

Intergovernmental Cooperation Authority for Harrisburg

Minutes of the Governing Board

Regular Meeting

September 25, 2024

Temple University Harrisburg, Strawberry Square, Harrisburg PA

hbgica.org

Members in Attendance	Mr. Doug Hill Ms. Audry Carter 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. Jeffrey Stonehill Authority Manager	
Meeting Begins		4:02 p.m.
Welcome by Doug Hill, Chair	Mr. Hill opened the meeting.	
Approval of the Minutes • August 28, 2024	On a motion by Ms. MacNett, Second by Ms. Carter, the minutes were approved.	The minutes were approved by a vote of 3-0.
Report by the Chair	Mr. Hill thanked everyone for the work that was done on the City's Five-Year Plan update. He noted that Mr. McCutcheon made the changes as were discussed at the August meeting.  A transmittal letter was sent to Mayor Williams on September 9, 2024 accepting the revised Five-Year Plan update; and there was a media release.  Mr. Hill noted that he met with Mayor Williams. He reviewed items that were discussed.	
Report on City of Harrisburg Financial Activities	Mr. Hill introduced Bryan McCutcheon, City of Harrisburg, Accounting Manager.  Mr. McCutcheon passed out some materials.  He noted the cash balance in the Neighborhood Services Fund. He said that year-to-date revenue remains on target.	

	<p>He noted the American Rescue Act funding passing through the General Fund.</p> <p>Ms. Carter noted that the other municipalities involved in the trash arrangement were covering their expenses.</p> <p>Ms. Speaker MacNett said it was a positive report.</p>	
<p>Discussion on the ongoing process to develop a Comprehensive Economic Development Plan</p>	<p>Mr. Hill introduced Gloria Martin-Roberts, interim director of the Department of Building and Housing Development; and, Jason Graves, Director of Business Development, to discuss the planning process.</p> <p>Ms. Martin-Roberts said she looks forward to working collaboratively and to move forward with a comprehensive plan. She noted that when she started in June there were surprises uncovered that required her attention. She reviewed the other responsibilities of her office.</p> <p>Ms. Martin-Roberts said she has discussed economic development with key stakeholders in the City. She would like to meet with local businesses and ask if they can share information with her office (for example, parking issues). She asked the ICA Board for their views of a comprehensive planning process.</p> <p>Ms. Martin-Roberts said she is proposing to the Mayor the formation of an economic development advisory committee to assist in the development of a plan.</p> <p>Mr. Hill noted that he had discussed the formation of a working group with Ms. Martin-Roberts. He noted that marketing would need to be a part of this discussion. He feels developers should be consulted.</p>	

	<p>Mr. Hill noted that the Commonwealth plays a key role in the economic vitality of the City. He gave examples of buildings, projects, agencies, etc., that all impact downtown Harrisburg. He said 2/3 of the downtown traffic comes from State employees and visitors.</p> <p>Ms. Martin-Roberts noted downtown Lancaster. She said we can no longer rely on State government to be the end all and be all for the success of downtown Harrisburg.</p> <p>Mr. Graves discussed some attributes of downtown Lancaster.</p> <p>Ms. Martin-Roberts discussed her views on what would make downtown Harrisburg successful. She discussed offerings that do not necessarily involve drinking alcohol. She discussed a particular store. She wants to talk to the store owners. She mentioned another business.</p> <p>Ms. Martin-Roberts noted marketing.</p> <p>Ms. Carter explained that she knows a lot about downtown Lancaster from her own experience working with the Pennsylvania College of Art &amp; Design. She added that there is a great collaboration between government, business, nonprofits, to work together. She noted “brain-drain” of young people moving away.</p> <p>Ms. Speaker MacNett added her perception from living and owning properties in Harrisburg since the 1970s. She discussed 6<sup>th</sup> Street corridor and the Uptown Shopping Center as an opportunity for redevelopment. She noted the importance of the Broad Street Market.</p> <p>Ms. Speaker MacNett noted the Front Street lighting needs to be improved. She</p>	
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	<p>discussed housing challenges and homelessness.</p> <p>Ms. Martin-Roberts discussed how the City is addressing the homeless needs. There is a working group that is attempting to develop a space for the homeless to have a safe encampment. The County is a part of the working group. She talked about the causes of homelessness in the City.</p> <p>Ms. Speaker-MacNett discussed places along the PA Turnpike set up for truckers with lockers, food, television, and showers.</p> <p>Ms. Speaker-MacNett discussed the resources of private and parochial schools. Also the beauty of religious buildings.</p> <p>Ms. Speaker-MacNett concluded by suggesting that the original work of Mr. Graves was too broad and too ambitious. She suggested it be pared back and use statistical analysis to determine success. She added that there should be less narrative.</p> <p>Ms. Carter noted the resources available through the PA Downtown Center. Ms. Carter said that the ICA Board has offered to pay for the City to join the Center. She added that the strategy must be “multi-pronged”. The PA Downtown Center has experience helping cities develop such plans.</p> <p>Ms. Martin-Roberts added that it needs to be a multi-cultural plan. That too often people of color are left out of such planning processes.</p> <p>The group agreed that the plan needs to be filled with tangible things that can be achieved.</p>	
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	<p>Ms. Barber added her thoughts about parking downtown.</p> <p>Mr. Hill concluded that he hopes that we can have regular updates between the planning effort and the ICA Board. Ms. Martin-Roberts is looking forward to the formation of the committee.</p> <p>Ms. Martin-Roberts discussed how local children love roller-skating.</p> <p>Mr. Graves described a new local business near the Uptown Shopping Center. He noted there have been road-blocks for that facility.</p> <p>Mr. Stonehill noted that successful plans are plans that lay the groundwork for economic development rather than picking specific businesses or activities.</p> <p>Mr. Hill said success can be organic.</p> <p>Ms. Martin-Roberts said there are great projects through the neighborhoods of our City.</p>	
<p>Authority Manager's Report</p>	<p>Mr. Stonehill provided the financial report for September 2024.</p> <p>Mr. Stonehill said that the annual invoice to the Pennsylvania Department of Community and Economic Development was submitted.</p> <p>Mr. Stonehill presented a proposed meeting schedule for 2025.</p>	<p>On a motion by Ms. Carter, with a second by Ms. Speaker-MacNett, the 2025 meeting schedule was approved, 3-0.</p>
<p>Public Comments</p>	<p>Eric Epstein, Rock the Capital, asked why the guests leave the room prior to public comments. Mr. Epstein asked about assessment appeals. Mr. Epstein asked about collection rates for the Neighborhood Services Fund. Mr. Epstein asked about health insurance funding. Mr. Epstein asked about pensions. Mr. Epstein asked about Other Post-Employment Benefits (OPEB). Mr. Epstein asked about brownfield development. Mr. Epstein asked about the train station.</p>	

