

# LCA SETS STRATEGIC DIRECTION

Soon after the July 1, 2013 consolidation of JSID and the Alliance, the Board of Directors and Staff of the Lancaster City Alliance embarked on the planning process to determine specific priorities for our first two years. The Plan is the culmination of a series of meetings with LCA's Board and Executive Leadership Teams, key community stakeholders and legislators, and LCA staff. With a tremendous amount of valuable insight, passion, and some healthy debate, we have arrived at deliberate Value, Mission and Vision statements to guide and measure our progress:

## 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!

The following "We Will" statements are highlighted from the Plan. Please visit [www.LancasterCityAlliance.org](http://www.LancasterCityAlliance.org) and click on "About Us" to view the Plan in its entirety. We welcome your feedback.

## LANCASTER CITY ALLIANCE 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 northwest quadrant and the Downtown
- Continue liaison responsibilities with key stakeholders to ensure a clean, safe and inviting environment
- Conduct an environmental/opportunity scan for other City quadrants

LCA was supported by Joanne Ladley, North Group Consultants, in the planning process. Thank you, Joanne!

### 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 a new Economic Development Strategic Plan for Lancaster City
- Continue to build on current momentum through specific marketing efforts, trend analysis and utilization of economic development tools (new and existing) while the Economic Development Strategic Plan is being created
- Retain and nurture successful businesses and attract new businesses to the City

### 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
- Maintain and support our growing merchant community by continuing monthly merchant committee meetings and engagement
- Maintain and advance collaborative direction of our economic development partner organizations through regular communication and action

### 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 through knowledge sharing and intentional introductions
  - Create and foster a culture of enthusiasm, focus and action
  - Define the scope of work and stay within that boundary

### Funding

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

- Develop and clearly communicate the value proposition of the Lancaster City Alliance
- Grow our revenue stream by 10% in the next two years to address organizational cost and considerations for expanded services
- Explore community funding and collaboration models



**LANCASTER CITY ALLIANCE**

Strong Community. Strong Economy. Vibrant City.

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## MARK YOUR CALENDARS!

The second annual Lancaster City Restaurant Week will be held the week of March 24th through March 30th, featuring great specials and promotions!

Visit [WWW.LANCASTERCITYRESTAURANTWEEK.COM](http://WWW.LANCASTERCITYRESTAURANTWEEK.COM) for details, including a complete list of the over 40 participating restaurants and their specials.



Visit the LCA Website: [WWW.LANCASTERCITYALLIANCE.ORG](http://WWW.LANCASTERCITYALLIANCE.ORG)

BIKE AMBASSADORS  
(717) 394-9522



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**LANCASTER CITY ALLIANCE**

## NEIGHBORHOOD NOTES

Winter 2014

Strong Community. Strong Economy. Vibrant City.

[www.LancasterCityAlliance.org](http://www.LancasterCityAlliance.org)

# BUILDING ON OUR STRENGTHS TO MAP THE FUTURE



New Holland Avenue is one of the commercial areas under study as part of the City's Economic Development Strategic Plan.

## LCA LEADS CITY'S NEXT NEW ECONOMIC DEVELOPMENT STRATEGIC PLAN

The LCA is playing a significant role in planning the next chapter of Lancaster's economic growth by proudly leading the effort to develop the next economic development strategy for the City. Over the last 15 years, the City has been working from a well-developed community plan that resulted in much of what was accomplished over the last several years. These include a ballpark, hotel and convention center, a significant (and growing) arts community, and the development of major educational and entertainment venues.

The purpose of the new Lancaster City Economic Development Strategic Plan is both to continue and expand the revitalization of the City through the creation of the next Community-owned action plan. Succeeding the Lancaster's

Economic Development Action Agenda (LDR Plan) of 1998, which reacted to the need to stimulate economic development, this strategy will build upon the strengths and opportunities gained from the years of strong economic growth of our City. Through assessing current trends, opportunities and community needs specifically centered on our commercial areas/corridors, the end result will be a broad, vibrant Economic Development Strategy with detailed goals and tactics that will serve to lead the City of Lancaster throughout the next decade and beyond.

Not only will there be an emphasis on the Downtown core, but also on our major gateways and corridors, neighborhood commercial corridors throughout the City and site-specific areas like the land surrounding the train station.

