

Camp Hill, Pennsylvania: Creating a More Vibrant Commercial District



**Urban Land
Institute**

Philadelphia

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Pennsylvania, Southern New
Jersey, and Delaware

An Urban Land Institute
Technical Assistance Panel
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On behalf of
Camp Hill Borough



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About ULI

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is



Panelists touring Camp Hill Borough

supported by nearly 40,000 members around the globe representing all aspects of land use and development disciplines. ULI's mission is to provide responsible leadership in the use of land in order to enhance the total environment and to create and sustain thriving communities.

ULI provides guidance to nonprofits and municipalities seeking solutions to land use challenges. At the regional level, ULI Philadelphia offers Technical Assistance Panels (TAPs) that bring together objective planners, developers, lenders, architects, and related professionals to evaluate specific needs and make recommendations on implementation in an atmosphere free of politics and preconceptions. ULI member and non-member professionals provide their expertise in a voluntary capacity and each has signed an agreement to avoid current or potential conflicts of interest.

Introduction and Background

The Borough of Camp Hill is located in Cumberland County, Pennsylvania, just two miles southwest of Harrisburg, the state capital. The town is two square miles in size and is home to approximately 7,900 residents. A unique feature of the town is that the Borough and the Camp Hill School District share an exact footprint. Schools in the Camp Hill district are very well regarded. The quality of the schools, Camp Hill's safe environment, and the walkable scale of the community are the primary attractions for new residents. In fact, children can walk to school and the middle school and high schools in Camp Hill have an "open campus" that allows students to leave the campus at lunchtime.

The Borough has other family-friendly amenities. There are three public parks, including Siebert Park, which features a residents-only swimming pool and tennis courts. The Camp Hill library, part of Cumberland County's library system, has been voted "Best Library" by readers of Harrisburg magazine. Mature trees shade the residential streets. There are five churches in the Borough and each is active in the community. In short, Camp Hill offers residents a small-town lifestyle that is close to picture-perfect.



One of five churches located in the Borough.

Bisecting the Borough is Market Street, the town's commercial and retail corridor. And bookending the Market Street corridor are two very successful retail centers: Camp Hill Mall to the west and West Shore Plaza to the east. In the middle of the corridor is Camp Hill's "downtown"



Examples of retail destinations on Market Street, often converted from residential use.

or Main Street. But like many small towns, Camp Hill's commercial district has evolved with little or no planning. The result is an inconsistent streetscape, a hodgepodge of signage and a retail mix that is heavy on services and light on goods.

Not surprisingly, the small businesses on Market Street reflect a thriving entrepreneurial spirit. A large number are successful, woman-owned businesses. Several high-end women's clothing stores and unique spa services, such as a salt cave and float spa appeal to affluent residents of the area. But the retail businesses are not contiguous; they are interspersed with commercial services like financial management, and often, residential dwellings. For example, three successful retail businesses are clustered together just off Market Street, behind the corridor, forming a node. Unfortunately there are few such clusters of truly walkable retail.



Located behind Market Street, this node is home to three popular businesses: a home store, a yoga studio and a specialty gift store. However there is no signage on Market Street that directs shoppers to the rear.

The corridor also includes a handful of small restaurants and the Borough is "dry" so the sale of alcohol is prohibited. The inability to serve alcohol—a profit center for restaurants and an attraction for millennials and baby boomers – may have prevented many restaurateurs from considering a move to Camp Hill. A referendum to change Camp Hill's status from dry to wet has been considered.

What Camp Hill Borough Asked Of The Technical Assistance Panel

Camp Hill is genuine in its desire to maintain its best qualities and improve on its shortcomings. In the 2015 Camp Hill Strategic Plan, one of the stated goals is to “develop and promote vibrant business corridors.” The Borough turned to the ULI Technical Assistance program to address that goal. In its application, Camp Hill Borough asked the Panel to consider three key questions regarding its downtown area:

- How to attract and retain merchants.
- How to change the look of Market Street by converting existing building to residential/retail facilities (i.e. first floor retail, second floor residential).
- How to incentivize absentee landlords to convert or sell their dilapidated buildings.

