

Table of Contents

Introduction	1
Vision Statement	2
Report Structure	2
General Setting	2
Historical Context	3
Current Status of the City	3
The Division Street Corridor	4
Project Stakeholders	17
Transportation	23
Transportation Existing Conditions	24
Proposed Transportation Projects	32
Transportation Recommendations	36
Economic Development	51
Economic Existing Conditions	52
William Penn High School Recommendations	56
Uptown Shopping Plaza Recommendations	64
Gap Financing Options	71
Conclusion	77
References	80

List of Tables & Figures

List of Tables

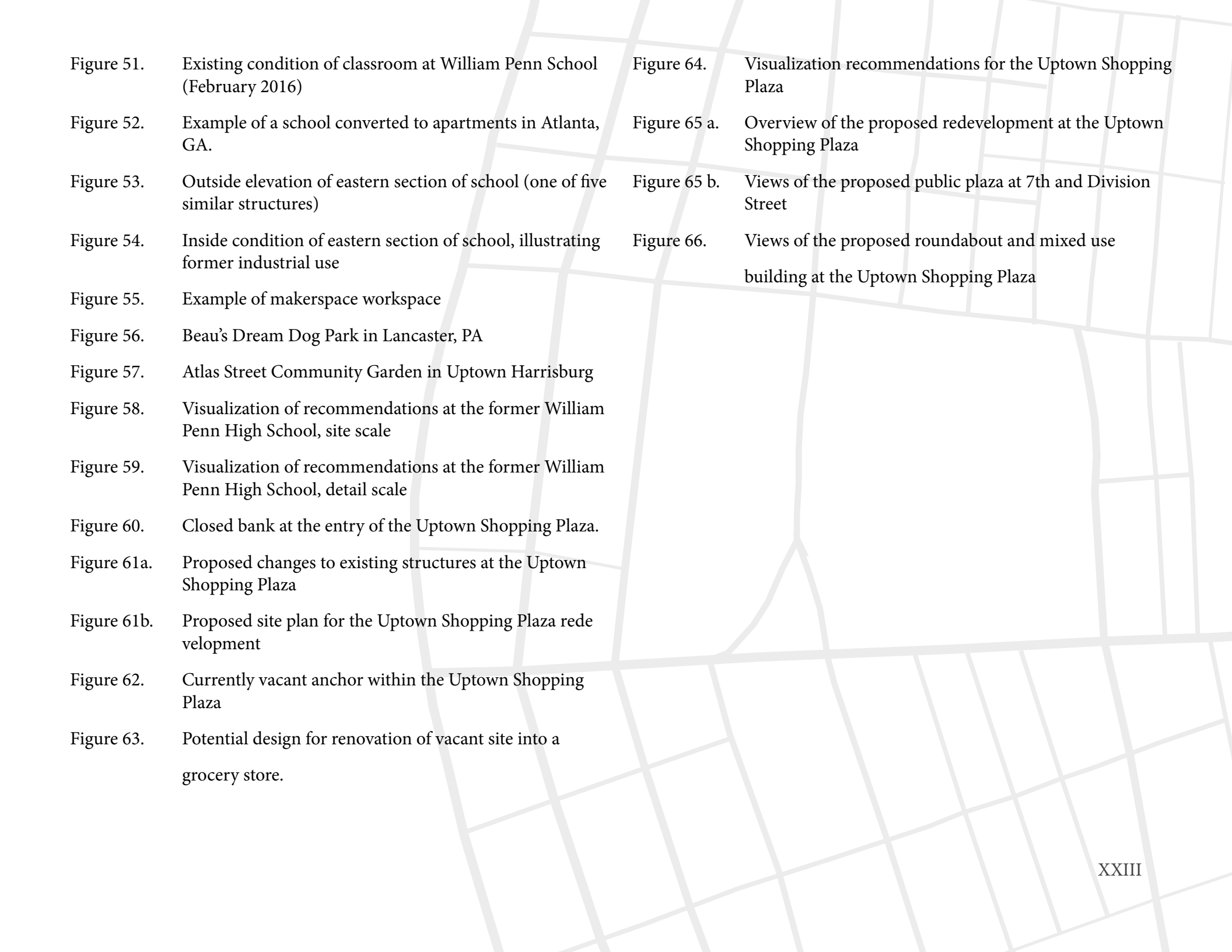
- Table 1. City of Harrisburg Economic Data
- Table 2. beHBG Comprehensive Plan Concepts
- Table 3. Zoning Districts within the Division Street Corridor Study Area
- Table 4. Economic and Employment Indicators in the Division Street Corridor Study Area
- Table 5. Racial Composition of the Division Street Corridor Study Area
- Table 6. List of Project Stakeholders
- Table 7. Commuting Data for Division Street Corridor Residents
- Table 8. Strengths and Weaknesses of transportation facilities along the Division Street Corridor
- Table 9. Potential funding sources for proposed transportation improvements
- Table 10. Property Values by Block Group
- Table 11. Pro-forma for the William Penn High School site
- Table 12. Pro-forma for the Uptown Shopping Plaza

