property within the study area. The potential exists to create a complete mixed-use block grouping of buildings, including a church, deli, bank, and grocery, as well as other uses. New infill buildings, especially at the corner of Derry and 18th Street, would not only offer great visibility for businesses, excellent vehicular access, and the ability to reestablish a traditional street frontage, making the busy intersection safer and livelier for pedestrians. All of this could be served by an attractive inner-block parking lot used to support and animate



surrounding properties and allow visitors to park once and visit multiple uses. In addition, if creative design approaches are utilized, parking and hardscaped spaces could serve parking during weekdays, and provide a great location for weekend markets and community events, all with high-traffic and visibility.

## RECOMMENDATIONS AND ACTIONS

- The plan for the improved parking lot, green storm water facilities, and the cross-block connection should be developed as Derry Street, 17th Street, and 18th Street frontages are re-occupied or improved.
- An entity should be established to coordinate utilization and maintenance of parking and site amenities, especially if shared.
- Most of the properties located between 18th Street and Carlisle Street were primarily served by the former rail corridor and focused manufacturing activities from the post-Civil War period to the mid-twentieth century. It is likely that subsurface environmental conditions exist, along with building materials that contain environmentally controlled products such as asbestos. Additional/updated environmental assessments should be conducted as needed or to facilitate reuse and land transactions.

- Explore application of Capital Region Water's recommended green stormwater designs for commercial properties, parking lots, and streets. Anticipating that there will be stormwater management fee levied on commercial properties in the future, a 2-acre site that is mostly impervious or rooftop, could realize a significant reduction by introducing integral green stormwater management elements.
- Recruit a ground floor tenant(s) for the proposed corner building. Uses such as a library branch, bank, coffee shop, restaurant, specialty stores were mentioned in discussions as potentially desirable in this location.

## NEXT STEPS

- Contact the owners of the parcels located between Derry, Holly, Carlisle and 18th Streets to learn about their plans for the property and to review reuse plan concepts.
- Assist owners in convening discussions with Capital Region Water, HRA, and other city agencies and suggest potential upgrades to plans, as necessary.
- Explore the potential to engage a master developer and to pursue the creation of a mechanism for a redeveloper or other entity to capture some of the value created outside of the property boundary to be reinvested in infrastructure, site amenities, and maintenance of the public spaces.

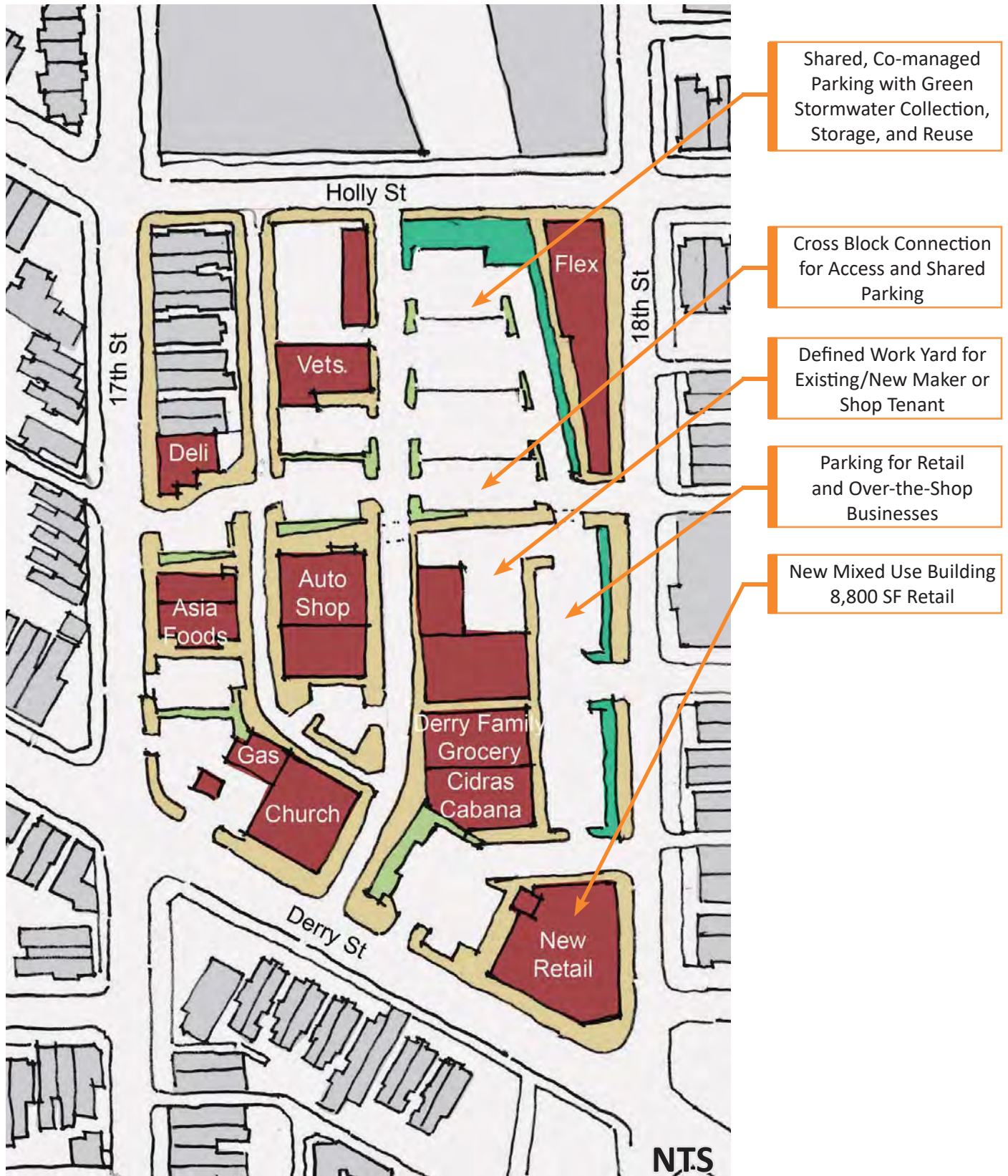


*The 18th Street Gateway Area includes the multi-story, former industrial warehouse often referred to by locals as the "Big Ugly." This view should the abundance of open land available, including the former Reading Railroad right-of-way, that is mostly under one-entity/common ownership making it well suited for redevelopment.*



# SITE REUSE STRATEGIES

## The 18th Street Gateway





## Opportunity Zone Designation – How can this federal tax program benefit landowners?

Landowners of properties located within a Qualified Opportunity Zone (QOZ) can benefit from **selling** or **ground leasing** their property to, **or arranging a joint venture** with, a Qualified Opportunity Fund (QOF) than can raise sufficient capital to develop the property.

**Sale or Ground Lease:** For landowners seeking to sell brownfield properties or other properties located within QOZs for redevelopment, the QOZ designation creates new incentives for developers and investors to purchase vacant and potentially contaminated properties in distressed areas such as South Allison Hill. This new incentive should help to increase the value of the property or attract buyers who might otherwise have been deterred by the brownfield challenges or distress of the surrounding neighborhood. Landowners can best access this benefit by working to ensure that their available properties are well-marketed as QOZ properties. Landowners might consider listing their properties on web-based sites accessed by developers and syndicators, including CoStar, LoopNet, OppSites, and Brownfields Listings. In addition, a list of Qualified Opportunity Fund (QOF) managers and their geographic focus and areas of interest can be found at this link: <https://www.novoco.com/resource-centers/opportunity-zone-resource-center/opportunity-funds-listing>.

**Retaining Interest:** For landowners seeking to retain an interest in the development or expansion of existing properties, the timing requirements and “related-party” rules of establishing Opportunity Funds create some hurdles to the use of this incentive. For a landowner who acquired a property prior to December 31, 2017, the property must be sold to an unaffiliated purchaser after December 31 to be eligible for Opportunity Fund investment. Under the Internal Revenue Service (IRS) rules regarding sale transactions to related parties, the original landowner can retain a minority interest of up to 20% in the new owner of the property.

If the landowner does not want to divest itself of 80% or more of its ownership interest in the land, there may be other means to meet the QOF requirements through undertaking improvements to land (which has been contributed to or leased to the QOF) that can be considered self-constructed separate depreciable tangible property that could meet the requirements if the new tangible property is worth at least 90% of the real property. Land owners that wish to explore the options for meeting these requirements should seek the guidance of a tax attorney or accountant.

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Project Introduction & Key Recommendations
Planning Framework
Site Reuse Strategies
<b>Environmental &amp; Civic Infrastructure</b>
Resource Roadmap & Funding Matrix
Appendix A: Background Assessment
Appendix B: Market Analysis
Appendix C: 17th Street Corridor Study



## Environmental & Civic Infrastructure

In addition to the site reuse plans described in the prior chapter, a major focus of the overall AWP planning effort is placed on the public site preparation actions and infrastructure work needed to support the site reuse recommendations and broader neighborhood revitalization. The following information summarizes the key strategies for advancing projects by topic area.

Project tables are provided for the primary topic area and outline the key projects and elements needed to advance the overall AWP plan.

### BROWNFIELD ENVIRONMENTAL SITE ASSESSMENT ACTIVITIES

Although extensive environmental site assessment (ESA) work has been performed on many of the target brownfield sites, there is still a need for additional environmental work, and in some cases additional Phase I and II assessment activities are recommended. The exact amount of funds required to perform the following items, will be dependent upon the timing of actions, and final outcomes from more detailed site planning and preliminary engineering for end uses. The following is a list of sites that were highlighted as having potential eligibility for U.S. EPA Assessment grant funded activities and relative impact on the ability to undertake aspects of the economic development of infrastructure improvement recommendations of the AWP. The following is a list of potential sites that should be considered for further environmental related activities, pending the voluntary participation of landowners.

**137 South 17th Street** (tax parcel #09-057-009) was acquired by WH RE LLC in April of 2019. The environmental status of this site is not known beyond the fact the realtor representing the sale stated that a Phase I ESA was performed. The site was formally part of the Harrisburg Foundry and Machine Works and more recently it was storage lot for scrap vehicles. Located at the core of the 17th Street Corridor and across from the Hamilton Health Center, the reuse of the property and how it relates to the street and the surrounding

context is critically important to the revitalization of the neighborhood.

**138 South 17th Street** (tax parcel #09-056-003) was formerly a gas station and auto repair facility. Its current environmental status is not known. The location of the property is important to overall redevelopment of the core of the 17th Street Corridor.

**140 South 17th Street** (tax parcel #09-056-004) is owned by the Hamilton Health Center. This 1.08-acre tract located along the 17th Street Corridor is critical to implementing the AWP. The site is used to store maintenance vehicles and has an old Quonset hut designated for demolition. The site was formerly part of the Harrisburg Foundry and Machine Works. This parcel is important from a reuse perspective for a new main campus entry to the Hamilton Health Center.