Sixteen experienced ULI members including many from Central Pennsylvania convened at the Camp Hill Borough Administration Building on Wednesday, July 13, 2016. They began the day with a walking tour of Market Street and



Information was gathered through a series of interviews with stakeholders.

then broke into four groups to interview stakeholders. The next day the Panel reconvened to discuss its findings and formulate recommendations. Stakeholders and others returned in the afternoon to hear the Panel’s preliminary report.

Key Issues

The Panel identified several key issues that have kept the Market Street corridor from realizing its potential as a lively, successful retail and restaurant district.

The corridor has no champion. During stakeholder interviews and discussions it became clear that there is no liaison or organization to promote action and participation among businesses on or adjacent to the corridor. No defined business improvement district or formal business association exists. And although there have been many well-intentioned recommendations on how to improve Market Street, with no advocate, there has been no follow-through.

Furthermore, business owners have not been sufficiently motivated to support community-wide events. For several years the Borough hosted the Plein Air Camp Hill Arts Festival which was initially successful although support slowly declined. A local farmers’ market did not gain momentum and was eventually canceled. Many Market Street businesses have not been approached or informed about how events will benefit their business. This may be a result of a lack of coordinated marketing by the Borough, not an unwillingness on the part of small businesses to participate in promotions or events.



Lengthy curb cuts and proximity to Market Street traffic do not create a comfortable pedestrian experience.

Market Street has numerous physical shortcomings. A visitor walking on Market Street might find the experience somewhat challenging. There are too many curb cuts, and several are lengthy. Sidewalks are uneven. On-street parking provides a buffer only on the south side of Market Street and the volume of car and truck traffic can make a pedestrian or cyclist feel vulnerable. Aesthetically, the corridor's



Parking is permitted only on the south side of Market Street.

streetscape seems tired. There has been no organized planting of street trees or flowers. Overhead utility lines are a visual obstruction and unsightly. Although parking is abundant, it is confusing and disorderly; in many cases, there is no visible parking.



Many stakeholders consider the intersection of 21st and Market Streets to be the beginning of the downtown. However, there are no visual elements that mark it as such to a visitor.

Several of the buildings on this main street of Camp Hill are shabby and dilapidated. As one Panelist said: there are “missing teeth.” There is no architectural review process in place for renovations. And there is a need to educate property and business owners on codes.

The commercial district needs definition and wayfinding signage. The downtown area of Camp Hill is not clearly defined and has no pivotal intersection or gateway. Even merchants and Borough officials disagree on where the downtown begins and ends. A package of consistent and well-designed wayfinding signage would help shoppers locate businesses and parking lots and could begin to brand Market Street as a shopping and dining destination.

There are lots of signs but no standards for signage. On some blocks of Market Street, permanent and temporary business signs are—quite literally—all over the place. Not only are they abundant, there appear to be no standards for height, materials or placement. The result is a cluttered streetscape that is more confusing than it is informative.



Overuse of permanent and temporary signs creates a disorganized streetscape.

Initial Assessments

Despite the many shortcomings of Camp Hill's commercial district, the Borough has much to recommend it. As an architect might say, it has "good bones:"

- Public schools are good and are a prime reason why families choose to live in Camp Hill.
- The community is safe and picturesque.
- Current Borough leadership is enthusiastic; they are willing to embrace change and take the action necessary to improve the downtown.
- There are already a number of successful businesses on Market Street; many businesses are woman-owned; many offer unique wellness and spa services.
- The corridor is bookended by two successful retail centers with low vacancy rates.
- Existing infrastructure is sufficient to support growth.
- As the millennial population begins families, the Borough will appeal to their desire for a community in which they can live/work/play.
- There is a strong tradition of volunteerism in the Borough.



At the conclusion of the two-day session, ULI Philadelphia members on the Panel presented their findings to stakeholders and other interested community parties.

What the Panel Observed

After the walking tour of Market Street, the Panel interviewed 26 stakeholders representing a diverse cross-section of interested parties, from elected officials to Market Street merchants and from longtime residents to the school superintendent. The Panel organized its observations based on the Borough's questions.

How to attract and retain merchants

Two key ingredients to a successful commercial district are missing in Camp Hill: a current market study and an

active business development organization. A **market study** would provide the information necessary to prioritize improvements and programs that will attract merchants. Additionally, data such as rent and vacancy rates would help the Market Street merchants and property owners understand where they stand in the retail landscape and how they can best compete.

