



Edition 1



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

Welcome!

Welcome to the first edition of the Building On Strength Quarterly Report! At the launch of The Plan in June 2015, we pledged to provide community updates on a quarterly basis. You are receiving this communication because of your commitment to the City of Lancaster and your participation in the development of The Plan.

While Building On Strength is a fifteen year initiative, we are delighted to report that many of the 25 Recommendations under the four Plan Strategies are already underway. The progress of each is highlighted below. We encourage you to share this information with your Lancaster friends, colleagues and neighbors.

More information and the entire Building On Strength Plan, visit www.lancastercityalliance.org/building-on-strength.

STRATEGY 1 | EXPANDING SUCCESS: TRADITIONAL ECONOMIC DEVELOPMENT INVESTMENT

1A - Investment Sites

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

Status:

- South Queen and Vine intersection - Request For Interest in developing issued to area and regional developers.
- In 2015, over 30 commercial real estate projects were completed, underway, or being planned.

Lead Organizations: Lancaster City Alliance (LCA), Economic Development Company of Lancaster County (EDC), City of Lancaster



1D - Business Registration Program

Plan Recommendation: Inventory and record all businesses located in Lancaster City.

Status:

- Program launched early 2015 with over 1,700 business (of approximately 3,000) registered.
- To register your business, visit www.cityoflancasterpa.com/business/business-registration

Lead Organization: City of Lancaster

1E4 - Lancaster High-Speed Internet

Plan Recommendation: Build the market by providing infrastructure such as high-speed internet.

Status:

- Design and construction of city-wide "fiber backbone" (foundational network) underway – 26 miles of fiber in place – 60% complete.
- Phase 1 of Downtown Underground Fiber Network complete.
- Project to be rolled out in phases to insure quality.
- Deploying WIFI Network in City parks. Binns Park completed to date. For more information, visit www.cityoflancasterpa.com/network-overview

Lead Organization: City of Lancaster

1F - Land Bank

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

Status:

- County opportunity to purchase blighted properties presented to Commissioners for funding consideration.
- City observing progress of the County effort in anticipation of a similar program allowing for acquisition of blighted city properties for resale back to the community.

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:

- Finance Squad of professionals in place and meeting regularly.
- Funding Matrix constructed to inventory financing tools available for projects.
- Bankers Briefing conducted to introduce the plan to community bankers. Briefing was met with an enthusiastic response.
- Community First Fund facilitated \$10 million in New Market Tax Credits in 2015 for two key projects (Conestoga Plaza shopping complex and Keppel Building apartments).
- State Historic Tax Credits awarded for the first time to a Lancaster project.
- City Revitalization and Improvement Zone (CRIZ) legislation changes recommended to State legislature to improve the impact the tool has in funding projects.
- Investment Pool discussions underway to create patient capital for challenging projects.

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 inaugural Cultivate Lancaster Entrepreneurs Forum was held on December 10, 2015. The sold out event included over 150 entrepreneurs, aspiring entrepreneurs and resource providers who all came together to network with peers and to share ideas and challenges. This event will happen at least twice a year. Visit www.cultivatelancaster.com for more information and a list of the great partners and sponsors for the event.

Lead Organization: Lancaster City Alliance

2C - Neighborhood Healthy Food Initiative

Plan Recommendation: Establish a healthy food initiative that includes partnerships with existing entities such as Lancaster General Health and other partners and extend into the Commercial Hubs.

Status:

- The City of Lancaster is investigating the installation of Food Kiosks and a Demonstration Kitchen on South Duke Street in partnership with San Juan Bautista Church.
- Lancaster General Health continues their Corner Store initiatives working with twenty small corner stores to date to introduce healthier food selections.
- Several organizations are working together to solicit grant funds in support of this objective with a current concentration on the southern half of the City.

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 the opportunities for investment in Lancaster and to provide a dedicated effort that connects partnering economic development entities under a single “gateway.”

