

Intergovernmental Cooperation Authority for Harrisburg

Minutes of the Governing Board

Regular Meeting

April 26, 2023

Temple University Harrisburg, Strawberry Square, Harrisburg PA

hbgica.org

Members in Attendance	Ms. Audry Carter Mr. Doug Hill Mr. H. Ralph Vartan Ms. Kathy Speaker MacNett Ms. Elaine Barber, via Zoom	A Quorum Was Recognized
Ex-Officio Members in Attendance	Mr. Michael Wood, Office of the Budget	
In Attendance	Mr. Michael Cassidy Independent Counsel Mr. Jeffrey Stonehill Authority Manager	
Meeting Begins		4:01 p.m.
Welcome by Audry Carter, Chair	Ms. Carter opened the meeting.	
Approval of the Minutes of March 22, 2023	Ms. Carter asked for a motion to approve the minutes. Mr. Hill offered a motion to approve. A second by Ms. Speaker MacNett. The motion passes.	Approved 5-0.
Report by the Chair	Ms. Carter mentioned that the 2021 Audit is not yet complete. She also noted that the City Council had completed their public meetings on potential uses of the American Rescue Plan Act dollars that were recommended. We await City Council's response to the Mayor's suggestions.	
Report on Economic Development Programs	Ms. Carter introduced Mr. Jason Graves and Ms. Dennise Hill. A draft report has been shared with the ICA Board and Mr. Graves will be reviewing the draft today. Ms. Carter added that from the very first time that the ICA Board met, economic development was a key concern. She said that "In 2019, it was imperative for the City to develop strategies to attract more residents and businesses to the City, to raise revenue to replace the	

	<p>temporary taxing authority that have been granted. Fortunately, in 2020 the legislature approved permanent taxing authority for the EST tax and temporary extension of the LST tax that gave the City some breathing space. However, looking at the budget forecast, there remains an immediate need to find ways to attract and retain residents, attract, cultivate, and retain businesses, and to attract tourists. We're glad that the City is dedicating talent and time to these issues.”</p> <p>Mr. Graves introduced himself and Ms. Hill. He reviewed the draft report.</p> <p>He said that the focus of the plan is reinvestment, reinvestment in the neighborhoods, commercial reinvestment, land use, entrepreneurship and business development, small business development, women-owned and minority-owned business enterprise, and creative industries.</p> <p>He added that the plan touches on workforce development and training, arts and culture, transit and transportation, hospitality and tourism, and healthy food choices.</p> <p>Mr. Graves introduced Karl Singleton, who is the City’s Chief Equity and Compliance Officer.</p> <p>He added that there are a lot of programs and individuals that want to make the City better.</p> <p>He discussed transportation and the relationship to employment.</p> <p>He discussed recruitment of new employers.</p> <p>He mentioned the low cost of living and Harrisburg’s proximity to east coast major metropolitan areas.</p>	
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	<p>Ms. Carter asked whether the American Rescue Plan Act funding would help with reaching these goals.</p> <p>Ms. Kelley added that the Mayor is concerned about economic development including affordable housing and recreation opportunities.</p> <p>Mr. Vartan suggested that the plan include what local resources are needed, for example land, local dollars, etc., that maybe needed to reach the goals in the final plan.</p> <p>Ms. Speaker MacNett asked that the plan include concrete measurable goals by year (i.e., by Year X we want to recruit Y number of new businesses). She mentioned the difficulty for working families to pay for parking. She added the issue of a “food desert” is important, by neighborhood. She complimented the emphasis on parks by the Mayor.</p> <p>Ms. Speaker MacNett said that some of the current affordable housing projects planned are intriguing.</p> <p>Mr. Hill added that he favors statistics, and that while goals are laudable, knowing statistically where the City currently is (i.e., office space) versus the goal for improvements (i.e., class ‘A’ office space vs. housing), and how does Harrisburg measure up on a trend line versus similar sized cities.</p> <p>Ms. Speaker MacNett added the subject of retail. Mr. Graves agreed.</p> <p>Mr. Hill brought up micro-trends versus long term impact of changes such as telework on the downtown.</p> <p>Mr. Graves said that there is a lot to study.</p>	
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	<p>Mr. Hill raised the issue of educational opportunities to create a workforce. He was concerned that families would leave the City because of the schools.</p> <p>Ms. Carter asked that the City court large businesses to recruit and retain employers in the City. She added parking costs are an issue for businesses.</p> <p>Mr. Graves said that the community has incredible cultural resources.</p> <p>Mr. Stonehill pointed out the plan targets the various neighborhoods of the City. He mentioned the “food desert” issue. He added that the draft plan recognizes that there is a lack of financial literacy and banking services.</p> <p>Ms. Carter said the plan identifies a good number of cohorts. She added that Mr. Graves invited more suggestions from the Board.</p> <p>Mr. Vartan inquired what are the next steps in plan development.</p> <p>Mr. Graves explained that work would continue with the draft plan.</p> <p>Ms. Carter asked for an implementation schedule.</p>	
<p>Discussion of Updated Financial Data from the Mayor’s Five-Year Financial Plan</p>	<p>Ms. Carter said the City submitted updated financial data to the ICA Board on April 20, 2023, in lieu of a full update to the Five-Year Plan. She introduced Marita Kelley, Finance Director, from the City of Harrisburg.</p> <p>Ms. Kelley stated that the City has distributed a summary of data to the ICA Board. Fundamentally, the City feels the cash balance is sound. However, the City chose to pay off the Ambac debt, an enormous milestone on March 15, 2023. As a result, the data for 2023 will change from the plan approved in 2022. She added that the City General Fund cash</p>	<p>Authorization for the Chair to Execute Correspondence to the City to Accept the Forecasts for the General Fund, a Request for a Final Version with Formats, Footnotes and References as Needed; and further, to Request a Resubmission of the Data for the Neighborhood Services Fund; Approved 5-0.</p>

	<p>balance will decrease but still be in a healthy position. She emphasized the wisdom of paying off almost all the debt of the City despite the impact on the data. The data presented includes projections through is through December 31, 2026.</p> <p>Ms. Kelley reminded the Board that the City cannot borrow money so all the planned expenditures include spending associated with capital projects and fixed assets. If debt could be reestablished, the numbers would improve.</p> <p>Ms. Kelley noted that over time the City projects an increase in revenue and expenditures, but they do forecast a positive cash flow during this holding pattern until the City can effectively address capital project funding. They also provide personnel, supplies, etc., in the data.</p> <p>Ms. Kelley said that there is new Neighborhood Services Fund data distribution dated today, April 26, 2022. The forecast is 2023 through 2026. She added that the purchase of trash trucks has an impact on this fund. She said that the City still intends to balance this fund using the cash balance.</p> <p>Ms. Kelley reminded the Board that by August 31, the City will submit a full revised Five-Year Plan document for 2024 based on six months of 2023 data. It will be a much more robust report.</p> <p>Ms. Speaker MacNett asked about the significant changes of the Neighborhood Services Fund data.</p> <p>Ms. Kelley added that there has been a significant improvement in parking revenue.</p>	
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	<p>Ms. Carter commented that the expense numbers for 2023 came in so much more than what was projected in 2022.</p> <p>Ms. Carter added that when numbers change significantly, it leads to more questions. She posed the question to the board whether the submission should be rejected so that a revised set of data can be resubmitted. She said that a narrative and footnotes, and consistent formatting, would be very helpful to someone reviewing.</p> <p>Ms. Kelley said that can be done.</p> <p>Mr. Hill agreed with the comments. Things should be reviewed and fine-tuned. He added that the explanation today was helpful including the understanding about capital project funding. He is looking forward to the full August 31 report.</p> <p>Ms. Speaker MacNett looks forward to the improved parking numbers.</p> <p>Mr. Vartan added that he believes that there are two larger issues, which are the General Fund versus the Neighborhood Services Fund, and within each one of the funds, details of some of the values that need to be addressed. He added that one of the problems is the deficit in the Neighborhood Services Fund, and there's a significant structural deficit displayed in the data. While it is an honest trend, it does not meet the standards for approval under Act 124.</p> <p>With respect to the General Fund, Mr. Vartan noted that the revenues displayed in the data were a little less conservative than estimated in 2022, and the expenses displayed, there are significant increases in expenses, without much explanation. The City needs to stand behind such a projection.</p>	
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	<p>Ms. Kelley noted fuel costs and union wage contract increases each year. Mr. Vartan mentioned that historically the previous administration would budget for open positions that they did not intend to fill, which he added would provide additional expenses in their data.</p> <p>Mr. Vartan asked about trash trucks. Ms. Kelley explained the costs associated with buying vehicles for the Neighborhood Services Fund.</p> <p>Mr. Vartan asked how grants are depicted in the data.</p> <p>Mr. Vartan asked whether the personnel expense budgets are correct.</p> <p>Ms. Kelley talked about the challenges with staffing and retention of personnel in the Neighborhood Services Fund.</p> <p>Ms. Carter asked for a motion to reflect the conversation including that the Neighborhood Services Fund does not meet the standards of approval.</p> <p>Mr. Vartan moved that as for the General Fund, we approve a request for a final version with formats, footnotes and references as needed; and further, with respect to the Neighborhood Services Fund, Ms. Kelley should work out a resubmission.</p> <p>Mr. Stonehill stated that the data submitted by the City demonstrates an operating deficit in each projected future year of the Neighborhood Services Fund. He inquired whether the Neighborhood Services Fund data should be amended with a plan to eliminate that deficit.</p> <p>Mr. Vartan said that the City must adopt a plan or policy to eliminate that operating deficit. Ms. Kelley said that changes would happen beginning in 2024. Mr. Stonehill explained that the</p>	
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	<p>City must present some proposal to eliminate that deficit in the projected data submitted for this report update.</p> <p>Ms. Speaker MacNett seconded the motion. The motion carried.</p> <p>Ms. Carter asked for a resubmission by Monday, May 22, 2023.</p>	
Section 203 Annual Report	<p>Ms. Kelley asked what from the data would be included in the annual report. Mr. Stonehill mentioned what data would be included.</p> <p>Ms. Carter reminded the Board that the report is due by April 30, and she thanked Mr. Hill and Mr. Vartan for their assistance working with Mr. Stonehill. She is working on the cover letter. This report will represent the consensus of all the members of the Board. Ms. Carter asked for a motion.</p> <p>A motion was made by Mr. Vartan. A second was offered by Mr. Hill. The motion was approved.</p>	<p>Authorization for the Chair to Finalize and Execute the Report and Correspondence to Submit the Section 203 Annual Report; Approved 4-0.</p>
Memorandum of Understanding with the Pennsylvania Department of Community and Economic Development	<p>Ms. Carter introduced Mike Cassidy, ICA General Counsel.</p> <p>Mr. Cassidy explained that Board members will recall that in 2018 when the ICA was formed, it entered into a memorandum of understanding (MOU) with PA DCED for funding for the ICA. It was a five-year MOU intended to cover time for the initial five-year term of the ICA and provided for an annual \$100,000 funding. Currently the ICA is in the final year of the initial term of that MOU.</p> <p>Because the City is still in Act 47 status, the five-year term of the ICA has not begun to run. In preparation for an extended term for the ICA for another five-year period, Mr. Cassidy prepared a Second Amendment to the MOU.</p>	<p>Authorization for the Chair to Execute the Second Amendment to the Memorandum of Understanding with the Pennsylvania Department of Community and Economic Development; Approved 4-0.</p>