A **business organization** with consistent and accountable leadership will unify the merchants and improve the retail experience for merchants and shoppers alike.

Several early and **easy streetscape improvements** would demonstrate the Borough's commitment to its commercial district and set the tone. Identifying and undertaking a **catalytic project** would be further proof that Market Street is on the move.



Many of the properties on Market Street are former residences converted to business use.

How to change the look of Market Street and encourage mixed use

The Panel agrees with the Borough's goal of more mixed use on Market Street but believes it is premature to change policy without more information. The inventory on Market Street is eclectic, with many converted residences and inconsistent building quality. A **building-by-building assessment** would provide a snapshot of where efforts should be focused.

Market Street has several buildings with real architectural integrity and the Borough's quaintness is an asset. But there has been no consensus of what a revitalized downtown area should look like. Although a Tri-Borough Streetscape Master Plan for the Boroughs of Wormleysburg, Lemoyne and Camp Hill, was completed in 2010, many of its recommendations were not well-received by Camp Hill and thus were not implemented. That said, a small **catalytic project** demonstrating what the commercial district could look like would generate excitement and enthusiasm for the needed changes.

How to incentivize absentee landlords

The Panel surmised that many of the neglected buildings on Market Street were owned by absentee landlords and stakeholders confirmed that perhaps 15 to 20 percent of the business locations were not owner-occupied. But that number was arrived at anecdotally and is not part of a maintained municipal record. Not surprisingly communication with absentee landlords is minimal, confined typically to tax bills and code violations. **Open and ongoing communication** with business owners and property owners will be key to any initiative's success.

An organized **business improvement district** or similar advocacy entity would keep lines of communication open. Such an organization could also work with those owners whose proven track records and successful tenants demonstrate cause and effect, and encourage them to increase their property holdings. Consistent **code enforcement** to maintain a level playing field will also be key. Finally, the Panel wondered what role an economic development corporation could play.

Tools That Incentivize Property Owners

- façade grants for improvements such as awnings
- expedited permitting when select standards are met
- selective setback changes
- education and sharing of market data
- tax abatements for new improvements

Recommendations

Conduct A Market Study

The Panel highly recommends Camp Hill Borough conduct a market study. Only with hard data will the Borough be able to make smart and defensible decisions regarding improvements to the downtown corridor. A well-executed market study will:

- Explore the competition within a fixed distance of the Borough. Where do Borough residents shop for goods? What are the options two miles or five miles from the Borough's borders? Where do residents of other Boroughs shop? What are their buying patterns?
- Identify the area's shoppers and demographics. How many empty nesters? How many young families? What is the average household income?
- Reveal what gaps Camp Hill might fill. Could the Borough build on its wellness and spa services? Is there a need for a sporting goods or electronics store? What type of use – goods or services – will area residents support? Which uses are needed and which are oversaturated?
- Provide clarification on whether Camp Hill would benefit by being a wet town and also investigate how other "dry" towns have successfully re-invented themselves as BYOB meccas. Are residents going elsewhere for dining and why? How often do they eat out? What sort of restaurants would residents and neighbors support?



A popular gathering place, this Camp Hill restaurant creates more activity on the street with outdoor dining.

Create an Advocate for the Downtown Corridor

A business association or similar entity and/or a business liaison in Borough government will be able to move initiatives forward and act with Camp Hill's goals in mind: "to develop and promote vibrant business corridors."

For many commercial districts a Business Improvement District (BID) has been an effective way to improve and maintain the streetscape. Typically a BID is funded by a special tax on the corridor's property owners. "Safe and clean" is the initial focus, followed by streetscape improvements and marketing efforts. The Panel believes that Camp Hill's downtown area is large enough to support a BID. A first step might be Borough Council choosing an individual to spearhead the efforts, search for grants, manage events, and resolve issues as they arise. Ultimately, the BID would create a funded position for a director/manager to perform those tasks. When the BID is implemented, it is vital that property owners see real value for the premium they will be paying. Accountability is key.



A recent traffic study showed a daily average of 11,000 cars traversing Market Street. That, plus bus service, means greater retail potential.