List of Figures

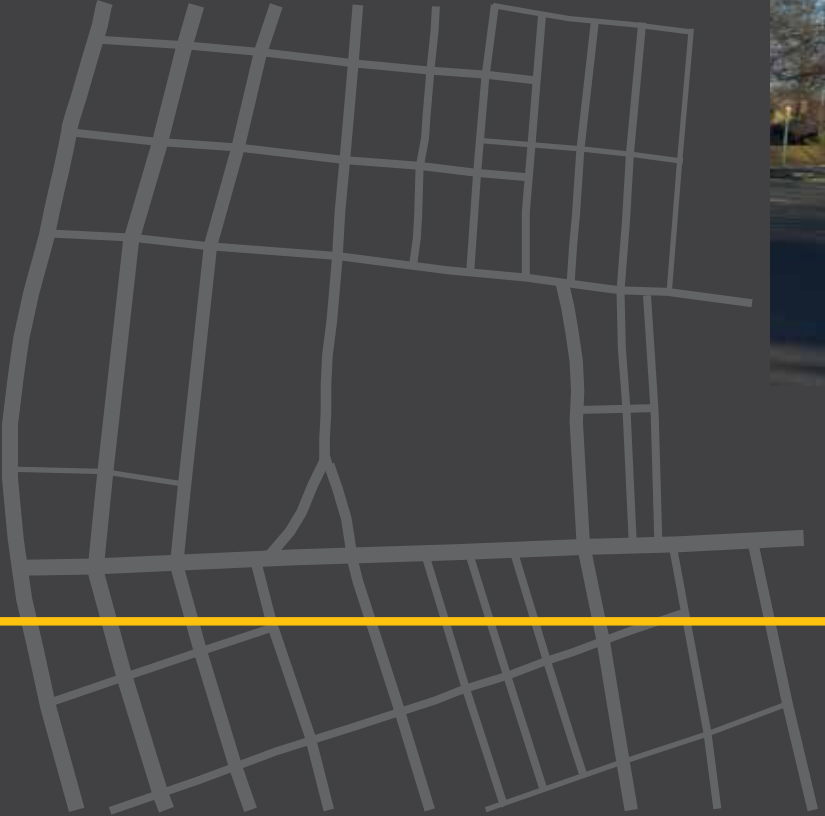
- Figure 1. Regional Location Map
- Figure 2. Division Street Corridor Location Map
- Figure 3. Land Use Map of the Study Area

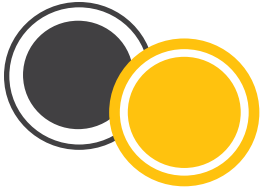
- Figure 4. Key Landmarks along the Division Street Corridor
- Figure 5. Capital Area Greenbelt along the Susquehanna River
- Figure 6. Zembo Shrine located at the intersection of 3rd Street and Division Street
- Figure 7. Italian Lake located at the intersection of 3rd Street and Division Street
- Figure 8. Advertisement from the 1920's for the Academy Manor Neighborhood
- Figure 9. Residence along Parkside Lane in Academy Manor Neighborhood
- Figure 10. Western entrance to the former William Penn High School
- Figure 11. William Penn High School Gymnasium current condition (February 2016)
- Figure 12. Camp Curtin Academy located at the intersection of 6th Street and Division Street
- Figure 13. Main entrance to the Uptown Plaza
- Figure 14. Zoning Map of the Division Street Corridor study area
- Figure 15. Census Tract Block Groups within the Division Street Corridor study area
- Figure 16. Median Household Income by Census Tract Block Group
- Figure 17. Example of housing stock found within the Academy Manor Neighborhood located within Census Tract 209, Block Group 4
- Figure 18. Example of housing stock found within Census Tract 209,

	Block Group 3	Figure 33.	Pedestrian and bicyclists accident severity with vehicles at various speeds
Figure 19.	Example of housing stock found within Census Tract 209, Block Group 2		
Figure 20.	Facing east on Division Street at the intersection of Division Street and Front Street		
Figure 21.	Diagram of existing traffic patterns on and around Division Street		
Figure 22.	Intersection of 2nd Street and Division Street looking north		
Figure 23.	Crosswalk at Third and Division Street looking east		
Figure 24.	Division Street & 6th Street intersection looking south east		
Figure 25.	Pedestrian crossing signals at the intersection of Division Street & 6th Street		
Figure 26.	Contrasting sidewalk conditions along the corridor		
Figure 27.	Example of street lighting along the Division Street Corridor		
Figure 28.	CAT bus routes services the Division Street Corridor		
Figure 29.	CAT bus and shelter at the intersection of 6th Street & Division Street		
Figure 30.	Overview map of existing traffic features with photographs		
Figure 31 a.	Diagram of proposed traffic patterns on and around Division Street		
Figure 31 b.	Draft design concept for Division Street provided by Navarro and Wright Consulting Engineers, Inc.		
Figure 32.	Cross Sections of Existing and Proposed Street Patterns		
			Bike Lanes
		Figure 34.	Recommended bike lane signage
		Figure 35.	Recommended bicycle design guidelines to be incorporated along Division Street
		Figure 36.	Updated sidewalk at the intersection of Division and Green Streets
		Figure 37.	Example of stamped asphalt crosswalk
		Figure 38.	PennDOT Decorative Crosswalk design standards
		Figure 39.	Example of pedestrian scale lighting
		Figure 40.	FHWA Street lighting diagram
		Figure 41.	Example bench design for incorporation into corridor
		Figure 42.	Example trash and recycling can design for incorporation into corridor
		Figure 43.	Conceptual drawing of the green roof bus shelter installed in Philadelphia
		Figure 44.	Diagram of green roof elements installed on the bus shelter in Philadelphia
		Figure 45.	TCRPC design guidelines for accommodating bicyclists in roundabouts
		Figure 46.	Potential design of a rain garden or bioswale located in a median
		Figure 47.	Conceptual drawing of the proposed Riverdale Bridge over CSX
		Figure 48.	Vacant commercial building at 545 Division Street
		Figure 49.	Property Values by Block Group
		Figure 50.	Selected Catalyst Sites Location Map

- 
- Figure 51. Existing condition of classroom at William Penn School (February 2016)
- Figure 52. Example of a school converted to apartments in Atlanta, GA.
- Figure 53. Outside elevation of eastern section of school (one of five similar structures)
- Figure 54. Inside condition of eastern section of school, illustrating former industrial use
- Figure 55. Example of makerspace workspace
- Figure 56. Beau's Dream Dog Park in Lancaster, PA
- Figure 57. Atlas Street Community Garden in Uptown Harrisburg
- Figure 58. Visualization of recommendations at the former William Penn High School, site scale
- Figure 59. Visualization of recommendations at the former William Penn High School, detail scale
- Figure 60. Closed bank at the entry of the Uptown Shopping Plaza.
- Figure 61a. Proposed changes to existing structures at the Uptown Shopping Plaza
- Figure 61b. Proposed site plan for the Uptown Shopping Plaza redevelopment
- Figure 62. Currently vacant anchor within the Uptown Shopping Plaza
- Figure 63. Potential design for renovation of vacant site into a grocery store.
- Figure 64. Visualization recommendations for the Uptown Shopping Plaza
- Figure 65 a. Overview of the proposed redevelopment at the Uptown Shopping Plaza
- Figure 65 b. Views of the proposed public plaza at 7th and Division Street
- Figure 66. Views of the proposed roundabout and mixed use building at the Uptown Shopping Plaza

Introduction





The City of Harrisburg has engaged the Temple - Harrisburg Planning Studio Team to develop a revitalization plan that provides recommendations to enhance the corridor's transportation facilities and encourage its economic development. This plan and its recommendations were guided by the following vision and principles.