In mid-January, the LCA released a Request for Proposal (RFP) to invited qualified consultants to partner with us

in leading this important initiative. This effort will be managed through the LCA's Economic Development and Planning Leadership Team, comprised of well-experienced civic and business leaders. A key component of the planning process will be participation by the public to arrive at the best chance for success, and we will enlist several working groups from a wide spectrum of City users, residents, business and property owners to help direct strategizing of the next decade for our City.

This is such an exhilarating time in the evolution of our vibrant City. This planning process, when combined with the significant benefits of the new CRIZ legislation, demand for housing development (see articles) and the core strategies of LCA and the City create an opportunity to make an impact that will be enjoyed by generations to come.



Investments like the recently announced partnership between the Pennsylvania College of Art and Design and Lancaster Newspapers to convert long-vacant upper floors of LNP's W. King Street properties to student housing is a goal of the Economic Development Strategic Plan.

## LANCASTER CITY SELECTED FOR STATE REVITALIZATION PROGRAM

Lancaster has been selected as one of two Pennsylvania cities to qualify for the CRIZ (City Revitalization and Improvement Zone) financing program. This program, created by the extensive efforts of Mayor Gray and Senator Smucker (and their respective Teams) over the past 18 months, essentially captures new State tax revenue generated from City development projects in identified geographic areas and applies that revenue to support project financing. This legislation is a dynamic tool in inspiring job growth, taking on challenging real estate projects, and continuing to advance the vibrancy of our City. It is expected that new projects will begin the review and approval process throughout 2014 as directed by the newly established CRIZ Authority Board. Bob Shoemaker, LCA President & CEO; John Reed, LCA Vice Chair; Randy Patterson, LCA Board Member; and Tom Baldrige, LCA Advocacy Leadership Team member; are members of the Authority Board. We are delighted to be one of the first cities, along with Bethlehem, to be selected to benefit from this program and equally proud that our City's leadership played the principal role in the program's creation.

## RECENT LHOP HOUSING STUDY DEMONSTRATES CITY DEMAND FOR HOUSING



The successful presale of the Magnolia Place condos at Duke and Chestnut Streets speaks to the strong housing demand in Lancaster City.

The Lancaster Housing Opportunity Partnership (LHOP) recently released a county-wide housing market study. Citing a county-wide five-percent vacancy rate for rental properties, the Zimmerman/Volk Study clearly demonstrates the need for additional housing throughout Lancaster. While LHOP's mission focuses on affordable housing, the study revealed that all means of housing at all levels are needed over the next five years.

According to the Study, the county will need 115,000 housing units between now and 2017. This includes both for-sale and rental housing through all categories, from affordable to luxury.

Potentially, as many as 30,000 of those units would be needed in the City. Of that, almost 15,000 of those households could be new residents to the City. This study reinforces what has been anecdotally apparent. There is strong demand for new product in Lancaster City. With waiting lists for apartments and the resurgence of condo projects, like Magnolia Place (pictured), the housing market is strong in Lancaster City, and the LCA will continue to promote Lancaster for increased investment and residential development. The complete study can be found on our website at [www.LancasterCityAlliance.org](http://www.LancasterCityAlliance.org) in the "Publications" section of "About us."



## CITY JOINS FORCES WITH LCA TO ASSIST BUSINESSES IN RECYCLING

The City of Lancaster is a national leader in green infrastructure and environmental improvements for cities of our size. Lancaster's "greening" focus since 2006 has included planting hundreds of trees, reducing storm water run-off into our streams and rivers, working to make the City more walkable and bicycle friendly, and by utilizing sound solid waste and recycling management. The City opened a recycling drop-off center on New Holland Avenue in January 2013 to accept various types of paper from the public and small businesses that were not being collected at curbside or in businesses. The results of this are both a cleaner city and the recovery of more recyclable materials.

Since September of 1990, PA Act 101 required mandatory recycling at both residential units and non-residential

(commercial, industrial and institutional) establishments in Lancaster City. Some recyclables are mandated for collection and include: glass, metal and plastic containers and newsprint, which are the same materials collected in homes. Additionally, commercial establishments must also source-separate corrugated cardboard and office paper, which are typically generated in commercial settings.

Why is recycling mandatory? Each ton recycled in the county avoids tipping fees and lessens the pressure on county disposal facilities. Also, the materials we separate are valuable resources to make new products. This conserves natural resources and energy, creates jobs and economic activity, and reduces waste disposal costs and the costs of raw materials used in manufacturing.

It is each commercial establishment's responsibility to develop and implement a recycling program that meets their particular needs since waste streams, quantities, space availability, and employee numbers all factor into how to set up a program and what materials to collect.