Improve All Streetscape Elements

The importance of the streetscape cannot be overstated as it sets the stage for the retail experience. Many, if not most, of these suggestions work together to create an environment that is attractive, safe, comfortable and easy to navigate. Regarding the physical streetscape:

- Clearly define the boundaries of the commercial district so that, moving forward, the Borough knows where to focus its resources.
- Consider creating gateways to the downtown at the east and west boundaries. A gateway—marked by special signage, pylons, a fountain, banners or lighting—can set the tone for entering the district. The drawbacks of a gateway are that it can seem artificial if the experience does not measure up to the entry; it can also be confining as the retail area expands.
- Maintain the charm and authenticity of Camp Hill.
- Develop a comprehensive and professional wayfinding signage package to help visitors locate off-street parking, transit, shops and attractions.
- Invest in street trees. They provide shade in the summer, muffle traffic noise and soften the landscape.
- Consider installing art and sculpture in select locations to draw pedestrians along the street.
- Install street furniture—benches, bike racks, light fixtures, trash receptacles.
- Improve the pedestrian experience with attractive and clearly marked crosswalks, uniform sidewalks, and perhaps a narrowed cartway with parking allowed on both sides of the street. Parked cars between the cartway and sidewalks provide pedestrians with a buffer from the traffic. Discourage or prohibit continuous curb cuts.
- Explore implementing curb bump outs that would calm traffic, encourage on-street parking and provide additional space for pedestrians and street furniture.
- Consider the safety of cyclists with “share the road” signage or bike lanes.
- Lessen setbacks in select areas to create more uniformity and pull activity toward the street.
- Implement design controls for front yards.
- Develop a strategy for distressed properties; implement and employ available tools to incentivize property owners.



Like many properties on Market Street, the appearance and value of this building would be greatly enhanced with minor façade improvements, greenery and a new sidewalk.

Get Serious About Signage

As one Panelist said about the downtown area: “There are lots of signs. They’re just the wrong signs.” Signage may seem like a small piece of the streetscape puzzle but it is important visually and functionally. Ideally, all forms of signage work together to create a cohesive look and identity for a downtown area. But Camp Hill’s merchant signs are an inconsistent and clashing mix of materials, styles and sizes. And there is no wayfinding signage to help a visitor put the downtown area in context. To create a more unified streetscape and improve the visitor’s experience, the Borough should:

- Decrease the clutter and work to make merchant signage more consistent; develop a booklet on signage guidelines.
- Establish a character for Market Street; consider developing a logo that can be used on signs, banners and marketing materials. Upgrade municipal signs.
- Employ wayfinding signage to help shoppers and visitors locate off-street parking, merchants and attractions such as the library or art center.
- Install kiosks to deliver information about shops, activities and upcoming events.
- Coordinate the signage with lighting.

Identify a Catalytic Project

The Panel suggested the Borough undertake a single, targeted project to demonstrate what a vital, well-conceived downtown Camp Hill might look like. As an example, one of the Panelists described what the Lancaster County town of Millersville did:

A college town, with a population comparable to Camp Hill's, Millersville has no discernible downtown but its Borough leaders wanted to create a destination that visitors could be drawn to. They identified an intersection that could serve as a node of activity, and the property owner of one of the corners agreed to develop the land as proof of what could be done. In this case, the Borough was less concerned with specific use and more concerned with public acceptance of the plan.

The owners' incentive—more square footage—meshed with the Borough's incentives of more ratables and a more active corner with better sidewalks for pedestrians. The new zoning overlay increases the value of the corner property.

In the case of Camp Hill, a downtown area exists but needs cohesion and enhancements. Panelists suggested that the Borough consider:

- Identifying a specific intersection for improvement,
- Working with a successful merchant to increase their presence on Market Street, or
- Working with one of the small retail nodes to enhance the cluster's surroundings and set a tone for the rest of Market Street.

Quick Fixes

The Borough could begin the process of creating a vibrant commercial district with a few relatively easy steps:

- Conduct a market study. As a first step, this might be as simple as using social media to solicit input.
- Choose a catalytic project. Identify and approach a successful merchant with the goal of expanding his or her footprint on Market Street.
- Identify an individual to quarterback creation of a business development organization and to act as liaison with Borough Council.
- Choose several preliminary and affordable streetscape improvements, for example, an informational kiosk or well-designed wayfinding signage.



This handsome building, which houses Dissolve, a float spa, is a unique reuse of a former Masonic Temple. Spa and wellness services are a popular niche that Camp Hill could choose to build upon.