Vision Statement

The Division Street Revitalization will create an improved, multi-modal corridor that promotes economic vitality, strengthens surrounding neighborhoods, and fosters environmental sustainability, utilizing the following principles:

1. Improved transportation and streetscape conditions for motor vehicles, transit, bicyclists, and pedestrians
2. New opportunities for residential and commercial growth at identified catalyst sites
3. Increased connections to the surrounding neighborhood and inclusive economic opportunities for nearby residents
4. Green infrastructure and sustainable environmental practices

Report Structure

The Division Street Corridor Revitalization Plan will provide an overview of the history of the corridor and an assessment of its existing conditions. The plan takes a further in-depth look at the transportation infrastructure and provides recommendations to transform the corridor into a multi-modal boulevard. The plan then reviews the economic status of the corridor and, through the identification of two catalyst sites, provides conceptual ideas and a detailed breakdown of the investment that is needed to revitalize these underutilized properties. Additionally, the plan provides recommendations for broader policies and programs that the city can implement in order to help drive revitalization of the Division Street corridor.

General Setting

Harrisburg, located along the banks of the Susquehanna River in south central Pennsylvania, is the state capital and the county seat of Dauphin County. The river is one of the greatest assets of the city, providing scenic beauty and ample recreational opportunities. Additionally, Harrisburg is a major nexus for regional travel - several major highways connect near the city, including the Pennsylvania Turnpike, Interstate 81 and Interstate 83. The rail corridor running through the city provides for freight movements, and Amtrak's Keystone Line runs from Harrisburg to Lancaster and on to Philadelphia and New York City. *Figure 1* shows the location of Harrisburg within the larger region.

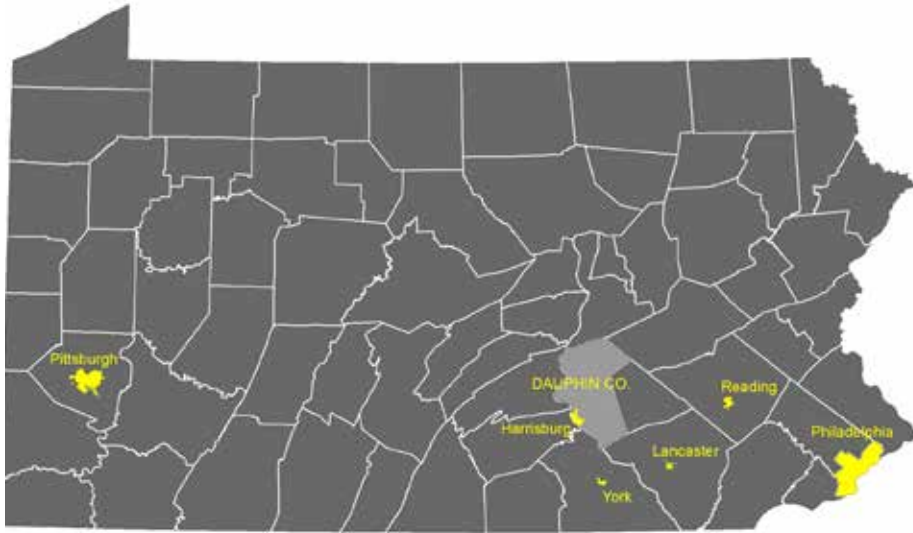
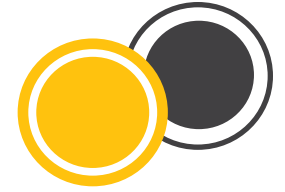


Figure 1. Regional Location Map

Historical Context

Harrisburg's key location on routes East-West, and its important position on the Susquehanna River for north-south movement, made it an important center for industry and trade by the late 1800's. Both the Pennsylvania and Reading Railroads had major facilities within the city. This great industrial production was a major source of wealth creation and settlement; however, like many cities of the time, it resulted in polluted waterways, unsanitary streets and overcrowded, blighted neighborhoods.

At the turn of the century a new national movement took root in Harrisburg that would alter the city into a progressive place for governance. The City Beautiful Movement transformed Harrisburg through the addi-

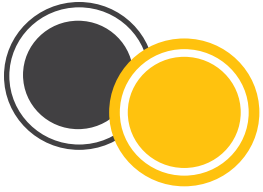
tion of parks, sewers, landmarks, and other major improvements. It was also around this time that the City of Harrisburg annexed the section of the City that is located to the north of Division Street (including the present day locations of the William Penn High School and Italian Lake (Frew, 2009). By the 1950's the city grew to approximately 89,500 people (U.S. Census Bureau, 1950).

After World War II, Harrisburg, like many other cities in the United States, experienced a dramatic socio-demographic shift, as residents moved from the cities into the suburbs. During much of this time, the city saw declining population and a substantial loss of wealth. Once prominent areas of the city, including parts of the Division Street corridor, gradually declined.

Current Status of the City

According to the U.S. Census Bureau, the City of Harrisburg's population is 48,719 (American Community Survey 2014 5-Year Estimates); however, the city experiences a large influx of commuters every day, which greatly increases the population during working hours to around 90,000 (City of Harrisburg, personal communication). As the capital of the Commonwealth and County Seat of Dauphin County, the city is home to the central offices of state and county agencies, many of which are located within or near the Capitol Complex.

Harrisburg, like many other cities, has its challenges. Key economic data about the city is included in *Table 1*. As shown in the table, approximately one-third of the population is living below the poverty level, and the median household income is just over \$32,000. This is significantly below the Dauphin County median household income of approximately



\$54,000. The unemployment rate is also approximately 10 percent higher than the Dauphin County unemployment rate (7.5%). These are just a few examples of some of the economic challenges that the city is currently facing. Although Harrisburg has its challenges, there are ongoing efforts to revitalize the city, including a revision to the City’s Comprehensive Plan.