**227 South 17th Street** (tax parcel #09-064—004) is the former Coca-Cola Bottling plant. Current environmental information is not known for this property, but end-uses being considered related to the Food Accelerator Center include end-uses that may be required meet the residential clean-up standard as defined by PADEP. Therefore, existing environmental information should be reviewed with proposed end-uses in mind and additional/updated environmental assessments should be considered as needed.

**341 – 345 Carlisle Street/1721 Holly Street** (tax parcels #09-071-001, 09-071-003, 09-071-004) is a cluster of parcels that includes the former railroad spur through the area as well as other former industrial uses. The environmental status of these parcels is not known, but based on their former uses and potential future reuse, performing environmental assessment activities may be recommended and if the property owners chose to undertake such activities.

**1365 Howard Street** (tax parcel #09-061-008) is currently owned by the Redevelopment Authority. It's previous use is not known but on historical mapping it appears that industrial or commercial buildings once occupied the site. The AWP proposes the potential of locating an underground stormwater management facility on this property as a part of parking improvements to support the expansion of the N.F. String & Son business. This would

# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

necessitate soil excavation; therefore, it is recommended that environmental assessment activities occur on the site to determine if there are any soil conditions that may require special accommodations to construct such as facility.

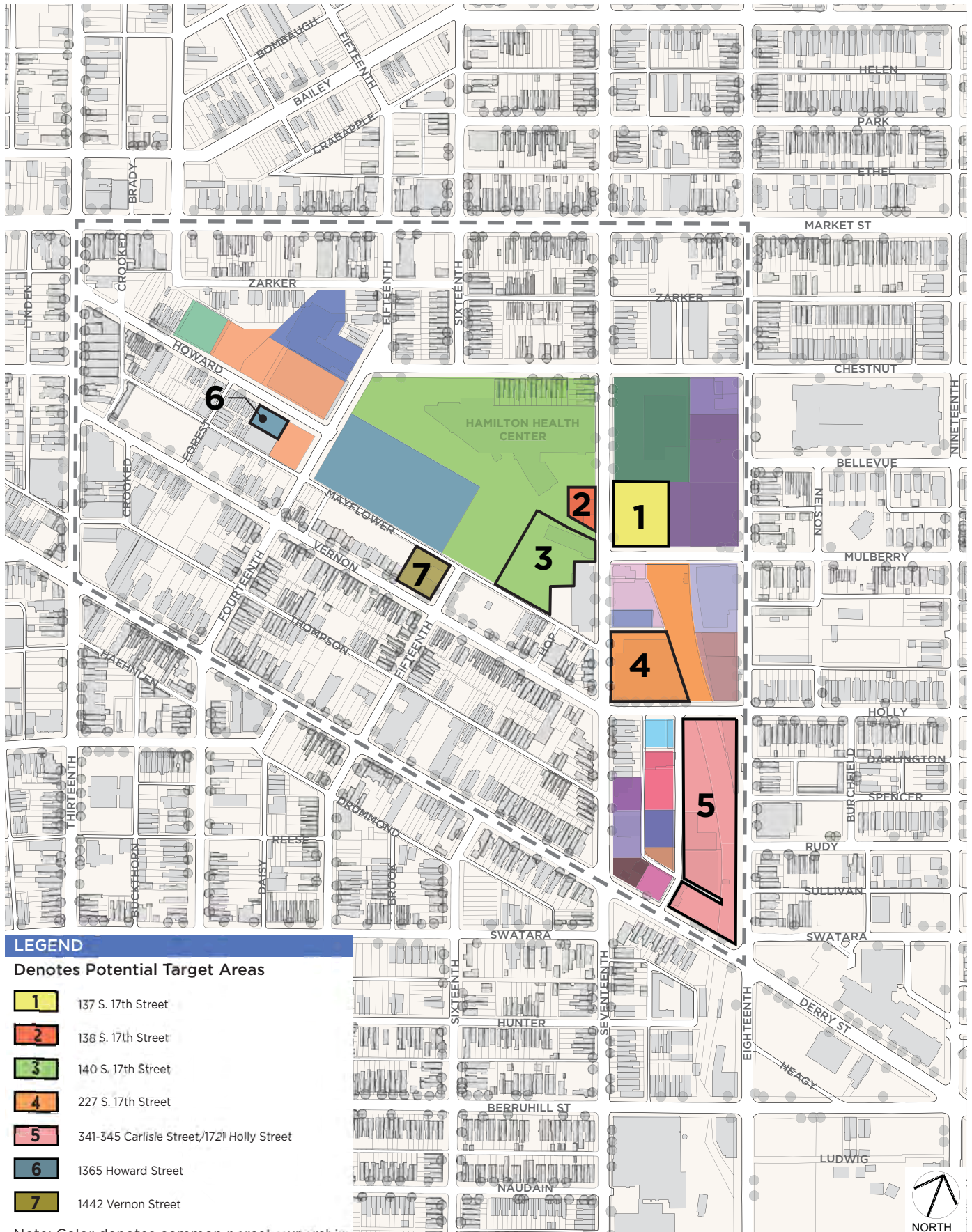
**1442 Vernon Street** (tax parcel #09-062-015) is currently industrial building. It is not known what use is occurring inside of the structure or what activities occurred on this site in the past. This site is proposed to be incorporated into the redesign of Vernon Park and potentially support indoor recreational facilities. If this site is acquired for a public use, a Phase I ESA should be performed prior to acquisition.



*The AWP prioritizes several potential brownfield sites for environmental site assessment activities. There are numerous other post-industrial sites that may require environmental assessment and remediation depended upon the future redevelopment.*



# Potential Environmental Site Assessment Areas



# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

## MULTI-MODAL TRANSPORTATION CONNECTIVITY

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The focus of the AWP transportation framework is to improve mobility for people and goods moving throughout the AWP study area, especially in relationship to improving multi-modal circulation into and through the core, via the 17th Street Corridor. The emphasis is mostly on upgrading existing infrastructure to improve mobility and reduce modal conflicts. This means improving curbs, sidewalks and crosswalks, properly defining on-street parking lanes, and potentially improving intersection safety.

Through the increased consideration for promoting multi-modal transportation and the upgrading of existing streets and intersections, it is possible to improve upon current transportation conditions. This includes accommodating increased traffic volumes associated with adaptive reuse and infill development. The goal should be to mitigate potential impacts of increased traffic and at the same time make the neighborhood increasingly more attractive for walking, bicycling, and transit use. This is especially important since the establishment of a new sense of vibrancy through the redevelopment of potential brownfields properties, including ones that consists of a vibrant mix of uses, depends upon a consistently good pedestrian experience to promote the notion of a walking neighborhood or district.

In this case of the AWP overall vision, it focuses on a few strategic land use/redevelopment efforts discussed in Site Reuse Strategies section. With a few exceptions, most of the projects and efforts are located along the 17th Street Corridor, making it the spine of the revitalization efforts. The value of making 17th Street a high-quality, multi-modal street cannot be overemphasized in terms of supporting the redevelopment efforts of this plan. The prime determinant of the pedestrian experience is the quality of the streetscape; “complete” walkable streets are visually stimulating, while environments that are hostile or uninteresting immediately turn pedestrians away. In addition, eyes on the street promote safety, so having buildings located close to the sidewalk with lots of visual connections from the building interiors to the streetscape is important. In fact, the most important element of a good streetscape is the quality of street

frontage – the manner in which the public realm of the street and sidewalk meet the private line of building facades. Streets and other thoroughfares are public spaces balanced for function and character. Streets shape blocks. Larger voids in the block structure should generally only exist as public spaces such as plazas, playgrounds, and parks, not as pedestrian “inactivity zones.” Promoting a safe and quality pedestrian experience, however, does not mean that efficient vehicular traffic circulation must suffer. Transportation design decision-making must be made using a balanced approach between all modes, considering that a minimum base-line of pedestrian services be achieved that are above the typical norm.

**This multi-modal approach is the fundamental basis for all transportation recommendations in the AWP and can be used to inform future schematic designs and engineered plans and includes the following approaches:**

**17th Street can act as the neighborhood “main street” serving both as the spine for all modes of transportation and as the central activity corridor that major neighborhood anchors associate themselves to as a placemaking reference.** Reinforcing the importance of the street as the center of activity and the place people want to be serves as a framework to link new redevelopment together and with the surrounding neighborhood and the overall transportation framework of the city. It means that 17th Street must be desirable and by so doing, it becomes part of the identity or “brand” of the economics of the neighborhood.

**Street and thoroughfare typologies should be determined in relation to both multi-modal transportation needs and urban design guidelines for the uses and buildings that front onto them.** Employing a “complete street” approach to all streets and thoroughfares will provide the maximum opportunity of a balanced benefit to all modes. Ensuring that streets are constructed to include the appropriate widths for travel and parking lanes, bicycle and pedestrian facilities, and supporting streetscaping and green infrastructure elements such as street trees, landscaping, street fixtures, green infrastructure, etc. will all support the redevelopment goals of this plan. Clearly defining adequate on-street parking lanes is critically important. It will help reassure that if one parks their vehicle on-street, the vehicle will not likely be side-swiped and motorists do not need to mount the curblane





*Proposed 17th Street Corridor Multi-Modal Streetscape and Green Infrastructure improvements.*

to try to protect their vehicle. Today, on-street parking is not defined, creating a “free-for-all” situation with vehicles regularly parked on the sidewalk, compromising the safety of pedestrians and bicyclists.

**Transportation infrastructure decision-making should consider multi-modal needs, including current and future transit services.** Maximizing interconnectivity and providing transit supportive elements such as transit shelters and stop locations, or at a minimum adequate space for future facilities, ensures that full transit mobility is not precluded now or in the future. Reinforcing transit service along existing routes with support facilities, especially along 17th Street is important. The AWP proposes these type of transit upgrades, including following the new recommended guidelines for bus stop and station amenities/standards from the 2018 Harrisburg Bus Stop Optimization Project.

**Area-wide traffic calming strategies should be considered for new and existing streets as they are designed.** While transportation efficiency is a goal, it should not be achieved at the cost of safety and street designs should be evaluated to determine the need “calm” traffic to an appropriate speed. This is especially important for the design of the 17th Street and Vernon Street upgrade projects and as other streets are improved in support of new redevelopment or residential enhancements. Traffic calming devices such as curb bump-outs at corners and at

mid-block pedestrian crossings should be considered as part of the palette of options to create a stronger sense of a balance environment between pedestrian, bicyclist, and motorists.

**There is a special opportunity to create unique neighborhood-wide pedestrian connections within the AWP study area.** The former rail spur through the study area represents an opportunity to create a unique level of pedestrian connectivity. The AWP advocates that as properties that include this former railroad right-of-way redevelop, a pedestrian connection be provided through each parcel. Based on the configuration of the existing structures, if they were to redevelop and if portions of the former railroad right-of-way were also to be used for parking, there would likely be building entrances located facing the parking areas. If ample pedestrian walkways were located at the building lines, the walkways could serve both the immediate needs of the property and also inter-connect to each other as properties redevelopment, creating one inter-connected network. In essence they would function like a second system of sidewalks along the rear of the buildings. This outcome could be created as easements as properties are submitted as land development plans to the City for redevelopment and would not require any City acquisition of property.

# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

PROJECT RECOMMENDATIONS - TRANSPORTATION				
Map Key #	Priority	Project	Estimate of Probable Costs *	Description
<b>T1</b>	MID TERM	17th Street Corridor Multi-Modal Streetscape Project Phase I - Core Area	\$170K Design & Permitting \$1.4M Construction	The core of 17th Street will be reconfigured to include new curbing with ample parking lanes on both sides of the street. Additionally, a newly located bus stop will provide upgraded safe loading/unloading area with shelters and transit ride amenities. Sidewalks to be reconstructed with new drainage conveyance, underground stormwater retention, street trees, and ADA accessibility facilities.
<b>T2</b>	NEAR TERM	17th Street Multi-Modal Streetscape Project - Phase I	\$90K Design & Permitting \$748K Construction (Stormwater Construction Costs separate and listed under Project S1)	This project will create a designated ample width parking lane on the west side of 17th Street at the northern and southern ends of the 17th Street Corridor. Sidewalks to be reconstructed with new drainage conveyance, underground stormwater retention, street trees, and ADA accessibility facilities.
<b>T3</b>	MID TERM	17th & Mulberry Streets Intersection Realignment/ Hamilton Health Main Entry Project	\$30K Design & Permitting \$200K Construction	The expansion of the Hamilton Health Center will require improved access and circulation. This project will address the current mid-block entrance location by creating a new four-way intersection at Mulberry and 17th Streets. The project would extend Mulberry as a complete street into the core area of the Hamilton Health Center camp and would include new sidewalks, streetscaping with architectural lighting, street trees, and ADA accessibility facilities.
<b>T4</b>	LONG TERM	Holly Street Diagonal On-Street Parking Upgrade	\$38K Design & Permitting \$360K Construction (Stormwater Construction Costs separate and listed under Project S2)	Depending on the final Bottling Works reuse strategy, additional parking along Holly Street may be desired. This project adjusts the curb line along the Bottling Works side of the street to provide for angled parking along Holly Street. This will require that Holly Street becomes a one-way northbound street between 17th and 18th Streets. Sidewalks to be reconstructed with new drainage conveyance, underground stormwater retention, street trees, adding architectural lighting to match existing lighting along 17th Street, and ADA accessibility facilities.
<b>T5</b>	LONG TERM	Vernon Street Neighborhood Complete Street Upgrade	\$70K Design & Permitting \$550K Construction	Upgrade sidewalks, ADA accessibility facilities, architectural street lighting, and street trees from 13th to 17th Streets. Portions of the street along the recently constructed housing between 14th and 15th Streets have already been upgraded.
<b>T6</b>	LONG TERM	14th/15th Street Upgrades	\$50K Design & Permitting \$375K Construction (Stormwater Construction Costs separate and listed under Project S1)	Upgrades include replace sidewalks or infilling missing sidewalks between Market and Zarker Streets. The configuration of the wide intersection of 15th and Chestnut Streets should be evaluated to improve truck loading at N.F. String & Son. Opportunities to locate underground stormwater detention in this large paved area should be considered. Sidewalks to be reconstructed with new drainage conveyance, underground stormwater retention, street trees, safety measures, and ADA accessibility facilities.
<b>T7</b>	LONG TERM	Interior Block Pedestrian Connectivity	N/A	As properties are redeveloped, pedestrian connectivity, most likely in the form of pedestrian walkways directly adjacent to the buildings facing the former railroad right-of-way should be required. If private, off-street parking is created along the former railroad right-of-way, building access will be desirable, so the walkways would serve the individual properties and should also be located to interconnect between properties to create an interconnected pedestrian circulation network. Once created the walkways should be protected with permanent easements to ensure they remain in perpetuity.



Transportation Improvements



# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

## GREEN INFRASTRUCTURE

The AWP promotes the integration of blue/green infrastructure elements into the ultimate design and execution of projects, especially within public spaces. Based on the local and regional conditions there are several factors that should be considered when designing public infrastructure and private site development projects throughout the AWP study area. These elements are also especially important to support funding strategies, since many state and federal agencies place emphasis on projects which include such green infrastructure measures.

An important consideration when utilizing numerous smaller stormwater elements as a part of a system-wide approach is the fact that stormwater and drainage are inherently part of networks. Water flows downhill into continually larger, more concentrated conveyance systems. If stormwater management systems are treated as an area-wide network of interconnected components, it ensures effectiveness while providing the benefit of overlaying other uses that also want to interconnect. This is especially true for parks, public spaces, and parking lots that may connect from a public space or transportation-related function as well as serve as an inter-connected chain of stormwater management facilities if they are designed to function in that manner.

In the case of the AWP study area, there are two dynamics that are important to consider both of which are important aspects of Capital Region Water's (CRW) City Beautiful H2O program plan from 2018. The first is mitigating as much as possible the amount of stormwater flowing towards Paxton Creek during major storm events. The second, is the need to pre-treat runoff during all storm events. In order to address these conditions, the ability to engage stormwater at the most local level will improve overall environmental quality and incrementally reduce flooding. Stormwater is often considered a liability that must be "mitigated," but it can also be viewed as a vital asset. The creative storage and reuse of stormwater runoff from buildings and paved surfaces to irrigate civic landscapes, streetscape, and urban beautification plantings, parks, and community gardens can offer cost-savings and should be encouraged.

*The following principles should be considered as ways to integrate blue/green infrastructure and resiliency to all projects and improvements with the AWP study area are consistent with CRW's plans and policies:*

**Pollution filtration BMPs can provide storage/detention for the purposes of addressing localized flooding in large storm events.** This means integrating facilities into the streetscapes, parking lots, parks and other open spaces to maximize the opportunity to retain rainfall during storm events, and slowly release it after the event, and the peak flooding potential, have past. Underground storage, flow-through planters, and other similar facilities possibly integrated into new public green spaces should be considered for transportation facilities and redevelopment projects, wherever possible.

**Filtration Best Management Practices (BMPs) which improve water quality of runoff by removing sediment and nutrients should be employed where there are opportunities.** Considering the direct link between runoff and regional water quality it is important to consider the ability to remove sediment and pollutants in runoff before these negative elements end-up in surface water bodies.

**Runoff from roads and sidewalks is particularly important to capture as de-icing materials and other runoff from roadways can be harmful to water quality, especially considering the CSO conditions and therefore if direct discharge were to occur into Paxton Creek.** Systems and flow should foster natural drainage patterns as much as possible and prevent runoff from directly entering the creek and river from road to pipes to outfall. This is where the interconnection of facilities between in-street and parks and public space elements can be especially effective.

**Incorporating other structural technologies such as green roofs or grey water capture within buildings will maximize local utilization and detention capacity during major storm events.** Every opportunity to capture and store runoff during peak events should be considered as a way to incrementally reduce flooding within the existing combined-sewer overflow (CSO) network within the neighborhood. These combined approaches would reduce the amount of direct CSO discharges.



# PROJECT RECOMMENDATIONS - GREEN INFRASTRUCTURE/STORMWATER MANAGEMENT

Map Key #	Priority	Project	Estimate of Probably Costs*	Description
<b>S1</b>		17th Street Corridor Multi-Modal Streetscape Project Phase I - Core Area	\$72K Construction (Design Costs included in Project T1)	The core of 17th Street will be reconfigured to include new curbing. As a part of sidewalk upgrades underground structural soil cells will be located at all intersection bump out locations. Installation could only occur if transportation improvements are made.
<b>S2</b>		Holly Street Diagonal On-Street Parking Upgrade Stormwater Storage and Bump-Outs	\$36K Construction (Design Costs included in Project T4)	As a part of sidewalk upgrades underground to accommodate the reconfiguraton of parking, structural soil cells will be located at all intersection bump out locations. Installation could only occur if transportation improvements are made.
<b>S3</b>		N.F. String Business Expansion Parking Lot and Green Infrastructure	\$75K Construction (Design Costs included in Project PK1)	Project includes the installation of underground stormwater storage system. Assumed system is 1.5 feet deep over entire project area.
<b>S4</b>		South Allison Hill Central Square - North and South	\$65K Construction	Project includes the installation of raingarden planting as landscape features in the plaza space. Assumed system is 1.5 feet deep over entire project area.
<b>S5</b>		Vernon Street Park Raingardens & Underground Stormwater Retention	\$185K Construction	Project includes the installation of underground stormwater storage system. Assumed system is 1.5 feet deep over entire project area.
<b>S6</b>		18th Street Gateway Shared Parking Area and Green Infrastructure Improvements	\$60K Construction (Design Costs included in Project PK4)	Project includes the installation of underground stormwater storage system. Assumed system is 1.5 feet deep over entire project area.
<b>S7</b>		15th Street & Chestnut Underground Stormwater Management	\$225K Construction (Design Costs included in Project T6).	Project includes the installation of underground stormwater storage system. Assumed system is 1.5 feet deep over entire project area.
<b>S8</b>		13th Street Outdoor Market/Parking Lot Underground Stormwater Management/ Rentention	\$500K Construction (Total Project with Stormwater Management)	Project is partially funded including \$200K DCED Watershed Restoration Grant and \$65K Tri-County local funding. Although outside of the AWP study area, there is a strong relationship to the intended flexible use as a farmers market and parking area, as well as stormwater management.

# Green Infrastructure Improvements





## PARKS AND CIVIC SPACES

The AWP considers the role the public and civic space can play in promoting economic development and serving the needs of local residents. It focuses on the creation of a focused new public park facilities and ways that open space that functions like public civic spaces can be created in partnership with private and/or non-governmental entities. Specifically, it looks at opportunities associated with the expansion of the Hamilton Health Center as establishes a health and wellness campus, as well as ways to layer dual purposes on other facilities, such as parking lots, to function as special events spaces. ***The AWP's key strategies include the following approaches:***

**Merging the Hamilton Health Campus, Vernon Park, and potentially adjacent properties, into one cohesive public space and recreational complex.** There are opportunities to maximize the build-out potential for Hamilton Health and create a campus-like context which can provide greater and safe civic open space for the neighborhood. This could be achieved by including more parcels into a comprehensive site planning effort and by shifting use to different locations within the same general area. A key element of this concept is the fact that there are geothermal wells located under portions of the current parking lot for Hamilton Health. Although buildings cannot be easily and/or cost-effectively placed in this location, green space could be located there. Shaping civic space with buildings that face and engage with those open spaces helps to make them more active and safer because of the regular visual connection between indoor activity and outdoor use.