Summary

Camp Hill has many of the attributes necessary to a vital downtown area: several established and successful businesses; a walkable, pedestrian scale; neighbors with discretionary income and a municipal government eager to support a successful downtown district. But lacking a length of contiguous storefronts, like the towns of Lititz, West Chester or Chestnut Hill, there has been a lack of synergy. And after years of benign neglect, there is little energy or visual appeal on Market Street.

Fortunately, the current Borough Council recognizes the potential that is there. Funding and executing a market study would provide the Borough with the data it needs to

find its place in the retail landscape, perhaps identify a niche it could occupy, apply for grant funding, and begin to create a downtown that Camp Hill's residents and neighboring communities will support. An organized business district and an advocate for the downtown corridor are necessary to implement recommendations and move Market Street forward. With visible streetscape improvements, an improved pedestrian experience, an energized association of business and property owners, and a shared vision, Camp Hill Borough can enjoy a commercial district that is vibrant, authentic and uniquely its own.

Panelists

George Asimos (Co-Chair) Partner, Saul Ewing

Mr. Asimos is a real estate attorney and partner in Saul Ewing working out of its offices in Philadelphia, Chesterbrook and Harrisburg. For more than 30 years he has represented landowners and developers in buying, selling, leasing, financing, and developing real estate in all categories, including industrial, commercial, utilities, institutional, agricultural, and residential. He has served as a County Planning Commission board member and as a township supervisor and planning commissioner. He serves on ULI Philadelphia's Central Pennsylvania Regional Satellite Council and has served as a panelist and co-chair for three other ULI Philadelphia TAPs in the region.

Anne Deeter Gallaher (Co-Chair) Founder and CEO, Deeter Gallaher Group

Ms. Gallaher is a marketing, public relations, and digital media expert with offices in Camp Hill, PA and Nashville, TN. Driven by measurable performance, Ms. Gallaher and her team work to create award-winning results for clients in financial services, food and retail, engineering, IT, banking, commercial real estate development, construction, health care, and music entertainment. Serving on The Salvation Army Harrisburg Capital Region advisory board and the Harrisburg Regional Chamber/CREDC board, she is also a member of ULI Philadelphia's Central Pennsylvania Regional Satellite Council, the Nashville Chamber of Commerce, and the Wall Street Journal's Women in the Economy Task Force.

Richard G. Bickel, FAICP Senior Advisor, Econsult Solutions

Mr. Bickel is an urban planner with more than 45 years of practical experience in local government, county and regional land use and transportation planning in the Philadelphia region. Previously, he served as director of planning at the Delaware Valley Regional Planning Commission, the Metropolitan Planning Organization for the nine-county, bi-state Philadelphia region; director of long range planning at the Southeastern Pennsylvania Transportation Authority; and chief of community planning and associate director, Transportation Planning, at the Montgomery County Planning Commission. In 2005, he received a Governor's Award for Local Government Excellence from the Pennsylvania Department of Community and Economic Development.

John Bremner, LEED AP Senior Vice President, INTECH Construction

Mr. Bremner brings to INTECH more than 35 years of experience in the planning of a wide variety of construction programs for institutions and corporations in the Philadelphia region. His experience encompasses numerous new facilities, major additions, renovations, and adaptive reuse projects in diverse construction markets. His background as a registered architect brings an added dimension to clients' projects; he combines an architect's approach to problem-solving with the solid grounding in cost and scheduling of a contractor. As a LEED Accredited Professional, he maintains a commitment to sustainable goals in each of the projects he oversees.

James Cowhey, AICP Executive Director, Lancaster County Planning Commission

Mr. Cowhey joined the Commission staff in 1988 and served as its Director for Community Planning until 2005 at which time he was appointed to his current position. His previous experience includes working as a planning consultant with municipal, county, and private sector clients. He also serves as executive director of the Lancaster County Transportation Coordinating Committee which is responsible for programming federal and state highway and transit project funds. He is a member of the American Institute of Certified Planners, the American Planning Association, the Pennsylvania Chapter/APA, Congress for the New Urbanism, and ULI. He is a board member of the Pennsylvania Chapter of the American Planning Association (President 2016-2017), the Lancaster County Agriculture Council, and the Lancaster Housing Opportunity Partnership.