Table 1. City of Harrisburg Economic Data

Median Household Income	% Below Poverty Level	Vacancy Rate	Unemployment Rate
\$32,476	34%	19%	17%

City of Harrisburg Comprehensive Plan Update

Harrisburg is currently updating its City Comprehensive Plan, titled beHBG, in order to create a vision for the city and help guide development for the next 20 years. This planning process was officially launched in May of 2015 and is anticipated to be adopted in June 2016. This is the first update to the City Comprehensive Plan in over 40 years.

Harrisburg sought input and ideas from community members and project stakeholders on the beHBG website and at meetings held throughout the City. The City encouraged participants to submit ideas that will make Harrisburg “what you’d like it to be”. The project consultant developed a website for civic engagement and community input, in which 1,272 ideas were submitted. The project team then took these ideas, developed a list of concept alternatives, and posted the concepts on the beHBG Compre-

hensive Plan website for voting to gauge community support for the various ideas. Of the concept alternatives developed, eleven were concepts that were related to, or could possibly be incorporated into the Division Street Corridor Revitalization Plan. These concepts are listed in *Table 2* (City of Harrisburg, 2016a).

Additionally, based on recommendations from the comprehensive planning process, the City is looking to encourage more adaptive re-use of historic buildings, knowledge-based innovation districts, makerspaces, co-working spaces, and business incubator and accelerator spaces to respond to favorable demographic shifts (City of Harrisburg, 2016a). The ideas identified during the comprehensive planning process were used to help shape the recommendations for revitalization of the Division Street corridor.

The Division Street Corridor

The Division Street corridor is located in the northern section of the city. Division Street is bounded by Front Street and the Susquehanna River to the west, 7th Street and the Norfolk Southern railroad corridor to the east, Graham Street to the north, and Wiconisco Street to the south. *Figure 2* shows the location of Division Street within the City of Harrisburg.

Land Use

The Division Street corridor study area contains recreational, residential, institutional/community, commercial, industrial, and pavement land uses (*Figure 3*). Some of the key landmarks within the study area include Dixon University, the Academy Manor Neighborhood, Italian

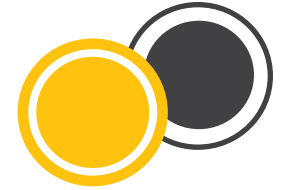


Table 2. beHBG Comprehensive Plan Concepts

Concept #	Name	Description
3	Fresh Food Center	Connect residents to existing food systems and provide opportunities for creation and expansion of local markets
4	Business Incubator/Makerspace	Transform vacant industrial space into makerspaces, business incubators, or co-working areas
5	Stormwater Landscaping	Bioswales, greenroofs, and raingardens
13	Two Way 2nd & 3rd Streets	Reestablish an urban street grid
18	Connected Bike Network	Bicycle infrastructure that accesses neighborhoods
24	Greening Initiative	Better tree management and infill planting
25	William Penn High School Redevelopment	Adaptive reuse to become a centerpiece of a new development area in Uptown
28	City Gateway Roundabouts	Implement roundabouts at city entry points to reduce speeds and improve safety
31	Bus Prioritization Streets	Enhance transit infrastructure to ensure more people have equal access to jobs and services
32	Local Transit Loops	Better intra-city access
34	Progressive Growth Areas	Modern style mixed use and multifamily housing on vacant and underutilized land
37	Diverse Housing Options	Add housing variety such as live/work space and courtyard apartments
38	Multifamily Housing	Strong demand for multifamily housing and can serve as locations for neighborhood amenities

Source: beHBG.org

Lake, Hadee Mosque, Zembo Shrine, Scottish Rite Theater, the abandoned William Penn High School and surrounding athletic fields, Camp Curtin Academy, the Uptown Shopping Center, and the Norfolk Southern Rail line. Refer to *Figure 4* for the location of these landmarks in the study area.

The Division Street Corridor includes some of the city’s well known recreational and institutional facilities. The Capital Area Greenbelt, used primarily for walking and bicycling, forms an approximately 20 mile ring around the city and into surrounding municipalities. The Greenbelt runs parallel to the Susquehanna River through Riverfront Park and also connects to Wildwood Park, which is a 230 acre nature sanctuary (*Figure 5*). The Greenbelt is present on the western side of Front Street where it intersects with Division Street. One of the largest structures along the corridor is a massive fortress like structure - the Zembo Shrine (*Figure 6*). This building is modeled in a North African Style and serves as a regional chapter for the Shriners International. This building was completed in 1929 and is eligible for listing on the National Register of Historic Places (Zembo Shrine Center, 2010).

North of the Zembo Shrine is Italian Lake Park, which is modeled in the style of the English garden with shaped shrubs, neat lawns and an expansive lake with a bridge and fountains (*Figure 7*). Italian Lake includes areas for walking and hosts concerts during the summer but does not include any sports facilities or areas for active recreation.

The Academy Manor Neighborhood (and National Register eligible historic district) is located to the west of Italian Lake Park. The neighborhood features homes from the 1920s and 1950s. The general home types are Late 19th and 20th Century Revivals, Colonial Revivals, Tudor Reviv-

