

# HARRISBURG STRONG

## Harrisburg Comprehensive Plan + Housing Strategy Scope of Services

The Honorable Linda D. Thompson  
Mayor  
City of Harrisburg



## HARRISBURG COMPREHENSIVE PLAN + HOUSING STRATEGY

### SCOPE OF SERVICES

Mullin & Lonergan Associates (M&L) proposes to complete the following scope of services to produce a comprehensive plan for the City of Harrisburg, PA. M&L will prepare the plan in consultation with and at the direction of the comprehensive plan steering committee. M&L anticipates that the city's comprehensive plan will focus on neighborhoods and business corridors and be people-centric.

Harrisburg is located in Dauphin County, and Dauphin County is seeking to prepare a new comprehensive plan via the Tri-County Regional Planning Commission (TCRPC). M&L will insure that there is compatibility between the Harrisburg and Dauphin County comprehensive plans through communication with TCRPC staff during the planning process and TCRPC's representation on the Harrisburg Comprehensive Plan steering committee.

Throughout the comprehensive planning process, M&L's overarching goal will be the preparation of an implementable comprehensive plan, i.e., a plan of specific, detailed practical actions that address the city's priority issues and that provide a blueprint designed to achieve the city's vision for its future development. The plan will be written and organized in a reader-friendly manner and will identify the implementation team, i.e., the players and partners from the private and public sectors who are key to implementing the plan and have the structure and capacity to do so. The plan will include cost estimates and potential funding sources for implementation activities.

Since April 2013, M&L has held two meetings with the comprehensive plan steering committee to discuss the comprehensive plan planning process and to identify the city's priority issues. The steering committee selected five broad areas---housing, land use, economic development, infrastructure and beautification--- to serve as the focus of the city's comprehensive plan. The steering committee and city representatives also identified public safety, education and public transit as issues that must be addressed. M&L anticipates that meetings held during the course of the comprehensive planning process will more specifically define issues within the focus areas. Priority issues will most likely vary among neighborhoods, and these neighborhood priorities may differ from city-wide priorities.

#### Compliance with the PA Municipalities Planning Code (MPC)

M&L will produce a comprehensive plan that in all respects complies with the requirements of the PA Municipalities Planning Code (MPC), most specifically the requirements of Section 301 of the MPC.

#### Compliance with the Act 47 Recovery Plan

M&L will produce a comprehensive plan that addresses the following initiatives in the city's adopted Act 47 Recovery Plan:

- Update the City's Comprehensive Plan

- Develop a comprehensive housing strategy

M&L's fee for preparing the comprehensive plan does not include the preparation of an economic development plan. The development of a coordinated long-term economic development strategic plan is another initiative of the Act 47 Recovery Plan, and the city has designated the Capital Regional Economic Development Corporation (CREDC) as the agency to develop this economic development plan.

M&L recognizes the need for the incorporation of the economic development plan into the comprehensive plan. To achieve the desired synthesis, M&L will communicate and collaborate with CREDC throughout the comprehensive plan process. This collaboration may include, among other things, sharing the results of stakeholder interviews and CREDC's participation in outreach efforts, e.g., presenting and gathering information about the economic development strategic plan at the neighborhood and city-wide meetings being held for the comprehensive plan.

M&L anticipates that CREDC's schedule for preparing the economic development strategic plan will permit incorporation of that plan into the comprehensive plan in accordance with the comprehensive plan completion schedule (December 2014). If this is not the case, M&L will request a meeting with City representatives, the Office of the Receiver, the Act 47 Recovery Team, DCED and CREDC to discuss any needed contract amendments/adjustments to allow incorporation of the economic development strategy into the final comprehensive plan.

M&L's fee for preparing the comprehensive plan also does not include detailed research into public safety, education and public transit or the preparation of reports or plans concerning these issues. Instead, research, reports and plans on these topics will be developed by subcommittees of the comprehensive plan steering committee. If reports and plans on these issues are completed and provided to M&L by October 1, 2014, M&L will incorporate the relevant elements of the reports and plans in the comprehensive plan.

#### Selection of Focus Topics

The comprehensive plan steering committee has selected five broad areas---housing, land use, economic development, infrastructure and beautification---from which specific city-wide focus topics will be selected. M&L recognizes that the comprehensive plan process is fluid and may entail changes and shifts in the identification, specification and prioritization of focus topics.

M&L will begin its comprehensive plan work by reviewing the comprehensive planning process with the comprehensive plan steering committee. (See Attachment 1.) M&L will review the five broad city-wide issues identified during the steering committee meetings held in April and May 2013. M&L will solicit steering committee input on further specification of these five areas and identification of individuals, groups and agencies to meet with and/or interview for each of the selected focus topics.

