



Edition 5



***Building On Strength* Economic Development Strategic Plan for the City of Lancaster**

Welcome!

To the 5th edition of the *Building On Strength* Quarterly Report. We are committed to sending you quarterly updates on the progress being made in the Building On Strength Economic Development Plan. This report provides updates on progress through December, 2016. You are receiving this communication because of your commitment to the City of Lancaster and your participation in the development of The Plan and implementation.

For more information and to view the entire *Building On Strength* Plan, visit:
<http://www.lancastercityalliance.org/building-on-strength/>

STRATEGY 1 | EXPANDING SUCCESS: TRADITIONAL ECONOMIC DEVELOPMENT INVESTMENT

1A - Investment Sites

Plan Recommendation: Identify key sites within the City of Lancaster that present short-term and long-term opportunities for investment.

Status:

- **Central Business District/Downtown Investment District Progress and Investment Site Meeting:** - Progress continues in developing specific strategies for key sites, including the Queen and Vine Street area, 101 N. Queen Street (former Bulova building) and the air rights for the Queen Street (RRTA garage).
- **Transportation and Parking** - While not specific to the Investment Sites recommendation, a comprehensive transportation strategy is under review as a compliment for planning additional parking and an aid to bike and walkability improvements. A scan of projects in the conceptual, planned and underway categories shows a real need for increased parking in the Central Business District.

Lead Organizations: Lancaster City Alliance, Economic Development Company of Lancaster County and City of Lancaster

1B – Market District

Plan Recommendation: Build upon and celebrate the Lancaster Central Market.

Status:

- Streetscape and signage improvements have been underway and are improving recognition and navigation in and around Central Market
- Investment continues with nearby properties and operators to improve the overall experience



1E4- Lancaster High Speed Internet

Plan Recommendation: Continue with current partnership to implement [Lancity connect](#) to existing businesses and attract new ones.

Status:

- Installation progress continues and beta test sites are being assembled. As progress continues, a communication strategy will be advanced to inform the community of the program and opportunity.

Lead Organizations: City of Lancaster and Lancaster City Alliance

1F - Land Bank

Plan Recommendation: Acquire individual blighted properties and prepare them for sound investment.

Status: The City of Lancaster, which now has a land bank, has reached an agreement with the developers of the Belmont Project to provide two \$500,000 contributions over the next two years to prepare the initial capital for the Authority. The City will now move forward with final appointments of the two at large members of the Authority and then proceed to finalize the creation of the Authority within the City.

Lead Organization: City Redevelopment Authority

1H - Plan Funding Program

Plan Recommendation: Continue to use existing funding. Additionally, consider engaging a broad partnership of entities in establishing a fund.

Status:

- **CRIZ Progress:** Legislative changes, combined with performance of businesses operating within the CRIZ Zone have created and “Increment” in excess of \$3.5 million to be applied to projects providing economic development and community benefit.
- **Community First Fund New Markets Tax Credits:** Community First Fund recently has successfully secured \$45 million in New Market Tax Credits to be deployed throughout their market area. Lancaster will work diligently to advance projects that allow us to receive our fair share of this valuable financing incentive.
- The **Finance Squad** for the Plan continues to meet regularly to assure the funding tools identified in the Funding Matrix remain relevant and up to date, and also convenes the area bankers in a semi-annual “Bankers Briefing” to assure the finance community is aware of progress and opportunity.



Lead Organization: Lancaster City Alliance

STRATEGY 2 | EMBRACING THE COLLABORATIVE ECONOMY: CULTIVATING ENTREPRENEURS

2A - Entrepreneurs Forum

Plan Recommendation: Host regular forums (a minimum of two per year) to engage the entrepreneurial community, gather feedback on policies and programs, and brainstorm about ways to continue to foster the entrepreneurial climate in Lancaster.



Status:

The third **Cultivate Lancaster Entrepreneurs Forum** was successfully held on December 8th at Southern Market Center with over 200 attendees. Pitch & Brew sessions were offered once again, with the addition of a fresh lineup of engaging sessions led by many of the small business resource providers in the community. Feedback from attendees will be used in the planning for the next event.

Entrepreneurial Coalition – ASSETS, Lancaster City Alliance, and the Lancaster County Community Foundation have convened a Lancaster Entrepreneurship Coalition with the purpose to bring together non-profit, for-profit, and government entities which specifically cater to entrepreneurs in start-up and micro-business. The Coalition will focus on three primary categories: Entrepreneur Needs, Collaboration, and Outreach with the ultimate goal of bringing enhanced collaboration and intentionality to Lancaster’s entrepreneurial ecosystem.