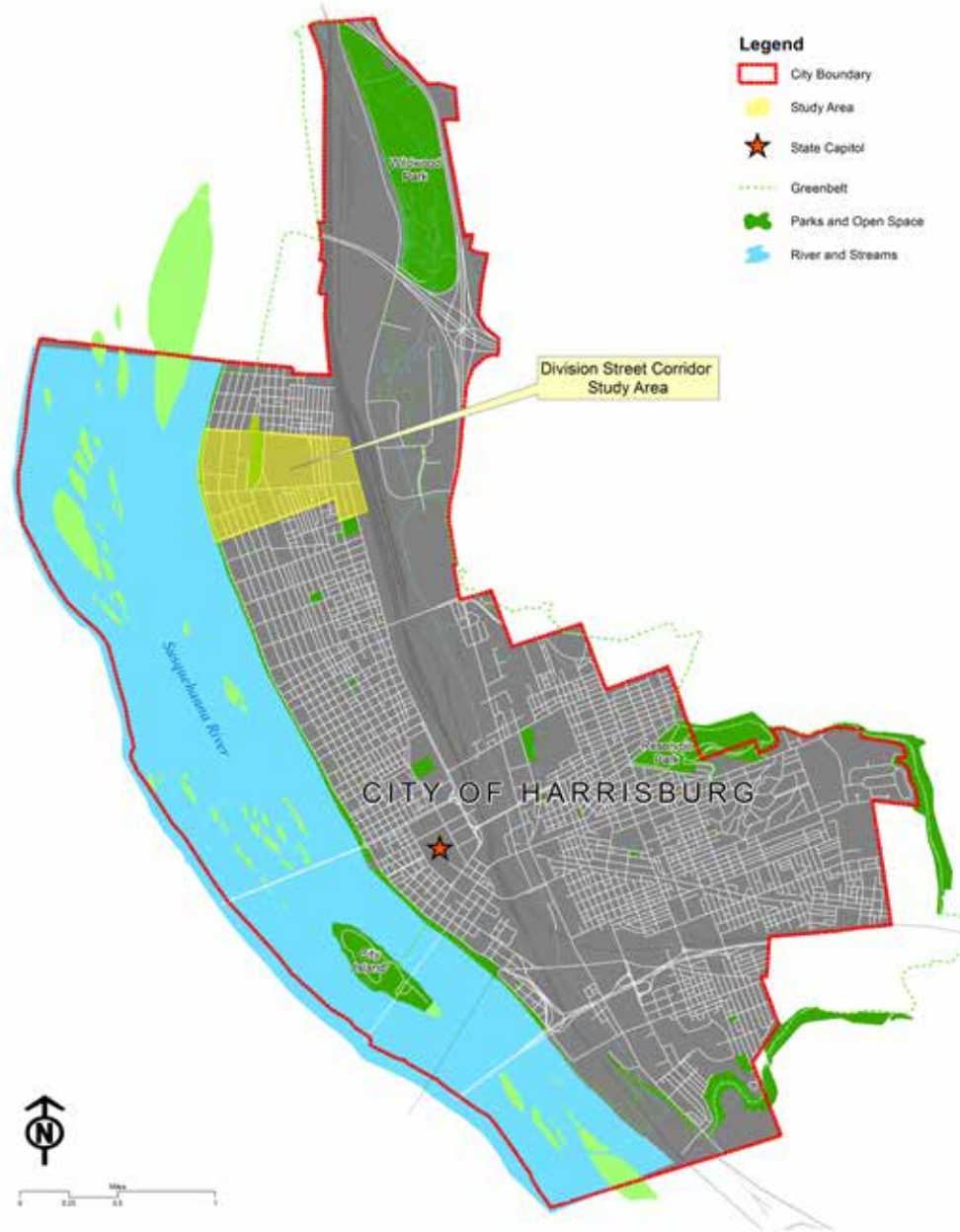
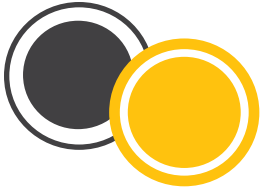


Figure 2. Division Street Corridor Location Map

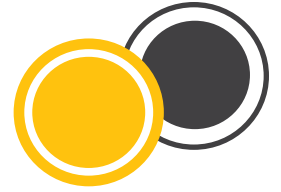


Figure 3. Land Use Map of the Study Area

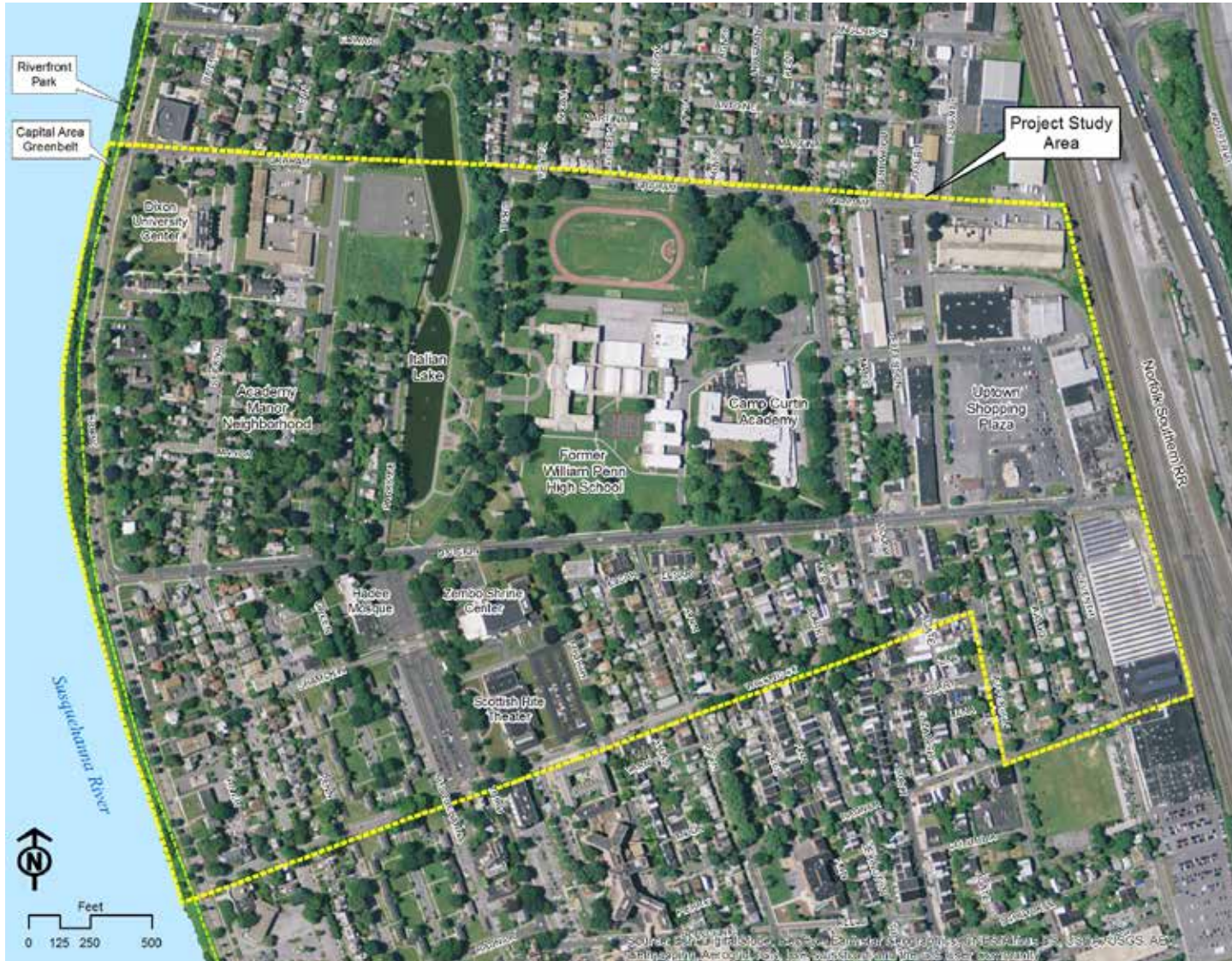
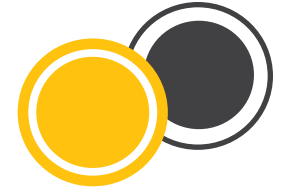