The city has identified the following neighborhoods as the target neighborhoods of the comprehensive plan's neighborhood planning efforts: Allison Hill, Downtown, Midtown, South Allison Hill, Southside and

Uptown. At the initial steering committee meeting, M&L will solicit committee verification of the selection of these neighborhoods for concentrated attention.

For each of the city-wide and neighborhood focus topics, M&L will conduct the following activities:

**Phase 1 - Data Collection:** M&L will collect pertinent data from both primary and secondary sources. Primary data sources include individuals, groups and agencies that are most involved in and affected by the city's and neighborhoods' plans for the selected focus topics. Secondary data sources include published information, e.g., census data, relevant plans and studies, reports, ordinances, codes, regulations, maps, etc. Secondary data will include (as relevant) standard demographics (population, income levels, household characteristics, education levels, employment, etc.), housing-related information (age, type, condition, number, vacancy, tenure, codes, etc.), economic characteristics, and other information (tax structure, public safety statistics, business reports, capital improvements plan, etc.).

The collection of primary data will entail meetings and interviews with city representatives, neighborhood groups, stakeholders, public and private agencies, and the general public. These meetings and interviews may be held in person, by telephone, or via other media. Primary data collected will also include field surveys of the city and selected neighborhoods to determine the general location, type, density and interrelationship of land uses and other existing conditions. M&L will conduct a total of up to 20 meetings and/or interviews to complete Phase 1 activities.

Anticipated schedule to complete Phase 1 activities: Two months

**Phase 2 – Current Conditions Analysis:** During this phase, M&L will analyze trends and conditions identified through the primary and secondary data collected during Phase 1. M&L will also identify assets and challenges for each of the broad city-wide emphasis areas selected at the April and May 2013 steering committee meetings. Among the anticipated work to be included in this phase are a housing market analysis, neighborhood typologies, and field surveys.

As with Phase 1, Phase 2 activities will entail meetings, interviews and surveys with city representatives, neighborhood groups, stakeholders, public and private agencies, and the general public to review, verify and refine the trends, conditions, assets and challenges identified. M&L will conduct a total of up to 20 meetings and/or interviews to complete Phase 2 activities.

Anticipated schedule to complete Phase 2 activities: Two-four months

**Phase 3 – Priority Assessment:** M&L will begin this phase of the comprehensive plan work with a comprehensive plan steering committee meeting to discuss the scheduling, nature and purpose of the upcoming first round of city-wide and neighborhood meetings. M&L will then conduct a city-wide meeting and a round of neighborhood meetings/charettes to present the results of the Phase 1 and Phase 2 work concerning conditions, trends, assets and challenges and gather input regarding the accuracy and completeness of this information. M&L will also solicit comments and observations from the meeting attendees concerning other pertinent city-wide neighborhood conditions. M&L will solicit

input to identify city-wide and neighborhood priority issues that will serve as focus topics for the comprehensive plan. Meeting attendees will prioritize needs as being short-term (1-2 years), mid-term (3-5 years) and long-term (6-10+ years).

After conducting the first round of city-wide and neighborhood meetings, M&L will prepare a draft vision statement for the City for the consideration of the comprehensive plan steering committee. This vision statement will seek to identify the image or “brand” that the City wishes for itself.

During Phase 3, M&L will conduct one city-wide meeting and one meeting in each target neighborhood to gather community input on needs and priorities.

Anticipated schedule to complete Phase 3 activities: Two months

**Phase 4—Develop Practical Recommendations:** M&L will begin this phase by meeting with the comprehensive plan steering committee to get feedback on the priority city and neighborhood needs identified during the Phase 3 city-wide and neighborhood meetings and M&L’s draft recommendations to address those priority needs. Based on the results of the Phase 3 city-wide and neighborhood meetings and/or other developments, M&L will seek steering committee input on any desired revisions to the committee’s previously selected city-wide focus topics.

M&L will present the draft vision statement for the comprehensive plan for the steering committee’s consideration and revision as desired.

M&L will also present the steering committee with information on the upcoming second round of city-wide and neighborhood meetings. At these city-wide and neighborhood meetings, M&L will present information and draft recommendations to address the focus topic priority needs identified during the first round of city-wide and neighborhood meetings. M&L will solicit input from meeting attendees regarding the draft recommendations to determine needed revisions.

During Phase 4, M&L will conduct one city-wide meeting and one meeting in each target neighborhood.