	<p>Mr. Epstein mentioned about the Susquehanna River Basin Commission.</p> <p>Mr. Brian Kimmett asked Mr. McCutcheon if there was concern about the City falling behind in the OPEB or pension liability payments.</p> <p>Mr. McCutcheon commented that OPEB and pension liability is calculated by actuaries. He added that in the Five-Year Plan update, the Administration was more prudent and more conservative than in the past. He added that no revenue from the parking scheme is anticipated.</p> <p>There was a comment made by Mr. Stonehill regarding the extension of the Local Economic Revitalization Tax Assistance (LERTA) legislation.</p> <p>Mr. Hill closed by saying that the ICA Board will continue to function for five (5) years following the City's exit from Act 47 distressed city status.</p>	
Adjourn meeting at 5:29 p.m.	Motion by Ms. MacNett. A second was not required.	Approved 3-0.

Respectfully submitted:



Jeffrey M. Stonehill, Authority Manager

## Appendix Documents



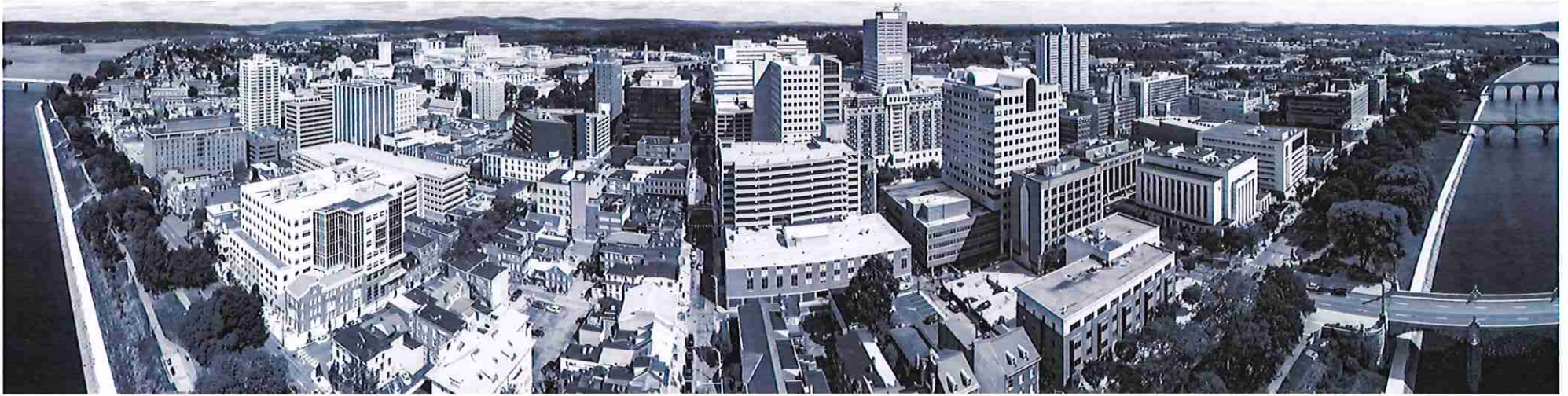


**Proposed 2025 ICA Board Meetings**

Wednesday, January 22, 2025 Harrisburg ICA Meeting 3:00 p.m.  
Wednesday, April 23, 2025 Harrisburg ICA Meeting 3:00 p.m. *COH Stats Due April 30*  
Wednesday, June 25, 2025 Harrisburg ICA Meeting 3:00 p.m. *ICA Report Due June 30*  
Wednesday, August 27, 2025 Harrisburg ICA Meeting 3:00 p.m. *ICA Five-Year Plan Due August 30*  
Wednesday, September 24, 2025 Harrisburg ICA Meeting 3:00 p.m.  
Wednesday, December 17, 2025 Harrisburg ICA Meeting 3:00 p.m. *Budget Review Meeting - ICA Report Due Dec 31*

# HarrisburgTogether

One City. One Community.



## ECONOMIC DEVELOPMENT STRATEGIC PLAN

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**(Footnote)** Each outline provides a structured framework for developing a strategic plan centered Subject. Each section can be expanded with detailed content, specific goals, strategies, and examples relevant to the context.

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## HarrisburgTogether: Strategic Plan Outline

### Plan Introduction

The strategic plan for the City of Harrisburg, led by HarrisburgTogether, outlines a holistic vision for the city's future growth and development. It emphasizes economic development, community engagement, and collaboration with stakeholders to create a thriving and inclusive environment. The plan's key components include envisioning and planning, focusing on arts, culture, economic growth, and more, with a commitment to regular evaluation and adaptability.

- **Definition and Vision:** It defines a city strategic plan as a roadmap that sets the course for a city's growth, encompassing a holistic and sustainable vision that goes beyond short-term goals.
- **Holistic Approach:** Emphasizes the significance of a holistic and sustainable vision, ensuring that various aspects like economic, social, and environmental factors are considered for long-term prosperity.
- **Collaboration:** Highlights the necessity of collaboration between the local government and stakeholders, fostering a collective effort to shape the city's trajectory.
- **Key Components:** Outlines the essential elements of a city strategic plan, which might include economic development, community engagement, infrastructure enhancement, and more.

### Utilizing the plan:

- **Role and Significance:** Discusses the role of the Harrisburg Together Strategic Plan as a guiding document that steers the city's growth and serves as a reference for decision-making.
- **Versatile Applications:** Explores how the plan benefits city leaders and stakeholders by providing a framework for informed decision-making, resource allocation, and development initiatives.
- **Policy Alignment:** Emphasizes the importance of aligning policies, decisions, and resources with the plan to ensure consistency and effective implementation of the outlined goals and strategies.

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## **Equality, Equity, and Inclusive**

The City of Harrisburg, Pennsylvania, is experiencing population growth, yet this has brought to light the need for equity and inclusivity in the community. Disparities among neighborhoods have increased, with communities of color facing obstacles to opportunities and long-term residents struggling with affordability. This raises concerns about preserving the city's diverse fabric. Both youth and adults in Harrisburg lack equitable access to essential services, highlighting the importance of addressing disparities and gentrification's negative impacts, such as involuntary displacement. Ensuring access to education and homeownership is vital for promoting residents' well-being in Harrisburg.