	<p>It was submitted through Mike Wood at the Office of the Budget, was reviewed by PA DCED, and was approved as to form by the General Counsel at DCED.</p> <p>Therefore, Mr. Cassidy has submitted the draft Second Amendment to the MOU to the ICA Board for ratification.</p> <p>Ms. Carter offered a motion for execution. Ms. Speaker MacNett offered a second. The motion passed.</p> <p>Mr. Stonehill thanked Mike Cassidy and Mike Wood for their assistance.</p>	
<p>Authority Manager’s Report</p>	<p>Mr. Stonehill provided the financial report for April 2023.</p> <p>Mr. Stonehill noted that the ICA Board has received the officer’s liability insurance policy renewal. Mr. Hill made a motion. Ms. Speaker MacNett offered a second.</p>	<p>Authorization to Execute the Necessary Documents to Renew the Public Officials Liability Insurance; Approved 4-0.</p>
<p>Public Comments</p>	<p>Mr. Neil Grover, Solicitor, City of Harrisburg, offered some comments about the ongoing Incinerator litigation case. Ms. Carter thanked Mr. Grover and noted that the ICA Board would like to resolve the case so that the City can exit Act 47 status.</p> <p>Mr. Stonehill asked Mr. Grover about staffing in the City Solicitor’s office. Ms. Speaker MacNett asked a follow-up question.</p> <p>Ms. Carter asked Ms. Kelley about the Trash Fee receivables report. Ms. Kelley distributed an updated report demonstrating the status of collectables in the Neighborhood Services Fund. Ms. Kelley added that the City Solicitor has added someone to help with collections in his office.</p> <p>Mr. Stonehill opened the floor for questions.</p>	

	<p>Ms. Stonehill thanked Ms. Hutzel from DCED for attending the meeting.</p> <p>A question was asked by Eric Epstein from Rock the Capital. He mentioned that the Harrisburg Area Transportation Study, regional transportation group, is very effective.</p> <p>A question was asked by Brian Kimmett from Rock the Capital.</p>	
Adjourn meeting at 5:31 p.m.	Motion by Mr. Hill. A second was not required.	Approved 4-0.

Respectfully submitted:

Jeffrey Stonehill

Jeffrey M. Stonehill, Authority Manager

Summary of Bills Paid – Intergovernmental Cooperation Authority for Harrisburg

Report – April 26, 2023

• Digital Ocean <i>Website software licenses</i>	\$12.72	April 1, 2023
• Digital Ocean <i>Web Host</i>	\$6.87	April 1, 2023
• Pursuit Co-Working Harrisburg <i>Virtual Office Monthly Subscription</i>	\$95.00	April 1, 2023
• Zoom <i>Software Licenses</i>	\$158.89	April 16, 2023
• Gunn and Mowery <i>Public Officials Liability Insurance</i>	\$5,712.00	April 26, 2023
• Johnson & Duffie <i>Independent General Counsel</i>	\$437.50	April 26, 2023
• MESH PA LLC <i>Authority Manager</i>	\$4,200.00	April 26, 2023

Ending balance: \$149,530.78

• Interest earnings Y-T-D	\$ 8.52
• Fees Y-T-D	\$0

The City of Harrisburg

Economic Development Strategic Plan



2023

One City, One Community

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TABLE OF CONTENTS

1. *Introduction*
2. *Reinvestment*
 - 2.1. *Neighborhood Reinvestment*
 - 2.2. *Commercial Reinvestment*
3. *Land Use*
4. **Entrepreneurs and Business Development**
 - 4.1. **Small Business/Business Development**
 - 4.2. **MWBE**
 - 4.3. **Creative Industries**
5. **Workforce Training and Access to Employment**
6. **Arts and Culture**
7. **Hospitality and Tourism**
8. **Organizational Structure and Functions**
 - 8.1. **Healthy Food Choices**
 - 8.2. **Servicing Underbanked Communities**
 - 8.3. **Transportation Infrastructure**
9. **Summary**

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ED 1 Introduction

Economic Development is a broadly defined term that refers to the process that addresses ways to increase local wealth, growth in jobs, support business development, income, and investment, and improvements in social, built, and natural environments. Our approach aims to foster relationships, further social presence, and promote awareness. This will generate opportunities for the city to grow. Taking this approach is the best way to raise visibility within our community.

This Economic Development Plan focuses on creating a vision for the future of Harrisburg's economy, and actions that would include the enhancement of culture. Creating productive areas by investing in The City of Harrisburg will build our culture. In return, the City of Harrisburg can turn into one of the most rapidly growing cities in this region.

"Creating A Culture" needs to be a call to action and investment to address the issues of collaboration with the business community and city neighborhoods. Community growth will attract jobs, create an influx of highly-educated workers, and encourage the participation and commitment of long-term residents. Communities cannot accomplish strong economic growth without the aforementioned factors.

The City of Harrisburg's economy includes policies and actions designed to achieve a competitive advantage and build on its culture. Building that bridge between the community and economic development is the key to sustainability and the foundation for a creative hub that will grow for generations to come.

The City of Harrisburg's prosperity, growth, and success make planning for the future of city the most importance. Well thought city planning will need to become an obligation Harrisburg's growth and overcome development challenges.

- How do we grow The City of Harrisburg and create an outstanding quality of life and maintain the city's identity?
- How can we create community growth and preserve its past?
- How can we assist in the growth of our communities and do more with our land use by creating more walkable neighborhoods with transit access?
- How can we sustain our environment for the present and renew it for the future?
- How can we provide affordable housing options?
- How can we create a stronger economy for The City of Harrisburg to become competitive by recruiting outside talent and retaining Harrisburg's talent pool?

Economic development success for Harrisburg requires a partnership between the public and private sectors. Communities cannot accomplish strong economic growth without coordinating public funds and policies with private investment. Private investment has many options: Businesses and developers can be located anywhere, which drives regional and national competition for those dollars. Harrisburg must use its tools, resources, and partnerships to distinguish itself and capture every opportunity to attract private dollars to the city. Communication sets the stage to attract investment, cultivate successful development, and guide that investment to benefit residents. Our collective focus is to prioritize limited resources and develop policies, programs, and regulations to encourage economic development in targeted areas.

ED2 Land Use

Land use policy shapes the urban form, creating memorable places and amenities that help Harrisburg compete for businesses and residents. Mixed-use environments that allow residents to walk, bike, or use transit to reach their jobs, shops, services, restaurants, and entertainment can help Harrisburg attract and retain its skilled workforce. Reducing residents' and employees' dependence on single-occupant automobiles will help reduce their costs of transportation and traffic congestion one of the biggest threats to the region's quality of life. Protecting prime sites for industrial and office use from competing demands for residential and commercial development will help to ensure that Harrisburg can continue to offer competitive locations for new and expanding businesses.