**Explore developing an interior recreational complex through a partnership of entities including the City, Hamilton Health, Headstart, as well as other.** The community expressed a need and desire for indoor space for active and social recreational activities and programs. The ability to manage and operate programs, especially associated with health and well-being programs makes it potentially a good fit with Hamilton Health's mission and programs.

**Create a signature civic space at the core of 17th Street that functions like a mini-neighborhood central square.** Well-crafted public and civic space not only serves a recreational use, it can also provide a valuable economic development function. The opportunity exists to located

a modest, but well-designed civic space at the entrance to the Hamilton Health Center Campus, fronting onto 17th Street, which would serve as a physical neighborhood gathering space and also be a place for highly visibility organized events. It could also be branded as the central square for South Allison Hill enabling it also function as a marketing tool. The opportunity also exists to extend the design of the civic space across 17th Street to the 137 S. 17th Street site. Even is a modest civic space is created on this site, as long as it relates to the placement and character to larger space on the opposite side of 17th Street, it will significantly increase is community impact. It will also enhance the prominence of the development on the 137 S. 17th Street site. These sites also represent an opportunity to provide greater stormwater management opportunities as a landscape amenity within the civic space.



*Penn State Abington Campus - Example of integrating stormwater management into the design of civic space at the entrance of a public/institutional building.*

**Boost Joshua Farms by providing organization support and potential connections as an urban farm to promote growing fresh produce for healthier living.** Joshua Farm has been operating as a part of the Joshua Learning Group, a non-profit organization focused on the guidance of at-risk youth. The organization runs several programs in South Allison Hill since 1998. The farm operation is located just outside of the AWP study area, across 18th Street. It is located on Harrisburg School District property. Although very active in the past, it has faced challenged in recent years. The mission and operation of this facility focuses on providing employment opportunities for youth already involved in Joshua Group's mentoring and academic support programs; making locally grown and organic produce more accessible and affordable to

# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

South Allison Hill residents; and offering service-learning experiences to students of all ages. All of these aspects compliment many of the recommendations of the AWP and serve the community well. It is recommended that organization support be provided and possibly expanded to include the Joshua Group, as well as other, to reinvigorate the facility and to tie it more closely with other health and wellness programs within the community.

**Explore public-private partnerships to make “site” improvements that provide badly needed parking in ways that also provide flexible and attractive venues for special events such as festivals and markets.** Potential opportunities to improve the provision of parking within the neighborhood are made in separate section of this AWP. An important consideration in the context of civic space, is the concept that some of the proposed locations can be designed with a dual purpose. This means that parking areas or internal circulation could be designed to accommodate special events or other temporary uses when not being used during peak parking times of the day or week.

**Integrate stormwater management into public spaces as much as possible.** The AWP acknowledges that public spaces are costly to construct and to maintain. Therefore, it is important to layer on multiple purposes and values to support their creation and their care. The AWP strategically shows parks and public spaces that include elements which provide stormwater management. In some cases, these are landscape amenities that provide management and aesthetic value. In other cases, they are literally public spaces above underground stormwater retention. In both scenarios, the stormwater aspect can support their need, potentially aid in their construction funding, and support the cost of their long-term maintenance.



## PROJECT RECOMMENDATIONS - PARKS AND CIVIC IMPROVEMENTS

Map Key #	Priority	Project	Estimate of Probable Costs*	Description
<b>P1</b>	LONG TERM	Vernon Street Park Upgrade & Expansion Phase I	Park Master Plan \$50K Design & Construction TBD	The City should work with Hamilton Health to evaluate ways to reconfiguring this entire area to maximum public recreation benefit, provide greater venues for community health and active lifestyles, while better engage the Health Center Campus with the community. This includes looking at long-term strategies to provide structured parking to reduce the amount of impervious surface parking areas on the campus and promoting greater build-out and open spaces available to the public.
<b>P2</b>	LONG TERM	Vernon Street South Allison Hill Indoor Community/ Recreation Center	Feasibility Study Part of Project P2	There is a strong desire for an indoor community recreation space. These facility can be costly to construct and to maintain. The City should work with Hamilton Health and other community partners to study the specific feasibility of programming and operating such as facility as a part of Project P1.
<b>P3</b>	LONG TERM	Vernon Street Park Upgrade & Expansion Phase II	Vernon Street Park Upgrade & Expansion Phase II	Vernon Street Park Upgrade & Expansion Phase II.
<b>P4</b>	LONG TERM	South Allison Hill Central Square - South	\$40K Master Plan \$100K Design & Permitting \$1M Construction	The AWP shows how a central civic space, focused on 17th Street and the buildings that exists and could be built around it, could serve as a valuable economic development resources as well as a programmable space for events, etc. It could also serve to form a central space that is identified as the "civic" center of the neighborhood.
<b>P5</b>	NEAR TERM	South Allison Hill Central Square - North	\$30K Design & Permitting \$250K Construction	This smaller public space should be design to related to project P4, creating a visual relationship between the two facilities across 17th Street. Could be incorporated as a part of land development plan for the 137th Street site by also providing required stormwater management for the new development.
<b>P6</b>		18th Street Gateway Shared Flexible Hardscape Events Space	Design and Construction Costs Part of Project PK4	The concept of this space is to design part of the vehicular circulation in way that it could serve as an events space on weekends. If accent paving or other details are included, the space could support food trucks, food festivals, flea markets, and other special events, while still allowing the adjacent parking areas to function.
<b>P7</b>	NEAR TERM	Joshua Farms Partnerships	TBD	Organizational support and capacity building linking the operation and community benefits with Public Health & Wellness and Food Accelerator Activities within the South Allison Hill and at the Hamilton Health Center and its programs.
<b>P8</b>	NEAR TERM	13th Street Outdoor Market/ Parking Lot Underground Stormwater Management/ Retention	\$500K Construction (See Project T8)	Described under Project S8.
<b>C1</b>	NEAR TERM	Neighborhood gateway signing elements and lighting to promote neighborhood branding.	\$20K Design \$65K Construction & Permitting Per location/Estimated four locations	In order to promote the neighborhood improvement efforts and branding, especially of the 17th Street Corridor as the central spine of the neighborhood, signature urban design elements should be considered. These could be within the streetscape or through strategic partnerships through easements with private property owners. The goal is to create a strong visual presence with architectural features, wording/graphics, lighting, and potentially landscape plantings.

Parks & Civic Improvements





## PARKING

The need to improve upon the current parking conditions was a reoccurring topic during the AWP planning process. The supply and distribution of parking within South Allison Hill is function of several factors, most notably the supply of on-street parking, mostly but not exclusively for residents, and the ability to provide off-street parking. The recommended transportation improvements in the AWP attempt to maximize on-street parking through several means. Along the 17th Street Corridor the proposed streetscape design proposes to widen the street in the core blocks between Mulberry and Chestnut Streets to accommodate properly sized and clearly designated on-street parking lanes on both sides of the street. In other areas it proposes to properly stripe parking lanes on one side of 17th Street to create a parking lane of ample width to protect vehicles and to discourage parking on sidewalks.

In terms of off-street parking, the AWP identified a few opportunities where the City maybe able to work with private property owners to create properly constructed parking facilities as a secondary land use to support active or planned uses. In all cases, the concept focuses on ways to not only expand the supply of parking but also include the ability to integrate green infrastructure, including underground storage and infiltration and/or with raingardens and flow-through planters. In addition, design elements such as specialty and permeable paving are advocated in strategic areas in order to create opportunities to utilize paved area for other purposes such as events, markets, fairs, etc. This will allow them to increase their economic development potential and serve as flexible venues for other uses.

Finally, the concept of introducing structure parking is considered. Ultimately, if significant redevelopment of existing building within the study area and the construction of new infill buildings occurs, additional parking facilities will be required, potentially beyond what could be accommodated by surface parking only. The AWP depicts two potential locations for one modest-sized parking deck (two floors) or a multi-story garage. In either case, a facility of such scale and cost will likely need to be closely associated with the Hamilton Health Center Campus and possibly jointly constructed through a public/private partnership. Ideally, the facility should include transit facilities to allow it to function as

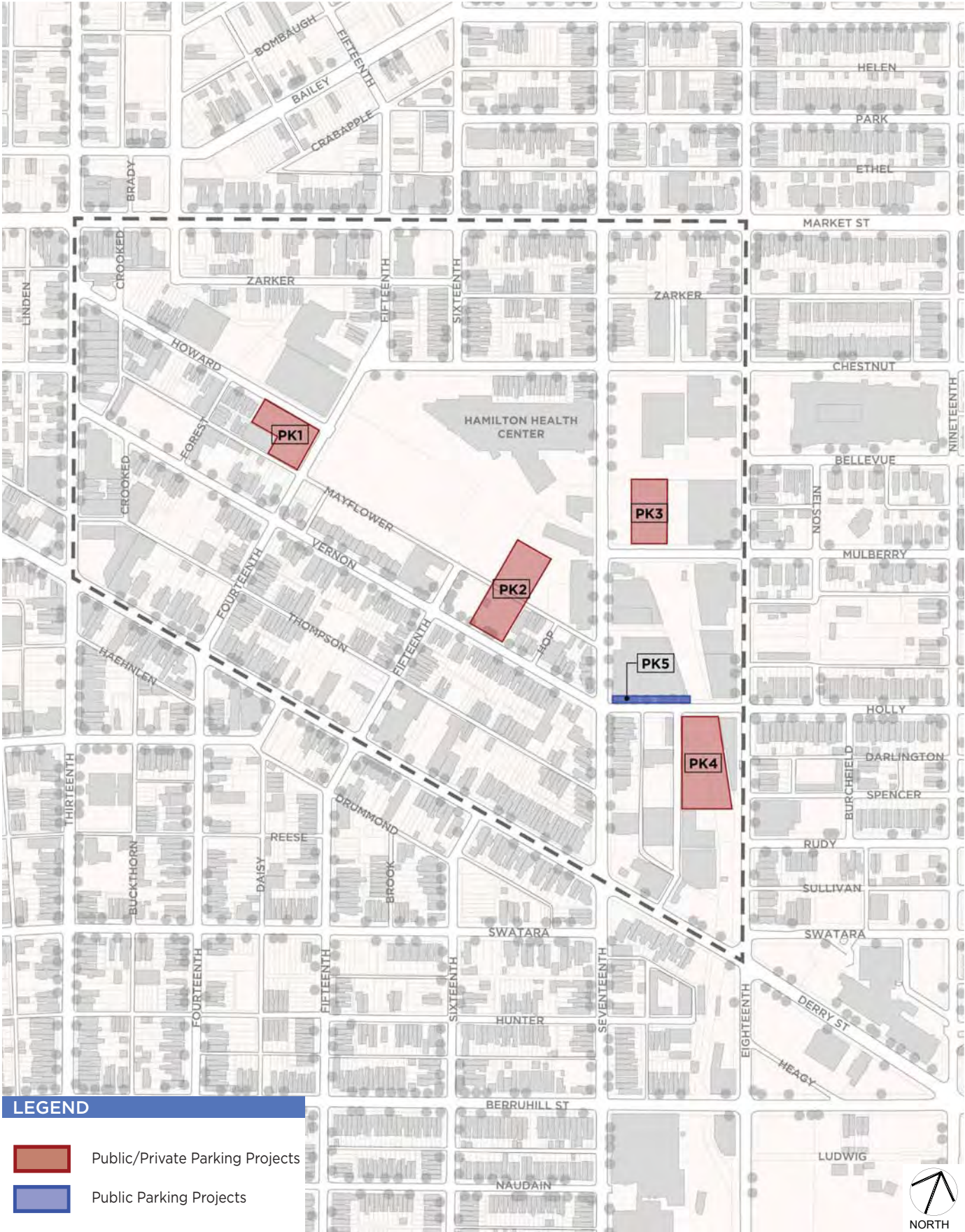
a neighborhood-scaled transit center. A location at the core of the 17th Street Corridor would further support its use, based on the current and planned concentration of activity generators and also support transit ridership as both an origin and destination for transit service.