- **Population Growth and Equity Concerns:** Harrisburg, Pennsylvania, is undergoing population growth, but this growth has exposed significant equity and inclusivity challenges within the community.
- **Neighborhood Disparities:** Disparities among neighborhoods have widened, particularly impacting communities of color. These groups often face barriers to accessing opportunities, while long-standing residents and businesses grapple with affordability issues.
- **Preserving Diversity and Culture:** The city's rich tapestry of people and cultures is at risk due to these challenges. The potential erosion of Harrisburg's vibrant identity is a cause for concern.
- **Addressing Disparities and Gentrification:** To secure a shared future, it's crucial to address disparities and mitigate the negative effects of gentrification, such as involuntary displacement. This involves providing resources for vulnerable residents, ensuring access to quality education, and creating pathways to homeownership in Harrisburg.

## **Powerful, Genuine Communities and Neighborhoods**

The document outlines a comprehensive strategy for nurturing robust neighborhoods in Harrisburg, emphasizing cultural significance, unity, and neighborhood strengths. The plan focuses on fostering authenticity, preserving heritage, and creating vibrant spaces that promote economic vitality and active citizen participation. It champions equitable neighborhood planning, arts integration, safety, and housing innovations. The plan underscores the importance of community partnerships, commercial reinvestment, and strategic interventions to ensure a diverse, inclusive, and thriving built environment that reflects Harrisburg's unique essence and values.

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- **Authentic Neighborhood Focus:** The document emphasizes the importance of fostering genuine and strong neighborhoods in Harrisburg, recognizing their cultural significance and unity.
- **Comprehensive Goals and Strategies:** The outlined goals include creating interconnected mixed-use hubs, enhancing urban design excellence, preserving authenticity, promoting economic strength, empowering citizen participation, establishing reflective public spaces, ensuring safety, and championing housing innovations.
- **Diverse Engagement and Equitable Planning:** The plan promotes diverse and inclusive community engagement, aligning local vision with long-term objectives, and harmonizing recommendations with a comprehensive plan to ensure equitable neighborhood development.
- **Commercial and Area Reinvestment:** The document highlights strategies for commercial and area reinvestment, aiming to improve neighborhood connectivity, strengthen identity, enhance community centers, and revitalize aging commercial corridors through mixed-use redevelopment and strategic interventions.

### **Addressing Food Disparity: Equality and Access for All**

The City of Harrisburg recognizes the urgent need for equitable access to fresh and nutritious foods, particularly in the Uptown, Midtown, Downtown, Allison Hill, and South Allison Hill neighborhoods. To address this food disparity, a community-centered approach is essential. By strategically establishing grocery stores in centralized locations within these underserved areas, the city aims to enhance walkability, cater to residents without transportation, and promote convenience. This approach not only tackles food disparities but also contributes to neighborhood vibrancy, attracting residents and supporting local businesses. Through collaborative efforts involving community leaders, businesses, and residents, the city envisions a stronger sense of community empowerment and economic growth, where accessible and healthy food options foster a more inclusive and thriving environment.

- **Accessibility:** Ensuring all residents have equal access to fresh and healthy foods by strategically locating grocery stores in underserved neighborhoods.
- **Walkability:** Enhancing walkability within neighborhoods to make it easier for residents, especially those without transportation, to access nutritious foods.
- **Community Empowerment:** Empowering the community through collaborative efforts, allowing residents to voice concerns, contribute insights, and actively participate in addressing food disparities.
- **Economic Growth:** Supporting local businesses and fostering economic growth by attracting residents and increasing foot traffic through the establishment of accessible grocery stores.

### **Advancing Equity in Health and Well-being**

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The City of Harrisburg recognizes the intrinsic link between health and economic vitality, understanding that investing in health can drive transformative economic growth. Anchored in this understanding, the forthcoming Strategic Plan seeks to empower residents by dismantling barriers to healthcare access, ultimately fostering a thriving city. With a steadfast commitment to breaking down healthcare obstacles, the plan addresses both food deserts and food swamps, aiming to enhance the availability of nutritious options while reducing less healthful choices. At the heart of this effort is the Harrisburg Health Office, dedicated to championing health equity and inclusion, prioritizing underserved populations, and ensuring that improved health is accessible to everyone. By addressing disparities and investing in early health interventions, Harrisburg strives to uplift its residents, break generational cycles of poverty, and create a more equitable and prosperous future for all, where the symbiotic relationship between health and economic well-being is harnessed for the benefit of the entire community.

- **Health and Economic Connection:** Recognizing the interdependence of health and economic development, Harrisburg's Strategic Plan leverages investments in health to drive transformative economic impact within the community.
- **Comprehensive Health Equity Approach:** The plan takes a comprehensive approach to health equity, focusing on eliminating healthcare barriers, promoting nutritious options, and ensuring that health benefits reach all residents, regardless of background.
- **Holistic Well-being:** By addressing disparities and investing in early health interventions, Harrisburg aims to break generational cycles of poverty, uplift residents, and foster a more equitable and prosperous future, where the well-being of citizens is central to economic growth.
- **Harrisburg Health Commitment:** The city's commitment to fostering healthy behaviors, preventing illnesses, and providing quality healthcare access, with a strong emphasis on prioritizing underserved populations and promoting health equity.

### **Creativity and Diversity: Harrisburg's Vision for Arts and Culture**

The City of Harrisburg's Arts and Cultural Plan envisions a thriving environment where art and culture flourish, fostering a diverse and vibrant cultural landscape. The plan's key objectives center on enhancing access and inclusion, promoting community engagement, celebrating cultural diversity, and driving economic growth. By strategically focusing on sustainability and a future-oriented approach, the plan aims to cultivate an atmosphere where artistic expression and cultural traditions thrive, enriching the well-being of both residents and visitors.

- **Access and Inclusion:** The Arts and Cultural Plan in Harrisburg prioritizes equitable access to artistic and cultural experiences for all members of the community, ensuring that barriers are dismantled, and diverse populations can actively engage.
- **Community Engagement:** The plan emphasizes fostering a strong sense of community involvement by encouraging collaborations, interactive events, and participatory projects that enable residents to shape and contribute to the city's cultural landscape.
- **Cultural Diversity:** Harrisburg's plan celebrates the city's rich cultural diversity by supporting a wide range of artistic expressions, traditions, and creative initiatives from various backgrounds, creating a vibrant tapestry of cultural experiences.
- **Economic Growth:** The plan recognizes the economic potential of a thriving arts and culture sector, aiming to attract visitors, stimulate the creative economy, and promote job opportunities within the arts, thereby contributing to the city's overall economic growth and prosperity.