- **Objective ED 2 | 1.1 Creating Investment Opportunities**
In areas needing reinvestment and revitalization, create investment opportunities for new housing and employment through land assemblage incentives, site preparation, and public infrastructure improvements.
- **Objective ED 2 | 1.2 Creating Attractive Development Sites**
Create attractive and functional sites for new and growing businesses through streetscape improvements and other public realm investments.
- **Objective ED 2 | 1.3 Unique Office Development**
Encourage office space development in mixed-use and urban centers to create a competitive advantage for Harrisburg by providing a product type lacking in the regional marketplace.
- **Objective ED 2 | 1.4 Retrofitting Older Office Environments**
Encourage the intensification and retrofitting of existing office clusters with new pedestrian-friendly residential and retail uses to provide attractive and competitive live-work destinations that reduce dependence on auto travel.
- **Objective ED 2 | 1.5 Designing Knowledge Industry Workplaces**
Encourage the development of high-quality environments that combine office/lab space, housing, and support retail and services, to compete effectively for and attract knowledge workers to Harrisburg.
- **Objective ED 2 | 1.6 Workplace Investment in Underserved Areas**
Use capital investments and incentives to create competitive environments for new employment centers and retail development in underserved areas of the city.
- **Objective ED 2 | 1.7 Supporting Retail Infill and Reinvestment**
Ensure that land use patterns and zoning regulations support retail infill and do not push new retail to edge locations or promote the abandonment of existing retail centers.
- **Objective ED 2 | 1.8 Defining New Retail Niches**
Encourage retail districts, such as downtown and midtown, to identify and capitalize on those specific characteristics and niches that make them distinctive and desirable to patronize.
- **Objective ED 2 | 1.9 Jobs-Housing Balance**
Implement land use and zoning policies to achieve a jobs-housing ratio for Harrisburg based on the ratio of resident workforce to households.

- **Objective ED 2|1.10 Prioritizing Investment**
Prioritize commercial and industrial areas based on criteria while evaluating need and effectiveness. Need is demonstrated by economic indicators and evidence of physical disinvestment. Effectiveness means that the priority area is appropriate and ready for economic development.
- **Objective ED 2|1.11 Equitable Development around Transit**
Support the creation and maintenance of employment and retail options near bus rapid transit stations, with a focus on assisting existing small businesses thrive and grow.
- **Objective ED 2|1.12 Targeted Economic Development Plans**
Facilitate economic development plans and projects for targeted areas that have not participated in the city's economic expansion.
- **Objective ED 2|1.13 Infrastructure Investments in Underperforming Areas**
Identify the infrastructure investments required to make sites in underperforming areas more competitive for economic development.
- **Objective ED 2|1.14 Capital Improvement Funding**
Identify funding sources and mechanisms for undertaking and maintaining public realm and capital improvements to support economic development.
- **Objective ED 2|1.15 Equitable Development around Transit**
Assist small businesses in area corridors during and after construction through communications and marketing support and grant funding for facade improvements or interior renovations.

The City of Harrisburg consist of the following neighborhoods, districts, and other sections:

Allison Hill

The Allison Hill district boundary includes Arsenal Boulevard and Herr Street to the north, 19th Street to the east, I-83 to the south, and the bluff along Cameron Street to the west.

- Central Allison Hill
- Hillside Village
- North Allison Hill
- William Howard Day and M.W. Smith Homes)
- South Allison Hill

City Island

City Island is a mile-long island owned by the city in the Susquehanna River. There are no residences; the area is used for recreation and extra city vehicle equipment storage.

Downtown

The boundary of Harrisburg's Downtown is considered Forster Street to the north, I-83 to the south, the railroad tracks to the east, and the Susquehanna River to the west.

- Capitol District
- Market Square
- Restaurant Row
- Shipoke
- South of Market (SoMa)

Midtown

The Midtown district boundary includes Maclay Street to the north, 7th Street to the east, Forster Street to the south, and Front Street to the west.

- Capitol Heights
- Cumberland Court
- Engleton
- Fox Ridge
- Governor's Square
- Jackson Lick

South Harrisburg

The South Harrisburg district boundary includes I-83 to the north, the city line to the south and east, and the Susquehanna River to the west.

- Cloverly Heights
- Hall Manor
- Hoverter Homes

Uptown

The boundary of the Uptown district is the city limits to the north, 7th Street to the east, Maclay Street to the south, and Front Street to the west.

- Academy Manor
- Camp Curtin
- Italian Lake
- Landmark
- Riverside

Historic Districts

- 6th Street Historic District

- Allison Hill Historic District
- Bellevue Park Historic District
- Old Downtown Commercial Historic District
- Fox Ridge Historic District
- Old Midtown Historic District
- Mount Pleasant Historic District
- Pennsylvania Capitol Historic District
- Olde Uptown Historic District

ED 3 Reinvestment

ED 2.1 Neighborhood Reinvestment

Harrisburg neighborhoods have to attract and retain residents and workers. Residents with accessibility to services and resources (e.g., employment, education, food, healthcare, parks, shopping, and recreation) create successful neighborhoods. Quality retail in or around residential areas can provide a gathering place for residents while reducing the need to drive to meet basic needs. Accessibility and convenience provide competitive advantages when attracting "knowledge industry" workers will also help retain existing residents. Sustainable economies need quality housing and neighborhoods near jobs, including opportunities for residents at all income levels. Revitalization can be a long process, but it is most effective when efforts focus block-by-block rather than being spread thinly over many neighborhoods simultaneously.

- **Objective ED 3 | 1.1 Neighborhood**
Encourage reinvestment to improve existing neighborhoods and to attract skilled workers to Harrisburg.
- **Objective ED 3 | 1.2 Resource Allocation**
Provide resources through existing and new programs to revitalize targeted under-performing businesses and residential areas.
- **Objective ED 3 | 1.3 Focusing Redevelopment**
Focus redevelopment efforts on a small number of neighborhoods each year. Continue public involvement until the economics shift and private investment can take over.
- **Objective ED 3 | 1.4 Attracting Investment to Emerging Neighborhoods**
In neighborhoods with little private investment and low social and economic indicators, encourage additional development and density to enhance these neighborhoods and create a larger market base to support more and better goods and services for existing and new residents.
- **Objective ED 3 | 1.5 Blight Areas**
Reverse conditions of decline and deterioration that have affected some many areas of Harrisburg. These conditions are detrimental to economic and equitable growth.

- **Objective ED 3 | 1.6 Targeting Infrastructure Investment**
Invest in public infrastructure (e.g., parks, schools, sidewalks, streetscape) in a targeted manner in older neighborhoods and business districts to enhance residents' quality of life and improve the neighborhoods' ability to retain existing residents and attract new residents.
- **Objective ED 3 | 1.7 Technical and Financial Assistance**
Promote neighborhood reinvestment by providing technical and financial assistance to neighborhood businesses and merchant associations.
- **Objective ED 3 | 1.8 Develop Funding Resources**
Develop specific funding resources to encourage private reinvestment in targeted neighborhoods, including the provision of infrastructure that will make private development of targeted areas economically feasible.
- **Objective ED 3 | 1.9 Site Acquisition**
Acquire property to package for redevelopment in priority revitalization areas.

A Geographic FOCUS for Economic Development

An analysis of Harrisburg needs assessment will be conducted to identify areas that demonstrate a need for economic development intervention and that also present opportunities for economic development. Areas need to be scored according to a number of variables in becoming "Priority Areas for Economic Development".

Priority Areas for Economic Development will meet at least one of the following criteria:

Priority Areas for Economic Development will be based upon quantitative analysis and is intended to provide the city with an identification of under-performing areas that can benefit from economic development activities.

ED 2.2 Commercial Reinvestment

Harrisburg's existing neighborhoods must meet the changing demands of the economy and environment. Focusing on housing and transportation choices that promote sustainability is a must for the neighborhoods and community of Harrisburg. Harrisburg's neighborhoods should have easy availability of the automobile, provided urban design features that were sustainable, such as street trees, wide sidewalks, smaller buildings, readily accessible commercial services, and shared public spaces. In order to meet the challenges of COVID-19, global climate change, rising fuel costs, a return to an environmentally-sustainable and responsible lifestyle is in order, as outlined below.

- **Objective ED 3 | 2.1 Improving Neighborhood Connectivity**
Connect existing neighborhoods to adjacent commercial centers and community facilities and services. Create new and enhance existing safe pedestrian networks in residential neighborhoods, particularly potential high-growth areas. Neighborhoods experiencing increased density from missing housing

structures and vacant lots should be prioritized for new networks connecting to transit, commercial and community facilities.

- **Objective ED 3 | 2.2 Neighborhood Character and Identity**

Strengthen defining visual qualities. This should be achieved in part by relating the scale of infill development, alterations, renovations, and additions to existing neighborhood context.

- **Objective ED 3 | 2.3 Neighborhood Community Centers**

Ensure that each of Harrisburg's neighborhoods has well-programmed community facilities, including recreation centers and libraries, within walking distance.

- **Objective ED 3 | 2.4 Successful Residential Neighborhoods**

Successfully designed neighborhoods should include a range of building scales and densities to house a diversity of households. Potential high-growth neighborhoods should include open spaces, and close access to commercial and community facilities.

- **Objective ED 3 | 2.5 Neighborhood Commerce**

Promote small-scale commercial services in surrounding neighborhoods to promote foot traffic help build visibility local businesses, neighborhood culture and history.