# ENVIRONMENTAL & CIVIC INFRASTRUCTURE

PROJECT RECOMMENDATIONS - PARKING				
Map Key #	Priority	Project	Estimate of Probable Costs*	Description
<b>PK1</b>	NEAR TERM	N.F. String Business Expansion Parking Lot and Green Infrastructure	\$18K Design, Engineering, Permitting \$5K Surveying \$175K Construction (Stormwater Construction Costs separate and listed under Project S3)	Estimated 120 parking spaces, plus buffer fencing, landscape plantings, underground stormwater management detention, and security measures.
<b>PK2</b>	LONG TERM	Hamilton Health Campus/17th Corridor Core Area Parking Structure	\$35K Schematic Design & Feasibility \$400K to \$700K Design \$5.5M to \$11M Construction	Estimated 240 - 480 parking spaces depending on the number of levels. Ideally with ground floor commercial space fronting onto the new entrance streetscape. Parking supply to support Hamilton Health Center expansion and adaptive reuse and development of other properties along the 17th Street Corridor.
<b>PK3</b>	LONG TERM	17th Corridor Core Area/Hamilton Health Campus Parking Structure (Alternative to PK2)	\$35K Schematic Design & Feasibility \$650K Design \$10M Construction	Estimated 450 parking spaces on five levels with ground floor commercial space fronting on 17th Street and public space.
<b>PK4</b>	MID TERM	18th Street Gateway Shared Parking Area and Green Infrastructure Improvements	\$65K Design, Engineering, Permitting \$15K Surveying \$450K Construction	Estimated 100 parking spaces with green infrastructure flow-through planters underground storage detention, fencing, landscape buffering, and security measures
<b>PK5</b>	MID TERM	Diagonal On-Street Parking and Supporting Streetscape Upgrades	Budgeted Under Project T4	Provides 28 on-street pull-in diagonal parking spaces by relocating the curb line on the Coca-Cola side of the street. See Project T4.



# Parking Improvements



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Project Introduction & Key Recommendations  
Planning Framework  
Site Reuse Strategies  
Environmental & Civic Infrastructure  
**Resource Roadmap & Funding Matrix**  
Appendix A: Background Assessment  
Appendix B: Market Analysis  
Appendix C: 17th Street Corridor Study



## Resources Roadmap & Funding Matrix

This Resource Roadmap recommends a strategy for seeking resources that can support the implementation of the South Allison Hill Brownfields Area-Wide Plan. The Roadmap includes recommendations on how the Harrisburg Redevelopment Authority (HRA), the City of Harrisburg, and its partners can organize to be most effective in pursuing resources and highlights the best sources of potential funding in a Funding Matrix that aligns key projects with attainable include federal, state, and philanthropic grants, loans, and technical assistance opportunities. The Funding Matrix includes program descriptions, estimated grant opportunity deadlines, funding amounts, and matching requirements. This section also considers how the City of Harrisburg can best facilitate and leverage investment the federally-designated Opportunity Zone that encompasses the AWP project area.

### FUNDABLE PROJECTS

This Resource Roadmap focuses on components of the overall South Allison Hill AWP that are most likely to be competitive and well-positioned to receive funding federal, state, and philanthropic grant opportunities or the private sector. Fundable priority projects in the South Allison Hill AWP include:

- **Local foods and community health**, including the Food Accelerator Center and the Hamilton Health Center expansion;
- **Site preparation, brownfields cleanup, and economic development** on catalytic sites, such as the 18th Street Gateway, 137 S. 17th St. Site, and N.F. String Expansion;
- **Public infrastructure improvements**, including the 17th Street Multi-Modal Streetscape Project, 17th & Mulberry Street Intersection Realignment, and stormwater management upgrades;
- **Parks, recreational facilities, and public spaces**, including a South Allison Hill Central Square civic space;

## ORGANIZING FOR EFFECTIVE RESOURCE ADVOCACY

The section provides recommendations on how the City of Harrisburg can best organize itself to pursue and secure resources for implementation of key projects. The recommendations here outline an approach that is robust and pro-active, and that could propel progress in the South Allison Hill neighborhood more quickly and effectively.

An effective approach to resource advocacy would involve the following steps:

### *1. Maintain a Vibrant Project Team with Identified Leaders & Managers*

The AWP Planning process is an important first step in coalescing community leaders to plan for revitalization of South Allison Hill. Building upon this process, the community should establish a formal South Allison Hill Revitalization Task Force of key stakeholders to promote coordinated project management, resource allocation, leveraging and momentum for progress. This ongoing task force can include various municipal department officials, private sector partners, non-profit and community groups, supportive and involved Commonwealth of Pennsylvania officials, project consultants working on key initiatives, and others.

HRA has been effective in having a designated project manager for the AWP initiative and should continue to have an engaged manager with sufficient authority and access to support. Further, it is important that to keep Harrisburg's elected leadership engaged and supportive, both to maintain community backing and so that they can serve as spokespersons to funders and potential partners in the implementation process. Maintaining this level of organization will have the positive impact of demonstrating to funders that Harrisburg has the buy-in and support of key stakeholders and the community, and that you are well prepared to receive and utilize grant resources and get the job done.

### *2. Identify Priority Public Sector Projects*

Grants and other resources are provided for specific, discreet projects or project components. The HRA/City of Harrisburg team must identify the specific projects

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and project components that are most catalytic for the transformation of South Allison Hill. Only with clear priorities can the community determine how it will allocate its time and resources, pursue external funding, and set the right expectations for how implementation will proceed.

This AWP recommends a number of specific projects and project components including roadway and intersection improvements, streetscaping, park and recreational facilities, local food system projects, stormwater management and green infrastructure, and economic development projects. The HRA team and lead City of Harrisburg departments should confirm the list of projects to pursue, and identify which ones are the highest priorities for implementation. These priorities should be re-evaluated and re-confirmed as the project progresses, based upon how private sector redevelopment progresses and what local/state/federal resources become available. At the time that this AWP plan was finalized in April 2019, the following key areas have emerged as project priorities which could help achieve the goals of this overall AWP initiative:

- **Site and Economic Development:** This AWP calls for a mixed of development types, including, health-care, retail, commercial, and production-related economic activities on redeveloped sites. Key areas for public sector support for such economic development could include brownfield cleanup assistance and site preparation. The Opportunity Zone designation for Census Tract 213 that encompasses South Allison Hill can be leveraged to attract private equity partners for key projects in the AWP.
- **Transportation Infrastructure and Parking:** Due to South Allison Hill's location between Derry and Market Streets, and close proximity to the I-83 regional highway, complete street/multi-modal upgrades to the 17th Street Corridor have the potential to drive economic development from a connectivity standpoint and spur neighborhood revitalization as civic spine of development activity. This Resource Roadmap includes recommendations for potential state level funding sources to support Phase I and II Environmental Site Assessments along and near the 17th Street Corridor. These resources could also support critical upgrades to Holly Street, Vernon Street, 14th/15th Street, and inter-block pedestrian connectivity needed to successfully implement the AWP recommendations for site reuse in the study area. Parking is a high priority need identified in the AWP; however, few grant resources exist to support the construction of parking facilities. This AWP

and Resource Roadmap include recommendations for how to secure funding for on-street parking by including it into fundable complete streets/multi-modal upgrades and stormwater infrastructure improvements.

- **Local Food System:** Vibrant local food systems can serve as a major source of economic revitalization and job growth, while also fostering a culture of health that supports a healthy workforce and quality of life. This AWP recommends reuse of the Bottling Works site as a “food accelerator” with a variety of food-based uses and healthy-living related services that can advance community health and wellness, such as a greenhouse, demonstration kitchen, roof garden, food truck commissary, and food related retail and dining. This Resource Roadmap provides recommendations for resources that support a variety of elements of a vibrant local food system, including urban and community gardens, local food hubs/accelerators, nutrition education programming, and local food access for underserved communities.
- **Parks, Recreation, Public/Civic Spaces, and Stormwater Management:** The AWP recommends the creation of new public, civic, and green spaces, as well as the installation of green infrastructure to enhance stormwater management capacity. This Resource Roadmap provides recommendations for funding opportunities to support parks planning for the study area, as well as resources to support design and construction of new public gathering places and civic spaces, such as South Allison Hill Central Square. In addition, Harrisburg's location within the Chesapeake Bay Watershed renders the community eligible for a variety of resources to support green infrastructure facilities integrated into transportation projects and parks and recreational upgrades.

## 3. Delineate Project Phasing & Estimate Project Costs

When seeking funding, it is often best to consider “eating the elephant” one bite at a time. Each discrete project may involve different components (such as infrastructure, stormwater, and vertical development components). Likewise, each distinct project should be considered as a multi-phase project, with each stage potentially fundable (and sometimes from different sources). For example, a typical public works project consists of phases including planning, design and engineering, potential right-of-way (ROW) acquisition, permitting, construction, and operation. Often, funders who support an early stage of a project can continue to provide funding in the later stages. As small steps of progress are made into successive phases, it is important to inform and engage



the community in order to maintain support and build momentum.

Once priority projects have been identified and their key components and phases have been delineated, the project team should establish estimated project costs for each project and its core components. This will help HRA to better identify the best potential funding sources, understand the levels of matching funds required, and tailor advocacy efforts to gain political support for funding requests. The project team can enlist municipal staff with project management and cost-estimation expertise, obtain expert consulting support to help confirm cost estimates for key projects, and/or even ask vendors for their estimates on what a job might take. Most importantly, determine costs for the immediate next stages of each project and secure support for that stage. Federal agencies and philanthropic funders are often most interested in projects in which they can leverage existing funding to fill project gaps.