Figure 4. Key Landmarks along the Division Street Corridor



als, along with some mid-century modern homes built during the 1950s (Pennsylvania Historical and Museum Commission, 2005). The homes in this area are some of the most expensive in the city. *Figure 8* shows an early advertisement for the Academy Manor Neighborhood and *Figure 9* is a current photo of a residence within Academy Manor.

Overlooking Italian Lake Park is William Penn High School. This high school served as one of two high schools for the Harrisburg School District. The school opened in 1926 and served as a high school until 1971 (Thompson, 2010). Since that time the school has served different educational functions, the most recent of which was the home of the vocational and remedial programs for the district until 2010 (Hayakawa, 2008). The school is built in a classical style with ornate cast concrete pillars, a grand entranceway and decorative interior styling. Despite all of these historic architectural features, the school is in desperate need of attention. Since 2010 the building has been vacant and for sale. The ceilings are collapsing, floors are ripped apart, and glass is shattered through the halls. The building itself is a massive structure (approximately 222,000 SF), with a large auditorium and three gymnasiums. *Figure 10* shows the western facing entrance to the school, while *Figure 11* shows the current condition of one of the gymnasiums within the school. Adjacent to the William Penn High School Campus is Camp Curtin Academy for 5th - 8th grade students (*Figure 12*). The Uptown Plaza shopping center is located at the east end of Division Street. The shopping center is home to a McDonalds, Save-A-Lot, Family Dollar and other small retail, restaurants, and service shops (*Figure 13*). The shopping center is currently about 50 percent vacant.



Figure 5. (Top Left) Capital Area Greenbelt along the Susquehanna River

Figure 6. (Right) Zembo Shrine located at the intersection of 3rd Street and Division Street



Figure 7. (Bottom Left) Italian Lake located at the intersection of 3rd street and Division Street



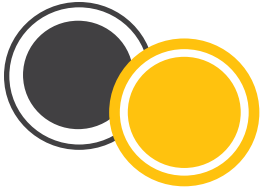


Figure 8. (Top Left) 1920's advertisement for the Academy Manor Neighborhood (Frew, 2009)

Figure 9. (Bottom Left) Residence along Parkside Lane in Academy Manor Neighborhood



Figure 10. (Top Right) West entrance to the former William Penn High School



Figure 11. (Bottom Right) William Penn High School Gymnasium current condition (February 2016)





Zoning along the Division Street Corridor

The study area includes a variety of zoning districts, including Open Space & Recreation (OSR), Riverfront (RF), Institutional (INS), Residential Low-Density (RL), Residential Medium-Density (RM), Commercial General (CG), and Industrial (IND) Districts. Refer to *Figure 14* for a Zoning Map of the study area and *Table 3* which describes the zoning districts within the study area.



Figure 12. Camp Curtin Academy located at the intersection of 6th Street and Division Street



Figure 13. Main entrance to the Uptown Plaza



Figure 14. Zoning Map of the Division Street Corridor Study Area

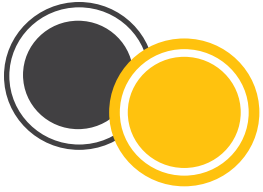


Table 3. Zoning Districts within the Division Street Corridor Study Area

Zoning District	Abbrev.	Description
Open Space Recreation	OSR	Open space and environmental resources, maintain flood-prone areas as open space, recreation-oriented facilities and certain water-related utilities
Residential Low Density	RL	Neighborhoods of primarily single-family detached housing at low densities
Residential Medium Density	RM	Medium density neighborhoods
Commercial General	CG	Wide range of commercial, office, and service uses that serve local and regional needs and are located on major arterials
Riverfront	RF	Recognize the historical importance of Riverfront Park and preserve the character of development along Front Street and State Street between Riverfront Park and the Capitol
Institutional	INS	Facilitate and protect institutional development including but not limited to, government facilities, educational institutions, and hospitals
Industrial	IND	Encourage all types of light industries, offices, warehousing, and wholesale sales uses; provide for range of commercial uses, including retail sales, to provide for reuse of buildings and land; permit heavy industrial by Special Exception to avoid conflicts with neighboring uses

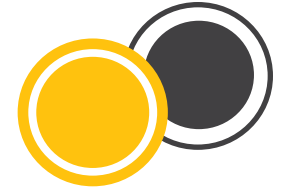
Source: City of Harrisburg 2014 Zoning Code

Two overlay districts are included in the study area – the Floodplain Overlay District and the Historic Overlay District. The Academy Manor Neighborhood is delineated on the Harrisburg Historic District Overlay Map, as an “Eligible District” (City of Harrisburg, 2013b). There are Special Flood Hazard Areas delineated in the western portion of the study area. These include an AE zone (Base Flood Elevation determined) in the 100 Year Floodplain, and some areas in the 500 Year Floodplain (City of Harrisburg, 2013a). All regulations of the underlying zoning district remain in effect, including the extra requirements of the overlay district as outlined in the Zoning Code.