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## **Marketing Plan for Revitalizing Harrisburg: Celebrating Arts, Culture, and Business**

Revitalizing Harrisburg is a multifaceted endeavor, and a strategic marketing plan is a key catalyst for its success. This plan is designed to amplify the city's cultural renaissance by celebrating its vibrant arts, culture, and emerging businesses. By fostering a sense of unity and belonging through shared identity, the plan envisions Harrisburg as a living canvas where traditions harmonize with innovation. Through an interactive website, cultural showcases, and engaging social media, the plan aims to highlight the city's authenticity and diversity. It also showcases success stories, incentivizes entrepreneurship, and collaborates with neighboring cities to create a regional appeal. With community engagement at its core, the plan's data-driven approach ensures adaptability, while periodic celebrations and recognition events reinforce progress. Through this comprehensive strategy, Harrisburg's revival becomes a tangible invitation for all to participate in a remarkable transformation that rejuvenates not only the city's physical landscape but also its soul.

- **Cultural Vibrancy:** The marketing plan aims to showcase Harrisburg's rich cultural tapestry by highlighting its diverse artistic expressions, traditions, and creative initiatives. By celebrating the city's cultural vibrancy, the plan not only attracts visitors seeking an authentic experience but also fosters a sense of unity and belonging among residents.
- **Economic Attraction:** The plan positions Harrisburg as an attractive destination for businesses and entrepreneurs by showcasing success stories of ventures that have thrived in the revitalized city. Through incentives, tax breaks, and collaborative opportunities, the plan seeks to stimulate economic growth and job creation, thereby contributing to the city's overall prosperity.
- **Community Engagement:** Community involvement is central to the plan's success, as it engages residents through town halls, surveys, and grassroots initiatives. By incorporating residents' voices into the revitalization process, the plan ensures that the transformation is reflective of the community's needs, aspirations, and values.
- **Data-Driven Adaptability:** The marketing plan employs a data-driven approach to measure its impact, and analyze website traffic, social media engagement, event attendance, and investment inquiries. This adaptability ensures that strategies can be fine-tuned based on insights and trends, maximizing the plan's effectiveness in promoting Harrisburg's revitalization and cultural resurgence

## **Connected, Safe, and Accessible Spaces: Building the Future for The City of Harrisburg**

"Connected, Safe, and Accessible Spaces: Building the Future for the City of Harrisburg" represents a forward-looking urban development strategy aimed at transforming Harrisburg into a technologically advanced, secure, and inclusive city. This comprehensive approach focuses on connectivity through smart city initiatives, safety enhancement through law enforcement and urban planning, accessibility improvements for all residents, and a commitment to shaping a progressive future while honoring the city's heritage. This vision harmonizes innovation with community, aiming to create a vibrant and inclusive ecosystem where residents feel a deep sense of belonging and the city's past seamlessly merges with its promising future. Through the synergy of technology, culture, and people, Harrisburg aspires to redefine urban progress while retaining its authentic essence.



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- **Connectivity and Technology:** The plan prioritizes creating a connected city by leveraging advanced technology and infrastructure, incorporating elements of smart city initiatives. This includes integrating IT devices, data analytics, and digital communication platforms to optimize traffic flow, energy usage, and public services. The goal is to enhance connectivity between residents, resources, and places within Harrisburg.
- **Safety and Security:** Ensuring the safety of residents is a core aspect of the plan. This involves implementing strategies such as improved law enforcement, surveillance systems, and emergency response mechanisms. Urban planning will emphasize well-lit streets, pedestrian-friendly areas, and secure public spaces to discourage criminal activity and promote a sense of security for all.
- **Inclusivity and Accessibility:** The plan aims to make Harrisburg a welcoming and usable city for everyone, regardless of physical abilities or socioeconomic status. It entails initiatives to provide accessible facilities for individuals with disabilities, as well as inclusive design practices for public spaces and buildings. Affordable housing and enhanced public transportation options will improve access for all community members.
- **Future-Forward Urban Development:** Harrisburg's vision focuses on embracing innovative approaches and technologies to shape the city's development for the future. The plan acknowledges the need to adapt to the challenges and opportunities of the modern world while prioritizing residents' well-being and quality of life. This forward-thinking approach positions Harrisburg as a model for urban development in the 21st century, demonstrating a commitment to progress and inclusivity.

### Enhancing Transportation and Accessibility for The City of Harrisburg

A robust transportation network will be dedicated to seamlessly connecting the residents of the City of Harrisburg with essential goods and services, encompassing elements that enhance their quality of life such as employment, education, food, healthcare, parks, shopping, recreation, and vibrant nightlife. The provision of affordable access to employment opportunities and services through a reliable transportation infrastructure has the potential to foster growth across all sectors within the city. Public transit serves as a conduit, enabling individuals to effortlessly reach their desired destinations, thereby promoting accessibility and ensuring safe travel without the necessity of a personal vehicle.

- **Resident-Centric Connectivity:** The transportation plan aims to seamlessly connect residents of The City of Harrisburg with essential services, education, healthcare, employment, and recreational opportunities. By eliminating barriers and providing affordable options, it prioritizes the well-being and convenience of all residents.
- **Economic Empowerment:** The robust transportation infrastructure acts as a catalyst for economic growth, providing access to employment opportunities and supporting businesses. The plan's focus on accessibility and inclusivity ensures that individuals from diverse backgrounds can participate in the city's economic growth, enhancing living standards.
- **Inclusivity and Sustainability:** The transportation vision underscores the commitment to inclusivity, addressing the needs of the elderly, differently abled, and those without personal vehicles. By promoting efficient public transportation, the plan reduces carbon footprints, aligning with sustainability goals while fostering an environment where everyone can fully participate.

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- **Collaborative Transformation:** Realizing the vision requires collaborative efforts, involving government agencies, private businesses, educational institutions, nonprofits, and the community. By uniting diverse stakeholders, the plan aims to drive transformative change, making The City of Harrisburg more connected, accessible, and prosperous for all.