Status:

- Lancaster City Alliance, Economic Development Company of Lancaster County, Lancaster County Planning Commission, and the Lancaster County Workforce Development Board partnered specifically to explore targeted industries to prospect as well as inventory potential investment sites in the City and County.
- Work is underway on a marketing initiative to retain and grow existing businesses while attracting new business and jobs to the region. **Locate Lancaster** [www.edclancaster.com/Lancaster/media/Lancaster/Living%20Here/LR_LocateLancasterCoBroch-\(1\).pdf](http://www.edclancaster.com/Lancaster/media/Lancaster/Living%20Here/LR_LocateLancasterCoBroch-(1).pdf) was created to showcase the Lancaster Region as a sound choice for investment with a focus on the important role of the City as part of a strong county and region. This piece serves as a companion piece to a city-focused marketing brochure, **City of Lancaster**, www.lancastercityalliance.org/wp-content/uploads/2014/09/Final_LCA_ICSC_Handout.pdf developed previously by Lancaster City Alliance.

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

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:

- The VisitLancasterCity.com website continues to grow in visits, users and page views. The newly opened interactive Lancaster City Visitors Center on Penn Square has attracted almost 5000 unique visitors from 35 countries in its first three months.
- To view the first Inside the Loop Quarterly Report, visit www.lancastercityalliance.org/wp-content/uploads/2015/11/LOOP-Quarterly-Report-October-2015.pdf.

Lead Organization: Lancaster Office of Promotion

STRATEGY 4 | QUALITY OF LIFE: REINFORCING COMMERCIAL HUBS

4B1 - Two-Way Street Conversions

Plan Recommendation: Increase safety, ease of navigation and business visibility by converting existing one-way streets to two-way as funding becomes available.

Status:

- Mulberry Street project starts in 2016 converting 5 blocks of this major corridor to two-way. For more information, visit www.lancastercityalliance.org/community-resources/residentresources/construction-project-updates/mulberry-street-2-way-conversion-project/.
- City actively seeking funding for additional conversions of key corridors.

Lead Organization: City of Lancaster

4B3 - Bicycle Network

Plan Recommendation: Develop a variety of bicycle facilities including a cycling network for connectivity, accessibility to jobs and recreation through alternative transportation.

Status:

- W. Chestnut Street Pilot Project is being discussed with the community and will be reviewed by the City of Lancaster Traffic Commission in January 2016. For more information, visit www.cityoflancasterpa.com/blog/chestnut-street-bikeway.
- Lancaster City/Lancaster Inter-Municipal Committee (LIMC) Bike Plan to kick off in January 2016. This multi-modal plan recommends strategies for building infrastructure including planning for several recommended bike trails that will provide greater connectivity within Lancaster City neighborhoods.
- The Bicycle Network recommendation has strong support from bicycling organizations including Lancaster Bikes and The Common Wheel and bicycling events including Slow Ride Lancaster and Lancaster Recreation Commission Open Streets Event.

Lead Organization: City of Lancaster

4B4 - Gateways and Streetscapes

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

Status:

- Harrisburg Pike/NW Gateway
 - Liberty Street extension is now open, connecting Harrisburg Avenue to North Prince Street.
- Train Station Area
 - Artwork installed.
 - Lititz Pike Bridge complete.
 - McGovern Avenue 2-way complete.
- Finding funding partnerships for improvements to other Commercial Hubs.

Lead Organization: City of Lancaster, 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:

- Since the launch of the ED Plan in June 2015, four Commercial Hub Meetings attracting over 200 people have been held in neighborhood anchor organizations:
 - South Duke Street (at Crispus Attucks Community Center)
 - South Prince Street/South Queen Street (at Community Action Program)
 - West King Street/Manor Street (at St. Joseph Catholic Church)
 - East King Street (at La Academia Partnership Charter School)
- Two additional Commercial Hub meetings will be held in early 2016:
 - New Holland
 - Harrisburg Avenue
- We will continue to hold Commercial Hub Meetings with all Commercial Hubs on an ongoing (every six months) basis.
- Neighbors and stakeholders are sharing ideas and are eager to work together and with neighborhood anchor organizations to improve quality of life.

Lead Organizations: Lancaster City Alliance, Neighborhood Organizations

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