- **Objective ED 3 | 2.6 Creating Inviting Public Spaces**

The network of public spaces — streets, squares, plazas, parks, and sidewalks — that connect residents in their daily lives most clearly define a city. The character of public spaces is formed by the arrangement and details of the elements that define them such as building edges, public squares, and storefronts along a commercial street or dwellings that line a residential avenue.

City-owned parks, greenways, and open areas should be considered to be the key public spaces designed to be used by the local community. Their role needs to be central to the vision of the City of Harrisburg. Smaller gathering spaces such as plazas, streets, and sidewalks should be used to their best capacity, and should be improved to better serve the community.

Recognizing contemporary trends to promote innovative, cost and time effective strategies for existing public spaces, as well as provide new spaces for the city's residents and visitors.

- **Objective ED 3 | 3.1 Activated Public Space**

Provide urban squares, public plazas, and similar areas that stimulate vibrant pedestrian street life and provide a focus for community activities. Encourage the "activation" of such spaces through the design of adjacent structures; for example, through the location of shop entrances, window displays, awnings, and outdoor dining areas.

- **Objective ED 3 | 3.2 Improving the Street Environment**

Create attractive and interesting commercial streetscapes by promoting ground level retail and desirable street activities, making walking more comfortable and convenient, ensuring that sidewalks are wide enough to accommodate pedestrian traffic, minimizing curb cuts and driveways, and avoiding windowless facades and gaps in the street wall.

Without reinvestment to help shopping centers and business districts stay current with changes in consumer preferences, some commercial corridors will suffer the ill effects of obsolescent facilities with corresponding low rents, high vacancies, deteriorating building stock, and general decay. With the constant outward drive of

sprawl, it is easy for private retailers to abandon these older commercial districts and move on to modern shopping centers further out from the center city. Facilities are left behind physically and economically, blighting otherwise healthy adjoining neighborhoods. Renewal and re-use can counter this trend, but they often require public investment. Long-term economic and environmental sustainability demands re-use and re-invention of the city's aging commercial corridors. This is particularly true along gateway corridors, which frame visitor and resident's image of the city.

- **Objective ED 3 | 4.1 Focused Area Revitalization**
Stimulate the revitalization and redevelopment of aging commercial corridors and centers through the use of targeted economic development programs, zoning, land use regulations, public investments in infrastructure, and incentives.
- **Objective ED 3 | 4.2 Mixed-use Redevelopment**
Promote mixed-use redevelopment strategies as a means of enhancing economic development in commercial corridors and creating transit- and pedestrian-friendly environments.
- **Objective ED 3 | 4.3 Focusing City Interventions**
Emphasize and focus intervention efforts on those aspects of corridor improvements that are directly under city control, such as transportation enhancements and public realm improvements.
- **Objective ED 3 | 4.4 Gateway Reinvestment**
Focus reinvestment efforts for commercial, mix-use, new housing opportunities that will serve as key gateways to the city and downtown, such as key gateways to the city and downtown, such as 6th Street, Market Street, and Paxton street, Derry Street, 7th Street, and Midtown.
- **Objective ED 3 | 4.5 Strategic Revitalization Plans**
Undertake strategic revitalization plans for select retail corridors to identify appropriate zoning and the infrastructure and public realm improvements necessary to catalyze economic development.
- **Objective ED 3 | 4.6 Promoting Commercial Reinvestment**
Identify incentives and other economic development tools to promote reinvestment in underperforming commercial corridors.

ED 4 Entrepreneurs and Business Development

Harrisburg has the potential to become a vibrant and flourishing city again with the support of entrepreneurs, service providers, academia, corporate partners, non-profits, and governmental agencies. This should be focused on our startups and entrepreneurial environment with the use of and/or integration of a variety of resources. Venture capital firms, angel investors, and incubators are amazing ways to collaborate and grow in an open landscape.

Growing and developing Harrisburg's business base, will help and provide good jobs for city residents for long-term economic sustainability. Efforts to attract business will help Harrisburg evolve and strengthen its diversity through detailed, thorough research. Harrisburg supports entrepreneurs who may have vested knowledge in local companies and growing industries to generate and influence financial success. All economies fluctuate as existing businesses close or move and new businesses are born. For The City of Harrisburg to be successful, new and existing businesses must be created and maintained. These businesses must achieve good long-term

growth for Harrisburg and our communities by developing economic wealth for neighborhoods and creating an environment for the future of the residents of Harrisburg.

Economic Development and The City of Harrisburg offer a variety of services to foster interaction, collaboration and growth:

African-American Chamber of Commerce

- The African-American Chamber of Commerce of Central PA is a membership organization serving businesses, non-profit organizations, individuals, and other agencies committed to supporting the economic empowerment and growth of minority owned business in Central PA.

Harrisburg Regional Chamber/CREDC

- Recognized as one of the largest, most dynamic organizations of its kind, the Harrisburg Regional Chamber & Capital Region Economic Development Corporation has combined a unique blend of business, community, and economic development services under one roof to improve the region's economic vitality and quality of life.

Downtown Improvement District

- The Mission of the Harrisburg Downtown Improvement District is to make downtown a thriving, vibrant, and positive environment by delivering clean, safe and beautiful services for property owners, employees, residents and visitors.

Harrisburg Young Professionals

- Harrisburg Young Professionals (HYP) is a group of young, active, civic minded professionals who have a clear vision of Harrisburg's future as a great place to live, work, and play.

Keystone Business Alliance Central PA's LGBT Chamber of Commerce

- Keystone Business Alliance is committed to expanding the economic interests of LGBT and allied businesses through education, advocacy, and partnership with the local business community.

Pennsylvania Diversity Coalition

- The Pennsylvania Diversity Coalition will serve as a conduit for policy change, ensuring impartial access to contracting and employment opportunities for historically hard to place citizens and MBEs throughout the Commonwealth of Pennsylvania.

Small Business Administration of PA

- Created in 1953, the U.S. Small Business Administration (SBA) continues to help small business owners and entrepreneurs pursue the American dream. The SBA is the only cabinet-level federal agency fully dedicated to small business and provides counseling, capital, and contracting expertise as the nation's only go-to resource and voice for small businesses.

Susquehanna Score

- The Susquehanna SCORE Chapter provides free and confidential one-on-one business counseling. We also conduct workshops for both start-up entrepreneurs and seasoned small business owners.

Recruitment should consider businesses desirable for the local workforce. There should also be a focus on assisting with the growth of business for outside visitors to see the city as a destination place for residence and tourism. Harrisburg needs to be selective in the partnerships it seeks, ensuring they are compatible with the city's vision and culture. Marketing and recruitment are vital to the growth and investment of our communities and neighborhoods.

- **Objective ED 4 | 1.1 Targeting Growth Areas**
Continue coordination with local economic development organizations and institutions to identify specific industry growth sectors on which Harrisburg should focus local development efforts, such as knowledge-based businesses, research, and development, life sciences, and biotechnology. green technology, and advanced learning industries.
- **Objective ED 4 | 1.2 Reducing Barriers to Core Sector Growth**
Assisting Harrisburg's employment sectors may provide a stable economic base by reducing barriers and land constraints for education, healthcare, social services, and public administration.
- **Objective ED 4 | 1.3 Small, Minority, and Women-Owned Businesses**
Provide training, technical assistance, and incentives to foster small, minority, and women-owned businesses to help create a diverse and sustainable local economy. Provide incubator facilities in targeted areas, as appropriate.
- **Objective ED 4 | 1.4 Small Businesses and Underserved Areas**
Encourage small businesses and entrepreneurs to locate in underserved communities.
- **Objective ED 4 | 1.5 Research-based Start-ups**
Fuel growth of start-up businesses established by their research by partnering with higher education institutions.
- **Objective ED 4 | 1.6 Growth for Industries**
Proactively provide niche industries in need of space and infrastructure.
- **Objective ED 4 | 1.7 Business Attraction**
Focus business attraction efforts on those sectors and industries for which Harrisburg has amply trained workers.
- **Objective ED 4 | 1.8 Transit and Economic Growth**
Provide excellent transit service that links businesses to workers & assists in maintaining an individual's quality of life.
- **Objective ED 4 | 1.9 Entrepreneurial Education**
Work with Harrisburg University and other institutions of higher education to offer practical entrepreneurial education for students in business, engineering, science, and other majors.
- **Objective ED 4 | 1.10 Financial Assistance for New Retailers**
Explore the creation of a loan pool, grant provisions, or revolving fund to provide a p financing to entrepreneurs interested in starting viable retail businesses throughout the city.

- **Objective ED 4|11 Home-based Businesses**

Support low-impact home-based businesses in mixed-use districts, on appropriate industrial lands, and in residential areas, while ensuring those proposed for residential areas do not negatively impact residential neighborhoods.

- **Objective ED 4|12 Job Opportunities**

Encourage and support green-collar business development that is consistent with the city's goals, particularly those with the potential for locating within easy access to unemployed or underemployed workers.

- **Objective ED 4|13 Venture Capital for Tech**

Encourage private sources to increase venture capital availability as a keystone for the city's future technological business.

