



Strong Community. Strong Economy. Vibrant City.

## Values Statements:

- We are committed to:
  - Decisive conversations that drive empowering, innovative and collaborative approaches to game changing opportunities within the City
  - Transparent and welcoming organizational practices which encourage participation by all stakeholders
  - Cooperation and teamwork; looking to create and strengthen impactful relationships based on integrity and respect

## Mission Statement:

- Identify & prioritize opportunities that foster collaborative solutions to empower the community in building a clean, safe and economically vibrant City of Lancaster.

## Vision Statement:

- Strong Community
- Strong Economy
- Vibrant City

***Unleashing Lancaster's Future!***



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## **Lancaster City Alliance (LCA) Strategic Planning “We Will...” Statements**

### **☐ Neighborhoods**

We will advance our focus on the neighborhoods.

- Fulfill current quality of life commitments and community obligations in the NW region and Downtown
  - Maintain the current bike squad services
  - Maintain the Management Agreement responsibilities with the DID
- Continue liaison responsibilities with key stakeholders to insure a clean, safe and inviting environment
- Conduct an environmental scan for other City quadrants
  - Review/Revisit existing City lead neighborhood plans for NE & SW regions
  - Overlay and assess current plans/initiatives
  - Identify interested neighborhoods
  - Identify leaders/anchors in those areas
  - Identify resources available in those areas

### **☐ Opportunities in Economic Growth**

We will actively participate in the economic vibrancy of Lancaster City and identify opportunities where our leadership role is appropriate.

- Successfully lead the execution of the Economic Development Strategy for Lancaster City
  - Manage the Consultant team, ensuring public engagement
  - Manage the steering committee and working groups
- Continue to build on current momentum while Economic Development Plan is being created
  - Market the City for continued redevelopment across all sectors
  - Market the City for continued retail growth
  - Continue the efforts to ensure market rate housing is developed to meet pent up and future demand
  - Work with the CRIZ Board to develop a plan for prioritizing potential CRIZ funds
  - Protect and sustain our public assets that are successfully contributing to the vibrant community (Central Market, Convention Center, Stadium, streetscapes, Southern Market Center)
- Retain successful businesses and attract new businesses to the City
  - Catalog resources available to businesses
  - Participate with the City in building a formal City-wide business retention strategy from small business to corporate
  - Continue the expansion of the merchant committee

## ☐ **Community Engagement**

We will promote decisive conversations and play the role of a highly engaged community intermediary.

- Serve as a trusted advisor on major initiatives impacting the City's success
- Utilize the Chairperson's Council to vet and promote needed action
- Maintain and support our growing merchant community by continuing monthly merchant committee meetings and engagement.
- Maintain and advance collaborative direction of the economic development peer group

## ☐ **Organizational Advancement**

We will nurture an organization capable of implementing the goals of our strategic plan.

- Leverage the strength of our governance board and seven executive leadership teams to achieve positive, focused outcomes beyond what the staff alone could accomplish
- Prioritize community empowerment thru knowledge sharing and introductions
  - Determine capacity/staffing needs to achieve the goals of the strategic plan
    - Obtain funding to allow for staff growth
  - Create and foster a culture of enthusiasm, focus and action
  - Define the Scope of Work and stay within that boundary
    - Guard against becoming "a mile wide and an inch deep"

## ☐ Funding

We will grow the organization by committing to an intentional approach to fund development.

- Develop and clearly communicate the Lancaster City Alliance value proposition
  - Identify specific contributions to the City's success
  - Create and execute a communication plan
- Grow our revenue stream by 10% in the next two years
  - LCA Board will establish organizational budget needs in collaboration with ELTs and Staff addressing organizational costs and efficiency, as well as considerations for expansion of current services.
  - Engage the Development ELT to create a multi-faceted approach to fundraising
    - Convert, as possible, one year commitments to three year commitments
  - Broaden the base of funders
    - Explore the potential of building an endowment
    - Evaluate new opportunities, such as wills, estates and life insurance opportunities
    - Seek out new companies
    - Write for grants
    - Utilize foundations
    - Focus on specific City-based companies and service users
    - Acknowledge and manage funder fatigue
    - Build the Development ELT membership
- Explore a community funding model
  - Review the opportunities for consolidation with other organizations
    - Gauge acceptance and appreciation from funder base and community
    - Ensure goals for consolidation are clear and understood by all stakeholders
    - Assess operational consolidation opportunities that retain individual organizational identity.