

The Lancaster City Alliance oversees the implementation of Lancaster’s award-winning *Building On Strength* strategic plan.

Join us as we keep tabs on the plan by clicking [here](#) to review the Building on Strength Quarterly Report.



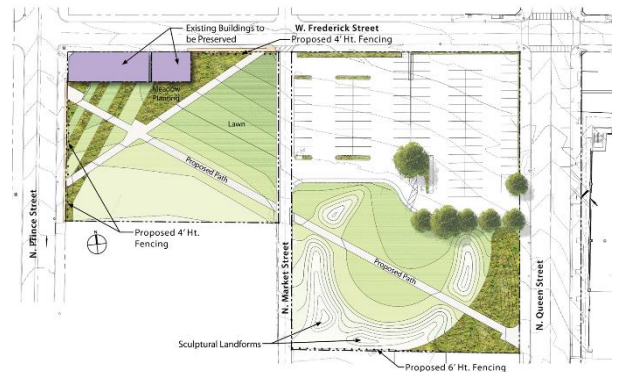
*Lancaster City Alliance President Marshall Snively, Mayor Sorace, and others accept grant money from the S. Dale High Family Foundation to enhance the southwest area of the City.*

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.

- Queen Street Green – The former YMCA site is currently under construction. The site is being transitioned to Queen Street Green space by Lancaster General Health/Penn Medicine and should be completed by mid-May, 2018.
- 101NQ – Demolition has begun on the 101NQ site and a [website](#) and [Facebook page](#) have been developed to highlight the project. The Cargas Team has been featured as a confirmed commercial tenant and the housing units are being marketed.



A comprehensive look at the parking and public space component of 101NQ is underway. Public concern with a parking structure has distracted from the enormous amount of investment occurring on this long-awaited site. This significant development is not occurring in other cities the size of Lancaster.

- Southern Market Center – The offer to purchase Southern Market Center has been withdrawn by the buyer. The Redevelopment Authority will be releasing a new RFP with submissions likely due in May, 2018.
- SoWe - The SoWe Economic Opportunity Committee is exploring options to complete a parking study for Manor Street to facilitate commercial investment. Inefficient parking lots and lack of street parking are key barriers to transforming Manor Street into a Commercial Hub.
- Southeast – The City of Lancaster is working with Spanish American Civic Association to facilitate a Home Grant to support the building of additional townhouses on the north side of Chesapeake Street between Chesapeake Court and South Duke Street.

**Lead Organizations:** Lancaster City Alliance, City of Lancaster, Economic Development Company

---

### 1B – Market District

**Plan Recommendation:** Build upon and celebrate the Lancaster Central Market, a national treasure by supporting and encouraging complementary uses adjacent to it in a market district.

**Status:** A flower shop will soon open along W. King Street to be run by a Central Market standholder on non-market days and the ground floor of the Griest Building next to the market will soon become reactivated as a tasting room for a distillery. Shops continue to open in Place Marie but not yet leveraged towards creation of a Market District.

**Lead Organizations:** Lancaster City Alliance, City of Lancaster

---

--

### 1E1 – Façade Grant Program

**Plan Recommendation:** Expand façade grant program to become a city-wide initiative and extend into the Commercial Hubs.

**Status:**

- The Lancaster City Alliance was honored to be the recipient of a \$100,000 grant from the S. Dale High Family Foundation. The grant will be used to enhance **Building On Strength** commercial hub areas along South Prince and South Queen Streets. The Lancaster City Alliance, working in partnership with stakeholders and community partners, will leverage these funds to enhance this underutilized neighborhood. The S. Dale High funds are ear marked for façade improvement and the installation of trees and trash receptacles.

**Lead Organizations:** City of Lancaster, Lancaster City Alliance

---

**1F – Land Bank**

**Plan Recommendation:** Establish a Land Bank to acquire individual blighted properties and prepare them for sound investment.

**Status:** A strategic internal document has been created and is being used in exploring opportunity sites. The Land Bank is funded \$1 million over four years however determining where to focus resources is a priority for this new entity.

**Lead Organizations:** 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:** The CRIZ Authority Board has authorized CRIZ staff to develop policies and procedures that will consider CRIZ funds for smaller development projects within the CRIZ.

**Lead Organizations:** Lancaster City Alliance

---

STRATEGY 2 | EMBRACING THE COLLABORATIVE ECONOMY: CULTIVATING ENTREPRENEURS

**2A - Entrepreneurial Development Coalition**

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

- The Lancaster City Alliance in partnership with Assets is planning a Spring 2018 Cultivate Lancaster which is tentatively scheduled for May 3<sup>rd</sup> and will be held at the Candy Factory. To date, over 800 people have attended Cultivate Lancaster events.
- Lancaster City Alliance in partnership with Assets received a \$30,000 matching grant from the Lancaster County Community Foundation to advance the Entrepreneurial Coalition. A consultant has been hired and is working on an ecosystem map.