ED 4.1 Small Business/Business Development

It's time for the City of Harrisburg's diverse community to create an economy of thriving partnerships with the support of large and small businesses and entrepreneurs wanting to become an area where the residents are gainfully employed with stability for all. The City of Harrisburg and its Economic Development Department function as a primary source of economic development for the City to encourage continued growth. Our focus is business retention, business recruitment, marketing/public relations, product development, and workforce development. Help to grow and develop Harrisburg's business base to provide employment to residents.

Our Purpose is to focus on small businesses and target numerous industry sectors in all areas of the city by encouraging creation, retention and expansion of new and existing businesses through the creation of jobs and capital investment with a focus on small businesses and targeted industry sectors across all areas of the city.

External outreach and community engagement events would include:

1. Certification Information Sessions
2. Business Expos
3. Small Business Start-up Sessions
4. Existing Business Sessions

Goals:

- Long-term economic sustainability with business attraction efforts to help Harrisburg generate new and retain existing businesses.
- Determine what would generate foot traffic.
- Creating walkable communities.
- Required resources & services needed for communities and neighborhoods within the City.
- Identify communication channels and opportunities to share the successes of businesses and how the City is supportive of business growth.
- Collaborate with other departments on projects, initiatives, programs, and engagement with industry stakeholders and the community.

-
- Identify opportunities to engage with small and disadvantaged businesses.
 - Focus on areas within The City of Harrisburg City would benefit from investment to ensure economic equity throughout the city

Issues:

- Limited resources that make it difficult to meet all economic development demands.
- Growth, density, and higher real-estate costs present challenges to retaining and recruiting small businesses, entrepreneurs, and talent.
- The local economy in the area can affect our community and focus.

ED 4.2 M.W.B.E.

The City of Harrisburg has pledged to promote economic development growth to ensure sustainability for our City. Minority and women-owned businesses should have an equal opportunity by being evolved with the City's efforts for this process to become a reality.

The Minority and Women-Owned Business Enterprise (MWBE) program was created to meet that commitment to equal opportunity. The MWBE program's mission is to provide businesses with the tools to start, become successful, and have long-term sustainability. Those tools include connecting minority businesses to internal and external resources; organizing workshops and seminars; providing technical assistance; participating in outreach events; and conducting monthly certification training sessions.

The City of Harrisburg wants to create its own internal MWBE program that would increase the opportunities for minority and women-owned businesses within the City. Our Economic Development Department will continue to advocate awareness for minority and women-owned businesses through education, engagement, and promotion. Community engagement with area organizations would add a business perspective on diversity and inclusion to help outreach for new and existing minority and women-owned businesses.

External outreach and community engagement events would include:

- MWBE/HUB/DBE Certification Information Sessions
- Business Expos
- Small Business Start-up Sessions
- Existing Business Sessions

Goals:

- Utilize different ways to inform potential minority businesses about opportunities within the city.
- Ways to help build new business relationships through networking with various other industries, associations, and shared ideas on how to improve participation.
- Maintain a database specifically for minority businesses to ensure those businesses are notified when opportunities become available.
- Information for programing/funding to assist with small business development.

ED 4.3 Creative Industries

It is critical to a community's diversity and vitality to capitalize on its creative capacity. This group would include artists, creative professionals, educators, researchers, child care providers, and others. Nurturing these niche workers has been proven to be a part of a robust economic development strategy. These are often entrepreneurial jobs aim to amplify income and revenue growth for both the individual as well as the City.

These creative industries are grouped together and labeled as the "Creative Class" (Which Would include knowledge workers, creative professionals, researchers, artists, educators, and others) who are a vital part in economic growth with a value for any city, neighborhood and community. Increasingly, the line between science and art is becoming blurred. Collaboration across disciplines is now the source of much innovation and many new discoveries. With many the help of thriving educational and cultural institutions as well as an extensive technology sector, Harrisburg has the opportunity to expand and enhance its base of creative industries.

- **Objective ED 4.3 |.1 Creative Industry Growth**
Economic incentives will promote job growth within the creative industries. Growth is maintained through the promotion of educational opportunities, diverse and affordable neighborhoods, and flexible low-cost commercial space and affordable environments.
- **Objective ED 4.3 |.2 Technology-intensive Industries**
Pursue technology-intensive industries—such as computer system design, graphic and multi-media design, and broadcasting—creating environments suited to them.
- **Objective ED 4.3 |.3 Technology Growth Through Other Initiatives**
Encourage the growth of technology industries by coordinating sector specific economic development initiatives with technology infrastructure development, public utilities, and capital improvement planning.
- **Objective ED 4.3 |.4 University Partnerships**
Partner with area universities to develop strategies to support creative industries.

ED 5 Arts and Culture

A flourishing arts and culture industry in Harrisburg would benefit more than the standalone employment of artists and performers. Improving the quality of life through arts and culture attracts more knowledge workers to Harrisburg. This, in turn, encourages creative industries to locate in the city. Economic generators for art and culture in Harrisburg touch all facets of the industry including art galleries, theatre, museums, and movie series and also expanding to the culinary scene with global, eclectic and fine dining, brew pubs, coffee houses, and artisan craft foods.

Having an economic impact of nonprofit arts and culture organizations in Harrisburg's creative economy is of great importance. Harrisburg's nonprofit arts organizations and their audiences could have an economic impact that would help shape the City of Harrisburg, creating a culture, not just for Harrisburg, also including surrounding areas to visit.

- **Objective ED 5 | 1.1 Arts and Culture Training**
Urge partnerships with local universities to offer vocational training opportunities in arts, culture, and entertainment. Incentives including the Percent for Art, start-up loans, and art incubators may be applicable to fields such as graphic and web design, arts and culture management, stage design, and lighting.
- **Objective ED 5 | 1.2 Private Support for Arts and Culture**
Encourage partnerships with the private sector and organizations to encourage monetary and non-monetary support for arts and culture.
- **Objective ED 5 | 1.3 Partnership for Arts and Culture Development**
Promote partnerships among arts and culture organizations, educational institutions, museums, historic sites, and charitable foundations to enhance programming, funding, and facility development.
- **Objective ED 5 | 1.4 Cultural Directory**
Publish a Cultural Directory listing programs, services, and funding available from the city government and other public agencies.
- **Objective ED 5 | 1.5 Cultural Tours**
Work with the Convention Centers, Visitors Bureaus, Publications, Chamber of Commerce, and Harrisburg non-profits and Small Businesses, Art Organizations, and Educational Facilities to promote tour programs that increase awareness of the arts, culture, history, and architecture.
- **Objective ED 5 | 1.6 Connect Artists and Businesses**
Connect artists, arts organizations and arts-related businesses with local business resources to grow the arts contribution to the local innovative and entrepreneurial culture.

The Arts and Cultural Resources Key Focus Area for the City of Harrisburg to have a strategic plan with diverse offerings of arts and cultural resources that will create a celebration for our community that will provide entertainment, community and economic stability. The objectives to implement this focus area includes national recognition, protecting and enhancing character defining places, and fostering diverse opportunities for innovative arts, culture and tourism.

As the Capital of Pennsylvania, Harrisburg is already uniquely positioned to showcase the state's history and culture.

Arts and culture are an integral part of a city's enduring spirit. This is demonstrated through thriving art galleries, entertainment venues, and cultural events. Strategies must be offered for future opportunities that will go anywhere: storefronts and strip malls, parking decks and community centers, streets and park. This is a great opportunity to grow the creative network. The plan is for Harrisburg to have a Throughout the Community commitment to growing arts and culture. Having these aspects are key to the health and well-being of Harrisburg. This will elevate the lives of all residents by providing a greater understanding, and respect for diverse communities. Providing the opportunity to experience appreciation for arts and culture among new audiences is a city aspiration. This will help secure Harrisburg's reputation as Central PA's premier center for arts and culture, and can help preserve Harrisburg's heritage and define its legacy.

To provide the quality of life and entertainment opportunities desired by Harrisburg's diverse population, the city has continued to invest in the construction of additional cultural facilities and venues. A plan for bold and ambitious agenda for the future arts and cultural development in Harrisburg is must for a creative vision on life. This embraces eight goals and accompanying strategies. This vision will Arts and Cultural Organizations help Harrisburg become recognized in arts and culture.