#### ***4. Align Funding Sources with Project Components and Phases***

This Resource Roadmap section compiles information on the best and most significant sources of federal, state, local, private sector, and philanthropic funds for priority projects of this AWP. It is important to review grant solicitations and confer with funding officials to determine whether the key projects are eligible and competitive for specific resources, and consider whether and how a particular project can be shaped or changed to reflect the priorities of funders. Contacting agency officials prior to applying also helps to familiarize the agency with the project, upping your chances for thorough and favorable consideration once it becomes time to apply.

#### ***5. Create Strategic Plans & Outreach Materials for Each Priority Project***

When ready to proceed on a specific project or project component, there is high value in creating a written, step-by-step strategy for securing funding and other support for that specific project and specific funding opportunities. This memo can describe the specific objective for that project, describe the targeted source(s) of funding, identify the necessary entities and stakeholders, specify those responsible for each task, establish timelines, and identify contingency plans.

Further, the team should breakdown project needs with a concise briefing sheet for each specific project, phase, and/or component as appropriate to provide stakeholders and potential funders with a succinct explanation of the project scope, objectives, benefits, status, supporters, and active requests.

Developing briefing sheets on the front end of a project often helps to formulate a consensus on a cohesive project concept before moving forward with a full grant application. Additional briefing sheets specific to specific project components/phases can also be beneficial for more targeted advocacy efforts, as well as for providing information to key stakeholders when seeking letters of support or commitments for grant applications. These sheets will also be helpful for attracting Opportunity Fund investment, discussed further in number 11.

#### ***6. Seek State Funding***

Often, the best sources of funding, grant matches, and other support can be found at state agencies, such as the Pennsylvania Department of Community and Economic Development (PA DCED), Pennsylvania Department of Environmental Protection (PA DEP), Pennsylvania Department of Transportation (PennDOT), and other state agencies. It is valuable to coordinate closely with these agencies, regardless of whether there are applications for funding pending. Further, federal, philanthropic, and private sector funders will typically be more supportive if they understand that the Governor, state agency leadership, and other key state officials support a project (and may even be willing to commit state match or leverage). Work with your state legislative representatives, who can play decisive roles in advocating for support for your projects.

#### ***7. Collaborate with Federal Agency Officials***

It is critical to be engaged with relevant federal agency and program officials on a project and its key components before asking them for money. Potential agency partners include the U.S. Economic Development Administration (EDA), the Federal Emergency Management Administration (FEMA), the U.S. Department of Transportation (DOT), the U.S. Department of Housing & Urban Development (HUD), and other agencies can be supportive guides and advocates. Approach agency leaders to build their understanding and support for

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Harrisburg's AWP projects and funding requests. Plan and conduct visits to funder HQs (Washington DC) and regional offices (typically Philadelphia); invite federal agency representatives for site and project tours in Harrisburg; and conduct collaborative roundtable events and project workshops to build their ongoing support.

## **8. Prepare for Grant Writing & Establish Matching/Leverage Strategies**

Prepare ahead of time to write effective grant applications and do not wait until you see a notice of funding opportunity and submission deadline. Determine the best local agency or other entity to be the lead applicant and confirm key application partners. Identify the internal/external grant writer(s) for each application and have the lead grant writer review past application materials to consider how to position future applications to be more effective. If you have applied unsuccessfully for those resources previously, seek a debrief from the agency on why you were not selected for funding. Confirm project costs and seek to solidify matching and leverage commitments. Consider using the recently produced architectural rendering for downtown spaces, charts, and other visual designs to make the application look its best.

The most competitive funding requests will have committed matches and high leverage, which takes municipal financial planning, budgeting, and requests to key funding stakeholders well before grants become due. Create a match/leverage strategy for each funding request, and do the work necessary to explore and secure match commitments from key funding partners in the City, Dauphin County, the Commonwealth of Pennsylvania, community groups, foundations, and other private sector entities.

## **9. Secure Congressional Support**

When funding requests are ready to be submitted, seek and secure congressional support from Senator Bob Casey, Senator Pat Toomey, and Congressman Scott Perry working with their local district staff, as well as the relevant staff in their Washington DC offices. It is important to ask the Members and their staff for support beyond the standard letter, which will not have a major impact by itself. Instead, ask that they make calls and

have meetings with federal agency leaders running the funding programs, the White House, and other decision makers, or even to host federal officials in Harrisburg to discuss the progress and potential of key projects.

## **10. Establish Matching/Leverage Strategies & Assess Feasibility of Debt Financing**

Many projects will require more funding than grants alone can supply, meaning that some projects may need to be financed with some form of municipal debt, particularly for the big construction phases of public works projects. There are many good sources of publicly-backed or subsidized lending, but these are only feasible and will only be available for applicants who can demonstrate a viable repayment strategy.

The project team should undertake an analysis that considers the possible revenue streams for servicing debt, the eligibility and competitiveness of the project for local bonding, the potential sources of state- or federally-backed debt that can provide lower-cost financing, and the political feasibility of debt strategies. Revenue streams that might be available to service debt for projects within the downtown area could include development fees, stormwater fees, or incremental future tax revenues associated with economic development.

## **11. Leverage and Facilitate Opportunity Fund Investment**

Commercial and residential real estate projects, including affordable housing projects, located within Harrisburg's designated Opportunity Zones may be good candidates for equity investment from Opportunity Funds. The HRA/City of Harrisburg team can take several actions to position its key projects for Opportunity Investment including through:

- Building a Harrisburg Opportunity Zone team with representation from key economic development and affordable housing stakeholders.
- Engaging developers to identify strong projects in the AWP that are ready-to-go but for the lack of financing.
- Building relationships with officials in PA DCED which is managing Pennsylvania's approach to the Opportunity Zone Program.
- Developing an "investment prospectus" to provide investors with key due diligence information on the City's economy, industries, and priority projects.



- Conducting tours and forums with key stakeholders (developers, business groups, banks, wealth advisors, tax experts) to build interest in the AWP Opportunity Zone.
- Gauging interest of the local/regional financial community in creating a Harrisburg-focused Opportunity Fund.
- Reaching out to Opportunity Fund managers to discuss key projects.

## 12. Celebrate Success

Success breeds success. As implementation activities progress, invite key stakeholders, including funders, federal and state elected officials, and others, to groundbreakings and ribbon-cuttings and work with the media to publicize progress. This will create momentum for the project and encourage federal agencies that seek to collaborate to join in and share in the success.

Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
<b>BROWNFIELDS REMEDIATION &amp; SITE PREPARATION</b>			
U.S. EPA Region 3 Targeted Brownfields Assessment (TBA)	<ul style="list-style-type: none"> <li>Provides assessment of eligible brownfields site at no cost to City</li> </ul>	<ul style="list-style-type: none"> <li>Technical Assistance</li> <li>Rolling</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with EPA Region 3 to submit TBA application to receive no cost assessment on key site(s) in AWP area.</li> </ul>
U.S. EPA Brownfields Cleanup Grant	<ul style="list-style-type: none"> <li>Provides funding to cleanup contamination on public or non-profit properties</li> </ul>	<ul style="list-style-type: none"> <li>\$200,000</li> <li>20% match required</li> <li>Deadline Fall 2019</li> </ul>	<ul style="list-style-type: none"> <li>Harrisburg may be ready to apply for EPA Brownfields Cleanup funding for key sites in the AWP by the next round of EPA Brownfields grants in the fall of 2019.</li> <li>Harrisburg should prioritize sites where Phase I &amp; II assessment are completed and catalytic redevelopment is planned.</li> </ul>
U.S. EPA Brownfields Cleanup Revolving Loan Fund	<ul style="list-style-type: none"> <li>Provides seed money for a revolving loan fund and subgrants to remediate sites owned by public, non-profit, and private entities</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$1 million</li> <li>20% match required</li> <li>Deadline: Fall 2019 (offered every other year)</li> </ul>	<ul style="list-style-type: none"> <li>RLF grants are expected to be offered in the fall of 2019.</li> <li>RLF would allow Harrisburg to manage loans and subgrants for multiple concurrent cleanup projects within the AWP study area.</li> </ul>
PA DCED Industrial Sites Reuse Program	<ul style="list-style-type: none"> <li>Provides funds for Phase I, II, &amp; III environmental assessments and remediation/removal of hazardous substances at sites where industrial activity was conducted prior to July of 1995.</li> </ul>	<ul style="list-style-type: none"> <li>Grants Assistance</li> <li>Assessment: Up to \$200,000; Remediation: Up to \$1,000,000; 25% match required</li> <li>Loan Rate &amp; Terms:</li> <li>Interest rate on all ISRP will be 2%; term for assessment loans shall not exceed 5 years; term for remediation loans will depend on the nature/duration of remediation, but will not exceed 15 years.</li> <li>Rolling submission.</li> </ul>	<ul style="list-style-type: none"> <li>Three types of funding available: grants for environmental assessments; grants for environmental remediation; and loans for environmental assessments and remediation.</li> <li>Potential source of funding for additional assessment and/or cleanup actions needed on AWP brownfield properties where industrial activity was conducted before 1995 such as the Bottling Works building or 137 S. 17th St.</li> </ul>

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Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
<b>ECONOMIC DEVELOPMENT &amp; DOWNTOWN REVITALIZATION</b>			
U.S. EDA Public Works & Economic Development Facilities Grant	<ul style="list-style-type: none"> <li>Supports public infrastructure and site development for projects that will result in demonstrable job creation and economic diversification</li> </ul>	<ul style="list-style-type: none"> <li>Average grant is \$1 million, but up to \$3 million</li> <li>Matching requirements on sliding scale; AWP census tract 312 meets criteria for 80% federal share; 20% match</li> <li>Two-phase rolling submission &amp; review process</li> </ul>	<ul style="list-style-type: none"> <li>EDA Public Works funding can support site preparation and infrastructure needs at key sites in the AWP where redevelopment will support job creation.</li> <li>Potential source of funding to support N.F. String &amp; Son business expansion. Would need to coordinate closely with EDR (below).</li> <li>Pennsylvania Economic Development Representative (EDR): Christopher Casper P: 215-597-1074 E: CCasper1@eda.gov</li> </ul>
U.S. HHS Administration for Children and Families (OCS) Community Economic Development Grant	<ul style="list-style-type: none"> <li>Supports employment and business development projects that provide economic self-sufficiency for low-income residents and their communities</li> </ul>	<ul style="list-style-type: none"> <li>Awards range from \$100,000 to \$800,000; no match</li> <li>Application out now; due June 3, 2019</li> </ul>	<ul style="list-style-type: none"> <li>As applicants must be Community Development Corporations (CDC), Tri County Community Action would need to serve as the applicant.</li> <li>Could support wide variety of business start-up or business expansion activities. May be good fit for Food Accelerator or NF String. See examples of previous projects.</li> <li>Contact: Rafael Elizalde P: 202.401.5115 E: ocsgrants@acf.hhs.gov</li> </ul>
PA Office of the Budget's Redevelopment Assistance Capital Program	<ul style="list-style-type: none"> <li>Provides reimbursement for aid community and economic development projects with significant economic impacts</li> <li>Can cover construction, land acquisition, permitting and any interest costs paid during construction.</li> </ul>	<ul style="list-style-type: none"> <li>Reimbursement program; min. project cost of \$1 million</li> <li>Next deadline exp. Jan-Feb 2020</li> </ul>	<ul style="list-style-type: none"> <li>The process for securing RACP funds begins with the inclusion of a line item authorization for a specific project the state's Capital Budget, allocating a certain amount of funding to the project and submission of an electronic application to apply for RACP grant funds.</li> <li>Could align with several site reuse projects.</li> <li>Potential resource for Hamilton Health Center expansion.</li> <li>applicants must present a plan to manage and market the development of the site and demonstrate that there is a substantial likelihood of future use of the site after the property is made shovel-ready; that future use will generate economic growth, revitalize a downtown, or otherwise strengthen the community; and that the proposed future use will increase employment opportunities in the surrounding area.</li> </ul>



Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
PA DCED's Business in Our Sites Program	<ul style="list-style-type: none"> <li>Provides grants and low-interest loans for the acquisition and development of key previously utilized or undeveloped sites for future use by businesses, private developers, and others</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$250,000 to public entity; private developers eligible for loans only (no max or min)</li> <li>Amount of grant may not exceed \$4 million or 40% of total combined grant/loan award, whichever is less</li> <li>Rolling submission</li> </ul>	<ul style="list-style-type: none"> <li>All applicants must present a plan to manage and market the development of the site and demonstrate that there is a substantial likelihood of revenue- and job-generating future use of the site after the property is made shovel-ready.</li> <li>HRA should prioritize completing plans for site redevelopment on key parcels to prepare to seek Business in our Sites funding; HRA should also ensure private sector stakeholders are aware of this resource.</li> </ul>
Opportunity Funds	<ul style="list-style-type: none"> <li>Incentivize private investment in distressed areas through deferred capital gains taxes</li> </ul>	<ul style="list-style-type: none"> <li>Capital gains tax benefits that depends on duration of investment</li> <li>Nominations announced in March 2018, investment clock driving early action</li> </ul>	<ul style="list-style-type: none"> <li>AWP census tract 213 is designated Opportunity Zone.</li> <li>Commercial real estate investment and startups are well-positioned for equity partnership from Opportunity Funds.</li> <li>Potential source of funding for food accelerator at Bottling Works building.</li> <li>See #11 on for strategy to attract Opportunity Fund investment in AWP.</li> </ul>
National Development Council (NDC), Public-Private Partnership (P3)	<ul style="list-style-type: none"> <li>NDC designs-finance-builds-operations public facilities and bring non-profit bonding funds</li> <li>Municipality would lease to own facility from NDC</li> </ul>	<ul style="list-style-type: none"> <li>Guarantees a fixed-price of ~25% less than local bid costs</li> <li>Rolling</li> </ul>	<ul style="list-style-type: none"> <li>Contact Stephanie Dugan at 325.668.6555 and Joe Gray at 561.537.0933 to discuss viability of NDC model for prospective development projects (could potentially work for community recreation facility at corner of S. 15th and Vernon if land swap goes through or for other building with community services.</li> </ul>
U.S. Treasury New Market Tax Credits	<ul style="list-style-type: none"> <li>For infrastructure and development that supports job creation</li> <li>A qualified "Community Development Entity" can invest in a project, compensated by an investment tax credit</li> </ul>	<ul style="list-style-type: none"> <li>Can subsidize up to 20% of a project's capital needs with NMTC</li> <li>Projects typically amount to \$3-\$7.5 million in equity investment</li> <li>Begin work mid-year for preparing investments in the following year</li> </ul>	<ul style="list-style-type: none"> <li>AWP area meets eligibility criteria for NMTC investment.</li> <li>NMTC can be used in concert with Opportunity Fund investment.</li> <li>Local CDE's include Commonwealth Cornerstone Group</li> </ul>
PA DCED's Pennsylvania First Program	<ul style="list-style-type: none"> <li>Provides grants, loans, and loan guarantees to facilitate increased investment and job creation through job training; infrastructure upgrades; land and building improvements; acquisition of land, buildings, and rights-of-way; and working capital</li> </ul>	<ul style="list-style-type: none"> <li>Maximum assistance among cannot exceed \$5,000 for each job projected to be created or maintained (100 jobs; \$500 million grant or loan)</li> <li>Rolling application</li> </ul>	<ul style="list-style-type: none"> <li>Businesses, non-profits, City, HRA, or other development entities eligible to apply.</li> <li>Eligible businesses must commit to major job creation (variety of requirements equivalent to creating or retaining a minimum of 100 full-time jobs in PA).</li> <li>Depending upon number of anticipated jobs, could be a fit for N.F. String &amp; Son expansion or Hamilton Health Center expansion.</li> </ul>

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Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
U.S. Conference of Mayors and Wells Fargo CommunityWINS	<ul style="list-style-type: none"> <li>Supports local projects that invest, strengthen, and promote long-term economic prosperity</li> </ul>	<ul style="list-style-type: none"> <li>Two awards for “medium” cities: \$150,000 winner &amp; \$50,000 outstanding achievement</li> <li>No match required</li> </ul>	<ul style="list-style-type: none"> <li>Mayor Papenfuse is USCM member and eligible to nominate up to 3 non-profits to apply for funding.</li> <li>Funding could be used to support youth job training.</li> </ul>
Wells Fargo Regional Foundation Grants	<ul style="list-style-type: none"> <li>Supports comprehensive community development projects that target specific neighborhoods based on a current resident-driven neighborhood plan</li> </ul>	<ul style="list-style-type: none"> <li>Neighborhood Implementation Grants range from \$100,000 to \$750,000 and are disbursed over 5 years; Neighborhood Implementation Renewal grants are up to \$500,000 over a 5-year period</li> <li>Fall application deadline: October 18, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Tri County Community Action has accessed this funding to increase stability in the South Allison Hill neighborhood, including a \$650,000 grant awarded in 2011 and completed in June of 2017.</li> <li>HRA should consider applying for additional Implementation Renewal funds to carry out economic development and neighborhood building activities such as the 18th Street Gateway project.</li> </ul>
Dauphin County Local Share Gaming	<ul style="list-style-type: none"> <li>Provides funding to support facilities and infrastructure; transportation; emergency services public health and safety; public interest initiatives; and human services</li> </ul>	<ul style="list-style-type: none"> <li>Grants range from approximately \$5,000 to \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>Funding comes from county’s share of gaming revenue generated from Hollywood Casino at Penn National in East Hanover Township.</li> <li>In 2019, Harrisburg was awarded \$203,000 to upgrade its phone system and Hamilton Health Center received \$115,000 to remove contaminated soil in an adjacent lot to prepare for a planned facility expansion.</li> <li>HRA should consider Dauphin County Local Share Gaming grants as a potential resource from which to secure match for federal grants such as US EDA Public Works grants.</li> <li>Contact: Brooke Echevarria, Grants Coordinator Dauphin County Department of Community &amp; Economic Development. P: 717-780-6250</li> </ul>

Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
<b>LOCAL FOODS &amp; COMMUNITY HEALTH</b>			
USDA Local Food Promotion Program (LFPP) and Farmers Market Promotion Program (FMPP)	<ul style="list-style-type: none"> <li>▪ LFPP supports planning or implementation of projects that assist in development, improvement, and/or expansion of intermediary local and regional food business supply chain activities.</li> <li>▪ FMPP provides funds for developing, improving, expanding, and providing outreach, training, and technical assistance to domestic farmers markets, roadside stands, community-supported agriculture programs, agritourism activities, and other direct producer-to-consumer market opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ LFPP: \$25,000 to \$100,000 planning; \$100,000 to \$500,000 implement.; 25% match</li> <li>▪ FMPP: \$100,000 to \$500,000 implementation; no match requirement</li> <li>▪ Exp. deadline June 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ LFPP can support to help build supply chains for sustainable, local food.</li> <li>▪ HRA should consider pursuing LFPP funding to support the comprehensive feasibility study for the food accelerator project.</li> <li>▪ FMPP could support efforts to establish and promote satellite location for the Broad Street Market.</li> </ul>
Healthy Food Financing Initiative's Targeted Small Grants Program	<ul style="list-style-type: none"> <li>▪ Provides funding for projects or partnerships that increase access to fresh food for low-income and underserved populations</li> <li>▪ Targets innovative business models with potential to scale</li> </ul>	<ul style="list-style-type: none"> <li>▪ Grant awards range from \$25,000-\$250,000.</li> <li>▪ Exp. deadline Feb. 2020</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects must seek to provide access to staple and perishable foods and allow for use of SNAP benefits.</li> <li>▪ Program will fund market feasibility studies, site development planning, and limited capital expenditures.</li> <li>▪ HRA should consider applying for funding to plan, design, &amp; engineer the foods accelerator if there is a sufficient tie in to retail.</li> </ul>
USDA Community Food Program	<ul style="list-style-type: none"> <li>▪ Program supports planning and implementation projects that promote access to local foods, increase nutritional literacy, and reduce food insecurity in low-income communities.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Up to \$35,000 for planning; up to \$125,000/yr for no more than \$400,000 over four years.</li> <li>▪ Exp. deadline in summer of 2019</li> </ul>	<ul style="list-style-type: none"> <li>▪ These grants can support personnel, programming, equipment, and construction.</li> <li>▪ Funding could be used for organizational support and capacity building associated with linking community benefits of Public Health &amp; Wellness and Food Accelerator Activities within South Allison Hill and the Hamilton Center with Joshua Farm partnerships or capital funding needs for food accelerator.</li> </ul>
Local Food, Local Places	<ul style="list-style-type: none"> <li>▪ Provide direct technical support to help communities build strong local food systems as part of their emerging economic action plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assistance centers around a two-day community workshop wherein experts help community members develop an implementable action plan that promotes local food and neighborhood revitalization.</li> </ul>	<ul style="list-style-type: none"> <li>▪ HRA should seek a debrief with the Local Food, Local Places office and ask about other resources to support technical assistance for local food system.</li> </ul>