Demographics

In order to gain a better understanding of the populations living near the Division Street Corridor, the U.S. Census Bureau 2014 American Community Survey 5-year estimates were reviewed. The Division Street Corridor Revitalization Plan study area consists of four Census Tract Block Groups that include residences. A fifth Census Tract Block Group is present to the north of Jefferson Street and 7th Street, but does not include any residences within the study area and therefore was not considered during an evaluation of the demographics of the study area. The four Census Tract Block Groups that were evaluated include:

- Census Tract 209, Block Group 1 – consists of the William Penn High School and Camp Curtin Elementary School campuses within the study area and includes the majority of the neighborhood located to the north of the schools (outside of the study area)
- Census Tract 209, Block Group 2 – consists of the residential areas east of 6th Street in the study area



- Census Tract 209, Block Group 3 – includes the area to the south of Division Street between 4th Street and 6th Street and is bounded by Radnor Street to the south
- Census Tract 209, Block Group 4 – includes the study area to the west of 4th Street to the Susquehanna River

Refer to *Figure 15* for the location of each Census Tract Block Group within the study area.



Figure 15. Census Tract Block Groups within the Division Street Corridor study area

The study area is relatively small; however, there are significant differences in the demographics of the area. The median household income ranges from almost \$70,000 in Block Group 4 to approximately \$20,000 in Block Group 2 (*Figure 16*). Additionally, approximately 70% of the population within Block Group 2 has an income below the poverty level, while only 3% of the population in Block Group 1 has an income below the poverty level. These drastic differences in income are not only evident in the data obtained, but are also visible based on the housing stock within the corridor. *Figures 17-19* provide examples of the range of housing located within the study area.



Figure 16. Median Household Income by Census Tract Block Group

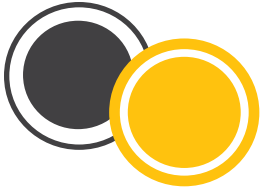


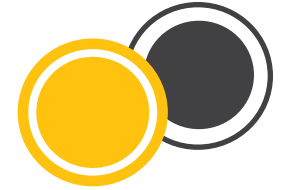
Figure 17. (Upper Left) Example of housing stock found within the Academy Manor Neighborhood located within Census Tract 209, Block Group 4



Figure 18. (Lower Left) Example of housing stock found within Census Tract 209, Block Group 3



Figure 19. (Above) Example of housing stock found within Census Tract 209, Block Group 2



The percentage of vacant houses is relatively equal for Block Groups 1 and 3 (12% and 11%, respectively) and Block Groups 2 and 4 (25% and 21%, respectively). Blocks Groups 2 and 4 exceed the citywide vacancy rate of 19%. In addition to Block Group 2's low median household income and high poverty rates, less than ¼ of the population in Block Group 2 is employed – that is approximately ½ of the population is in the labor force, but 57% of the labor force is unemployed. The percentage of the labor force that is unemployed is much lower in the other block groups in the study area – Block Group 3 has an unemployment rate of 24%, while Block Groups 1 and 4 have an unemployment rate of 9% (*Table 4*).

In addition to being economically diverse, the study area is also racially diverse. Block Groups 2 and 3 are over 70% black or African American, while Block Group 4 is approximately 12% black or African American. Approximately 10% of Block Group 2 is Asian and about 16% identifies as some other race. Block Group 4 also has a significant Asian population at approximately 24%. The largest white populations are found in Block Groups 1 and 4 (54% and 61%, respectively). Additionally, about one-third of the population in Block Group 2 and one-quarter of the population in Block Group 1 is Hispanic or Latino. Block Group 4's white population is approximately twice the city average and its' Asian population is about six times the city average. *Table 5* summarizes the racial composition of the Division Street Corridor study area.

According to data collected as part of the city's Comprehensive Plan update process, the population within the study area is projected to decrease between 0% and -1.25% from 2015-2020. The populations in the northern part of the city, above Maclay Street and west of the railroad are all anticipated to decrease. Improvement to the Division Street Corridor may help in attracting more residents to this section of the city (City of

Harrisburg, 2016b).

As described above, the Division Street Corridor is a truly diverse corridor in terms of housing, demographics and opportunities. The corridor is in need of improvements in order to become a destination within the city and also to improve the lives of those who live and work along the corridor. The next sections of the plan provide recommendations to enhance the corridor's transportation facilities to encourage economic development and revitalization along the corridor while incorporating green infrastructure and sustainable environmental practices.



Table 4. Economic and Employment Indicators in the Division Street Corridor Study Area

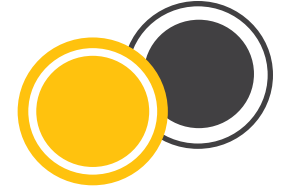
Census Tract 209 Block Group	Median household income (past 12 months)	% Below Poverty Level	% Vacant Houses	% In Labor Force	% in Civilian Labor Force - Employed	% in Civilian Labor Force - Unemployed	% Not in labor force
1	\$52,906	3	12	66	91	9	34
2	\$19,276	71	25	52	43	57	48
3	\$40,417	39	11	71	77	23	29
4	\$68,929	28	21	73	91	9	27

Source: 2014 ACS 5-Year Estimates

Table 5. Racial Composition of the Division Street Corridor Study Area

Block Group	Total Population	% White	% Black or African American	% American Indian and Alaska Native	% Asian	% Native Hawaiian and Other Pacific Islander	% Some other race	% Two or more races	% Hispanic or Latino
1	1024	54	38	0	0	0	0	8	25
2	75	1	71	0	10	0	16	2	36
3	907	18	72	0	0	0	1	8	6
4	979	61	12	1	24	0	0	2	1

Source: 2014 ACS 5-Year Estimates



Project Stakeholders

In order for a project to be successful, it is crucial to involve all of the organizations and people who may impact the project, as well as those who will be impacted by the project, and to do this as early as possible in the process. These people and organizations are known as stakeholders. “A “stakeholder” is any person or organization that is actively involved in a project, or whose interests may be affected positively or negatively by execution of the project” (PM Study Circle, 2016).

Because the type of stakeholder can vary widely, it is also important to gain a clear understanding of each stakeholder involved with the project. An effective way to do this is to classify each, and to determine their specific information needs, project interests, impact on the project and their role in the project (PM Study Circle, 2016).