This Arts and Cultural Resources Section suggests a framework to support and integrate the visual, performing and Harrisburg. The focus of the following primary findings will address the need to help create and grow Harrisburg's artistic culture:

- **Action ED 5|1.1**
Incorporate public art or cultural resources for public and private projects.
- **Action ED 5|1.2**
Need for arts and culture should be present in every neighborhood and can provide opportunities to connect and collaborate across neighborhood.
- **Action ED 5|1.3**
More public art and art integrated into daily life.
- **Action ED 5|1.4**
Harrisburg should serve and reflect the cultural interests of all its citizens and should become known for its open and inclusive access- physical, cultural and generational to arts and culture.
- **Action ED 5|1.5**
Harrisburg will need a wide range of additional spaces and places for artists to collaborate, perform, rehearse and innovate.
- **Action ED 5|1.6**
The arts should become more well-connected to innovators in other sectors.
- **Action ED 5|1.7**
Providing access to people with information on arts and cultural activities they desire, and can be encouraged everyone to explore and experiment with new opportunities.
- **Action ED 5|1.8**
The community strongly supports the continuation and expansion of city leadership in cultural development

Goals:

1. **Promote an Active Arts and Culture Lifestyle Throughout the Community**
2. **Expand Youth Arts Participation**
3. **Ensure Equity, Access, and Inclusion in All Cultural Programming**
4. **Support the Work of Harrisburg's Artists and Arts and Cultural Organizations**
5. **Enhance the Vitality of Harrisburg's Neighborhoods and Districts Through Thoughtful Placemaking**
6. **Enhance Arts Leadership and Governance**
7. **Strengthen, Marketing, Promotion, and Valuing of the Arts**
8. **Create a System of Sustainable Arts Funding**

A thriving arts and cultural scene in Harrisburg would help the city to realize its vision theme of Economic Equity and Prosperity. Developing a blueprint for the local creative community by promoting art in public places and hosting cultural events such as film festivals, historical events, museum exhibits, music and dance festivals, and culinary events would help strengthen and increase Harrisburg's economic stability and appeal transforming Harrisburg into a destination place. Increasing opportunities for arts and culture will bring an awareness and appreciation for the arts for all Harrisburg's residents, regardless of race, ethnicity, or income boundaries

Other important opportunities include the development of new arts and cultural districts around the city, utilization of vacant storefronts, and revival will areas within the city.

- **Objective ED 5 | 2.1 Arts and Cultural Events**
Promote and market events that support and encourage cultural and heritage tourism. Partner with art galleries, independent theaters, local universities and colleges, and the private sector in hosting and organizing annual festivals and arts events to enrich a cultural identity for Harrisburg.
- **Objective ED 5 | 2.2 Engaging the Arts Community Planning**
Engage the arts community in local planning to understand how the city can support their activities and help them to expand and grow.
- **Objective ED 5 | 2.3 Community Identity**
Encourage the use of public art to create an identity for the City of Harrisburg and its many communities

ED 6 Hospitality and Tourism

As the state capital, Harrisburg has long benefited from interest of statewide organizations and conference organizers. Facilities may be utilized to compete for more statewide, regional, and national events. Tourism provides essential support for serving local retail, restaurants, festival vendors, and entertainment providers, as well as many entry-level jobs for residents with more limited skills and experience. Harrisburg's many cultural, historic, open space and recreation resources offer valuable opportunities to enhance tourism and expand the local economy. Revenue and sponsorships are largely generated by Five City-sponsored events: **(1) July 4th, (2) Kipona Festival, (3) Holiday Parade, (4) New Year's Eve, (5) Artsfest, and (6) Ice & Fire Festival.**

City Island offers opportunities to enjoy the river and the beauty of nature it provides, as well as entertainment, sports, and other recreational venues, all within walking distance of the downtown. It is a destination for residents and visitors. All of the city's natural and physical assets are economic drivers for local business growth and job creation.

The city's many cultural, historic, open space and recreation resources offer valuable opportunities to enhance tourism and expand the local economy.

- **Objective ED 6 | 1.1 Cultural and Entertainment Hub**
Destination for conventions, the performing arts, sports, and special events.
- **Objective ED 6 | 1.2 Hospitality Support Services**

Provide programs and services to support the city's expanding hospitality and tourism sector.

- **Objective ED 6|1.3 Special Events and Attractions**
Promote recreation, events, and attractions that extend and enhance existing strengths of Harrisburg's tourism sector.
- **Objective ED 6|1.4 Cultural Resource Promotion**
Work with local historic preservation and arts groups to identify and promote Harrisburg's cultural resources.
- **Objective ED 6|1.5 Lodging**
Work with developers, investors, and other local organizations to plan and provide diverse and accessible lodging and accommodations to support tourism growth.
- **Objective ED 6|1.6 Citywide Marketing**
Coordinate with Convention Centers, Small business and Area publications to ensure the Harrisburg attractions are marketed effectively.
- **Objective ED 6|1.7 Cultural Investments**
Target locations for major public investments in culture, arts and entertainment venues and facilities.
- **Objective ED 6|1.8 Tourism Itineraries**
Develop heritage and cultural tourism itineraries that package multiple destinations and activities.
- **Objective ED 6|1.9 Cultural Resource Preservation**
Provide development incentives for preservation of cultural resources.

ED 7 Workforce Training and Access to Employment

Creating and maintaining a plan workforce development is the great economic asset for any city. The City of Harrisburg must thrive in large ways to create and extend accessible education for an educated workforce. With the national and regional economies shifting towards knowledge-based industries, a skilled and trained workforce are a must when competing for new businesses.

Continued support of college and post-graduate training achieved through demonstration of the varied range of critical skills. fundamental literacy and life skills. With the city's participation in the area's economy, the city's low and moderate-income residents would reduce income disparities with associated social issues. The best way to address needs is by providing training and opportunities for jobs that will improve their economic status. Providing public transit to job centers would be another key component in reducing the barriers of income disparities and associated social issues.

Goal:

- **Create long lasting partnerships between Local and State Government, Dauphin County, along with local and surrounding school districts to help grow and maintain the area's economy through work force training and access to employment.**

- **Objective ED 7 | 1.1 Diversified Business Recruitment**
Provide a broad range of employment opportunities for all residents by recruiting a range of business types.
- **Objective ED 7 | 1.2 Education and Employment**
Collaborate with school district, training providers, and the private sector to ensure attainable educational resources and allow paths for Harrisburg's youth (e.g. via colleges, workforce training, research programs).
- **Objective ED 7 | 1.3 Partnerships for Workforce Development**
Encourage partnerships with existing organizations that provide training in "soft-skills," vocational skills, daycare, and other services that enable people to enter the workforce and earn a living wage. Ensure that training and services are accessible to and located near those with the greatest need.
- **Objective ED 7 | 1.4 Training for Workforce Transitions**
Develop job training and supportive programs to allow Harrisburg's workers to transition from manufacturing to other sectors of work as the economy continues to shift, including strategies transitions.
- **Objective ED 7 | 1.5 Targeted Workforce Training**
Provide targeted workforce training and job placement programs to improve access to employment for Harrisburg's low- to moderate-income workers.
- **Objective ED 7 | 1.6 Supporting Colleges and Universities**
Promote economic stability and prosperity by supporting the area universities and colleges that contribute to developing Harrisburg's educated and creative workforce.
- **Objective ED 7 | 1.7 Workforce Training in Expanding Industries**
Expand workforce training options for the city's expanding industries, such as tourism, arts/entertainment, medical device manufacturing, clinical research, and environmental technology.
- **Objective ED 7 | 1.8 Workforce Transit Improvements**
Increase access to job opportunities by providing improved transit to all of Harrisburg's major job centers, as well as regional employment clusters.
- **Objective ED 7 | 1.9 Human Capital**
Emphasize investments in human capital (e.g., job training and recruitment of Harrisburg residents) when providing economic development incentives to attract new businesses to The City of Harrisburg.
- **Objective ED 7 | 1.10 Internships**
Encourage the Chamber of Commerce and other private-sector organizations to develop and support internship programs to connect with local university students and retain them in the area.
- **Objective ED 7 | 1.11 Education and Emerging Sectors**
Work with the business community, the Harrisburg School District, and higher education institutions to assure that students are receiving training for jobs in emerging sectors.

- **Objective ED 7|1.12 Summer Job and Internship Programs**
Work with the local school districts, business community, along with local and state government to offer summer job opportunities for Harrisburg youth.
- **Objective ED 7|1.13 Dauphin County Retraining Coordination**
Work with Dauphin County to provide job training and education for those who need to re-train for new industry jobs.
- **ED. 7| 1.14 Organizational Structure and Functions**
Effective attraction and retention of businesses, workforce development, and neighborhood redevelopment depend on joint efforts by the city, county, state, and regional economic development organizations, the private sector, and non-profit institutions. The creation of economic development initiatives would promote the attraction.

ED 8 Organizational Structure and Functions

Effective attraction and retention of businesses, workforce development, and neighborhood redevelopment depend on joint efforts by the city, county, state, and regional economic development organizations, the private sector, and non-profit institutions. The creation of economic development initiatives would promote the attraction.

Economic development efforts must be as efficient and effective as possible in supporting and expanding the city's tax base, particularly in times of limited fiscal resources. Coordinated efforts can capitalize on and leverage the activities of the County, State, region, and the private sector.

Disaster recovery efforts must incorporate economic recovery along with other needs. The following are suggested:

- **Objective ED 8|1.1 Economic Development Capacity**
Increase the city's economic development capacity and ability to coordinate economic development activities and performance measures.
- **Objective ED 8|1.2 Internal Coordination**
Coordinate the many economic development entities and city departments under the Office of Economic Development & Innovation to allow Harrisburg to better capitalize on local economic development opportunities.
- **Objective ED 8|1.3 Economic Development Equity**
With direction and leadership from the Office of Economic Development & Innovation, undertake economic development efforts, funding, and planning equitably throughout the city.
- **Objective ED 8|1.4 Leveraging Community / Public Service Institutions**
Unite and align efforts of Harrisburg University, HACC, research institutions, Harrisburg Regional Chamber, and health care centers to maximize their contributions of economic endeavors such as revitalization surrounding their institutions or scope.