Anticipated schedule to complete Phase 4 activities: Two-three months

**Phase 5-- Implementation Plan:** M&L will draft a list of recommendations to address the neighborhood and city-wide priority issues. M&L will meet with the comprehensive plan steering committee to present these draft priority recommendations.

M&L will also present its recommendations for the implementation structure needed to ensure that the comprehensive plan’s action steps will occur in a timely, effective and efficient manner. The implementation structure will consist of individuals and public and private sector organizations, groups, institutions and agencies with the expertise, capacity and commitment to “make things happen and get things done”.

M&L’s implementation structure recommendations will include the identification of an implementation coordinator (i.e., an individual, organization or team) to facilitate comprehensive plan implementation.

M&L's recommendations concerning the implementation structure will be based on the information M&L obtains from the meetings, interviews, research and field work it conducts during Phases 1-4 of this scope of services.

Based on steering committee input, M&L will revise the draft priority recommendations and implementation structure recommendations and present both neighborhood-specific and city-wide draft priority recommendations at a third round of neighborhood meetings for comment by community residents and groups.

M&L will also present the city-wide priority recommendations to groups of the city's choosing.

During Phase 5, M&L will conduct one meeting in each target neighborhood and up to three other city-selected group meetings.

Anticipated schedule to complete Phase 5 activities: Three-four months

**Phase 6--Preparation of Draft Comprehensive Plan:** Upon city approval/authorization, M&L will prepare the complete draft comprehensive plan for public display.

Anticipated schedule to complete the draft comprehensive plan: Two weeks.

**Phase 7---Adoption Process:** M&L will provide the following services during the adoption process of the comprehensive plan:

Assist the city with the preparation of the notices for the required public meeting of the city planning commission and the required public hearing of city council. The city will pay the publication costs for these notices.

Attend the required public meeting of the city planning commission to present the draft comprehensive plan.

Attend the required public hearing of city council to present the proposed comprehensive plan.

Anticipated schedule to complete adoption phase services: Two-three months

**Deliverables:** M&L will provide the following work products:

During the comprehensive plan process, M&L will provide a sufficient number of paper or electronic copies of the documents referred to in the scope of services for review by the steering committee or by attendees at neighborhood meetings.

M&L will produce a comprehensive plan that complies with all aspects of the MPC. The comprehensive plan will consist of text, maps, charts, illustrative graphics and appendices with supporting documentation and other relevant materials. For the public comment period required by the MPC, M&L will provide the city with five paper copies of the draft comprehensive plan for public display and 15

electronic copies of the draft plan for the city's distribution to the county planning agency, surrounding municipalities and the city school district.

M&L will provide the city with 20 paper copies and 25 electronic copies of the adopted comprehensive plan.

Anticipated schedule to complete preparation and delivery of the draft comprehensive plan for public display: Two weeks.

Anticipated schedule to complete preparation and delivery of the adopted comprehensive plan: Two weeks.

Anticipated schedule to complete all phases of the comprehensive planning process: 14-18 months

