



Edition 8



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

Welcome!

Can you believe this past summer in June, 2017 the Economic Development Strategic Plan for the City of Lancaster "***Building On Strength***" completed its second year of progress since its adoption? Our Lancaster community has made remarkable progress over the past two years. We still have work ahead of us and look forward to keeping you up to date on the work being done and where you can lend a hand.

We hope you'll enjoy taking a few minutes to read this 8th edition of the *Building On Strength* Quarterly Report.

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: Lancaster City Alliance’s Steering Committee is exploring additional opportunity sites outside of the corridor or as identified in the plan. As of the end of August, 16 out of the plan’s 40 identified “investment opportunity sites” (40%) are under development.

- The identified Keller Avenue investment site bordering the tracks of the newly renovated Amtrak Station Developer has specific plans to build a parking garage with a pedestrian bridge to connect to the Amtrak Station. Continued evaluation of the development of the other parcels continue to be reviewed. Other investment sites continue to progress such as the 100% leasing of Conestoga River Plaza and the anticipated ground breaking for Tobacco Alley in the 4th quarter of this year.
- The City of Lancaster’s Redevelopment Authority issued an RFP in July for the purchase and redevelopment of the Southern Market Center. Proposals are due in October.

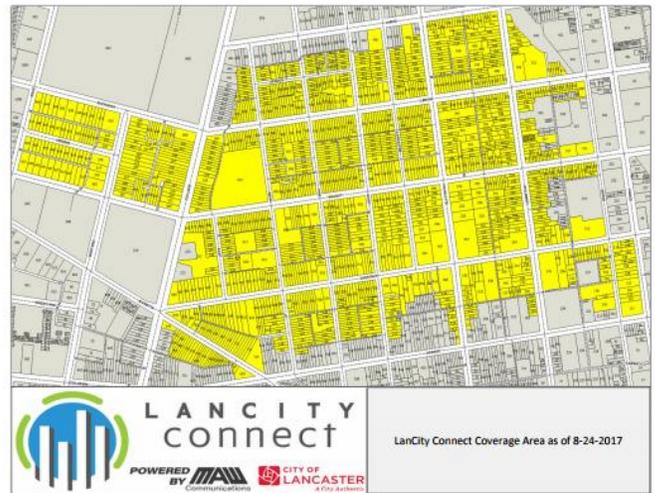
Lead Organizations: Lancaster City Alliance, Economic Development Company of Lancaster County and City of Lancaster

1E4- Lancaster High Speed Internet

Plan Recommendation: Continue with current partnership to implement **LanCity Connect** to existing businesses and attract new ones.

Status: The City of Lancaster continues to advance the installation of fiber for commercial and business users. MAW employees are working on the updated deployment strategy found [here](#).

Lead Organizations: City of Lancaster



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: Entrepreneurs Forum – The 5th Entrepreneur’s forum is being planned for December, 2017. The planning committee continues to discuss ways to advance the event including resource providers, one-on-one mentoring and networking opportunities.

Lead Organization: Lancaster City Alliance

2A - Entrepreneurial Coalition

Status: Entrepreneurial Coalition – Entrepreneurship Coalition was recently established to bring together non-profit, for-profit, and government entities which specifically cater to entrepreneurs in start-up and micro-businesses.

- The Women’s Business Center at ASSETS held their first inaugural #SheOwnsIt Forum on August 24th. The event featured social entrepreneur, Peabody Award winner, and Urban Revitalization Strategist, Majora Carter. The event was attended by 120+ women entrepreneurs. #SheOwnsIt mission is to create a stronger community and a collective vision for what the entrepreneurship community could be for the women entrepreneurs of Lancaster County.