- **Objective ED 8 | 1.5 External Coordination**
Coordinate with other local, regional, state, and non-profit agencies to address economic and community development issues in a cost-effective manner.
- **Objective ED 8 | 1.6 Limiting Economic Burdens**
Obtain revenue in a manner that does not place an undue burden on either businesses or residents, or on a single economic sector.
- **Objective ED 8 | 1.7 Economic Development Vision and Strategic Plan**
In cooperation with local and regional economic development organizations, institutions, and other stakeholders, develop an economic development vision and strategic plan that includes definition and scope, policies and procedures, goals and objectives, a work program, and performance measures.
- **Objective ED 8 | 1.8 Economic Development Administration**
Maintain an administrative structure to increase the city's economic development capacity and to coordinate economic development activities and performance measures.
- **Objective ED 8 | 1.9 Economic Development Communication**
Convene regular meetings of economic development stakeholders within city departments, economic development organizations, partner organizations, and the private sector to coordinate and focus their economic development activities.
- **Objective ED 8 | 1.10 Reinvestment Partnerships**
Partner with health care centers, universities, and colleges in cooperative redevelopment/reinvestment programs and ventures, focusing first on identified revitalization and redevelopment areas adjacent to these institutional uses.
- **Objective ED 8 | 1.11 Prioritization Methodology**
Develop a prioritization methodology to evaluate opportunity areas and to determine how redevelopment investments would best be made.
- **Objective ED 8 | 1.12 Post-disaster Strategic Planning**
In the event of a major disaster, economic recovery strategy, the process would specifically consider economic recovery issues along with general recovery concerns. Initial efforts could be rapid and largely department-driven; in the case of larger disasters, a broader participatory effort could follow the initial response.

ED 8.1 Healthy Food Choices

There's a need to have healthy food choices within the city limits of Harrisburg. Having only one full-service grocer to accommodate an estimated population of 50,000 people doesn't give many options or choices. Accessibility and convenience are keys to having a productive eco-system for the growth of an area. Having an easy commute for many areas to obtain fresh foods and other resources is a high priority for cities labeled Food Deserts.

Areas of need include; Allison Hill, South Allison Hill, Uptown, Midtown, and Downtown Harrisburg

The City's access to fresh foods would benefit by promoting a healthier lifestyle by being accessible to individuals within these five areas of the city, the African American and Latino community, and individuals lacking the resources to travel far distances and would promote the push for walkable communities. Areas outside the city limits are not accessible to most or may create a burden for those having to drive long distances versus an easy commute to their local grocer. Helping the communities of Harrisburg City by occupying key vacate properties, or building smaller models, two-story, or mix-use locations.

SOLUTIONS TO FOOD DESERTS:

- Obtaining a grocery store or supermarkets for underserved areas.
- Funding city-wide programs to encourage healthier eating.
- Extending support for small, corner-type stores and neighborhood-based farmers markets.
- Partnering with the community to address the need for healthier food choices.
- Expand efforts allowing customers to use Supplemental Nutrition Assistance Program benefits to purchase groceries.

ED 8.2 Servicing Underbanked Communities

Financial literacy often is not taught in schools and homes, making residents unprepared to make wise financial decisions in most cases. Underbanked communities such as Harrisburg City only have nontraditional financial services, limited financial services, or do not have the convenience of a local branch. Having an accessible bank plays a positive role in improving financial goals for communities by offering financial resources and services that may not be readily available. Having a branch within an unbanked community can encourage schools, community organizations, and churches to be more involved in financial education programs to help residents.

- Helping low-income residents with financial services through established financial institutions that prioritize safe, affordable, and wealth-building financial products and services.
- City leaders can connect with these institutions and incentivize them to operate in their community's bank deserts.
- Establish bank programs that connect residents to affordable options in participating financial institutions that offer safe accounts.
- Reach local new and existing businesses owners.
- Having a local bank will support efforts to help preserve and improve economic conditions in communities they serve.

ED 8.3 Transportation Infrastructure

A reliable transportation network will focus on connecting residents to essential goods and services, including quality-of-life elements (e.g., employment, education, food, healthcare, parks, shopping, recreation, and nightlife). The ability to have affordable access to jobs and services with a reliable transportation infrastructure increases growth in all areas. Public transit makes it easier for people to reach their desired destination, promoting accessibility, and travel safely without the use of a car.

- A transportation network and infrastructure that play an essential role in city tourism development, as it is often the prime means for visitors.
- Business or leisure to be able to travel around the city and surrounding areas creates access to events, cultural sites, and most importantly access to local businesses.
- Have a flowing transportation system would create a more attractive city for existing and future residents, small and corporate businesses for us to retain and welcome.
- Create a more efficient transportation eco-system by providing a more improved and expanded assistance for those in need of public transportation.

Benefits of Reliable Public Transportation

Reliable public transportation system that is meant to benefit and serve the region. The benefits public transportation includes: Eco-friendliness, social inclusivity, convenience, and economic growth.

1. Economic Development

- Public transit gives the ability to work in areas that they could not previously reach.
- Reliable transportation creates opportunity to grow by make the region accessible.
- This service will also allow individuals to have more or better housing choices when making decisions for lodging.
- Public transportation boosts the local economy by giving the ability to work, visit, and play throughout the region.

2. Increase of Tourism

- Having the ability to connect to with your city, neighboring towns and communities becomes accessibly to explore.

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- Tourism boost financial growth within the community and those who live in it.
 - Local restaurants, shops, and any attractions become easier to see what's offered.
 - Financial growth in the City will also increase and more opportunities for residents.

3. Environmental Benefits

- The impact of less motor vehicles on the road will help create more environmentally safe approach for less pollution.
- Support of a more effective public transportation system will decrease the impact of the carbon footprint our area.

4. Better Accessibility

- The disabled and elderly have issues traveling around their communities due to physical limitations and a lack of reliable.
- Residents from low income neighborhoods that can't afford cars are unable to access amenities such as opportunities, resources, and services (e.g., employment, education, food, healthcare, and shopping) outside of their neighborhood.
- There are no reliable alternatives. The area is spread-out and offers little to no public transit options. Expanding and effective public transportation will allow residents of all, regardless of their background, will have an affordable and or covenant option to travel within The City of Harrisburg and surrounding areas offering new opportunities.

Summary

Economic development encompasses and cuts across many of the topics covered by the Strategic Plan. This Section 's theme of Economic Prosperity and Equity, also to promote growth and development for stability future. All policies and actions within this portion of the Comprehensive Plan are integral to achieving this vision theme. Increasing the financial resources of Harrisburg's residents, particularly low and moderate-wealth households, is also a key step in achieving the Comprehensive Plan's themes to provide housing options by building successful neighborhoods and communities. Creating new jobs and assisting low and moderate-income residents to develop the skills to compete in the job market. This help them increase personal assets, buy power, and will create opportunities for home and neighborhood improvements.

Developing a new economic activity within the city limits will be critical to Coordinating Land Use and Transportation. Finally, expanding Harrisburg's economic base will generate financial resources to help fund the infrastructure and programs vital to achieving all of the Plan's themes.

NOTES:

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SECOND AMENDMENT TO MEMORANDUM OF UNDERSTANDING

This Second Amendment to the Memorandum of Understanding (the “Second Amendment”) is entered into by and between **DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT (“DCED”)** and **THE INTERGOVERNMENTAL COOPERATION AUTHORITY FOR HARRISBURG (“ICA Harrisburg”)**.

Pursuant to the Memorandum of Understanding (“MOU”) by and between DCED and ICA Harrisburg, as amended by the First Amendment to Memorandum of Understanding, DCED has transferred funds to ICA Harrisburg to cover operational expenses in the amount of One Hundred Thousand Dollars (\$100,000.00) each year for fiscal years FY 2018/19 through FY 2022/23. Pursuant to Section 204 of the Act of October 24, 2018 (P.L. 751, No. 124), known as the Intergovernmental Cooperation Authorities Act for Cities of the Third Class (the “Act”), ICA Harrisburg has a term of existence of approximately five (5) years, said termination date being December 31 of the fourth full calendar year following the year in which an intergovernmental cooperation agreement is entered into under Section 203(d) of the Act.

While the governing authorities of ICA Harrisburg and the City of Harrisburg have negotiated and approved the terms of an intergovernmental cooperation agreement as contemplated under Section 203(d) of the Act, the parties thereto have not executed and formally entered into an intergovernmental cooperation agreement. Pursuant to Section 706 of the Act, the distressed status of a city under the act of July 10, 1987 (P.L. 246, No. 47), known as the Municipalities Financial Recovery Act (“Act 47”), shall terminate when an intergovernmental cooperation agreement is entered into by the ICA Harrisburg and the City of Harrisburg. By Order dated September 9, 2021, issued by The Honorable Michael H. Wojcik in *The Commonwealth of Pennsylvania, et al. v. RBC Capital Markets Corporation, et.al.*, Commonwealth Court of Pennsylvania, Docket No. 368 M.D. 2018 (“Harrisburg Incinerator Litigation”), the Act 47 Coordinator for the City of Harrisburg remains the sole plaintiff in litigation initiated by the Commonwealth of Pennsylvania, *et al.*, against various defendants to recover damages arising out of The Harrisburg Authority’s Resource Recovery Facility retrofit project. The termination of distressed status and the resulting elimination of the Act 47 Coordinator position by operation of law under Section 706 of the Act will result in significant harm to the City of Harrisburg to the extent that the Act 47 Coordinator is the sole party with legal standing to pursue claims against the defendants in the Harrisburg Incinerator Litigation. The City of Harrisburg is exploring the feasibility of transferring or assigning the Act 47 Coordinator’s legal standing in the Harrisburg Incinerator Litigation to a third-party agency so as to enable the ICA Harrisburg and the City of Harrisburg to enter into an intergovernmental cooperation agreement and terminate the City of Harrisburg’s distressed status under Act 47.