Information will be available in June.

**Lead Organizations:** Lancaster City Alliance

---

STRATEGY 3 | LEVERAGING THE BRAND: MARKETING LANCASTER CITY

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.”

- Lancaster Office of Promotions (LOOP) will continue marketing Lancaster City’s special events, looking for additional opportunities to expand events into neighborhoods. LOOP is hosting a retailer’s open house on February 22<sup>nd</sup> to further strengthen their relationships with retailers to be seen as a marketing tool. Loop is a function of City government rather than a membership organization and is able to promote any downtown businesses to visitor and others seeking information.
- Discover Lancaster continues to do a great job placing Lancaster City in the news as a destination. Most recently, recognition was in the [Philadelphia Inquirer](#) (Lancaster's gastronomic leap continues) praising Lancaster’s food scene.

**Lead Organizations:** Lancaster Office of Promotion, City of Lancaster

---

STRATEGY 4 | QUALITY OF LIFE: REINFORCING COMMERCIAL HUBS

4B2 - Circulator Study

**Plan Recommendation:** Improve pedestrian and transit connectivity.

**Status:** Lancaster City Alliance will lead general public and stakeholder outreach specific to the expansion and improvement of a citywide circulator, to provide more efficient and effective service to City destinations for residents, employees, visitors, and students within the City in the first quarter of 2018.

**Lead Organization:** City of Lancaster, South Central Transit Authority and Lancaster City Alliance

---

### 4B3 – Bicycle Network

**Plan Recommendation:** Continue to develop and implement Lancaster’s bicycle infrastructure, particularly those recommendations that reinforce other initiatives of the economic development strategy.

**Status:** The Bike Share program, managed by Zagster stayed operational over the winter months and the City reports that the program is running smoothly. Data is available on usage and will be reviewed by the City for future planning. A phased plan to increase bike markings on roadways is underway. A city-led program to provide bike racks is in development as bike parking is a current need to keep momentum going as Lancaster’s bike friendly culture is growing. In most cases- bike racks will be in areas with wide sidewalks close to buildings so that bike parking is not competing with on-street parking. Social enterprise, The Common Wheel is opening a location in the 300 block of N. Queen and privately owned, Gretna Bikes is moving into the City later this spring. Bikes are the focal point for “Open Streets” in May, group rides through neighborhoods and bike parking at Long’s Park for the Summer Music Series are all focused on getting stakeholders to consider biking. Bike amenities will be a consideration of the 101NQ development.

**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:**

- Neighbors United (NE) - The Neighbors United Neighborhood Revitalization program, which was launched 19 months ago and includes the deployment of the LCA bike squad, installation of trees and trash receptacles and holds regular neighborhood gatherings does not have a sustainable funding source. LCA has historically worked with neighborhood volunteers to raise funds from corporate funders in and near the target area. Neighbors would like to inspire greater grassroots giving towards program costs and have formed a leadership board to lead this aspect of the program. Neighbors United has determined that a long-term goal is to expand the current target area to include the 6<sup>th</sup> Ward Park area and the McCaskey campus. Determining how to expand the service area and fund the program in this residential dominated area is a pressing issue.
- W. King (Prince to Manor/Charlotte St.) & Manor (W. King to Hershey/S. West End Ave.) streetscape improvement project planning is underway (new street trees and up to 130 ped lights). On-street parking was added at various locations including the 200 block of W. King. This was recommended as part of the Speck Walkability Study to increase parking for businesses in those blocks and calm traffic.
- Southwest: The SoWe Board and resident participation remain robust. Initiatives to renovate and enhance Farnum Park (renamed Culliton Park in December) have made strong progress thanks to prioritization by the City of Lancaster and the strength of the resident-led committee focused on open space in this neighborhood. A neighborhood office staffed with a community connector has also opened, and a digital newsletter is being distributed.

- Southeast Elm Street: State funding for the City of Lancaster to make improvements to the South Duke Street commercial hub was announced in November. PA’s Commonwealth Financing Authority has awarded Lancaster City a \$1.225 million grant towards the \$3 million dollar project. SACA has also been awarded a planning grant from the Wells Fargo Regional Foundation and are seeking funding to spearhead the development of public art and neighborhood history projects for the SE area.
- DID - Over 30 new street trees have been accepted to date by Downtown property owners as part of Lancaster City Alliance-led special “free street tree” offer for DID 25<sup>th</sup> anniversary beautification initiative. Lancaster City Alliance outreach to property owners will continue through winter. The first trees were planted in November and planting will continue in the spring, with a goal of 50 trees to be planted by the end of the DID fiscal year on April 30



**Lead Organization:** City of Lancaster and Downtown Investment District

---

---

Lancaster City Alliance  
717.394.0783  
115 East King Street | Lancaster, PA 17602