### **Pathways to Prosperity: Empowering Workforce Development, Access to Employment, and Education in Harrisburg**

The City of Harrisburg aims to bolster the local economy by fostering a skilled and educated workforce. With the shift towards knowledge-based industries in the region, the plan emphasizes the importance of accessible education and training to attract new businesses and promote economic growth. Key objectives include creating partnerships between local and state governments, schools, and training providers, offering diversified job opportunities, facilitating transitions in workforce sectors, providing targeted training for low- to moderate-income workers, supporting colleges and universities, expanding training for emerging industries, improving workforce transit, and coordinating retraining efforts in collaboration with Dauphin County. The plan underscores the role of collaboration among various entities, including government, private sector, nonprofits, and educational institutions, in driving economic development and building a resilient workforce.

- **Skillful Workforce for Economic Growth:** The plan focuses on enhancing the local economy of Harrisburg by nurturing a workforce equipped with skills and education that align with the demands of knowledge-based industries. Recognizing the evolving landscape, the plan positions a skilled workforce as a catalyst for attracting new businesses and fostering economic advancement.
- **Accessible Education and Training:** Emphasizing the crucial role of accessible education and training, the plan underscores their significance in drawing businesses to the city and propelling economic growth. This approach ensures that the workforce is equipped with the knowledge and abilities needed to thrive in a rapidly changing economic environment.
- **Collaborative Partnerships:** The plan outlines a series of key objectives, including fostering partnerships between local and state governments, educational institutions, and training providers. These collaborations form a cohesive network aimed at offering diversified job opportunities, facilitating smooth transitions across different workforce sectors, and providing targeted training for individuals with varying income levels.
- **Synergistic Approach to Economic Resilience:** Highlighting the essential role of collaboration among government entities, private businesses, nonprofits, and educational organizations, the plan underscores their combined efforts in driving economic development. By building a resilient workforce through coordinated initiatives, the plan envisions a dynamic and prosperous future for Harrisburg.

### **Cultivating Innovation and Fueling Economic Progress: Empowering Entrepreneurs and Business Development**

The rejuvenation of Harrisburg as a vibrant and thriving city rests on the collaborative efforts of entrepreneurs, stakeholders, and supportive organizations. This transformational process involves nurturing startups, fostering an entrepreneurial ecosystem, and leveraging resources like venture capital firms and incubators. By strategically attracting enterprises aligned with local workforce needs, Harrisburg aims to generate sustainable employment opportunities while promoting

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diversity and research-backed growth. The city's commitment to inclusivity is evident through initiatives like the MWBE program, which empowers underrepresented businesses through resources, workshops, and technical assistance. With a focus on walkability, downtown redevelopment, and small business incentives, Harrisburg aspires to create a dynamic and equitable entrepreneurial environment that not only propels economic progress but also creates vibrant communities.

- **Collaborative Rejuvenation:** Harrisburg's transformation into a thriving city hinges on collaboration between entrepreneurs, stakeholders, and organizations. By fostering a supportive ecosystem and leveraging resources like venture capital and incubators, the city aims to nurture startups and drive economic growth.
- **Diverse Economic Foundation:** Harrisburg's sustainable employment growth relies on strategically attracting enterprises that align with local workforce needs. Embracing diversity and research-driven expansion, the city seeks to create an inclusive business landscape that benefits both residents and visitors.
- **Equity and Empowerment:** The commitment to equity is demonstrated through initiatives like the MWBE program, which empowers underrepresented businesses through tailored resources, workshops, and technical assistance. This dedication to inclusivity strengthens the entrepreneurial fabric of the city.
- **Holistic Development:** Harrisburg's focus on walkability, downtown redevelopment, and small business incentives underpins its vision of a dynamic and equitable entrepreneurial environment. By creating vibrant communities, the city not only drives economic progress but also enriches the overall quality of life for its residents

### Empowering Harrisburg Through Broadband Connectivity

The City of Harrisburg recognizes the transformative potential of broadband connectivity in shaping the future of its community. With the digital landscape playing an increasingly critical role in all aspects of life, Harrisburg aims to harness the power of high-speed internet to enhance education, healthcare, economic development, and civic engagement. This initiative envisions a more connected and inclusive city where residents, businesses, and institutions thrive in a digitally enabled environment, paving the way for a brighter and more prosperous future.

- **Enhancing Education:** Broadband connectivity in Harrisburg's schools opens doors to online educational resources, virtual learning, and remote classes, reducing educational inequalities and providing all students with equitable access to quality education.
- **Fostering Economic Growth:** Reliable broadband access enables businesses and entrepreneurs to tap into the digital economy, facilitating online marketing, e-commerce, and customer engagement, driving economic expansion, and creating job opportunities within the community.
- **Improving Healthcare Accessibility:** Broadband connectivity enhances access to telehealth services, offering remote medical consultations and health monitoring, particularly benefiting residents with limited mobility or in remote areas, and ensuring comprehensive healthcare services for all.

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- **Strengthening Civic Engagement:** High-speed internet empowers residents to access online government services, engage in civic activities, and stay informed about local matters, promoting democratic participation and community involvement.

### **A Safer Harrisburg: Neighbors United Against Crime and Violence**

The "Neighbors United Against Crime and Violence" initiative in the City of Harrisburg is a powerful embodiment of community unity and collective action. Comprising three integral components—Community Collaboration and Engagement, Holistic Approach to Crime Prevention, and Long-Term Sustainability and Advocacy—the initiative charts a course toward safer, vibrant neighborhoods where residents can flourish without the specter of crime and violence. By rallying together, addressing root causes, and advocating for lasting change, this initiative showcases the potential of collective efforts to create an environment where trust, security, and peace reign supreme.