Because the ICA Harrisburg and the City of Harrisburg have not entered into an intergovernmental cooperation agreement, the ICA Harrisburg’s five (5) year term of existence under Section 204 of the Act has not yet begun to run. Consequently, with the termination of funding of ICA Harrisburg operations after FY 2022/23 under the MOU, as amended, it is necessary and appropriate to extend funding for ICA Harrisburg for an additional five (5) years through Fiscal Year 2027/28 to ensure the ICA Harrisburg is properly funded to fulfill its statutory

duties and powers as set forth in the Act in furtherance of assisting the City of Harrisburg with achieving financial stability.

DCED and ICA Harrisburg now desire to amend the MOU to extend the termination date of the MOU and provide for additional funding to ICA Harrisburg for an additional five (5) fiscal years.

The parties to this Second Amendment set forth the following as the terms and conditions of their understanding:

1. Paragraph 1 of the MOU is amended to read:

1. DCED Responsibilities.

- a. Upon the full execution of the MOU, DCED shall transfer to ICA Harrisburg the amount of One Hundred Thousand Dollars (\$100,000.00) to cover operational expenses for the first year of the ICA Harrisburg's operation.
- b. DCED shall make available to the ICA Harrisburg, on an annual basis, the sum of One Hundred Thousand Dollars (\$100,000.00) to cover operation expenses incurred each fiscal year beginning with Fiscal Year 2019/20 and ending with Fiscal Year 2027/28. The funds shall be transferred by DCED to ICA Harrisburg on the following schedule:
 - (i) For Fiscal Year 2019/20, One Hundred Thousand Dollars (\$100,000.00) to be transferred upon the full execution of the First Amendment.
 - (ii) For Fiscal Year 2020/21, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2020.
 - (iii) For Fiscal Year 2021/22, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2021.
 - (iv) For Fiscal Year 2022/23, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2022.
 - (v) For Fiscal Year 2023/24, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2023.
 - (vi) For Fiscal Year 2024/25, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2024.
 - (vii) For Fiscal Year 2025/26, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2025.
 - (viii) For Fiscal Year 2026/27, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2026.

(ix) For Fiscal Year 2027/28, One Hundred Thousand Dollars (\$100,000.00) to be transferred on or after July 1, 2027.

2. The Termination Date of the MOU is extended from June 30, 2023 to June 30, 2028. ICA Harrisburg's requirement to provide DCED with a copy of ICA Harrisburg's Annual Report due on December 31, 2028, for Fiscal Year 2027/28 shall survive the termination of the MOU.

3. Unless otherwise defined herein, the terms used herein shall have the same meanings as set forth in the MOU.

4. All other terms and conditions of the MOU not expressly amended or modified herein, or in any previous amendment, if applicable, shall continue in full force and effect.

[SIGNATURE PAGE FOLLOWS]

COH
SUMMARY REVIEW OF REFUSE/DISPOSAL UTILITY REVENUE RECEIVABLES
12/31/2022

Accounts Receivable Trending	(UT-8 w/p ref.) A/R Balances per Aging Detail in Util Syst Audit Rpt	(UT-8 w/p ref.) Offset for Credit Balances in Util Syst Audit Report	Adjusted A/R Balances	(UT-4 w/p ref.) Offset Dispos Pymts on Disputed A/Cs Recorded as Refuse	Reclassified A/R Balances	(UT-2 w/p ref., summary annual rpt) Less: Year-End Escrow Balances	A/R Balances Net of Escrow Balances	(UT-2 w/p ref., summary annual rpt) Annual Billings	(UT-2 w/p ref., summary annual rpt) Annual Collections	Collections as a % of Billings
12/31/2017 - Refuse	2,468,210	(212,222)	2,255,988	201,738	2,457,726	(13,340)	2,444,386	4,756,627	4,101,274	86.22%
12/31/2017 - Disposal	8,305,569	(65,267)	8,240,302	(201,738)	8,038,564	(282,442)	7,756,122	11,433,770	10,268,961	89.81%
12/31/2017 Total	10,773,779	(277,489)	10,496,290	-	10,496,290	(295,782)	10,200,508	16,190,397	14,370,235	88.76%
12/31/2018 - Refuse	3,182,091	(194,504)	2,987,587	186,084	3,173,671	(21,497)	3,152,174	5,209,889	4,201,445	80.64%
12/31/2018 - Disposal	9,759,057	(86,615)	9,672,442	(186,084)	9,486,358	(495,507)	8,990,851	12,545,499	10,227,428	81.52%
12/31/2018 Total	12,941,148	(281,119)	12,660,029	-	12,660,029	(517,004)	12,143,025	17,755,388	14,428,873	81.26%
12/31/2019 - Refuse	3,602,522	(184,779)	3,417,743	159,868	3,577,611	(28,784)	3,548,827	5,209,914	4,565,508	87.63%
12/31/2019 - Disposal	9,559,812	(77,896)	9,481,916	(159,868)	9,322,048	(708,362)	8,613,686	12,307,485	11,424,562	92.83%
12/31/2019 Total	13,162,334	(262,675)	12,899,659	-	12,899,659	(737,146)	12,162,513	17,517,399	15,990,070	91.28%
12/31/2020 - Refuse	3,888,417	(215,143)	3,673,274	163,302	3,836,576	(33,694)	3,802,882	4,723,319	4,346,407	92.02%
12/31/2020 - Disposal	10,408,400	(169,564)	10,238,836	(163,302)	10,075,534	(893,244)	9,182,290	11,059,963	10,071,291	91.06%
12/31/2020 Total	14,296,817	(384,707)	13,912,110	-	13,912,110	(926,938)	12,985,172	15,783,282	14,417,698	91.35%
12/31/2021 - Refuse	3,712,000	(41,386)	3,670,614	9,028	3,679,642	(37,292)	3,642,350	4,586,644	4,464,584	97.34%
12/31/2021 - Disposal	9,157,244	(98,439)	9,058,805	(9,028)	9,049,777	(955,706)	8,094,071	10,700,840	10,357,418	96.79%
12/31/2021 Total	12,869,244	(139,825)	12,729,419	-	12,729,419	(992,998)	11,736,421	15,287,484	14,822,002	96.96%
3/31/2022 - Refuse	3,609,763	(47,269)	3,562,494	9,028	3,571,522	(2,277)	3,569,245	1,152,703	1,135,338	98.49%
3/31/2022 - Disposal	8,122,611	(102,901)	8,019,710	(9,028)	8,010,682	(78,997)	7,931,685	2,706,437	2,658,530	98.23%
3/31/2022 Total	11,732,374	(150,170)	11,582,204	-	11,582,204	(81,274)	11,500,930	3,859,140	3,793,868	98.31%
6/30/2022 - Refuse	3,681,068	(46,080)	3,634,988	9,028	3,644,016	(2,329)	3,641,687	1,156,521	1,079,194	93.31%
6/30/2022 - Disposal	8,262,081	(97,216)	8,164,865	(9,028)	8,155,837	(81,435)	8,074,402	2,715,674	2,552,412	93.99%
6/30/2022 Total	11,943,149	(143,296)	11,799,853	-	11,799,853	(83,764)	11,716,089	3,872,195	3,631,606	93.79%
9/30/2022 - Refuse	3,718,115	(45,201)	3,672,914	9,028	3,681,942	(2,433)	3,679,509	1,160,896	1,066,500	91.87%
9/30/2022 - Disposal	8,350,988	(94,499)	8,256,489	(9,028)	8,247,461	(81,767)	8,165,694	2,730,894	2,486,762	91.06%
9/30/2022 Total	12,069,103	(139,700)	11,929,403	-	11,929,403	(84,200)	11,845,203	3,891,790	3,553,262	91.30%
12/31/2022 - Refuse	3,765,061	(47,212)	3,717,849	9,028	3,726,877	(2,511)	3,724,366	1,167,810	1,060,548	90.82%
12/31/2022 - Disposal	8,431,626	(98,087)	8,333,539	(9,028)	8,324,511	(82,177)	8,242,334	2,753,521	2,509,036	91.12%
12/31/2022 Total	12,196,687	(145,299)	12,051,388	-	12,051,388	(84,688)	11,966,700	3,921,331	3,569,584	91.03%
3/31/2023 - Refuse	3,879,543	(53,859)	3,825,684	12,586	3,838,270	(2,601)	3,835,669	1,309,880	1,167,619	89.14%
3/31/2023 - Disposal	8,657,961	(99,974)	8,557,987	(12,586)	8,545,401	(85,245)	8,460,156	3,034,107	2,712,136	89.39%
3/31/2023 Total	12,537,504	(153,833)	12,383,671	-	12,383,671	(87,846)	12,295,825	4,343,987	3,879,755	89.31%