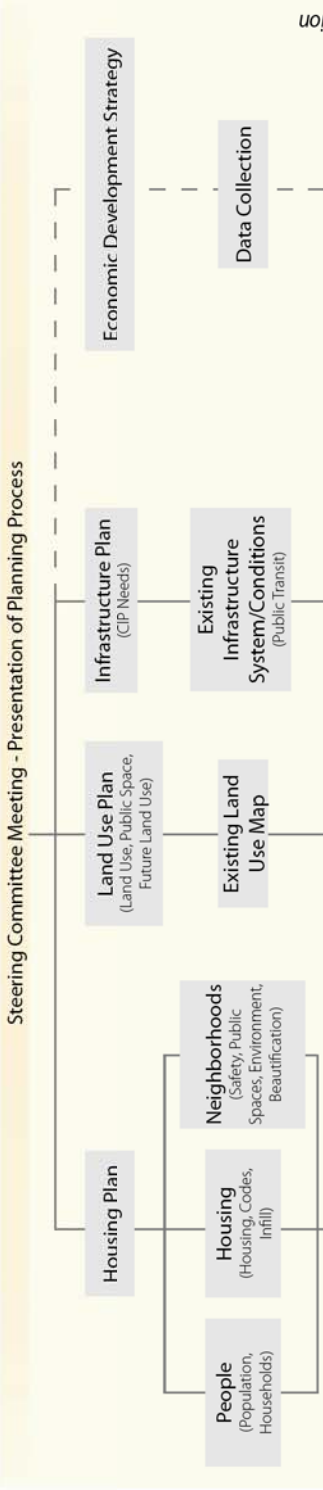


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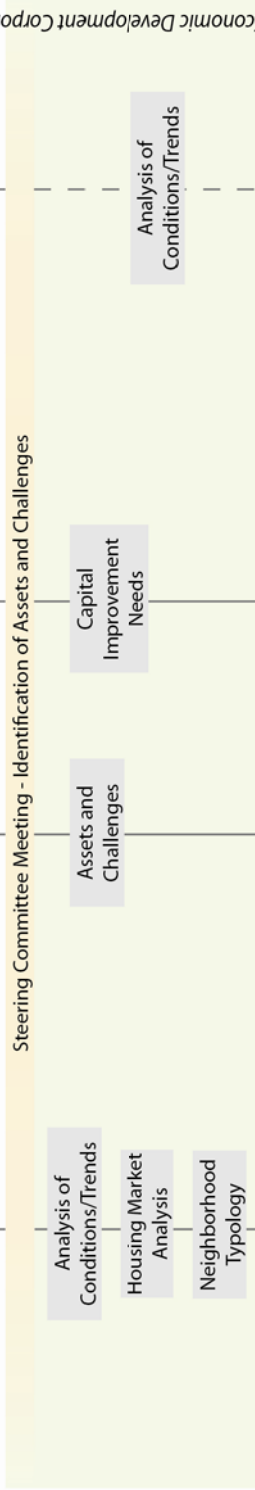
## COMPREHENSIVE PLAN PROCESS



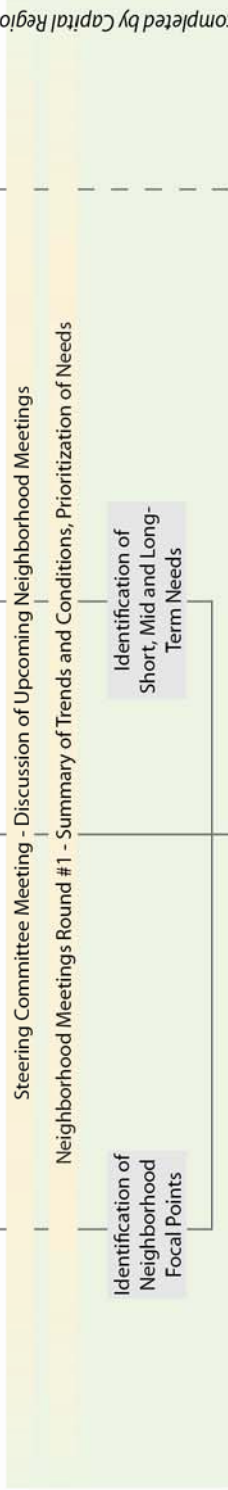
### Phase 1 Data Collection



### Phase 2 Current Conditions Analysis



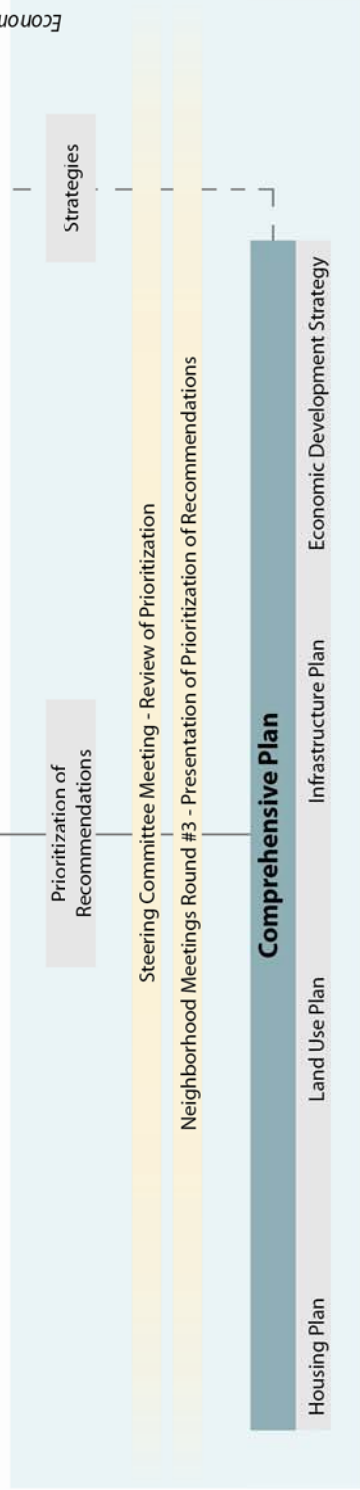
### Phase 3 Priority Assessment



### Phase 4 Develop Practical Recommendations



### Phase 5 Implementation Plan



*Economic Development Strategy to be completed by Capital Region Economic Development Corporation*