Table 6 identifies the stakeholders for the Division Street Corridor revitalization project, including stakeholder level, their project interests and their key role. Stakeholders were identified based on their proximity to the study area and their anticipated interest in the project. Key stakeholders were contacted to gain insight into concerns and areas of strength and weakness. This insight was used to help shape the recommendations for the revitalization of the Division Street Corridor.

Key concerns expressed by the stakeholders interviewed included:

Transit

- Difficulty with the current traffic patterns for moving buses off of Division Street onto Front Street.
- Challenges with connecting transit access across the railroad tracks to the areas to the east

Transportation facilities

- Poor street conditions
- Proposed traffic and street improvements will result in Division Street becoming a major thoroughfare; resulting in more truck traffic, higher volumes of traffic and congestion, and streets less safe for pedestrians.
- A resident of Academy Manor noted that many young families with children are moving into the neighborhood. They expressed concerns for children’s safety as a result of increased traffic brought on by street and traffic improvements in the area.

Economic Development

- A local resident indicated that while economic development is important to the area, they didn’t want to see any industrial development move west, beyond 7th Street.

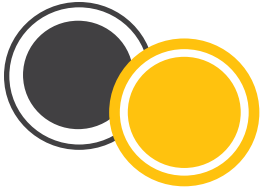


Table 6. List of Project Stakeholders

Stakeholder Name	Level	Area of Interest	Possible Role
City of Harrisburg	Client/Primary	Economic Redevelopment/ Transportation	Decision maker, collaborator
Harrisburg – Dept. of Community & Economic Development	Client/Primary	Economic Redevelopment	Decision maker, collaborator
Harrisburg - Bureau of Planning	Client/Primary	Economic Redevelopment/ Transportation	Decision maker, collaborator
Harrisburg - Highway & Traffic	Primary	Transportation	Collaborator
Capital Area Transit (CAT)	Primary	Transportation	Collaborator
Harrisburg School District	Primary	Economic Redevelopment	Participant/Recipient
HATS (Harrisburg Area Transportation Study)	Primary	Transportation	Information
Uptown Shopping Plaza (Owner)	Primary	Economic Redevelopment	Participant/Recipient
Local Residents	Primary	All aspects	Participant/Recipient
Academy Manor Neighborhood Group	Primary	All aspects	Participant/Recipient
Other Neighborhood Groups	Primary	All aspects	Participant/Recipient
Tri-County Planning Commission	Secondary	Economic Redevelopment/ Transportation	Information
Capital Area Greenbelt Association	Secondary	Transportation/ Recreation	Information
Capital Region Water (City of Harrisburg)	Secondary	Environment/Green Infrastructure/Storm-water	Participant/Information
Historic Harrisburg	Secondary	Historic Preservation	Information

Stakeholder Name	Level	Area of Interest	Possible Role
PennDOT District 8	Secondary	Transportation	Information/Decision maker
Hadee Mosque- Ah-madiyya Movement in Islam Inc.	Secondary	General	Participant
Navarro & Wright Consulting Engineers	Other	Transportation	Consultant
Harrisburg Area Chamber & CREDC (Capital Region Econ Dev Corp.)	Other	Economic Redevelopment	Information
Dixon University Center	Other	General	Information
HACC	Other	General	Information
Norfolk Southern	Other	Transportation	Information
Vartan	Other	Economic Redevelopment	Information
WCI Partners	Other	Economic Redevelopment	Information
Wendell Hoover, RE/ MAX Realty Associates	Other	Economic Redevelopment	Information



- A local resident stated that the existing grocery store in the Uptown Shopping Plaza is not very nice and that they wouldn't shop there (currently grocery shops outside of the city).
- The zoning along the corridor presents a challenge for redevelopment of the abandoned high school as well as the fact that the building is very outdated.
- The Uptown Shopping Plaza presents a challenge, with vacant storefronts.
- There are many vacant buildings in the area, and lease signs, which causes questions on the viability of the area for more office, retail and residential uses.

Flooding

- Flooding has to be a consideration for any redevelopment or new development in the low lying areas along the river and as far east as Green and 3rd Streets.

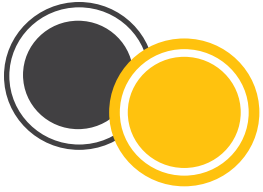
Key opportunities identified by the stakeholders interviewed included:

Transit

- Improve transit through the incorporation of a small transfer station along Division Street and a park n' ride north of the city near the highway interchanges which would connect with the city bus system.
- Circulator transit route within the city, preemptive lights and multi-modal facilities.

Transportation Facilities

- Division Street is one of the few east-west corridors within the city.
- The corridor serves as a gateway to the capitol for travelers moving south through the city.
- Accessibility to I-81 and adequate and convenient parking
- Proposed bridge, connecting Division Street with HACC, as well better connecting the corridor with the major north-south routes through the city. Improvements along the corridor would help demonstrate the need for the bridge.
- Improve roadways to include bike and pedestrian infrastructure and traffic calming measures to keep speeds within the target range of 25-35 mph.
- Bike and pedestrian infrastructure could help connect the Capital Area Greenbelt through the center of the trail.



- Addition of trees to create a green canopy along the corridor.

Historic Preservation

- The street has many historic assets, including the Zembo Shrine, William Penn High School, Italian Lake Park and the Academy Manor Neighborhood.
- William Penn High School is an excellent opportunity for adaptive reuse to preserve this historic structure.
- Preserve open space near the school to retain the character of the neighborhood.

Economic Development

- The school district would like to see redevelopment of the High School and in turn an increase in the tax base.
- For the school district, the Division Street Corridor provides a negative return on the housing stock, meaning that they are able to collect more in taxes than they have to expend for education.
- City planning and economic development officials indicated that a larger, improved grocery store in the Uptown Plaza might be a nice addition for local residents. They suggested that while a larger chain might not locate there, that possibly a smaller, family owned type store might.
- D & H, a local technology distributor on 7th Street could possibly be a key player in the revitalization of the corridor.
- City planning and economic staff mentioned that possible uses for

the vacant William Penn High School might include a business incubator, business accelerator or makerspace.

- City economic development officials said they would like to see more home ownership and more apartments in the area. They indicated a high demand in the city for one and two bedroom apartments.

The concerns and opportunities identified by stakeholders varied; however, there were two overarching topics repeated; transportation improvements and economic development.