- The Great Social Enterprise Pitch is working with 11 innovative teams who were chosen to undergo 4 months of incubation development, leading towards a finale, where 5 finalists pitch their ideas at the Great Social Enterprise Pitch scheduled for October 6th. Currently all 11 ideas are conducting a crowdfunding campaign to raise seed funding for their businesses-- <https://www.indiegogo.com/partners/SocialEnterprisePitch>

Lead Organizations: Assets and Lancaster City Alliance

2B2 - Harvest Park Lancaster: Restaurant Workforce

Plan Recommendation: Work with University culinary programs, serve as an intermediary in connecting restaurants with farmers and continue to foster programs that help people get certified in food industry jobs.

Status: Lancaster City Alliance in partnership with Workforce Development Board and Harrisburg Area Community College conducted a survey of the hospitality industry in the City of Lancaster. The survey provided a 20% return rate. The research is being analyzed and will be reviewed.

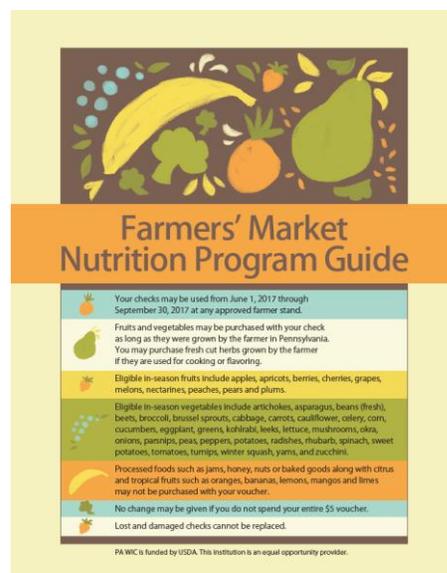
Lead Organization: Lancaster City Alliance

2C - Neighborhood Healthy Food Initiative

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

Status:

- LG Health, WellSpan, CAP and Central PA Food Bank (partners in Hunger-Free Lancaster County) are working together on community outreach strategies to encourage eligible individuals to use SNAP benefits and WIC Farmers Market checks. Using campaign graphics developed by PA College of Art & Design, the SNAP campaign will use bus ads, printed materials, and online ads. The WIC Farmers Market checks are being promoted with a comprehensive guide in English or Spanish given to all WIC participants to encourage them to use their four \$5 checks at local markets.
- This year, LG Health and CAP are working together to provide “Heart Smart” nutrition education and basic health screenings (height, weight, blood pressure) in 2-3 healthy corner stores as a pilot project.



Lead Organization: Lancaster General Health/Penn Medicine

STRATEGY 3 | LEVERAGING THE BRAND: MARKETING LANCASTER CITY

3B – Locate Lancaster Economic Development Initiative

Plan Recommendation: Establish a joint venture between Economic Development Company and Lancaster City Alliance to market the opportunities for investment in Lancaster.

Status: Economic Development Company has been working with planning the Rise of the Rest's 6th road tour coming to Lancaster, York and Harrisburg on October 10th. The tour gives Lancaster the opportunity to be in the spotlight. Eighty entrepreneurial applicants applied for the event. A live pitch contest will be held on October 10th rewarding the winner with a \$100,000 investment from Steve Case, founder of AOL.



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

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."

- Governor's Awards for the Arts: Lancaster is the host City for the 2017 Governor's Awards for the Arts. An Artist reception was held Week long events are being planned to celebrate the Awards ceremony being held at the Lancaster County Convention Center, on Thursday, October 26.

An Artists Mixer was hosted by City of Lancaster Office of Promotion and Lancaster City Alliance for artists, business owners, and residents on August 10th. An impressive group gathered at 115 E. King Street to find out how they can participate in a week-long celebration of the arts that will make "Lancaster will be the cultural capital of Pennsylvania."



Lead Organizations: Lancaster Office of Promotion, City of Lancaster and Discover Lancaster

STRATEGY 4 | QUALITY OF LIFE: REINFORCING COMMERCIAL HUBS

4A – Foster Commercial Hubs within Neighborhoods

Plan Recommendation: Recognize the unique character and culture of Lancaster’s Commercial Hubs, and establish those identities through branding and place-making techniques.