Joseph W. Healy, AIA, LEED AP Managing Principal, WRT

With a commitment to sustainable design throughout his 30-year career, Mr. Healy has deeply influenced WRT's approach to design. WRT is a national collaborative practice of city and regional planners, urban designers, landscape architects, and architects headquartered in Philadelphia. Established in 1963, the firm's origins are rooted in the principles of sustainability and urbanism, dedicated to improving the quality of the natural and built environments in the planning and design of buildings, landscapes, cities, and regions. He is currently serving on the board for the Central Philadelphia Development Corporation and the ACE Mentor Program of Eastern Pennsylvania. From 2010-2012, he served as chairman of the board of the Delaware Valley Green Building Council, the local chapter of the U.S. Green Building Council. He was the chair of the Host Committee for the 2013 National Greenbuild Conference held in Philadelphia.

Richard W. Huffman, FAIA

Mr. Huffman was a principal of the firm Wallace Roberts & Todd for over 30 years prior to his retirement. He has directed major redevelopment projects throughout the United States and abroad including the award-winning Canal Walk in Richmond, Virginia, the Growth Management Plan for downtown, Washington DC, residential redevelopment strategies in Atlantic City, NJ; Buffalo, NY; and Philadelphia, PA; as well as the urban design plan for Liberty Place in Philadelphia. He received master's degrees in Architecture and City Planning from the University of Pennsylvania. He is co-chair of ULI Philadelphia's TAP Council and has served on national ULI Advisory Service Panels in Los Angeles, Cleveland, Milwaukee, New Orleans and Washington, DC, as well as multiple ULI Philadelphia TAPs.

Bradley Jones President & CEO, Harristown Development Corporation

Mr. Jones oversees the ownership and management of over 2.5 million square feet of real estate, including nearly 60 retail and commercial tenants, Strawberry Square in downtown Harrisburg and a staff of more than 150 employees. He leads the development efforts of Harristown, which has been involved in over \$500 million of mixed use projects in downtown Harrisburg since 1974. Signature projects include Strawberry Square, 333 Market Street, the Chestnut Street and 5th Street parking garages, the Hilton Harrisburg, the Whitaker Center for Science and the Arts, the International House Harrisburg, and the downtown campus of Messiah Harrisburg Institute. He served in multiple positions with Harristown before becoming president in 2015. He is co-chair of ULI Philadelphia's Central Pennsylvania Regional Satellite Council.

Marc Kurowski, PE Principal, K & W Engineers

Mr. Kurowski is principal and co-owner of K & W, a site design and land-planning firm located in Harrisburg. He has specialized in land development and site design for 20 years, providing services for clients in the educational, institutional, commercial and residential development sectors. For the firm, he manages all aspects of the business including operations, strategic planning, marketing and business development, and finances. He is a graduate of Pennsylvania State University, LEED Green Associate-accredited, a graduate of the Leadership Harrisburg Area program, chairman of the board of directors for Capital Region Water, a member of the Harristown Development Corporation Board of Directors, and a member of the Harrisburg Young Professionals Advisory Board. Camp Hill marks his third TAP with ULI Philadelphia.

Vern McKissick, AIA President, McKissick Associates

Engaged in architecture in Pennsylvania for more than 30 years, Mr. McKissick's portfolio includes more than \$1 billion in construction. His major thrust as a design architect has been in the educational sector having completed over \$1.5 billion in K-14 construction projects in the northeast and mid-Atlantic states. His designs for redevelopment/adaptive reuse projects have received many AIA, Society of American Registered Architects, Preservation PA, National Preservation Trust, and 10,000 Friends of Pennsylvania awards. Having served as chairperson for the Department of General Services Selections Committee from 2007 - 2012, he has learned the requirements expected for a project receiving government funding. He is chairman of the Harrisburg Parking Authority, vice-chair of the Harrisburg Planning Commission, and from 2005 to 2012 served as chairman of the Pennsylvania Department of General Services Professional Design Selection Committee.

David F. Moos, AIA

Co-Founder & Principal, Coscia Moos Architecture

Mr. Moos has more than 20 years of experience in design and management. His background includes managing complex projects, including adaptive reuse, commercial, research facilities, and performance venues as well as working with diversified teams across multiple locations in the United States and internationally. With his business partner, Sergio Coscia, he has taken a five-year-old, two-person start-up launched in the depths of the recession and created a 25-person firm that has doubled in staff size within the past 12 months and produced a 400 percent increase in revenue since January 2013. His current responsibilities include financial and operational management, strategic planning, recruiting and softball. He also serves on ULI Philadelphia's Policy and Land Use Council.