To assist businesses, the City, in partnership with the LCA, is offering technical assistance in the form of workshops and on-site assessments to evaluate and recommend methods to collect recyclables efficiently and at reduced costs. For more information on how you can do your part to assist our environment and your business, please email the City's Solid Waste Department hotline at [sw hotline@cityoflanasterpa.com](mailto:sw hotline@cityoflanasterpa.com) or call 291-4744. Also, please check the LCA website and Facebook page for upcoming workshops.

## NEW PARKING GARAGE OPENS TO SUPPORT NORTH QUEEN STREET AND BUSINESSES AND LANCASTER PRESS BUILDING REDEVELOPMENT

February saw the opening of the much-anticipated North Queen Street Garage at 424 North Queen Street. Built by the Redevelopment Authority and managed by the Lancaster Parking Authority, the \$10.7 million, 265-space garage was constructed in support of the businesses of the 300 block of North Queen as well as to provide parking for the redevelopment of the Lancaster Press Building. The warehouse-to-condo project is soon to be underway at Lemon and Prince Streets. More information on the garage can be found at [www.lancasterparkingauthority.com](http://www.lancasterparkingauthority.com). For more information on the Lancaster Press Building, please visit [www.LancasterPressBuilding.com](http://www.LancasterPressBuilding.com).



The North Queen Street Garage is now open to serve Uptown and North Prince Street.

## DID BOARD APPROVES FY 2014/15 BUDGET AS WORK CONTINUES ON DISTRICT RENEWAL PLAN

The Lancaster Downtown Investment District Authority (DID) Board recently approved the budget for the 2014/15 fiscal year that begins on May 1, 2014. Determined by the current DID plan, the millage rate for next year is set at 2.45 mils and, like the current year, 70% of the budget will be used to support the clean and safe services provided by the DID's Clean Team and Bike Ambassadors. Increased funding was also approved in support of marketing Downtown and to assist the efforts of the Merchant Committee in building and retaining Downtown's small business base. The approved budget in its entirety can be found at [www.LancasterCityAlliance.org](http://www.LancasterCityAlliance.org) by clicking on "Lancaster DID" on the home page.

The DID is governed by a plan that sets the goals and millage rates for the life of that plan. It also establishes the boundaries of the District. The DID's current operating plan expires on April 30, 2015.

That plan charged the DID with investigating the expansion of the District to encompass a growing Downtown. Since last fall, the DID's Board of Directors and a special volunteer task force have been working to shape a new plan that would take effect on May 1, 2015. Because of the changing nature of what is considered "Downtown" and at the request of property owners, the Board of Directors and the Task Force are exploring the potential expansion of the DID and their services to areas to the west and north of the current DID.

Outreach to affected areas is currently underway. From there, a plan will be drafted for public review and comment with the formal public process beginning this summer. A copy of the current plan can be found at [www.LancasterCityAlliance.org](http://www.LancasterCityAlliance.org) by clicking on "Lancaster DID" on the home page. If you do not have access to a computer or would prefer a hard copy, please contact our offices at 717-394-0783 to request the plan.

## HATS OFF TO...

### THE EXTRAORDINARY GIVE



EXTRAGIVE.ORG

An Extraordinary Thank You to the LANCASTER COUNTY COMMUNITY FOUNDATION and RODGERS & ASSOCIATES for another successful Extraordinary Give Campaign held on November 22, 2013. We are proud to be part of a community that contributed over \$3.2 million to support Lancaster's non-profit organizations.

The Lancaster City Alliance is especially grateful to those who supported us during those 24 hours of online giving. In particular, we would like to thank our great team of volunteers, JANET STONE and KATHLENE SULLIVAN, who spent countless hours promoting the event and securing prize packages for the LCA.

The support of our community was overwhelming, with over 100 individual contributions on that day and an incredible 50+ City businesses offering prizes and donations to help our cause. Your generous donations, combined with LCA's share of the "stretch pool", resulted in almost \$10,000, which allows us to continue our mission of Strong Community, Strong Economy, and Vibrant City.

• **TELLUS360** for hosting The Great Giving Gig as part of the Extraordinary Give that showcased (and raised funds for) several non-profits, including the LCA.

• **PPL CORPORATION** for being chosen as 2013 Utility of the Year by *Electric Light & Power Magazine*. This is the second

award of this kind for PPL in the past five years, and third overall.

• Former LCA Bike Ambassador, **TONY WRIGHT**, after a combined four years on the Bike Squad, has been promoted to a supervisory position as the Operations Manager for the DID Clean Team.