Status: Lancaster City Alliance is collecting inventories of small commercial space in the *Building On Strength* commercial hubs and SoWe neighborhood revitalization area to facilitate small business growth.

Lead Organization: City of Lancaster

4B – Street Network and Improved Accessibility

Plan Recommendation: Build upon city-wide efforts to enhance streetscapes, provide better walkability, Bikeability, and transit opportunities while connectively establishing critical connections throughout the City.

Status: The Lancaster Active Transportation Plan has been completed and is currently being reviewed internally within the City of Lancaster.

Lead Organizations: City of Lancaster



4B1 - Two Way Street Conversations

Plan Recommendation: Explore long-term opportunities to work with PennDOT and consider additional one-way to two-way street conversions in addition to the streets currently proposed.

Status: Charlotte Street is planned to become a two-way street. PennDOT will be releasing the RFP with bids due October 30th. Work is expected to begin in January, 2018. The two-way conversation will add a bicycle lane, reconstruct the road surface and add green infrastructure to capture stormwater.

Lead Organization: City of Lancaster

4B2 - Circulator Study

Plan Recommendation: Improve pedestrian and transit connectivity by establishing a north-south and an east-west circulator, with a route that extends from the Train Station to the Southside and another connecting the Thaddeus Stevens campus to The West End.

Status: South Central Transit Authority awarded Nelson|Nygaard Consulting Associates with the Transit Development Plan in July, 2017. The Transit Development Plan (TDP) will provide for an evaluation of a downtown circulation and is

expected to be completed in the summer of 2018. The Lancaster City Alliance and SCTA will collaborate on public outreach beginning late 2017/early 2018.

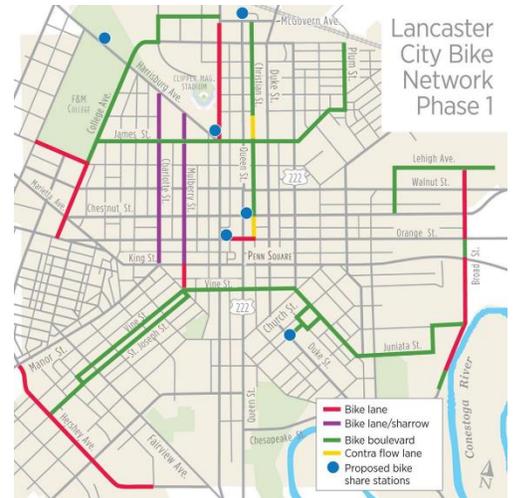
Lead Organization: City of Lancaster, South Central Transit Authority and Lancaster City Alliance

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:

- Lancaster’s Bike Share Program will begin this fall, 2017 with six bike share stations located throughout the City. The locations are as follow:
 - College Row (Harrisburg Avenue)
 - Rotary Park (Harrisburg Avenue /North Prince and West James Street)
 - Amtrak Train Station (McGovern Avenue)
 - South Duke Street and Dauphin Streets
 - Prince Street Garage (West Orange Street)
 - Hager Building (West King Street)
- Lancaster Bikes! is building a website and has plans to conduct an educational campaign about bicycling and to promote the Bike Share Program.



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:

- Lancaster City Alliance is actively working on inventories of commercial and historically commercial buildings in the SW, Downtown and NE areas of the City which will be mapped.

Lead Organization: City of Lancaster and Downtown Investment District

4C - Commercial Hub Organizations

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

Status:

- SouthWest – Lancaster City Alliance Ambassadors began patrolling the SoWe Neighborhood in August. The Ambassadors are building relationships and identifying quality of life issues. The SoWe Board meets monthly. All meetings are open to the public.
- Northeast - The Ambassador expansion in the Northeast celebrated its first year anniversary at National Night Out on August 1st.



Lead Organization: City of Lancaster and Neighborhood Groups

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