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Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
<b>TRANSPORTATION INFRASTRUCTURE</b>			
PennDOT Transportation Alternatives Set-Aside Program	<ul style="list-style-type: none"> <li>Provides funding on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving non-driver access to public transportation and enhanced mobility, community improvement activities, and environmental mitigation, trails that serve a transportation purpose, and safe routes to school projects</li> </ul>	<ul style="list-style-type: none"> <li>TCRPC/HATS accepts applications on a year-round, on-going basis; the next statewide application is expected to open July 2019 and close Sept. 2019.</li> <li>Grants of \$250,000 - \$1 million (soft cap)</li> </ul>	<ul style="list-style-type: none"> <li>HRA should consider pursuing this resource to support Phase I and/or II of the 17th Street Multi-Modal Streetscape Project or the 17th &amp; Mulberry Streets Intersection Realignment/Hamilton Health Main Entry Project.</li> <li>Requires coordination with Tri County Regional Planning Commission's (TCRPC) Harrisburg Area Transportation Study (HATS) to place project on priority list of Regional Transportation Plan.</li> </ul>
PennDOT Multimodal	<ul style="list-style-type: none"> <li>Provides funding to support projects: (1) which coordinate local land use with transportation assets to enhance existing communities; (2) related to streetscapes, lighting, sidewalk enhancement and pedestrian safety; (3) improving connectivity or utilization of existing transportation assets; and (4) related to transit-oriented development</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$3 million, 30% match required, exp. deadline for PennDOT fall 2019, exp. deadline for CFA July 31, 2019</li> </ul>	<ul style="list-style-type: none"> <li>Multimodal funding is best suited for shovel-ready projects, with limited ability to use on design.</li> <li>HRA should consider pursuing this resource to support Phase I and/or II of the 17th Street Multi-Modal Streetscape Project or the 17th &amp; Mulberry Streets Intersection Realignment/Hamilton Health Main Entry Project.</li> </ul>
U.S. DOT Better Utilizing Investments to Leverage Development (BUILD) Transportation Discretionary Grant	<ul style="list-style-type: none"> <li>Supports transportation projects that promote safety, accessibility, mobility, and economic redevelopment</li> </ul>	<ul style="list-style-type: none"> <li>Average grant is \$13 million; minimum of \$5 million</li> <li>20% match minimum; competitive projects will match &gt;30%</li> <li>Expected Deadline June 2019</li> </ul>	<ul style="list-style-type: none"> <li>Could support a project that combines Phases I and II of the 17th Street Multi-Modal Streetscape Project with the 17th Street Intersection Realignment/Hamilton Health Main Entry Project if the total cost of construction with stormwater and any additional upgrades would rise to above \$5 million (currently sits at \$2.4 million).</li> <li>Previous round allowed for planning applications but did not award any funding for planning; read NOFO carefully and consider contacting USDOT directly prior to submitting a planning application for design and engineering funding.</li> </ul>

Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
See EDA Public Works & Economic Adjustment Assistance	<ul style="list-style-type: none"> <li>Supports public infrastructure and site development for projects that will result in demonstrable job creation and economic diversification</li> </ul>	<ul style="list-style-type: none"> <li>Average grant is \$1 million, but up to \$3 million</li> <li>Matching requirements on sliding scale; AWP census tract 312 meets criteria for 80% federal share; 20% match</li> <li>Two-phase rolling submission &amp; review process</li> </ul>	<ul style="list-style-type: none"> <li>EDA Public Works funding could be used to support transportation projects (access roads, exits, etc.) that are necessary for key AWP redevelopment sites that can be linked to demonstrable job creation.</li> <li>HRA should consider pursuing this funding for the design and/or construction of the 17th Street/Mulberry Street Intersection Realignment into Hamilton Health Main Entry Project.</li> </ul>
See Dauphin County Local Gaming Share	<ul style="list-style-type: none"> <li>Provides funding to support facilities and infrastructure; transportation; emergency services public health and safety; public interest initiatives; and human services</li> </ul>	<ul style="list-style-type: none"> <li>Grants range from approximately \$5,000 to \$200,000</li> </ul>	<ul style="list-style-type: none"> <li>In addition to providing infrastructure and site preparation support of community and economic development projects, Dauphin County Local Gaming Share grants can serve as match for PennDOT Transportation Alternative grants and/or PennDOT MultiModal grants.</li> </ul>
<b>PARKS, RECREATION, &amp; PUBLIC SPACES</b>			
PA DCNR Community Conservation Partnerships Program (C2P2)	<ul style="list-style-type: none"> <li>Provides grants for public parks, recreation, greenways, and trails, including:</li> <li>Community Recreation and Conservation Planning Grants</li> <li>Park Rehabilitation and Development Grants</li> <li>Motorized and Non-Motorized Trail Grants</li> </ul>	<ul style="list-style-type: none"> <li>Multiple C2P2 deadlines each year. See upcoming deadlines. Most will open January 2020 for April 2020 deadline.</li> </ul>	<ul style="list-style-type: none"> <li>HRA should pursue a C2P2 planning grant to support the development of a Park Master Plan, which can help prioritize projects and determine funding needs for future C2P2 applications.</li> </ul>
Outdoor Recreation Legacy Partnership Program	<ul style="list-style-type: none"> <li>Funds projects that increase recreational access in distressed urban areas</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$750,000</li> <li>50% match required</li> <li>PADCNR deadline for next round likely summer</li> <li>Expected federal deadline late summer/early fall 2019</li> </ul>	<ul style="list-style-type: none"> <li>South Allison Hill should be competitive for this funding as a distressed urban area that lacks adequate green space.</li> <li>HRA should consider pursuing this resource to implement upgrades and recommendations outlined in the proposed Park Master Plan, including for Vernon Street Park upgrades.</li> </ul>

# RESOURCE ROADMAP & FUNDING MATRIX

Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
NEA Art Works, & Our Town Programs	<ul style="list-style-type: none"> <li>Our Town grants support creative placemaking projects that help to transform communities into lively, beautiful, and resilient places with the arts at their core.</li> <li>Art Works grants support community projects across a variety of disciplines that achieve the following key characteristics: creation and excellence, engagement, learning, livability, and collaboration.</li> </ul>	<ul style="list-style-type: none"> <li>Our Town: 25,000 to \$200,000, deadline exp. August 2019</li> <li>Art Works: \$10,000 to \$100,000, deadline July 11, 2019</li> <li>1:1 required match</li> </ul>	<ul style="list-style-type: none"> <li>Funding could support design and/or programming of South Allison Hill Central Square North and/or South or the 18th Street Gateway Shared Flexible Hardscape Events Space.</li> </ul>
<b>STORMWATER MANAGEMENT</b>			
Chesapeake Bay Green Streets, Green Jobs, Green Towns	<ul style="list-style-type: none"> <li>Provides support for local, grassroots-level greening efforts to reduce stormwater runoff from communities in urbanized watersheds.</li> <li>Can support planning &amp; design projects, financing strategies, and/or implementation of green street projects.</li> </ul>	<ul style="list-style-type: none"> <li>Technical Assistance or charette</li> <li>Up to \$30,000 for design</li> <li>Up to \$75,000 for implementation</li> <li>Up to \$20,000 for white papers</li> <li>Match encouraged but not required</li> </ul>	<ul style="list-style-type: none"> <li>Harrisburg is eligible for funding, as it is within Chesapeake Bay Watershed.</li> <li>This program could support various elements of the recommended stormwater management upgrades as part of complete streets projects in the AWP.</li> <li><b>Contact:</b> Jeffrey Popp E: jpopp@cbtrust.org P: 410-974-2941 x103</li> </ul>
Chesapeake Bay Stewardship Fund	<ul style="list-style-type: none"> <li>Small Watershed Grants (SWGs) fund projects that promote community-based efforts to protect and restore the diverse natural resources of the Chesapeake Bay and its tributary rivers and streams.</li> <li>Innovative Sediment Reduction Grants (INSRGs) fund projects that dramatically accelerate quantifiable nutrient and sediment reductions through innovative, sustainable, and cost-effective approaches, methods, and new technologies.</li> </ul>	<ul style="list-style-type: none"> <li>Small Watershed Grants range from \$20,000 to \$200,000; one-third matching requirement</li> <li>Innovative Sediment Reduction Grants range from \$750,000 to \$1 million; encouraged 1:1 match</li> <li>Preproposal due <b>May 14, 2019</b></li> </ul>	<ul style="list-style-type: none"> <li>Harrisburg is eligible for funding, as it is within Chesapeake Bay Watershed.</li> <li>One of the program priorities is green infrastructure in urban landscapes.</li> <li>Could potentially support South Allison Hill Central Square rain garden planting, Vernon Street Park Raingardens &amp; Underground Stormwater Retention; 18th Street Gateway Shared Parking Area and Green Infrastructure Improvements, or the 15th Street and Chestnut Underground Stormwater Manager.</li> <li>Requires detailed information on anticipated sediment pollution reduction.</li> </ul>



Funding Matrix	Purpose	Amount, Match, & Deadline	Potential Uses & Key Considerations
NFWF Five Star and Urban Waters Restoration Program	<ul style="list-style-type: none"> <li>Funds projects that build capacity and educate communities to improve urban water quality, watersheds, and habitats</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$50,000, average grant will be ~\$30,000</li> <li>1:1 match is required</li> <li>Expected deadline January 2020</li> </ul>	<ul style="list-style-type: none"> <li>Could support implementation of community greening plan to install green stormwater infrastructure to reduce sediment and nitrogen levels discharging into the Susquehanna and ultimately the Chesapeake Bay.</li> <li>Must include community engagement (i.e. engaging community members in planting, etc.).</li> </ul>
FEMA Flood Mitigation Assistance Grant Program	<ul style="list-style-type: none"> <li>Provides grants to support projects that reduce risk to population and structures from flooding</li> </ul>	<ul style="list-style-type: none"> <li>Up to \$100,000 for community flood mitigation advance assistance; up to \$10 million for community flood mitigation projects; up to \$100, for mitigation planning</li> <li>Expected deadline January 2020; must submit to PEMA by December</li> </ul>	<ul style="list-style-type: none"> <li>Can be used to plan and implement flood mitigation activities in the AWP area.</li> <li>Must demonstrate flood risk and previous flood damages.</li> <li>Must first coordinate with and submit applications to Pennsylvania Emergency Management Agency (PEMA), which then submits application to national competition.</li> <li><b>Contact:</b> Tom Hughes, State Hazard Mitigation Officer E: thughes@pa.gov P: 717-651-2726</li> </ul>
PENNVEST Clean Water State Revolving Fund	<ul style="list-style-type: none"> <li>Provides loan funding for green infrastructure, water and energy efficiency, or other environmentally innovative projects</li> </ul>	<ul style="list-style-type: none"> <li>Low-interest loan program for planning, design, and construction of facilities</li> <li>Rolling</li> </ul>	<ul style="list-style-type: none"> <li>PA allocates funding to “Green Infrastructure” projects.</li> <li>Must be on PA State Revolving Fund Intended Use Plan.</li> <li><b>Contact:</b> Richard A. Wright, P.E., Municipal Finance Section E: riwright@pa.gov P: 717-772-4059</li> </ul>
U.S. EPA Region 3 Environmental Finance Center	<ul style="list-style-type: none"> <li>Part of a national network, these centers provide research, training, and assistance to communities in their region on energy and water programs</li> </ul>	<ul style="list-style-type: none"> <li>Technical assistance and training for demonstration and applied research projects</li> <li>No deadline</li> </ul>	<ul style="list-style-type: none"> <li>Review existing research programs on management for water systems, wastewater, and other strategies.</li> <li>Contact program staff to discuss specific projects or strategies.</li> </ul>

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