- **Community Cohesion and Engagement:** Central to the initiative's success is the belief in the strength of united communities. By fostering collaboration among residents, community organizations, property owners, and local authorities, the initiative taps into collective power to combat crime and violence. Regular meetings, workshops, and events provide platforms for open dialogues, information sharing, and a sense of belonging. By involving residents in decision-making, the initiative empowers them to take charge of their neighborhoods and contribute to effective solutions.
- **Holistic Crime Prevention:** Understanding that crime prevention requires a multifaceted approach, the initiative addresses both the immediate symptoms and underlying causes of crime. By offering educational workshops, youth mentorship programs, support for victims, and promoting conflict resolution skills, the initiative aims to disrupt the cycle of violence. Collaborating with law enforcement enhances trust and cooperation. Infrastructure improvements like better lighting and beautification projects create environments that discourage criminal activities, fostering safer spaces for residents.
- **Sustainable Advocacy:** While immediate results are important, the initiative is committed to creating lasting change. Through ongoing engagement, regular progress assessments, and advocacy efforts, it ensures enduring impact. By fostering a culture of active participation and responsibility among residents, the initiative paves the way for long-term sustainability. As community members witness tangible benefits, they become advocates, inspiring others to join the cause and continue toward safer neighborhoods.
- **Transforming Fear into Unity:** The City of Harrisburg serves as the canvas upon which the "Neighbors United Against Crime and Violence" initiative paints a portrait of community resilience. A testament to the potency of collective action, this movement demonstrates that individual well-being is intrinsically tied to neighborhood safety. Through collaboration, education, and proactive measures, the initiative confronts crime and violence head-on. By rallying neighbors under a common banner, it epitomizes community strength, empowering residents to shape secure environments where trust, security, and harmony thrive.

### **Nurturing Seniors: Enhancing Elderly Care and Support in Harrisburg**

In the heart of The City of Harrisburg, a compassionate and resilient community is dedicated to enriching the lives of its cherished senior citizens. The initiative "Nurturing Seniors: Enhancing Elderly Care and Support" shines as a beacon of unwavering commitment, recognizing the unique contributions and needs of our elderly population. Through a multifaceted approach, this program aims to ensure the well-being and active engagement of seniors within the community fabric.

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From fostering companionship through outreach programs to providing safety education, home assessments, and intergenerational connections, this initiative stands as a testament to the city's devotion to creating a nurturing environment that uplifts and empowers seniors to live their lives to the fullest.

- **Comprehensive Elderly Support:** The initiative focuses on providing comprehensive support for the elderly population, recognizing their unique needs and contributions. Through safety education, social integration, accessible services, and empowerment, the program aims to enhance the well-being and quality of life for seniors.
- **Diverse Housing Solutions:** Addressing the housing challenges faced by seniors, the initiative aims to increase access to affordable and age-friendly housing options. By collaborating with developers, retrofitting existing units, and promoting community-based home-sharing, the initiative creates housing solutions that cater to varying preferences and needs.
- **Inclusive Community Engagement:** The initiative prioritizes inclusive community engagement by organizing social gatherings, intergenerational activities, and mentorship opportunities. By fostering a sense of belonging and preventing isolation, the program promotes active participation and companionship among seniors.
- **Advocacy and Impact:** Beyond immediate support, the initiative advocates for policies and initiatives that prioritize the rights and needs of elderly residents. Through ongoing monitoring, evaluation, and partnerships with local government and organizations, the initiative aims to create a sustainable impact on the well-being and care of seniors in Harrisburg.

### **Bridging the Financial Gap: Empowering Our Unbanked and Underbanked Communities with Access and Services**

A transformative initiative known as "Bridging the Financial Gap" seeks to empower unbanked and underbanked communities within the City of Harrisburg by providing equitable access to financial services. Through a collaborative partnership involving local banks, community organizations, government agencies, and educational institutions, this endeavor aims to address the unique challenges faced by these communities. By offering holistic financial education, establishing accessible bank branches, and promoting digital inclusion, the initiative aims to foster economic growth, enhance financial literacy, and empower individuals to make informed financial decisions. With a vision of a brighter, more inclusive future, this initiative seeks to bridge disparities of lasting change throughout the city.

- **Collaborative Partnership for Change:** The initiative emphasizes collaboration among local banks, community organizations, government agencies, and educational institutions to drive financial inclusion. By joining forces, these stakeholders can create a comprehensive strategy that addresses the unique challenges faced by unbanked and underbanked communities, fostering economic growth and education.
- **Tailored Financial Education:** A core element of the initiative involves providing holistic financial education programs customized to the needs of the target communities. By offering workshops, seminars, and online resources, individuals can gain the knowledge and skills necessary to make informed financial decisions, effectively manage their resources, and plan for a more secure future.
- **Accessible Banking Solutions:** The initiative aims to establish accessible bank branches within underserved neighborhoods, offering essential financial services, affordable accounts, and microloans tailored to the specific needs of residents. This approach bridges the gap between traditional banking services and communities that often lack easy access to such resources.

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- **Economic Empowerment and Growth:** By addressing the barriers faced by unbanked and underbanked individuals, such as minimum balance requirements, lack of credit history, and distrust of financial institutions, this initiative can stimulate economic growth, encourage entrepreneurship, and elevate overall financial well-being in Harrisburg's low-income communities.

## **Harnessing the Strength of Regional Collaboration for City Advancement**

In the pursuit of city advancement through regional collaboration, the City of Harrisburg is poised to leverage the collective strength of diverse stakeholders for a transformative impact. This collaborative effort involves the Harrisburg School District, local municipalities, state and local agencies, non-profit organizations, for-profit businesses, and community resources, working together to address challenges and seize opportunities. By pooling expertise and resources, regional collaboration enables efficient infrastructure development, knowledge exchange, and innovative strategies that promote economic prosperity, efficient resource utilization, and holistic development. Key elements include shared vision, open communication, defined roles, and flexible frameworks. This collaborative spirit fosters sustainability, resilience, and shared growth, heralding a new era of cooperation that transcends geographical boundaries and ushers in a profound sense of shared purpose for the city's sustainable progress.

- **Multi-stakeholder Collaboration:** The City of Harrisburg's approach to advancement hinges on uniting diverse stakeholders including the Harrisburg School District, local municipalities, state agencies, non-profits, for-profit businesses, and community resources. By pooling collective expertise and resources, a collaborative network is formed to address complex challenges and opportunities comprehensively.
- **Comprehensive Goals:** Regional collaboration aims to achieve multifaceted goals, ranging from economic prosperity and efficient resource utilization to infrastructure development and environmental sustainability. Through knowledge exchange, joint investment promotion, and shared resource allocation, cities within the region work in tandem to propel collective growth and shared development.
- **Inclusive Approach:** The strategy for regional collaboration is built on inclusive community engagement, shared vision, and open communication. By defining clear roles and responsibilities, adapting to changing circumstances, and celebrating successes, cities enhance their capacity to effectively address challenges and harness opportunities.
- **Collective Impact:** The essence of regional collaboration lies in leveraging the collective impact of participating cities. This approach not only promotes sustainable growth, cultural exchange, and policy advocacy but also fosters a sense of shared identity and pride among residents. By tapping into each other's strengths, cities transcend their limitations and create a vibrant and resilient regional environment.