Michael A. Stern ASLA, LEED AP

Principal, Strada

Mr. Stern leads Strada's efforts in urban design, master planning, site design, and landscape design. He has been involved in aspects of planning, urbanism, city-building, and public landscapes throughout his professional career. The focus of his work has been to improve the quality of urban environments through the practical application of sound design principles rooted in the enduring values of urbanism. This pursuit has led him through a broad range and scale of projects from urban garden design to planning new edge cities. Recent Strada projects led by Mr. Stern include the Bakery Square 2.0 Master Plan, Wheeling Cathedral Campus Design, West Virginia University Evansdale Campus Master Plan, the Rivers Casino and Riverfront Park, Dick's Sporting Goods corporate headquarters and the Larimer Neighborhood Vision Plan.

Paul Toroni

Vice President of Commercial Real Estate Lending, Santander Bank

Mr. Toroni has been active in the Philadelphia banking industry for ten years, specializing primarily in commercial real estate finance. He is responsible for structuring and closing new construction and interim loans with Santander's CRE clients. Prior to joining Santander, he spent six years in a similar capacity at US Bank as a relationship manager and underwriter. He is co-chair of ULI Philadelphia's Young Leaders Council.

Joel Young

Land Development Group Manager, RETTEW Associates

With more than 25 years of experience in landscape architecture and site planning, Mr. Young is responsible for overseeing the land planning and design group of RETTEW's land development team. His responsibilities include project team management, scheduling, site design, site planning, master planning, zoning submittals, and land development submittals, as well as cost estimates for numerous projects involving education, urban revitalization, commercial developments, retirement communities, housing developments, and recreation. He has been responsible for work ranging from conceptual site planning and master planning to construction documents, including consultant coordination, budgets, public presentations, site designs, and project management.

Michael Ytterberg, PhD, AIA, LEED AP

Design Principal, BLT Architects

Mr. Ytterberg brings more than 35 years of experience in the master planning and architectural design of mixed use, residential, hospitality, corporate, and academic related projects to BLT Architects, a 60-person architecture and interiors firm founded in Philadelphia in 1961. As the firm's design principal, collaborating on projects as diverse in scale as a private home or a \$4.8 billion casino resort, he has given functional form to clients' collective vision. His work has won numerous awards and has been featured in national publications. He has also been an adjunct associate professor in the Department of Architecture at Drexel University for the past 28 years. This is his third TAP with ULI Philadelphia.

Stakeholders

Craig Bachik, Landscape Architect/Project Manager, Navarro & Wright Consulting Engineers

Nancy Besch, Resident, Camp Hill Borough and former Cumberland County Commissioner

Andrew Bomberger, Regional Planner, Tri-County Regional Planning Commission

Jonathan Bowser, Chief Executive Officer, Cumberland Area Economic Development Corporation

Kathy Cadieux, Owner, Creative Elegance Boutique

David J. Cordier, Co-owner, Cordier Properties

Sandra K. Cordier, Co-owner, Cordier Properties

Pat Dennis, Manager, Camp Hill Borough

Terri Edwards, Former Member, Camp Hill Borough Council

Beth Ellis, School Board Member, Camp Hill School District

Richard Guerin, Vice President, Camp Hill Borough Council

Douglas S. Hockenberry, Police Chief, Camp Hill Borough

Dr. Jack Horner, Pastor, Camp Hill Trinity Lutheran

Steve Karl, School Board Member, Camp Hill School District

Chris Miller, Codes and Zoning Officer, Camp Hill Borough

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Tim Poole, Resident, Camp Hill Borough

Dr. David F. Reeder, Superintendent, Camp Hill School District

Peter Robelen, President, Camp Hill Borough Council

Mark Simpson, Mayor, Camp Hill Borough

Mary Soderberg, Resident, Camp Hill Borough

Nick Stapp, Member, Camp Hill Strategic Planning Council

Lou Thiebelmont, Former Mayor, Camp Hill Borough

Mark Vickery, Owner, Blooms by Vickery

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