• Former Clean Team Operations Manager, **JIM JACKSON**, after three years of serving on the DID Clean Team, has recently accepted a position as an enforcement officer on the City's Bureau of Solid Waste & Recycling Team.



Dave Aichele, LCA's Director of Clean and Safe Services, with Clean Team member Bill Santiago, congratulates Tony Wright (far right) and Jim Jackson (holding plaque) for their new positions.

• **SQUARE ONE COFFEE** for their recent national 2014 Good Food Award. They were one of 14 coffee makers and one of 130 total winners of the 1450 entries from all 50 states.

• **LARRY KEYS** and downtown institution, **CROSS KEYS**, for celebrating 30 years in business in Lancaster City.

• **LANCASTER GALLERIES** and owner, **JOYCE HEBERLEIN**, for celebrating their 30th year at 34 N. Water Street.

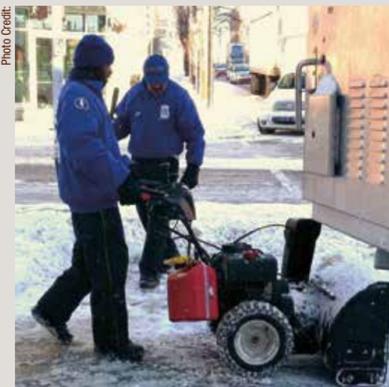
• The **LANCASTER HOUSING OPPORTUNITY PARTNERSHIP (LHOP)** and **IMPACT! MISSIONS** for partnering to rehabilitate 23 W. Strawberry Street in the City's Southwest as part of a strategy to enhance the neighborhood quality of life and involve neighbors in transforming their community.



• To **SPANISH AMERICAN CIVIC ASSOCIATION (SACA)** for the completion of Tec Centro at 102 Chester Street, which celebrated with an inauguration on February 6th.

• **TWO DUDES PAINTING** for their commitment to the City and their new urban greening effort by the transformation of their parking lot by utilizing a permeable paving system, installing a rain garden, and planting trees. The green parking lot is expected to capture 300,000 gallons of stormwater annually.

• **RGS ASSOCIATES** for their award-winning landscape design work at St. James Episcopal Church, which was recently named one of 2013 Top Ten Stormwater & Erosion Control Projects by *Stormwater Solutions* magazine.



The DID Clean Team clears ramps of snow and ice at Downtown intersections.

## 2013 WAS A BUSY YEAR FOR THE CLEAN AND SAFE TEAMS

The Lancaster Downtown Investment District Clean Team and the LCA Bike Ambassadors worked tirelessly in all weather conditions last year to ensure a clean, safe and inviting Downtown and Northwest Lancaster.

In 2013, the Clean Team was responsible for the removal of almost 18 tons of trash and over eight tons of leaves from DID sidewalks as well as the removal of almost 450 graffiti tags and stickers from light poles, trash cans and street signs. They are also responsible for the removal of snow and ice from ramps at Downtown intersections (pictured).

During this same period, the Bike Ambassadors patrolled 24,000 miles of Downtown and Northwest streets and alleys while interacting and assisting residents and businesses 23,000 times. They also provided directions and helped visitors almost 1,500 times. The squad addressed almost 780 incidents of unkempt properties and 45 graffiti tags, nearly all of which were abated.

Thanks to the hard work of these teams, our Downtown receives frequent positive feedback on our clean, inviting and friendly environment.

## LANCASTER CITY ALLIANCE PARTNERS WITH THE LANCASTER PARKING AUTHORITY TO SUPPORT SOCIAL SERVICES



LCA Team Member Shelby Nauman joins LPA Executive Director Larry Cohen at the "Change for Change" meter located at the Prince Street Garage.

Each year, the Lancaster Parking Authority (LPA) graciously chooses a non-profit to support by repurposing out-of-service parking meters and placing them at the Prince Street Garage and Penn Square Garage at locations where garage patrons can donate spare change in support. This year, the LPA designated those "Change for Change" meters to assist in Lancaster City Alliance efforts. Between January 1 and December 31 of 2014, people who contribute their change at these meters will be supporting our efforts to improve the quality of life in Lancaster City. To that

end, all monies collected this year will be distributed to our partner organizations that provide much-needed services to aid Lancaster's homeless population and those in need.

As part of LCA efforts to abate aggressive panhandling, please consider giving at these meters instead of those asking on the streets. By donating at these meters, you can be assured that your money will go directly to support services for those actually in need.