## **Summary**

The "Harrisburg Together" strategic plan embodies the essence of unity and community purpose, shaping the destiny of Harrisburg City and its residents. Focused on economic prosperity, equity, and coordinated land use, the plan envisions a city where every resident thrives. By amplifying the financial resources of diverse residents, particularly those with lower incomes, and by intertwining economic growth with urban planning and transportation, the plan not only empowers

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individuals but also transforms dreams into tangible progress. The plan's symphony of progress reflects the city's unity, diversity, and collective journey toward a future that transcends boundaries and realizes the full potential of a united community.

- **Unity and Purpose:** The "Harrisburg Together" strategic plan centers around the idea of unity and shared purpose among the city's residents. It emphasizes the importance of a collective resolve to shape the city's destiny and achieve common goals.
- **Economic Prosperity and Equity:** A significant focus of the plan is on promoting economic development that benefits all residents. This includes uplifting low and moderate-wealth households by creating job opportunities, enhancing job skills, and increasing purchasing power, ultimately aiming for widespread economic empowerment and equity.
- **Coordinated Urban Planning and Transportation:** The plan underscores the interconnectedness of economic growth and urban planning, emphasizing the need to design transportation systems and land use in a way that supports economic activities. This coordinated approach is intended to create a city where every corner thrives, connections are seamless, and citizens have a stake in their journey.
- **Transformation of Dreams into Progress:** The plan envisions a transformation where unity and togetherness evolve into tangible progress and prosperity. It highlights the role of community aspirations, resilience, and collective action as the foundations upon which the city's future is built, moving beyond just infrastructure to empower residents and realize the city's true potential.

**CITY OF HARRISBURG**  
**NEIGHBORHOOD SERVICES FUND SUMMARY - REVENUE, EXPENDITURES, AND CHANGE IN CASH FUND BALANCE**  
**For the Eight Months ended August 31, 2024**

<u>DESCRIPTION</u>	<u>Neighborhood Services Fund, main (NSF)</u>	<u>NSF portion for Intergov't Municipalities</u>	<u>NSF - Total Specific Fund</u>	<u>Sanitation Fund (old) for Liens Revenue</u>	<u>Disposal Fund (old) for Liens Revenue</u>	<u>Combined Reporting for NSF</u>
Beginning cash basis fund balance @ 12/31/2023	4,687,653	1,123,754	5,811,407	133,699	210,724	6,155,830
<b>Revenue</b>						
Total revenue	10,948,193	943,449	11,891,642	53,789	-	11,945,431
<b>Expenditures</b>						
Total expenditures - Public Works, with Parks Maintenance	12,076,662	631,186	12,707,848	-	-	12,707,848
Net Revenue Over (Under) Expenditures	(1,128,469)	312,263	(816,206)	53,789	-	(762,417)
Ending cash basis fund balance @ 8/31/2024	3,559,184	1,436,017	4,995,201	187,488	210,724	5,393,413



**CITY OF HARRISBURG**  
**GENERAL FUND SUMMARY - REVENUE, EXPENDITURES, AND CHANGE IN CASH FUND BALANCE**  
**For the Month ended August 31, 2024**

<u>DESCRIPTION</u>	<u>QTD Three Months ended 03/31/24</u>	<u>QTD Three Months ended 06/30/24</u>	<u>Month ended 08/31/24</u>	<u>YTD Eight Months ended 08/31/24</u>
Beginning cash basis fund balance	19,643,269	25,370,167	21,963,049	19,643,269
<u>Revenue</u>				
Total revenue	24,328,074	41,223,903	4,657,358	73,466,010
<u>Expenditures</u>				
General Government	711,732	578,049	289,964	1,746,768
Administration	7,038,012	33,161,207	1,807,192	44,047,286
Building and Housing	113,720	97,696	59,229	298,025
Public Safety	8,402,287	6,811,312	3,082,853	20,602,148
Public Works	2,074,473	1,444,633	1,029,143	5,047,319
Parks and Recreation	260,952	486,280	350,934	1,366,641
Total expenditures	18,601,176	42,579,177	6,619,315	73,108,187
Net Revenue Over (Under) Expenditures	5,726,898	(1,355,274)	(1,961,957)	357,823
Ending cash basis fund balance	25,370,167	24,014,893	20,001,092	20,001,092

CITY OF HARRISBURG  
GENERAL FUND SUMMARY - REVENUE AND EXPENDITURES, YEAR-TO-DATE COMPARISONS  
08/31/24

<u>DESCRIPTION/MONTH</u>	<u>Current Year 2024</u>	<u>Prior Year 2023</u>	<u>Change Increase (Decrease)</u>	<u>Attribution Comments</u>
<u>YTD Revenue</u>				
thru January	3,624,939	2,651,976	972,963	increase over the prior year is largely attributed to a comparative increase of \$542,000 in received medical stop loss recovery payments reflecting much more significant medical claim expenditures occurring recently throughout fiscal year 2023
thru February	12,242,501	10,273,443	1,969,058	the majority of this increase over the prior year includes noted increases in revenue lines for discounted real estate taxes, local services taxes, earned income taxes, medical stop loss recovery payments, and Fire public safety reimbursement thru the FEMA/USAR contract
thru March	24,328,074	24,498,647	(170,573)	change appears reasonable based on relative materiality
thru April	55,852,326	28,407,195	27,445,131	this increase in year-to-date revenue over the prior year is most directly related to the City accessing available interfund grant funding from the Federal Grants Fund previously awarded by the U.S. Treasury under the American Rescue Plan Act (ARPA); such funding has recently been authorized and appropriated for obligation to benefit various public health and economic programs, projects, and activities
thru May	62,498,246	34,598,871	27,899,375	same explanation as noted above for year-to-date totals thru April
thru June	65,551,977	38,575,347	26,976,630	same explanation as noted above for year-to-date totals thru April
thru July	68,808,652	41,252,864	27,555,788	same explanation as noted above for year-to-date totals thru April
thru August	73,466,010	47,376,877	26,089,133	same explanation as noted above for year-to-date totals thru April
<u>YTD Expenditures</u>				
thru January	4,252,860	4,093,882	158,978	change appears reasonable based on relative materiality
thru February	12,522,922	8,382,119	4,140,803	increase over the prior year is mostly attributed to three City payrolls and check runs occurring in February 2024 compared with two each occurring in February 2023 resulting in \$2.8 million of the increase, and also \$800,000 of this comparative increase is related to transacted medical/health benefit claim expenditures
thru March	18,601,176	23,792,900	(5,191,724)	the majority of this decrease from the prior year is comprised of the March 2023 final forbearance