Lead Organization: Lancaster City Alliance and Assets

2C - Neighborhood Healthy Food Initiative

Plan Recommendation: Establish a healthy food initiative to include partnerships with existing entities such as Lancaster General Health and extends into the Commercial Hubs.

Status: Finding healthy food in corner stores is becoming easier.

Through a grant from the Pennsylvania Department of Health, the Neighborhood Healthy Food Initiative recently provided a cooling unit to Cabrera Grocery on Strawberry Street, allowing the store to sell cold bottled water, produce, fresh milk, yogurt and cheese. LG continues to build relationship with store owners and provide support and training. With this assistance, many store owners are willing to sell healthier products and believe these changes can be sustainable and profitable.



Lead Organization: Lancaster General Health

STRATEGY 3 | LEVERAGING THE BRAND: MARKETING LANCASTER CITY

3B – Locate Lancaster Economic Development Initiative

Plan Recommendation: Establish a joint venture between the Lancaster City Alliance and the Economic Development Corporation of Lancaster to market opportunities for investment in Lancaster and to provide a dedicated web portal connecting the partnering economic development entities under a single “gateway.”

Status:

The Center for Regional Analysis will operate under the Economic Development Company of Lancaster County providing companies with items such as workforce analysis, cost analysis and allowing for a depth of knowledge in their industries.



Keystone Edge - Through a partnership of EDC, LCA, Discover Lancaster & County Planning, [Keystone Edge](#), a monthly online publication focused on stories about unique Pennsylvania towns and cities, passionate educators, creative scientists, engaged community groups and indefatigable entrepreneurs completed the first of several stories on Lancaster City and County. The first installment can be found [here](#).

Lead Organization: Lancaster City Alliance and Economic Development Corporation

3C - Building the City Brand for Tourism

Plan Recommendation: Continue to develop marketing materials that profile shopping, dining, events, and opportunities to explore Lancaster City, extending beyond Downtown to places “off the beaten path.”

Status: A taskforce of key partners has met and is collecting information to further identify visitor’s perception of Lancaster. The taskforce is also analyzing the cost associated with a new brand for Lancaster that would advance and promote both the City and County as a destination.

Lead Organization: Discover Lancaster and Lancaster City Office of Promotion

STRATEGY 4 | QUALITY OF LIFE: REINFORCING COMMERCIAL HUBS

4B4 - Gateways and Streetscapes

Plan Recommendation: Fund and implement enhancements to gateway areas and commercial hub streetscapes to increase investment and economic development.

Status:

- **Streetscape Funding** - The City of Lancaster has secured funding to complete a pedestrian oriented lighting project on West King and Manor Streets. The project will expand the decorative lighting in Downtown to the corridors of W. King between Prince and Manor Streets and on Manor Street to Laurel Street. The project is expected to start in

2017.

- **Southeast Elm Street Grant** – The Spanish American Civic Association (SACA) has applied to the PA Department of Community & Economic Development (DCED) to be selected as an Elm Street Neighborhood. The designation provides technical assistance for community development activities and would give the neighborhood priority for grant funds provided by DCED for projects in the targeted Southeast Elm Street target area.



- **South Queen and West King Street Strategies** - Meetings with neighbors and business owners around Strategy 4 of the Building on Strength Plan focused on quality of life and creating safe and vibrant corridors has raised a need for targeted strategies for several areas that are key gateways. We are working closely with stakeholders on West King on targeted enforcement of loitering, panhandling, drug dealing and homelessness. LCA is working with stakeholders in the 100 block of S. Queen to improve communication within the block, with police and to collectively enhance the look and feel of the block for stakeholders and people passing through the area to access Downtown.

- **Broad Band – Beta Test Areas** – The City’s high speed internet service is hosted by the City of Lancaster and powered by MAW communications. MAW has partnered with dozens of City residents that will help beta-test the residential service component of the project through the first half of 2017. In addition, new installations are being scheduled and business service will be phased in starting in mid-2017.



Lead Organizations: City of Lancaster and Lancaster Downtown Investment District

4C - Commercial Hub Partner Organizations

Plan Recommendation: Organize advocacy groups than can spearhead “clean and green” efforts, organize events, and advocate for commercial corridor areas.

Status:

- Community Meetings – Lancaster City Alliance is working closely with grassroots organizations and neighborhood groups that could potentially advance this recommendation. Neighbors United would assist with New Holland Avenue, SACA is developing stronger bonds with neighbors and plans to help revitalize South Duke Street as part of their Elm Street project, The Southwest Plan led by LHOP is focused in part on revitalizing Manor Street and there is strong interest from stakeholders along the West King Street corridor.

Lead Organizations: Lancaster City Alliance and Neighborhood Organizations

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