CITY OF HARRISBURG  
GENERAL FUND SUMMARY - REVENUE AND EXPENDITURES, YEAR-TO-DATE COMPARISONS  
08/31/24

<u>DESCRIPTION/MONTH</u>	<u>Current Year 2024</u>	<u>Prior Year 2023</u>	<u>Change Increase (Decrease)</u>	<u>Attribution Comments</u>
				liability payment of \$8.336 million to the bond insurer offset by current year 2024 expenditure increases of approximately \$1,210,000 in capital outlays, \$664,000 in medical claim expenses, \$274,000 in the timing of insurance premium disbursements, and \$436,000 in transferred financial operational support to the Harrisburg Redevelopment Authority
thru April	51,518,290	29,793,217	21,725,073	this increase over the prior year is significantly comprised of \$26.2 million in Federal ARPA funds within the General Fund transferred to the State Grants Fund for accommodating applicable authorized public health and economic programs, less the prior year final liability payment of \$8.336 million to the bond insurer, and current year expenditure increases including approximately \$1,540,000 in capital outlays, \$1,282,000 in medical claim expenses, \$274,000 in the timing of insurance premium disbursements, and \$436,000 in transferred financial operational support to the Harrisburg Redevelopment Authority
thru May	56,817,774	34,105,302	22,712,472	this increase over the prior year is significantly comprised of \$26.2 million in Federal ARPA funds within the General Fund transferred to the State Grants Fund for accommodating applicable authorized public health and economic programs, less the prior year final liability payment of \$8.336 million to the bond insurer, and current year expenditure increases including approximately \$1.3 million in capital outlays, \$2,525,000 in medical claim expenses, over \$102,000 in quarterly casualty package insurance premiums, and \$436,000 in transferred financial operational support to the Harrisburg Redevelopment Authority
thru June	61,180,353	38,802,096	22,378,257	this increase over the prior year is significantly comprised of \$26.2 million in Federal ARPA funds within the General Fund transferred to the State Grants Fund for accommodating applicable authorized public health and economic programs, less the prior year final liability payment of \$8.336 million to the bond insurer, and current year expenditure increases including approximately \$1.050 million in capital outlays, approximately \$2.1 million in medical claim expenses, over \$1.4 million in personnel/payroll costs, and over \$150,000 in quarterly casualty package insurance premiums
thru July	66,488,872	43,825,451	22,663,421	this increase over the prior year is significantly comprised of \$26.2 million in Federal ARPA funds within the General Fund transferred to the State Grants Fund for accommodating applicable authorized public health and economic programs, less the prior year final liability payment of \$8.336 million to the bond insurer, and current year expenditure increases experienced by capital expenditure outlays, medical claim expenses, personnel/payroll costs, and quarterly casualty package insurance premiums
thru August	73,108,187	50,709,857	22,398,330	same explanation as noted above for year-to-date totals thru July

**CITY OF HARRISBURG**  
**GENERAL FUND SUMMARY - REVENUE, EXPENDITURES, AND CHANGE IN CASH FUND BALANCE**  
**For the Month ended August 31, 2023**

<u>DESCRIPTION</u>	<u>QTD Three Months ended thru 03/31/23</u>	<u>QTD Three Months ended thru 06/30/23</u>	<u>Month ended 07/31/23</u>	<u>Month ended 08/31/23</u>	<u>YTD Eight Months ended thru 08/31/23</u>
Beginning cash basis fund balance	23,145,504	23,851,252	22,918,755	20,572,918	23,145,504
<u>Revenue</u>					
Total revenue	24,498,647	14,076,700	2,677,517	6,124,013	47,376,877
<u>Expenditures</u>					
General Government	558,975	509,493	182,896	288,787	1,540,151
Administration	14,082,951	6,466,951	1,996,214	2,590,763	25,136,879
Building and Housing	329,481	283,634	110,706	139,487	863,308
Public Safety	6,991,161	6,019,222	1,995,205	2,765,021	17,770,609
Public Works	1,341,221	969,929	338,537	598,003	3,247,690
Parks and Recreation	489,110	759,968	399,796	502,346	2,151,220
Total expenditures	23,792,899	15,009,197	5,023,354	6,884,407	50,709,857
Net Revenue Over (Under) Expenditures	705,748	(932,497)	(2,345,837)	(760,394)	(3,332,980)
Ending cash basis fund balance	23,851,252	22,918,755	20,572,918	19,812,524	19,812,524



## MUNICIPALITIES FINANCIAL RECOVERY PROGRAM MONTHLY REPORT

Please complete Sections I and II and include any relevant attachments as requested

### SECTION I

1. Recovery Coordinator: Madra Clay

3. Municipality: City of Harrisburg

2. Reported Month: August 2024

4. Submitted Date: 09/16/24

5. Budgeted GF Revenues: 118,294,301

7. YTD %: 62.10%

6. Budgeted GF Expenditures: 118,411,406

8. YTD %: 61.74%

9. YTD GF Revenue: 73,466,010

12. Beginning GF Cash Balance: 21,963,049

13. Monthly GF Revenue: 4,657,358

10. YTD GF Expenditures: 73,108,187

14. Monthly GF Expenditures: 6,619,315

11. YTD GF Surplus/Deficit: 357,823

15. GF Surplus/Deficit: (1,961,957)

16. Ending GF Cash Balance: 20,001,092

17. % Change in YTD Revenues: 55.07%

18. % Change in YTD Expenditures: 44.17%

Include back-up information for numbers 5 – 18.

### SECTION II

1. Have there been any material variances between this year's and last year's financial results?

Please see detailed analytical comments tab relative to year-to-date revenue and expenditure comparisons as part of a separate financial summary schedule for August 2024.

Also to note for the larger above occurring monthly deficit of \$1.96 million, such result is impacted with August this year being one of the months wherein the City experiences three payroll and check run pay dates instead of the normal two on the consistent bi-weekly basis.

2. Are current payments to creditors (debt service, MMO, Act 47 loan, vendor payments) up to date?

For the month of August 2024, the City did not have any scheduled payments due of a debt service nature; however, the City did continue to work to process its normal bi-weekly check runs during the month for timely payment of amounts due to vendors.